



2013-2016 QUADRENNIAL PLAN
FINAL REPORT



A DIRECT LINE!



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1 FOREWORDS



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BRINGING THE WORLD TOGETHER IN OLYMPIC SOLIDARITY

Thomas Bach, President of the International Olympic Committee

Over the past four years, Olympic Solidarity played a central role in the sustainable development of sport, and significantly helped the National Olympic Committees (NOCs) to secure the participation of their athletes at the Olympic Winter Games Sochi 2014 and the Olympic Games Rio 2016.

By supporting more and more athletes from all the NOCs, Olympic Solidarity makes the promise of universality of the Olympic Games a reality. Through its many programmes, Olympic Solidarity supported the participation of all athletes and officials at the Olympic Winter Games Sochi 2014 and Olympic Games Rio 2016. It also enabled promising young athletes to compete at the Youth Olympic Games Nanjing 2014 and Winter Youth Olympic Games Lillehammer 2016. The exceptional performances by the athlete scholarship holders at the Games is another expression of the success of Solidarity's programmes, as you will see from this report. The report clearly illustrates the significant work and importance of Olympic Solidarity during the last four years.

The four-year period covered in this report was also marked by the participation of the very first Refugee Olympic Team at the Olympic Games Rio 2016, a symbol of the Olympic Movement's solidarity with the world's refugees. The athletes of the Refugee Olympic Team were a symbol of the universal unifying power of sport.

To support all the athletes, the NOCs and the administration of sport worldwide, the Olympic Solidarity budget for the 2013–2016 plan increased by nearly 40 per cent compared to the previous plan. If this increase means that the athletes remain the top priority for the IOC, it also means that Olympic Solidarity has to support the NOCs for more efficient and transparent management of their activities funded by Olympic Solidarity, based on the principles of good governance.

On behalf of the IOC, I would like to congratulate the Olympic Solidarity Commission for all its excellent work during these past four years. My thanks go also to all the Olympic Solidarity offices in the world for their dedication and commitment.

“By supporting more and more athletes from all the NOCs, Olympic Solidarity makes the promise of universality of the Olympic Games a reality.”



© IOC / David Burnett

Beach volleyball – Olympic Games
Rio 2016



ENTHUSIASTIC AND COLLECTIVE COMMITMENT!

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

Olympic Solidarity continued its activities on the ground throughout the 2013–2016 plan. It worked enthusiastically to develop and offer programmes for the NOCs so that they could, as a priority, assist with the development of their athletes, train their coaches and sports officials and promote the Olympic values in areas as varied as education, environmental sustainability, gender equality and Sport for All.

The different editions of the Olympic Games marked the course of this plan, providing us with some exceptionally powerful moments at both a sporting and human level. The Youth Olympic Games Nanjing 2014 and Lillehammer 2016 allowed young athletes to take part in their first major Olympic meeting in ideal competition conditions. For this, the NOCs benefited from the support of Olympic Solidarity to identify, qualify and prepare their young athletes. In the context of the Olympic Games Rio 2016, the Olympic scholarship programme for athletes kept all of its promises, with the highest number of scholarships ever allocated since the programme launched in 1992 – 10 of which were reserved for the very first Refugee Olympic Team. The NOCs were also able to benefit from this programme in the framework of the Olympic Winter Games Sochi 2014, by offering individual scholarships to athletes, for the second time, after Vancouver in 2010.

This report, which marks the end of this four-year cycle, provides an excellent overview of the activities carried out and the concrete results derived from them, for both the NOCs and Olympic Solidarity. The end of a quadrennial period gives the NOCs the possibility to reflect on what the Olympic Solidarity programmes have enabled them to do and make improvements to their structure to develop sport on their territory, but also to communicate their expectations for the coming years. Olympic Solidarity can thus also assess the impact of its programmes on the NOCs and prepare to make the necessary adjustments or changes in the new plan.

I am particularly proud to present in this report everything that has been undertaken and accomplished over these past four years. I should like to thank – on behalf of the Olympic Solidarity Commission – all the NOCs, the Continental Associations, ANOC and the many partners who work with us on our programmes and without whom none of this would have been possible. My thanks also go to the team who work tirelessly in the Olympic Solidarity offices, in Lausanne and on the five continents, and place their skills and expertise at the service of the NOCs.

“This report, which marks the end of this four-year cycle, provides an excellent overview of the activities carried out and the concrete results derived from them, for both the NOCs and Olympic Solidarity.”



© IOC/Benoît Fontaine



Meeting of the Olympic Solidarity Commission in November 2016 at the Beau-Rivage Palace Hotel in Lausanne

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2 GENERAL INTRODUCTION



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A RECORD NUMBER OF OPERATIONAL ACTIVITIES ORGANISED

The Olympic Solidarity programmes on offer as part of the 2013–2016 plan were implemented in keeping with previous plans, with the aim of continuing the work accomplished by the NOCs in their various fields of activity. All the NOCs made good use of the possibilities offered to them through these programmes, in accordance with their needs and priorities. The results are significant.

For the world programmes, almost 2,000 scholarships for athletes were awarded, 1,000 technical courses for coaches organised, 500 courses for sports officials and advanced sports management courses delivered and 750 individual initiatives to promote the Olympic values accepted. In the end, over 12,000 activity requests were approved in the context of the world programmes and subsidies for the Olympic Games.

For the continental programmes, numerous activities and projects were organised on the five continents by the NOCs depending on their specificities, whether in order to develop their management skills; put in place preparatory programmes to take part in regional, continental or the Olympic Games; purchase sports equipment; support the national sports federations; or implement activities linked to training, education or the promotion of sport.

Communication remains a key element for the smooth running of the programmes. The major collaborative work between the international office in Lausanne and the continental offices

allowed us to optimise the various activities undertaken. At the outset of the plan, as it had in the past, Olympic Solidarity also organised forums on each continent to present the programmes available and allow the NOCs to make optimum use of the funds available in a fully transparent way. Other forums were organised during the plan on good governance and preparations for the Olympic Games Rio 2016, among other topics.

Olympic Solidarity staff met with the NOCs on many occasions, whether during the Olympic Games, continental or regional games, General Assemblies of the continental associations or ANOC, visits by NOCs or various training sessions for coaches or sports leaders. These exchanges enabled us to consolidate relations and forge new ones. The last year of the plan was mainly devoted to assessing the 2013–2016 plan and preparing the 2017–2020 plan – to which the NOCs made a valuable contribution. A precise framework was thus established to define the directions, strategy and structure of Olympic Solidarity for the future.

Finally, with the goal of being environmentally responsible, Olympic Solidarity launched its online platform in early 2017 in order to optimise the services it offers to the NOCs. This platform provides NOCs with the possibility to directly access the programmes available and, in turn, the corresponding guidelines and application and report forms. Other sections are also available on the platform such as the latest news, publications and the visual identity of Olympic Solidarity.

Olympic scholarship holders
Yanet Ursula Sovero Nino from Peru
(in blue) and Jackeline Renteria Castillo
from Colombia



THE HISTORY OF OLYMPIC SOLIDARITY: BLOSSOMING OF A NOBLE IDEA

1960 – In order to support a number of NOCs located in countries which had only recently become independent, the IOC decided to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals.

1962 – Count Jean de Beaumont created the Committee for International Olympic Aid (CAIO).

1971 – The CAIO merged with the International Institute for the Development of NOCs, created in 1969 by the Permanent General Assembly of the NOCs, and became the Committee for Olympic Solidarity.

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

1979 – At the constituent assembly of the Association of National Olympic Committees (ANOC) in Puerto Rico, the IOC was asked to allocate NOCs 20 per cent of the television rights earmarked for them.

1981 – At the Olympic Congress in Baden-Baden, the IOC President at the time, Juan Antonio Samaranch, and the ANOC President, Mario Vázquez Raña, decided to create the Olympic Solidarity Commission, which was meant to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.

1984 – Starting at the Games of the XXIII Olympiad in Los Angeles, the increase in revenue from television rights meant that help was offered no longer in the form of a general subsidy, but in accordance with an income management structure that met IOC criteria.

1985 – The Olympic Solidarity Commission has enjoyed administrative independence in conformity with its remit, and its structure has enabled it to develop its activities on a quadrennial plan basis.

2001 – Under the leadership of Jacques Rogge, the IOC President, the current structure of Olympic Solidarity's programmes was established. Mario Vázquez Raña was appointed Chair of the Olympic Solidarity Commission.

2012 – Sheikh Ahmad Al-Fahad Al-Sabah succeeded Mario Vázquez Raña as Chair of the Olympic Solidarity Commission.



60th IOC Session in 1962 /
The Olympic Congress in
Baden-Baden in 1981



© Deutsche Presse Agentur/Heinz Wieseler/IOC

THE OLYMPIC SOLIDARITY COMMISSION: PLAYING A LEADING ROLE

The Olympic Solidarity Commission was created to accomplish the tasks entrusted to it under the Olympic Charter. It is chaired by Sheikh Ahmad Al-Fahad Al-Sabah and is composed of individual members appointed by the IOC President. The Commission is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets and monitoring their implementation.

COMPOSITION OF THE COMMISSION AT 31 DECEMBER 2016

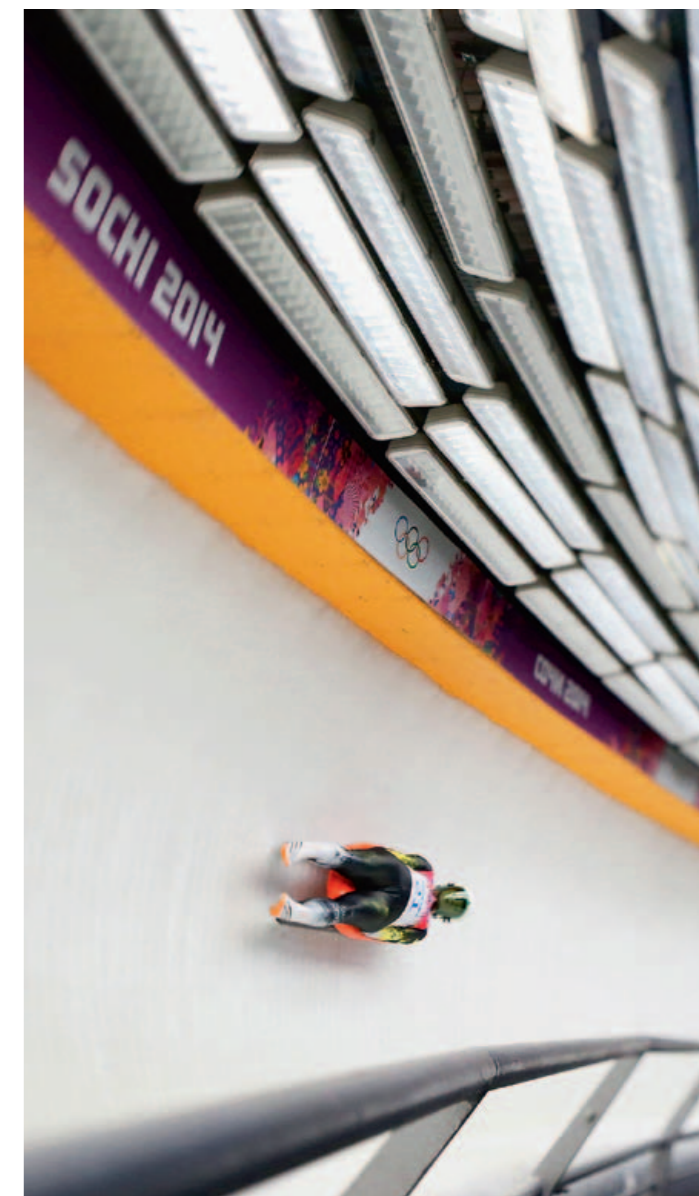
Chair: Sheikh Ahmad Al-Fahad AL-SABAH

Members: Kirsty COVENTRY
Tony ESTANGUET
Richard Kevan GOSPER
Patrick Joseph HICKEY*
Nicole HOEVERTSZ
Lingwei LI
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Intendant General Lassana PALENFO
Bernard RAJZMAN
Juan Antonio SAMARANCH
Husain AL-MUSALLAM
Ricardo BLAS
Leandro NEGRE
Raffaele PAGNOZZI
Jimena SALDAÑA
Tomas Amos Ganda SITHOLE

*temporarily self-suspended

It enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and President, keeping them regularly informed about the main decisions taken, e.g. approval of programmes and budgets for the Olympic Solidarity quadrennial plans.

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



Olympic scholarship holder
Eliza Tiruma from Latvia – Olympic
Games Sochi 2014

© Getty Images/Julien Finney



CLEAR OBJECTIVES, A SHARED VISION

In keeping with its mission, Olympic Solidarity set itself three priorities for the 2013–2016 plan:

- to increase global assistance to athletes, including their entourage (family and sporting) and post-sport career (following the lead of the IOC in these areas);
- to reinforce NOC structures and global management capacities;
- to continue to support coach education and promote the Olympic values.

These priorities could be broken down into several essential aspects in order to enable the NOCs to fulfil their role more efficiently in accordance with the reality of their situation.

Following on from the previous plans, Olympic Solidarity focused its efforts on assistance for all NOCs, particularly those that needed it most. It was especially keen to increase overall assistance to NOCs by offering them personalised advice and better supervision, and to help them to more efficiently manage and monitor the activities funded by Olympic Solidarity on the basis of the universal principles of good governance. Olympic Solidarity also offered the NOCs greater flexibility in the use of funds in order to better meet their individual needs.

Technical course for coaches in basketball in Eritrea

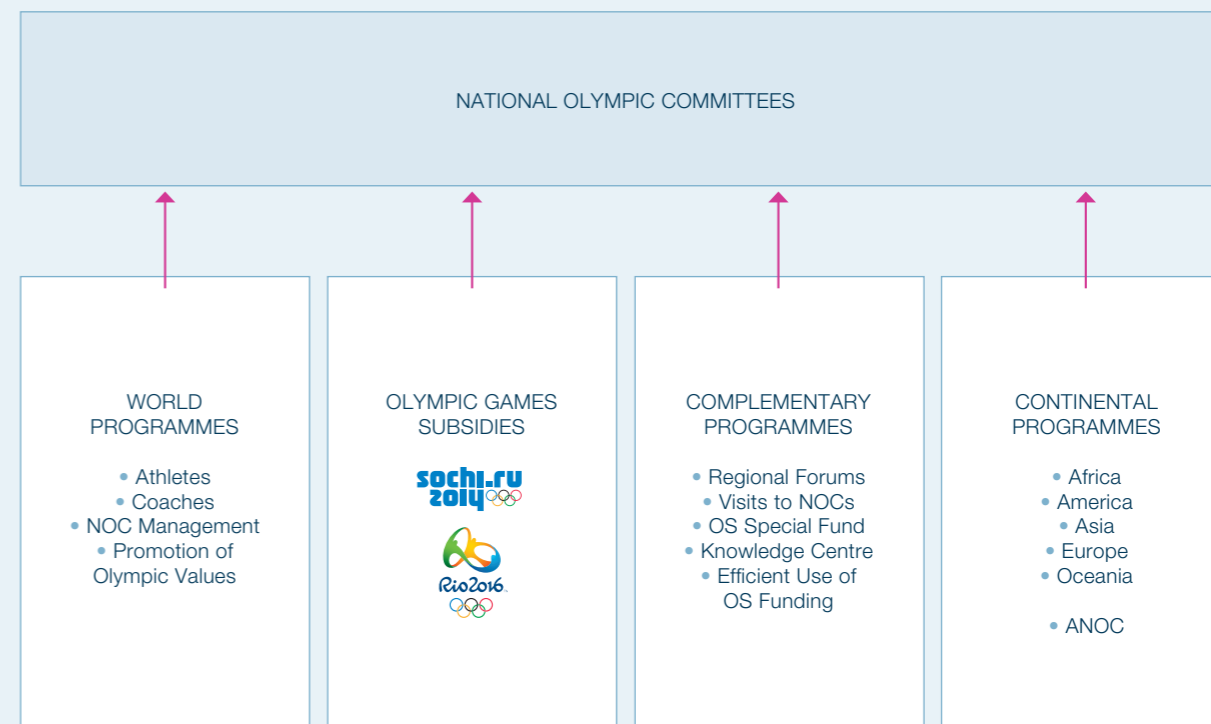


© NOC of Eritrea

CLOSELY COORDINATED IMPLEMENTATION AND MANAGEMENT OF PROGRAMMES

The NOCs could expect to receive effective, targeted advice to help them fulfil their responsibilities, as well as financial, technical and administrative assistance through the programmes developed on their behalf by Olympic Solidarity.

The **world programmes** covered and reinforced all the main areas of sports development. The **continental programmes** were designed to meet some of the specific needs of each continent. **Olympic Games subsidies** helped the NOCs to participate in the Olympic Games and allowed them to benefit from financial assistance before, during and after the Games. The **complementary programmes** extended the assistance offered by Olympic Solidarity in the framework of targeted projects.

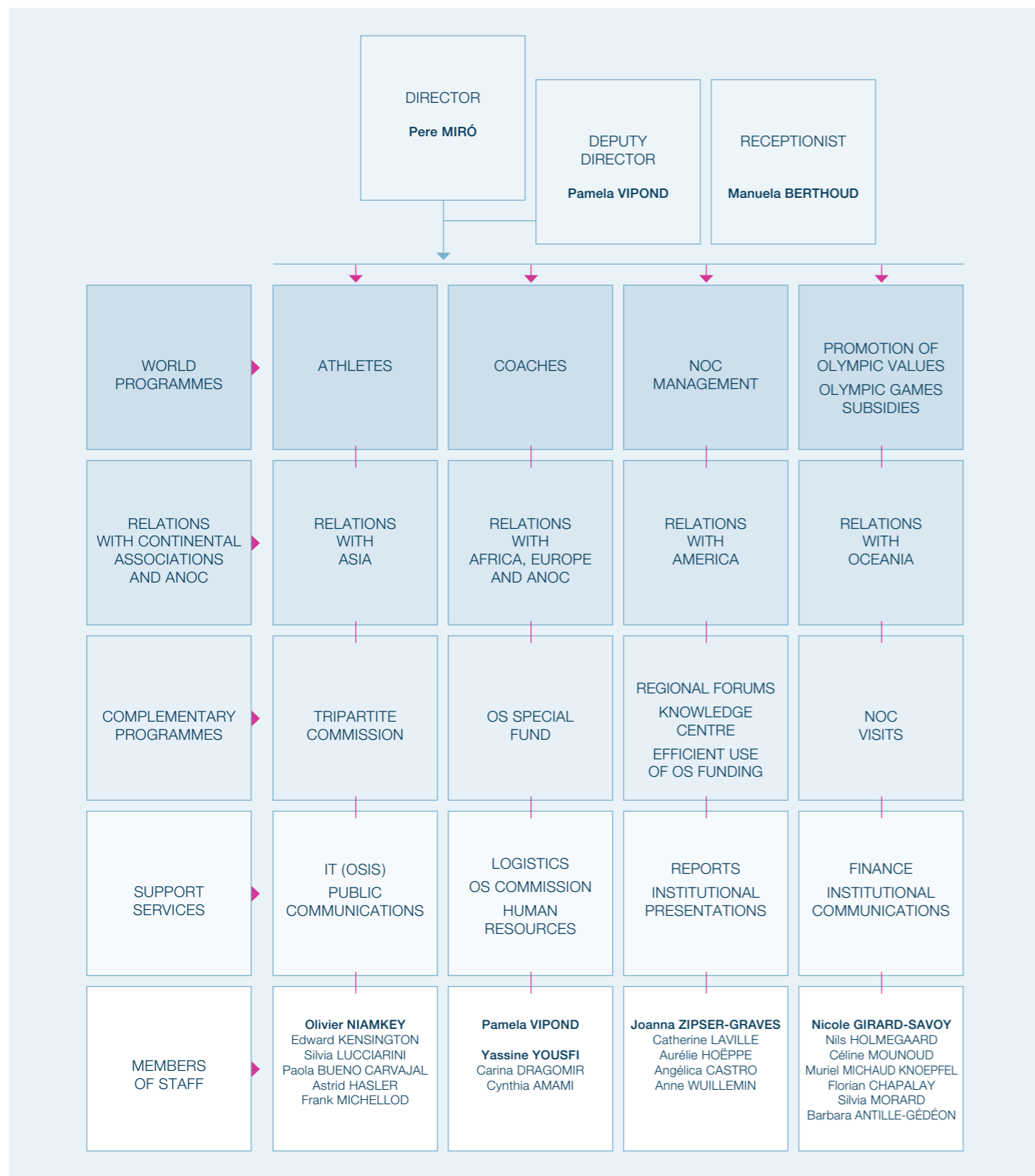


These four areas functioned autonomously, their objectives complemented one another. The implementation and management of the programmes in each sector were fully coordinated.



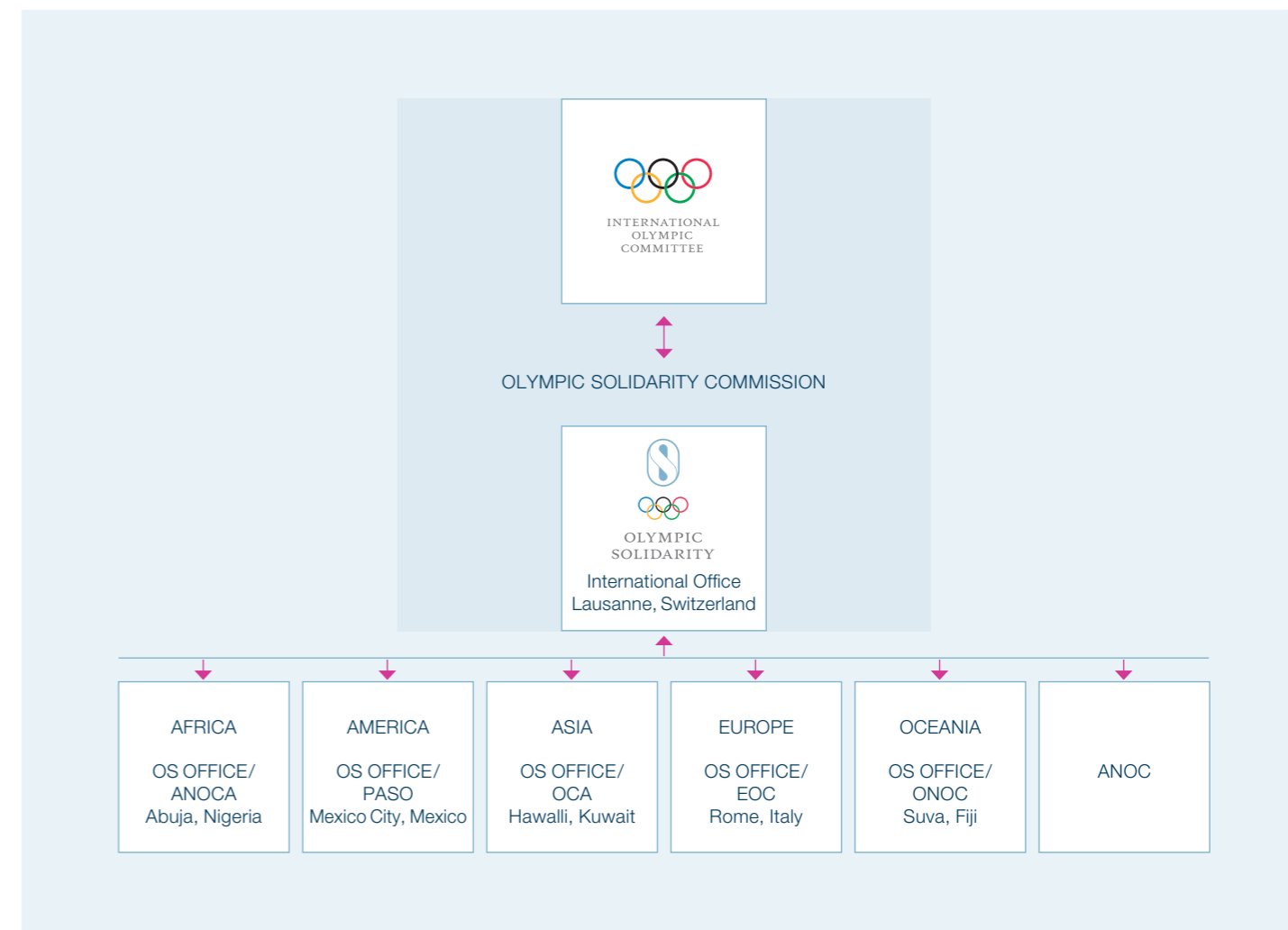
OLYMPIC SOLIDARITY OFFICES

The Olympic Solidarity international office in Lausanne is fully answerable to the Olympic Solidarity Commission. Its tasks and programmes are divided into sectors and overseen by a director and a deputy director.



The primary aim of the international office's administrative team is to increase and improve the quality of the services it provides to the programmes' beneficiaries. The Olympic Solidarity international office was responsible for all operational aspects

of the implementation of the 2013–2016 plan. To this end, it cooperated with the five continental associations of NOCs, particularly the Olympic Solidarity continental offices, as well as with ANOC.



PARTNERS IN SYNERGY

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an essential action channel. Each partner plays a clearly defined role in the various phases of the programmes.

For example, the IFs analyse applications for athlete scholarships, offer the use of their network of training centres or send experts to run courses for coaches. The more developed NOCs use their knowledge and experience to help their

less developed counterparts. The continental associations, through the continental offices, provide support through the continental programmes and the organisation of regional forums.

Thanks to the contribution and support of all parties – continental associations, ANOC, NOCs, IOC Commissions, IFs, high-level training centres, OCOGs, universities and experts in various fields – Olympic Solidarity was able to carry out its task of assisting the NOCs throughout the 2013–2016 plan in the best possible conditions.



NEARLY USD 440 MILLION DEVOTED TO DEVELOPMENT AND ASSISTANCE

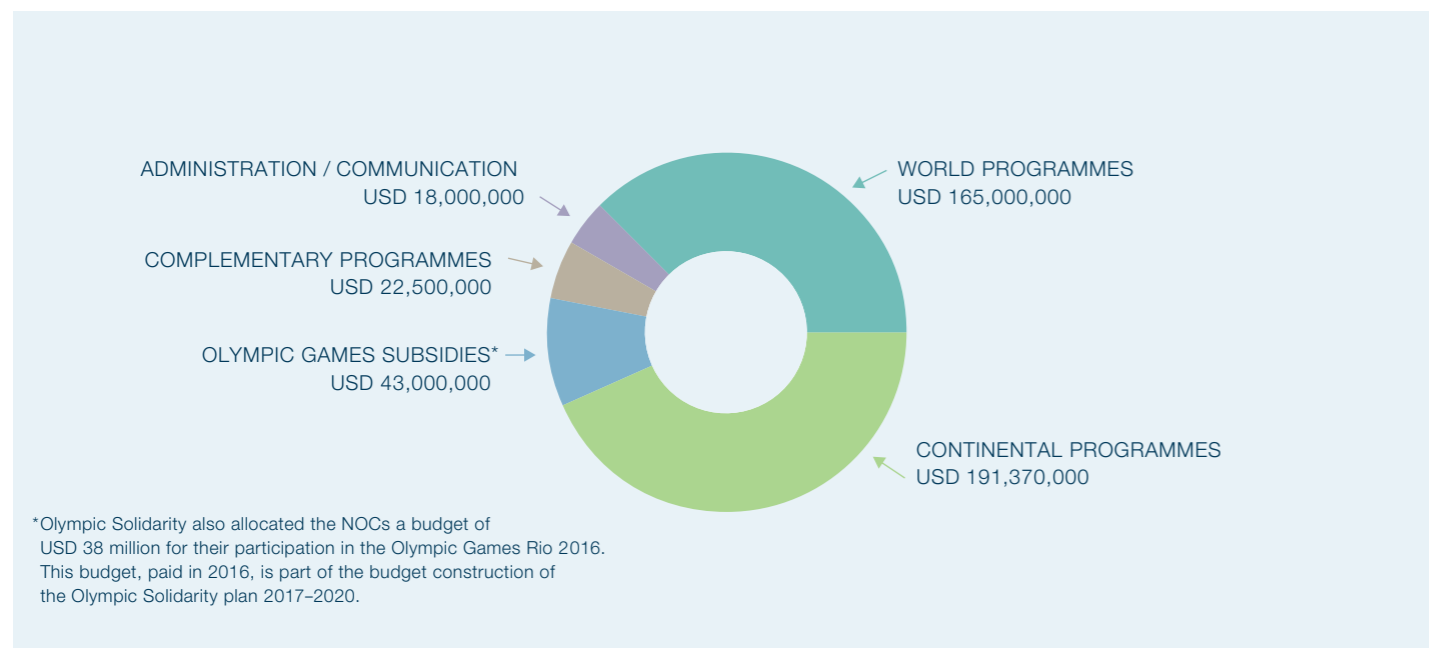
Olympic Solidarity manages the share of the broadcast rights from the Olympic Games which belongs to the NOCs, and redistributes these funds through programmes offered to all NOCs recognised by the IOC.

The initial development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 plan was USD 438 million. It was based on income from the sale of broadcast rights for the Games of the XXX Olympiad London and the estimated revenue from the XXII Olympic Winter Games Sochi, plus interest from future investments. In comparison with the initial 2009–2012 plan budget of USD 311 million, the new development budget represented a global increase of 40 per cent.

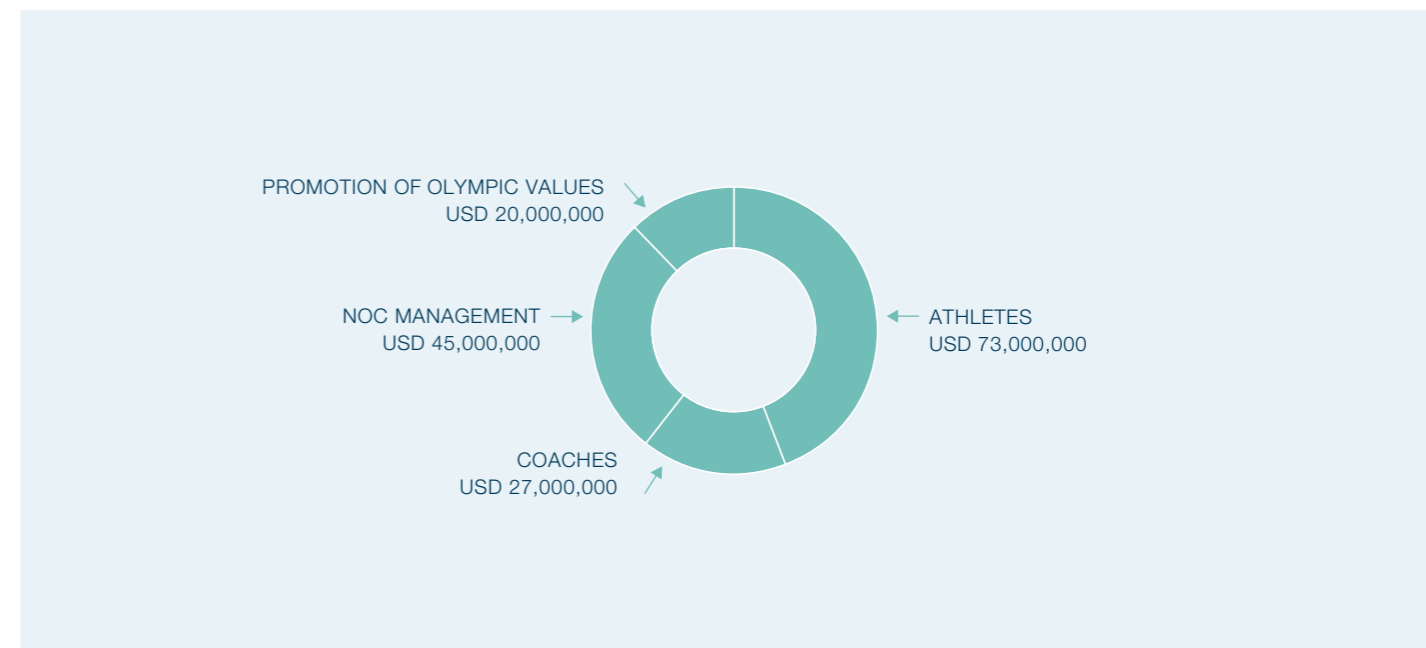
During the 2013–2016 plan, the initial budget was increased by USD 1,370,000 distributed as follows: USD 1,500,000 for the marketing seminars organised for the NOCs in 2015 and 2016 (complementary programmes), USD 200,000 for the NOC of Kosovo recognised in 2014 (Europe), and USD 170,000 for

the NOC of South Sudan recognised in 2015 (Africa) (continental programmes – NOC activities). The final budget for the 2013–2016 plan was therefore USD 439,870,000.

2013–2016 GLOBAL BUDGET: TOTAL USD 439,870,000



“WORLD PROGRAMMES” BUDGET: TOTAL USD 165,000,000



MEMOS VII in French at the INSEP in Paris (France)



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“CONTINENTAL PROGRAMMES” BUDGET: TOTAL USD 191,370,000





3 WORLD PROGRAMMES



© Getty Images/Richard Heathcote

WORLD PROGRAMMES: UNCONDITIONAL SUPPORT FOR THE DEVELOPMENT OF SPORT

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

Olympic Solidarity's international office in Lausanne managed the 17 world programmes. Where necessary, it could call on the assistance of the continental offices in order to better coordinate each continent's activities. Olympic Solidarity also worked closely with the IFs whose sports are on the Olympic programme, the IOC Commissions and several other Olympic Movement partners in order to develop and offer high-quality programmes to all NOCs. However, in line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes were provided to the NOCs which have the greatest need, as a priority.

PROGRAMMES AVAILABLE TO THE NOCs

ATHLETES

- Olympic Scholarships for Athletes "Sochi 2014"
- Olympic Scholarships for Athletes "Rio 2016"
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support

COACHES

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

NOC MANAGEMENT

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

PROMOTION OF OLYMPIC VALUES

- Sports Medicine
- Environmental Sustainability in Sport
- Women and Sport
- Sport for All
- Olympic Education, Culture and Legacy
(incl. International Olympic Academy)

"In line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes were provided to the NOCs which have the greatest need, as a priority."

Olympic scholarship holder Valya Semerenko from Ukraine, gold medallist (4x6km biathlon relay) – Olympic Games Sochi 2014



PROGRAMMES FOR ATHLETES: STRIVING FOR EXCELLENCE AT EVERY LEVEL

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

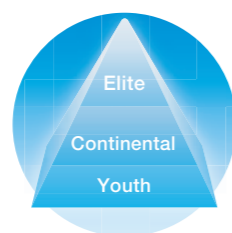
2013–2016 Budget: USD 73,000,000

Olympic Solidarity relies on the support of the continental associations, NOCs and IFs to implement its athletes' programmes, as well as that of other partners including training centres, coaches and high-level experts.

For the second time, Olympic Solidarity contributed to the success of the Olympic Winter Games by helping participating athletes through its Olympic scholarship programme. This programme, which was launched at the start of the 2013–2014 winter season, was the first programme of the plan to be operational and provided support to more than 400 athletes over two seasons, thus enabling them to prepare and qualify for Sochi.

Immediately after the Olympic Winter Games Sochi 2014 had finished, Olympic Solidarity turned its attention to the second programme of Olympic scholarships for athletes preparing for the Olympic Games Rio 2016. The main aim of this programme was to secure the qualification and participation of Olympic scholarship holders in the Games. Given the continued success of the programme since the Sydney Games, there is no question that the programme provides invaluable support to disadvantaged athletes. On a technical level, Olympic Solidarity continued to work closely with the continental associations, NOCs, IFs and partner training centres to provide the 1,547 Olympic scholarship holders with the appropriate training conditions for the requirements of elite-level sport.

The team support grants continued their record of success, assisting a total of 167 winter and summer sports teams over the four years of the plan. Because of its flexible approach to managing the available funds, the programme for preparing athletes for continental and regional games generated similar levels of interest with the NOCs, enabling 174 NOCs to implement activities corresponding to their specific needs. Young athletes and their NOCs were able to take advantage of the Youth Olympic Games Athlete Support Programme to help and support them in their preparation and qualification for the summer and winter Youth Olympic Games in Nanjing and Lillehammer.



Striving for excellence
at all levels



Olympic scholarship holder Cheick Sallah Junior Cisse (in red) won Côte d'Ivoire's first-ever gold medal at the Olympic Games Rio 2016

2013–2016 KEY FIGURES

440 OLYMPIC SCHOLARSHIPS FOR ATHLETES "SOCHI 2014"
AND FOUR "À LA CARTE" GRANTS

1,547 OLYMPIC SCHOLARSHIPS FOR ATHLETES "RIO 2016"

167 TEAM SUPPORT GRANTS AWARDED

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

1,041 ACTIVITIES ORGANISED TO PREPARE ATHLETES
FOR THE YOG



OLYMPIC SCHOLARSHIPS FOR ATHLETES “SOCHI 2014”

Objective: to offer the NOCs a programme of scholarships for athletes preparing and attempting to qualify for the XXII Olympic Winter Games Sochi 2014, with a view to improving the level of competition, rather than artificially broadening the universality of the Winter Games.

2013–2016 Budget: USD 10,000,000

The NOCs were given access to a bespoke programme based on the number of athletes who took part in the Olympic Winter Games Vancouver 2010, generally in the form of individual scholarships or, for those NOCs that sent more than 60 athletes to Vancouver, tailor-made grants.

This assistance was provided for five winter sports on the Olympic programme: bobsleigh, biathlon, luge, ice skating and skiing. The programme, which closed at the end of the Olympic Winter Games Sochi 2014, provided a total of 440 individual scholarships and four tailor-made grants, to 77 NOCs. The 273 scholarship holders who qualified, representing a success rate of 62 per cent, meant that 66 NOCs were represented in Sochi by scholarship holders. They included seven Olympic champions, a total of 17 medallists and 51 diplomas.

The flexibility of the programme allowed each NOC to prepare its athletes according to its own methods, and the results they achieved at the Olympic Winter Games Sochi 2014 provide a good indication of the reach of this programme and its positive impact on the work of the NOCs.

Breakdown of Olympic scholarships/grants

		Scholarships and grants awarded				Qualified scholarship holders				Medals and diplomas			
		M	W	Total	NOCs	M	W	Total	NOCs	Gold	Silver	Bronze	Diplomas
Categories A + B	Individual scholarships	239	143	382	66	144	87	231	59	4	4	5	39
Categorie C	Individual scholarships	26	32	58	7	19	23	42	7	3	1	–	12
	Tailor-made grants	–	–	–	4	–	–	–	4	–	–	–	–
Total		265	175	440	77	163	110	273	70	7	5	5	51

Category A: aimed at NOCs which had fewer than 10 athletes at the Olympic Winter Games Vancouver 2010 / Category B: between 10 and 59 athletes / Category C: more than 60 athletes.



Olympic scholarship holders Torah Jane Bright from Australia, silver medallist (snowboard cross), and Denis Kuzin from Kazakhstan



OLYMPIC SCHOLARSHIPS FOR ATHLETES “RIO 2016”

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

2013–2016 Budget: USD 22,000,000

Since its launch in September 2014, the Olympic scholarships for athletes “Rio 2016” programme generated over 2,500 requests from NOCs, and resulted in the awarding of 1,547 scholarships to athletes from 185 NOCs.

Just a few days before the start of the Games, Olympic Solidarity was proud to note that 815 scholarship holders from 171 NOCs had secured a place at the Games, either through the IFs' qualification systems or by invitation from the Tripartite Commission. Olympic scholarship holders played a significant role during the 16 days of competition, winning a total of 101 medals (33 gold, 26 silver and 42 bronze) and 163 diplomas. Ten members of the Refugee Olympic Team (ROT) also benefited from the Rio 2016 Olympic scholarship programme.

Olympic scholarship holders achieved some outstanding results at the Olympic Games Rio 2016. Judoka Majlinda Kelmendi won Kosovo's first-ever Olympic medal (gold), and Cheick Sallah Junior Cisse (Côte d'Ivoire, taekwondo) and Dilshod Nazarov (Tajikistan, hammer throw) both won the very first Olympic gold medals for their countries.

Olympic scholarship holders*

Continent	Scholarship holders who benefited				Scholarship holders who took part in the Games			
	M	W	Total	NOCs	M	W	Total	NOCs
Africa	183	109	292	50	74	54	128	42
America	181	112	293	37	101	71	172	37
Asia	206	122	328	36	78	60	138	33
Europe	336	232	568	47	201	138	339	45
Oceania	40	26	66	15	23	15	38	14
Total	946	601	1,547	185	477	338	815	171

*10 additional scholarships (6 for men and 4 for women) were awarded to the Refugee Olympic Team (ROT).

“All the results of the Olympic scholarship holders “Sochi 2014” and “Rio 2016” are recorded in the Final Reports available online on the IOC website www.olympic.org in the Documents section.”

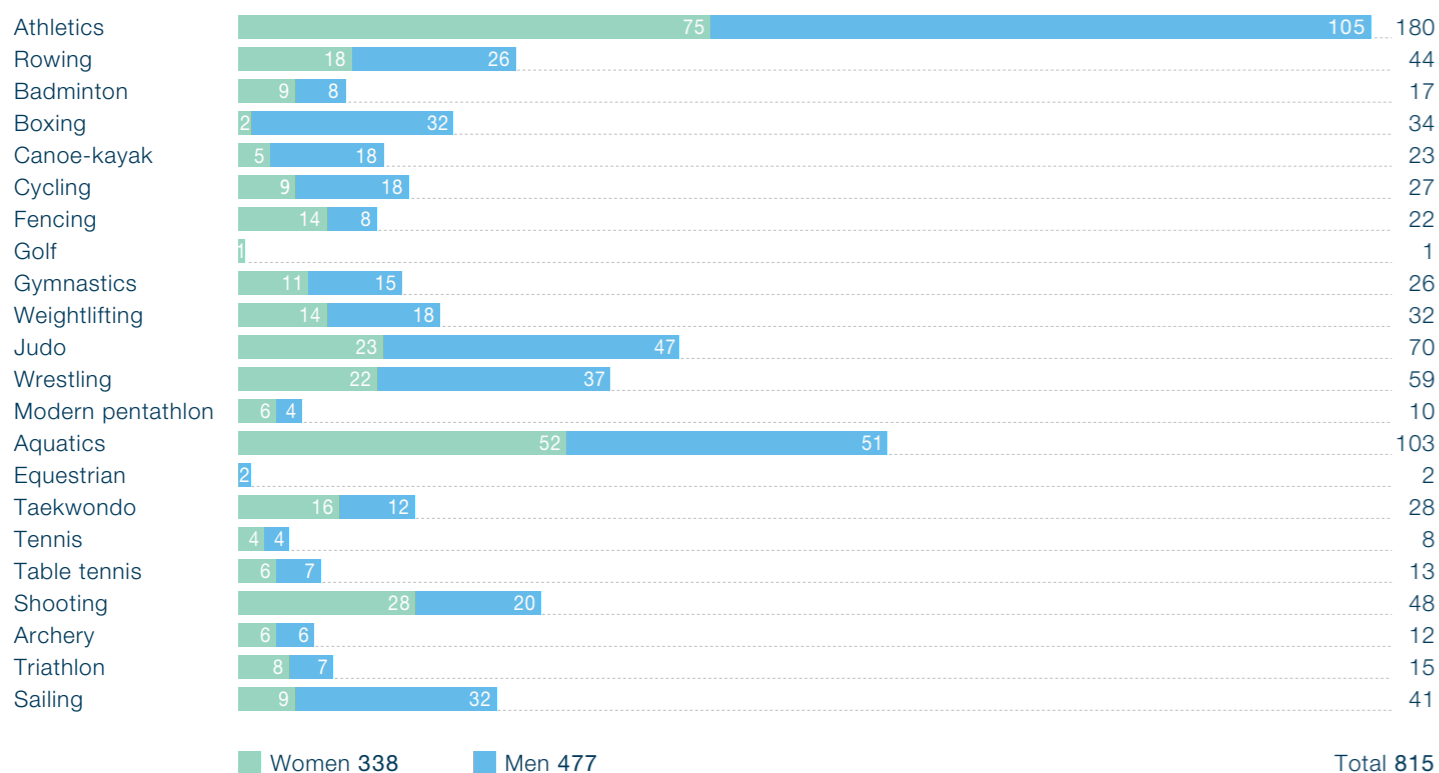


Olympic scholarship holder Juljeta Granada from Paraguay and the Refugee Olympic (ROT)



**Medals/diplomas won by Olympic scholarship holders at the Olympic Games Rio 2016**

Continent	Medals			Diplomas
	Gold	Silver	Bronze	
Africa	1	2	3	20
America	8	3	2	36
Asia	7	6	12	22
Europe	17	14	25	82
Oceania	–	1	–	3
Total	33	26	42	163

Olympic scholarship holders who qualified for the Olympic Games Rio 2016, by sport**TEAM
SUPPORT GRANT**

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

2013–2016 Budget: USD 10,000,000

This programme offers every NOC the opportunity to request a grant for one team in an Olympic summer sport and one in an Olympic winter sport. Olympic Solidarity supported 16 winter sports teams (ice hockey and curling) who were thus able to participate in the Olympic Winter Games Sochi 2014.

Those NOCs with no team likely to qualify for the Olympic Games Rio 2016 were nevertheless able to receive assistance for their recognised national team, enabling them to pursue their preparations and participate in continental or regional competitions.

In the first instance, the majority of teams benefiting from the programme focused on preparations to secure qualification for the Olympic Games Rio 2016, and then on the final pre-Games stage. Of the 167 teams in the programme during the 2013–2016 plan, 151 were summer sports teams. Twenty of these secured qualification for the Olympic Games Rio 2016, winning eight medals and six diplomas.

NOCs that benefited

Continent	NOCs
Africa	29
America	30
Asia	18
Europe	42
Oceania	13
Total	132

Breakdown of participating teams by sport

Sport	Number of teams
Basketball	55
Curling	3
Football	3
Handball	26
Hockey	10
Ice hockey	13
Rugby	18
Volleyball	35
Water polo	4
Total	167



Olympic scholarship holder Ines Boubakri from Tunisia became the first woman from Africa to win an Olympic medal in fencing / Olympic scholarship holder Pavel Kelemen from the Czech Republic



The Swiss women's ice hockey team (in red) won the bronze medal in Sochi and the Fijian rugby sevens team won the first-ever Olympic medal for their country (gold)





CONTINENTAL ATHLETE SUPPORT GRANT

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

2013–2016 Budget: USD 19,000,000

For many NOCs, the preparation and participation of their athletes in continental and regional games is an important objective, which has a significant impact on their workload over the course of the entire Olympiad. The NOCs often take bigger delegations to these games than they do to the Olympic Games. Consequently, their results have considerable impact at national level. While the focus of this programme remained the same as for the previous cycle, Olympic Solidarity wanted to emphasise the flexibility in how the resources could be used, enabling each NOC to adapt its activities to its own

needs and priorities. The programme continued to offer technical and financial support to NOCs to prepare their athletes for multi-sports games, and 174 NOCs reaped the benefits of the programme over the 2013–2016 period.

In addition, 186 interim scholarships were also awarded to supplement the NOCs' activities under this programme. For information, the Olympic Solidarity Commission decided to extend to winter sports athletes the offer of interim scholarships made in 2013, to fill the gap between scholarship programmes from one Olympiad to the next. As a result, applications for promising athletes preparing for the Olympic Winter Games PyeongChang 2018 were added to the interim scholarships already awarded since 2013.

Activities and interim scholarships

Continent	NOCs	Activities	Interim scholarships
Africa	46	55	60
America	38	51	33
Asia	29	44	9
Europe	47	67	73
Oceania	14	20	11
Total	174	237	186



Africa Games in Brazzaville (Congo) /
5th Asian Beach Games in Danang
(Vietnam)



© Olympic Solidarity

YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

Objective: to help NOCs to identify and prepare young athletes with a view to their qualification for and participation in the Summer and Winter Youth Olympic Games (YOG).

2013–2016 Budget: USD 12,000,000

In view of the success of the first programme, which was implemented for the 2009–2012 plan, the programme was renewed in order to continue to offer NOCs the financial and technical support they needed to identify promising young athletes and help them to qualify for the Summer YOG Nanjing 2014 and the Winter YOG Lillehammer 2016.

The NOCs were given the following three options. **Option 1** (identification) was designed to support the identification and

training of athletes with a view to their qualification for and participation in the YOG. It enabled athletes to take part in national talent identification or training camps and to participate in non-qualifying competitions or activities organised by the IFs. **Option 2** (qualification) covered expenses (transport, accommodation, entry fees, etc.) for participation in YOG qualification competitions. **Option 3** (preparation) applied only to athletes who had already qualified or been offered an universality place at the YOG, and was designed to help with their final preparations for the Games. Applications were evaluated on a case-by-case basis.

With a total of 1,041 activities organised over the 2013–2016 period, NOCs' interest in this programme for young athletes clearly continues to grow. In 2016, many NOCs were already looking ahead to the next summer YOG Buenos Aires 2018, and had already undertaken activities as part of the programme.

Activities by option

Continent	NOCs	Activities			Total
		Option 1	Option 2	Option 3	
Africa	47	168	27	89	284
America	37	130	27	102	259
Asia	39	83	17	65	165
Europe	48	102	41	125	268
Oceania	16	17	10	38	65
Total	187	500	122	419	1,041

“With Olympic Solidarity support, the swimmer Marcelo Acosta, from El Salvador, took part in a training programme in Florida (USA) ahead of the Nanjing 2014 YOG, where he won the silver medal in the 400m freestyle. His coach Oscar Moreno, for his part, benefited from an Olympic scholarship for coaches in 2008 in order to take the ICECP training course.”



YOG Nanjing 2014 /
YOG Lillehammer 2016



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COACHES AND TECHNICAL STAFF AT THE HEART OF NATIONAL STRUCTURES

Objective: to give NOCs the resources they need to train and improve the knowledge of their coaches to enable them to meet the latest athlete training requirements.

2013–2016 Budget: USD 27,000,000

In order to train and perform at their best, athletes and teams need high-quality coaching. This is increasingly becoming a self-evident part of the strategic plans drawn up by the NOCs, which invest heavily in training their local and national coaches.

Selection of participants by NOCs and National Federations for the technical courses has significantly improved.

In addition, the NOCs are setting more precise objectives, and take care to align their requests within a global training and development framework. The number of courses conducted over the 2013–2016 plan as a whole was close to that of the previous plan, with almost 1,000 courses organised around the world.

The NOCs continued to submit requests to support their coaches through the individual scholarship programme. In addition to the programmes in sports sciences, which remain in high demand and appear to fulfil a need, and the number of sports-specific courses was also increased.

During the 2013–2016 plan, Olympic Solidarity also increased the opportunities for distance learning. Nevertheless, there is still scope to offer even more options to the NOCs. Eighty-one additional scholarships were awarded to the NOCs compared with the previous plan.



Qualified coaches
Training strategy



Japanese women's ice hockey team training during the Olympic Games Sochi 2014

2013–2016 KEY FIGURES

979 TECHNICAL COURSES PLANNED FOR 170 NOCS

637 OLYMPIC SCHOLARSHIPS FOR COACHES
AWARDED TO 171 NOCS

227 NATIONAL SPORTS STRUCTURE DEVELOPMENT
PROJECTS IN 108 NOCS



TECHNICAL COURSES FOR COACHES

Objective: to provide basic training to active, officially recognised coaches through courses led in the country by an expert approved by the IF concerned.
2013–2016 Budget: USD 12,000,000

The NOCs continue to make good use of this programme, which enables them to provide high-quality basic training to their coaches. During the 2013–2016 plan, golf and rugby sevens joined the Olympic programme, and the NOCs very quickly submitted requests for training in these two sports. Because the NOCs were familiar with the procedure, the number of files processed over the four years was particularly high, with NOCs organising almost 1,000 technical courses for coaches around the world. Tennis, athletics and wrestling were the most popular sports, followed by volleyball and basketball.

The Level 1 and 2 courses were generally organised at national level, although coaches from neighbouring countries were

increasingly invited to take part. Courses with highly specific or higher-level content were generally organised at regional level, in order to bring together a big enough group of coaches from several neighbouring cities or even countries, who had already successfully completed the lower-level courses.

In agreement with some IFs, and as a natural progression from the previous plan, in several cases Olympic Solidarity contacted an NOC to suggest a regional course in a particular sport. Similarly, pilot courses took place in developed countries, to help NOCs with weaker infrastructures. The initiative was well received, and will be carried over to the 2017–2020 plan.

For 2013–2016, 170 NOCs organised 979 technical courses for coaches (cf. 157 NOCs and 934 courses in 2009–2012). The biggest take-up of this programme was in Africa, with 331 courses, followed by the Americas (233), Asia (225) and Europe (183).

On reading the reports from the NOCs and IFs, Olympic Solidarity was happy to note that the NOCs are increasingly looking for quality in their courses, rather than quantity.

Technical courses organised and NOCs that benefited

Continent	Number of courses	NOCs that benefited
Africa	331	ALG, ANG, BDI, BEN, BOT, BUR, CGO, CHA, CIV, CMR, COD, COM, CPV, DJI, EGY, ERI, ETH, GAB, GAM, GBS, GEQ, GHA, GUI, KEN, LBA, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	233	ANT, ARG, ARU, BAH, BAR, BER, BOL, BRA, CAN, CAY, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, HAI, HON, ISV, IVB, LCA, MEX, NCA, PAN, PAR, PER, PUR, SKN, SUR, TTO, URU, USA, VEN, VIN
Asia	225	AFG, BAN, BHU, BRN, CAM, CHN, HKG, INA, IND, IRI, JPN, KAZ, KGZ, KSA, KUW, LAO, LBN, MAS, MDV, MGL, MYA, NEP, OMA, PAK, PHI, PLE, PRK, QAT, SGP, SRI, SYR, THA, TJK, TKM, TLS, TPE, UAE, UZB, VIE, YEM
Europe	183	ALB, ARM, AUT, AZE, BIH, BLR, BUL, CYP, CZE, DEN, ESP, EST, FIN, FRA, GEO, GRE, HUN, IRL, ISL, ISR, KOS, LAT, LTU, MDA, MKD, MNE, POL, POR, ROU, RUS, SLO, SRB, SWE, TUR, UKR
Oceania*	7	AUS, COK, FIJ, MHL, NRU, NZL
Total	979	170 NOCs

*Regional courses only, the other courses were organised through the continental programme.

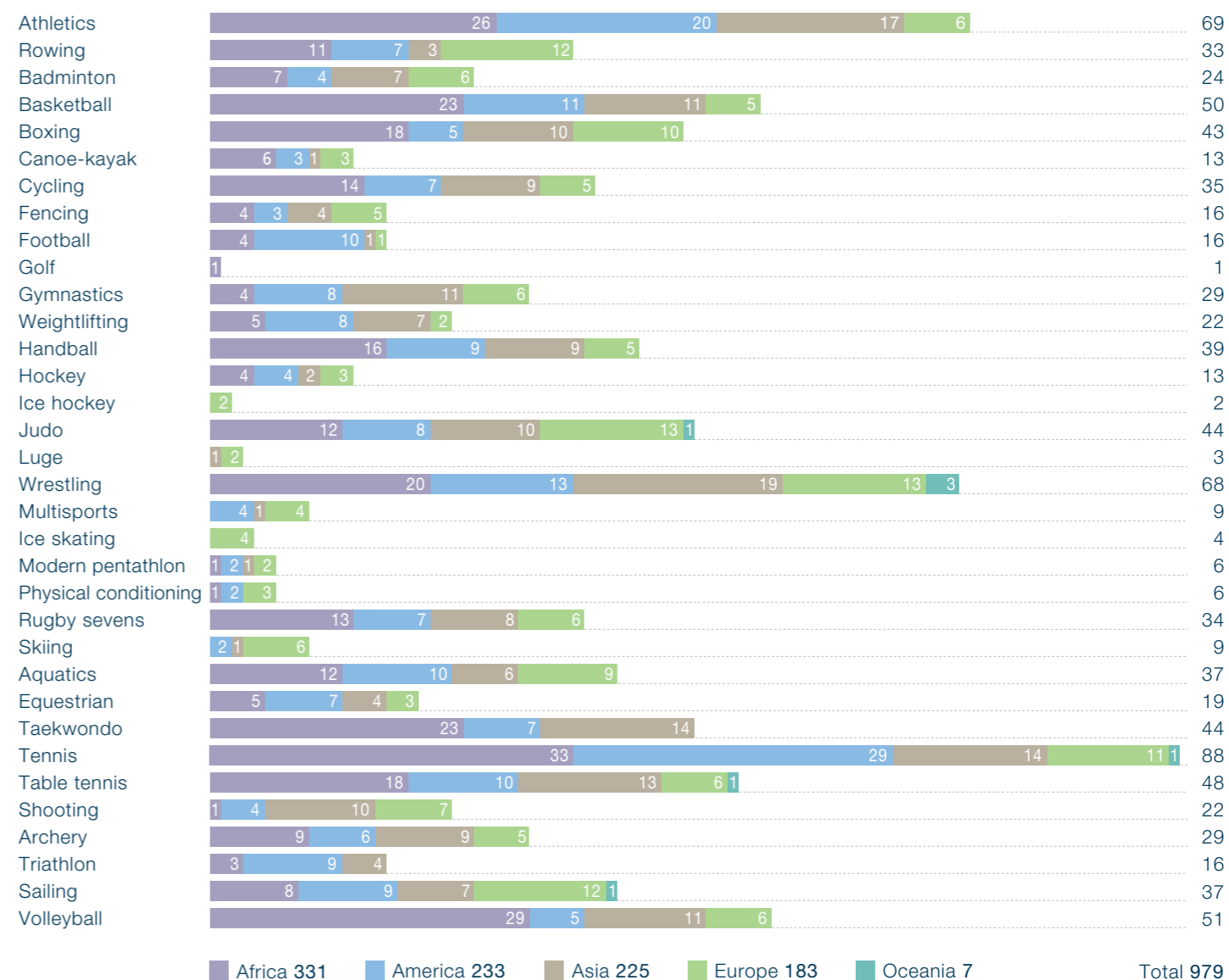


Technical course in figure skating in Russia and in rowing in Benin



© NOC of Benin

Breakdown of technical courses by sport and by continent



Technical course in archery in Vietnam and in modern pentathlon in Guatemala



© NOC of Guatemala



OLYMPIC SCHOLARSHIPS FOR COACHES

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

2013–2016 Budget: USD 9,000,000

During the 2013–2016 plan, 637 individual scholarships for coaches (502 in sports sciences and 135 for sport-specific training) were awarded to 171 NOCs, which represents a considerable increase over the previous plan (556 scholarships for 154 NOCs). In accordance with its policy of flexibility, Olympic Solidarity was able to award more than one scholarship per year and per NOC where justified, depending on the number of applications received for certain training courses, the total budget available for the programme and how the programme was used by the NOCs concerned. This gave coaches the opportunity to receive instruction in sports sciences, or to follow sport-specific training courses in high-level centres, universities or other institutions recognised by the IFs (e.g. world or regional centres).

Olympic Solidarity also made an effort to implement distance learning, to enable coaches who, for professional, family or other reasons were unable to travel abroad, to access high-quality training. As in the past, the results achieved by the scholarship holders at the end of their courses were passed on to the NOCs and IFs concerned, along with information on the research topics chosen by the candidates during their courses. In some cases, the NOCs used the research work carried out by their scholarship holder as a basis for applying to the Development of National Sports Structure programme. The coaches were also often asked by the IF-appointed expert to lead the action plan and continue to implement its provisions once the project had concluded.

The selection procedure for scholarship candidates continues to be implemented rigorously by the NOCs and it is encouraging to see that several former scholarship holders were present at the Olympic Games Rio 2016 as volunteers or as team managers for their sport.

Athletics was the most popular sport covered by this programme, followed by basketball and aquatics. The number of women scholarship holders continues to rise, although gender parity has not yet been achieved.

Scholarships and NOCs that benefited

Continent	Number of scholarships	NOCs benefited
Africa	218	ALG, ANG, BDI, BEN, BOT, BUR, CAF, CGO, CHA, CIV, CMR, COD, COM, CPV, DJI, EGY, ERI, ETH, GAB, GAM, GBS, GEQ, GHA, GUI, KEN, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, MTN, NAM, NRG, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	195	ANT, ARG, ARU, BAH, BAR, BIZ, BOL, BRA, CAY, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, GUY, HAI, HON, JAM, LCA, MEX, NCA, PAN, PAR, PER, PUR, SKN, SUR, TTO, URU, VEN, VIN
Asia	110	AFG, BAN, BHU, BRN, CAM, CHN, HKG, INA, IND, IRI, JOR, JPN, KSA, LAO, LBN, MAS, MDV, MGL, MYA, OMA, PAK, PHI, PLE, PRK, QAT, SGP, SRI, SYR, THA, TJK, TKM, TLS, TPE, UAE, UZB, VIE
Europe	88	ALB, AUT, AZE, BEL, BIH, BLR, BUL, CRO, CYP, CZE, DEN, ESP, EST, FIN, GEO, GRE, HUN, ISL, ISR, ITA, LAT, LTU, LUX, MDA, MKD, MNE, NOR, POL, ROU, RUS, SLO, SRB, SVK, TUR, UKR
Oceania	26	ASA, COK, FIJ, FSM, KIR, MHL, NRU, NZL, PLW, PNG, SOL, TUV
Total	637	171 NOCs

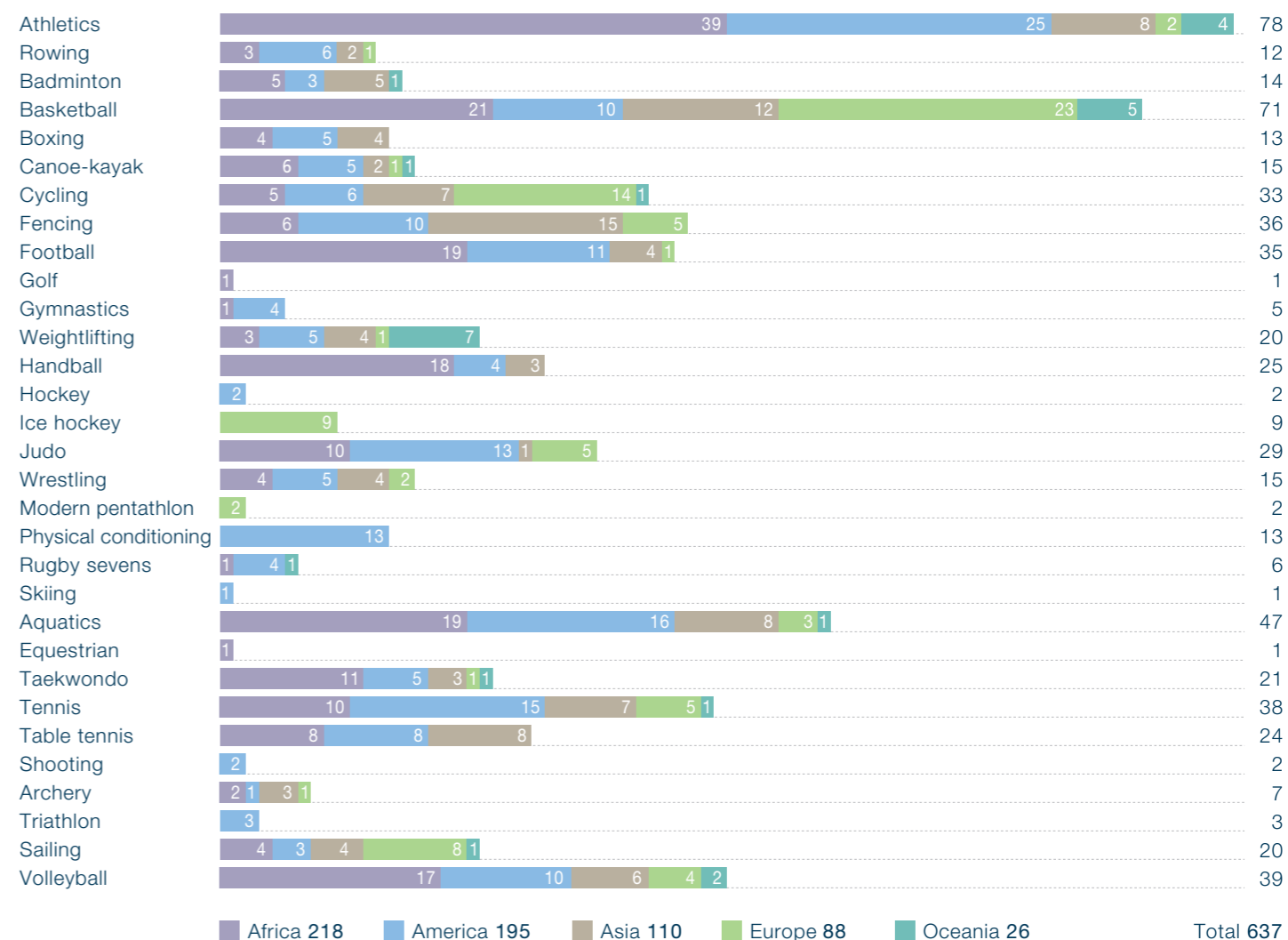


Participants in the USOC/University of Delaware ICECP training course / CISÉL training of the Lausanne Sport Academy

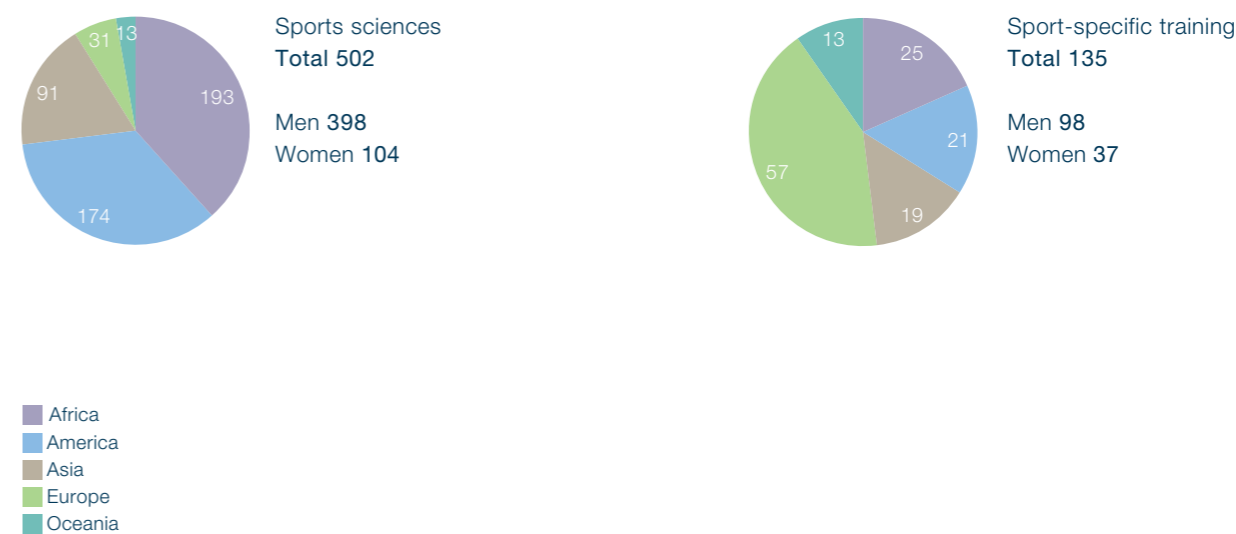


© IOC/Christophe Meratall

Breakdown of scholarships for coaches by sport and by continent



Scholarships by option





DEVELOPMENT OF NATIONAL SPORTS STRUCTURE

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

2013–2016 Budget: USD 6,000,000

NOCs remain highly committed to this medium- and long-term development programme. During the 2013–2016 period, 108 NOCs implemented 227 projects (cf. 183 projects and 93 NOCs in 2009–2012), not taking into account projects that were aborted for various reasons, or which were postponed.

With the help of their national federations, the NOCs begin by conducting a detailed SWOT analysis of their current structures (strengths, weaknesses, opportunities, threats).

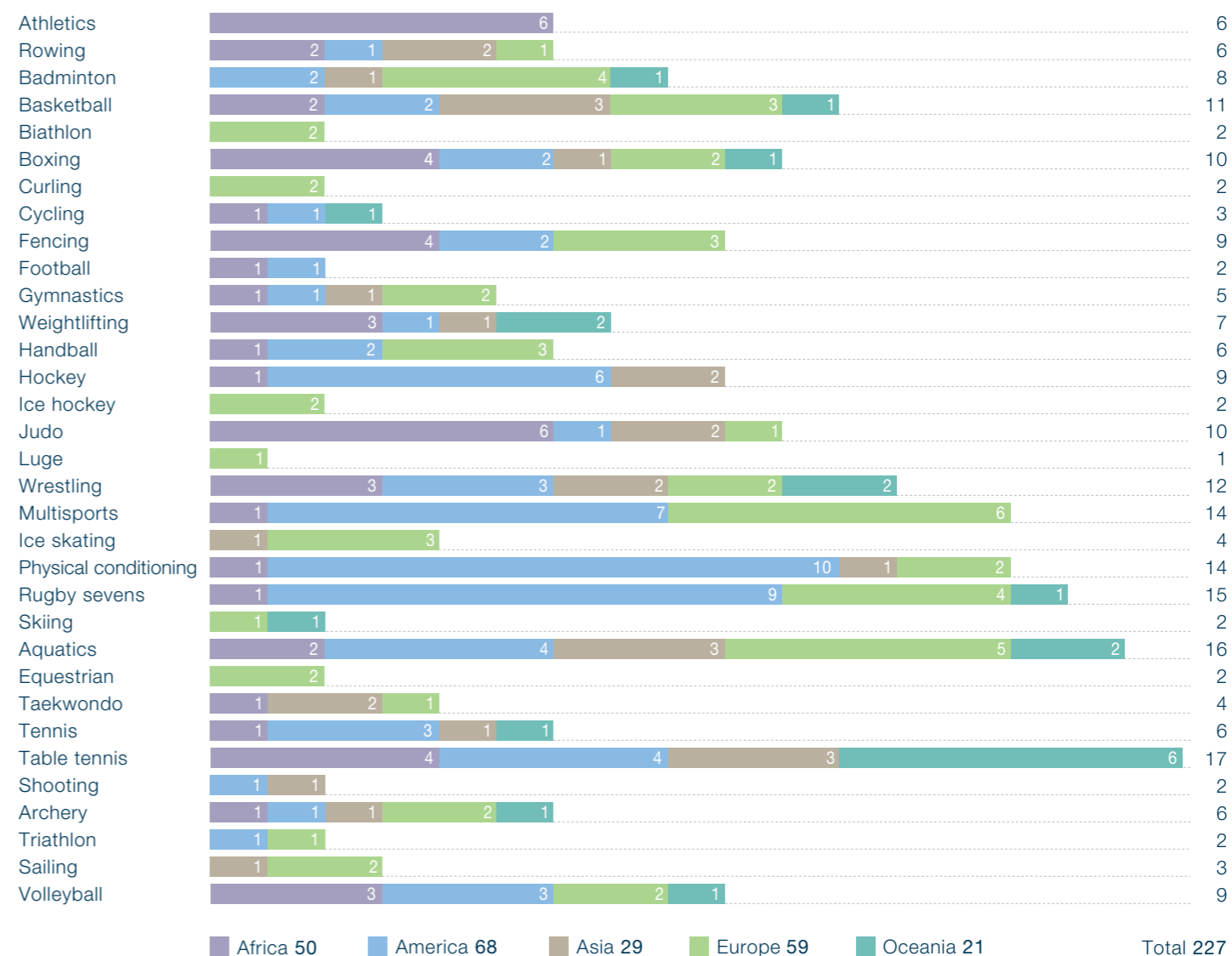
This information allows them to create a specific action plan, with different objectives for each project: talent identification, developing a particular sport in a region, coach training, working with national teams, etc.

Reading the NOCs' reports, it is clear that some projects were genuinely successful, and strengthened the sports structure in a lasting way. In some cases, former Olympic Solidarity scholarship holders were involved, continuing the work initiated by the international expert during their stay in the country. Olympic Solidarity continues to encourage NOCs to utilise the research carried out by coaches in receipt of a scholarship as the basis for establishing their action plan. For these kinds of projects, having an expert spread their input over a series of visits remains the most effective approach.

Projects accepted and NOCs that benefited

Continent	Projects	NOCs that benefited
Africa	50	BEN, BOT, BUR, CHA, CIV, CMR, COM, CPV, EGY, GHA, KEN, LES, MAD, MAR, MAW, MLI, MRI, NGR, NIG, RWA, SEY, SLE, SUD, SWZ, TOG, TUN, ZAM
America	68	ARG, ARU, BAR, BER, BOL, BRA, CHI, COL, CRC, DOM, ESA, GRN, GUA, HON, ISV, IVB, JAM, NCA, PAN, PAR, PER, PUR, SKN, URU, VIN
Asia	29	BRN, CAM, INA, LAO, MDV, MGL, NEP, OMA, PAK, PRK, SRI, TJK, TKM, TLS, VIE
Europe	59	ALB, ARM, BIH, BLR, BUL, CYP, CZE, DEN, EST, FIN, GBR, IRL, ISL, ISR, LAT, LTU, MDA, MKD, MLT, NED, NOR, POL, ROU, SLO, SRB, SVK, TUR, UKR
Oceania	21	ASA, COK, FIJ, FSM, KIR, MHL, NZL, PLW, PNG, SAM, SOL, TGA, TUV
Total	227	108 CNO

Projects accepted by sport



© NOC of Armenia

Projects run by the NOCs of Armenia in gymnastics and the Lao PDR in judo



© NOC of Lao PDR



© NOC of Virgin Islands

Projects run by the NOCs of the British Virgin Islands in football and Cameroon in volleyball



© NOC of Cameroon

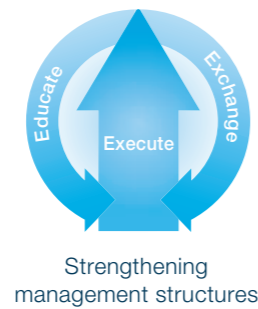


NOC MANAGEMENT: ONE PRIORITY – TO STRENGTHEN THE MANAGEMENT STRUCTURES

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

2013–2016 Budget: USD 45,000,000

The aim of the four NOC Management Programmes is to strengthen the NOCs' administrative structures to enable them to optimise the way they conduct their activities, and thus to provide the best possible service to their affiliated organisations, partners, and particularly their athletes. The NOC Management Programmes enable the NOCs to provide for their day-to-day administrative needs, improve their systems and procedures, offer training opportunities and learn from the experience of others.



The annual administrative subsidy is intended to cover basic operational expenses. For the 2013–2016 period, the subsidy was USD 40,000 per year per NOC.

Through these management initiatives, NOCs are entitled to request financial assistance for projects designed to improve a given aspect of their operation, such as by introducing a new management tool, or by revising a plan, a programme, policies or procedures.

There has been a particular focus on training sports administrators. At local level, the NOCs were able to organise courses following a format and using support materials provided by Olympic Solidarity. Some managers, with the support of their NOCs, received a grant to help them continue their international training at master's level.

Finally, the NOCs were actively encouraged to share their experience and take advantage of the knowledge of other NOCs. This was made possible through bilateral exchanges, or by bringing together groups of NOCs with similar needs and interests.



NOC of the Federated States of Micronesia team during the MOSO module in Samoa

2013–2016 KEY FIGURES

120 NOC MANAGEMENT INITIATIVES

423 SPORTS ADMINISTRATORS' COURSES

86 ADVANCED SPORTS MANAGEMENT COURSES

222 MEMOS SCHOLARSHIPS

112 NOCS INVOLVED IN NOC EXCHANGES



NOC ADMINISTRATION DEVELOPMENT

Objective: to improve the administrative structures of the NOCs by contributing to their general administrative costs and supporting NOCs' initiatives to improve specific aspects of their management, with special emphasis on better governance.

2013–2016 Budget: USD 35,500,000

The administrative subsidy, a component of the NOC Administrative Development programme, comprises a regular annual grant to cover NOCs' basic running costs. Most of the NOCs received this grant of USD 40,000, regardless of whether this sum covered just a small percentage or the entirety of their running costs.

Thanks to the management initiatives, NOCs are able to implement projects with the aim of strengthening certain aspects of their management. The kinds of projects for which Olympic Solidarity received the most funding requests include strategic plan development, projects to strengthen financial management procedures, installation of IT systems and tools (websites, data management, document management, accounting software, etc.) and training courses for executive committee members and staff.

The number of initiatives awarded funding has more than doubled since the previous plan, growing from 122 projects in 2009–2012 to 261 for the 2013–2016 period. This increase was particularly marked in the African and European NOCs. Some NOCs received financial contributions for initiatives that were already in the pipeline, while others were able to put in place solutions that they might not have been able to implement without this support.

Administrative subsidy

Continent	NOCs that benefited			
	2013	2014	2015	2016
Africa	53	52	53	49
America	41	41	41	40
Asia	42	39	37	37
Europe	49	49	50	49
Oceania	17	17	17	17
Total	202	198	198	192

NOC management initiatives

Continent	NOCs	Management initiatives
America	24	50
Asia	16	19
Europe	34	86
Oceania	13	24
Total	120	261

“Based on its strategic plan, the NOC of Lesotho developed a *Manual of Policies and Procedures* in 2013. A teambuilding exercise was then organised so that the Executive Committee and the secretariat could take ownership of and put into the practice the contents of the manual.”



Workshops in “Good Governance” in Saint Lucia / “Paths to Success IV” seminar in Germany



© NOC of Germany

NATIONAL TRAINING COURSES FOR SPORTS ADMINISTRATORS

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

2013–2016 Budget: USD 4,250,000

In 2014, Olympic Solidarity embarked upon a new update to the *Sport Administration Manual*, on which all the sports administration courses are based. This manual ensures that participants always have up-to-date information about the Olympic Movement and related sports management issues.

A number of NOCs have arranged to have their course manuals translated. By the end of 2016, the *Sport Administration Manual* was available in 11 languages, while the manual for the

advanced sports management courses, *Managing Olympic Sports Organisations*, was translated into 15 languages in addition to the English, French and Spanish versions provided by Olympic Solidarity.

Some NOCs with considerable experience in organising sports administration courses and advanced sports management courses worked with NOCs that had launched programmes more recently. The NOCs of Argentina and Chile worked with the NOCs of Panama and El Salvador to train course leaders and put in place the first training courses. The NOCs of Sri Lanka and Malaysia welcomed course directors from neighbouring NOCs. This willingness to share expertise helps to reinforce the idea of a “learning community”, which is a key concept behind the programme. In addition, Sports Administrators Courses and Advanced Sports Management Courses specifically dedicated to women were organised by some NOCs to promote the training of women leaders.

Sports Administrators Courses

Continent	Courses	NOCs	Participants		
			M	W	Total
Africa	156	26	3,470	1,375	4,845
America	111	22	2,665	1,349	4,014
Asia	111	15	2,591	1,047	3,638
Europe	45	7	777	434	1,211
Oceania	Courses organised through ONOC's sports administration programme (continental programme)				
Total	423	70	9,503	4,205	13,708

Advanced Sports Management Courses

Continent	Courses	NOCs	Participants			Programme Directors trained		
			M	W	Total	M	W	Total
Africa	30	16	369	151	520	24	7	31
America	31	16	456	197	653	20	10	30
Asia	12	7	112	55	167	7	1	8
Europe	11	5	96	67	163	3	3	6
Oceania	2	*	7	11	18	–	2	2
Total	86	44	1,040	481	1,521	54	23	77

*Figures not available.



Sports Administrators Course in Brazil / Sports Administrators Course in the Islamic Republic of Iran



© NOC of Islamic Republic of Iran



INTERNATIONAL EXECUTIVE TRAINING COURSES IN SPORTS MANAGEMENT

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

2013–2016 Budget: USD 3,400,000

Through the MEMOS programme NOCs can offer master's level training to their sports administrators, national federations and other key sports organisations without the need for prolonged periods of absence from their professional and voluntary commitments. The programme continues to increase in popularity, and MEMOS graduates are increasingly to be found within many sports organisations, where they are in a position to influence the development of sport throughout the world.

MEMOS has played a particularly important role in helping

to promote women to leadership positions in sport, thereby contributing to the implementation of Olympic Agenda 2020 and the IOC's policies for strengthening the role of women in sports structures. Forty-six per cent of participants in the English-language MEMOS course were women. The latest MEMOS intake, MEMOS XX, comprises a majority of women.

One of the key features of the training course is that participants are required to develop a professional project. They are then able to implement that project within their own sports organisation. The wide diversity of participants from all five continents, who may be from NOCs, national and international federations or other organisations, is reflected in the variety of topics chosen. Some may focus on the strategic development of an organisation, how to strengthen governance or evaluate performance, or they may look at financial management or developing a marketing programme. Organising sports events is also a popular subject, as is implementing support structures for elite sport, promoting grassroots sport and developing educational programmes.

Scholarships awarded

Continent	Total NOCs	MEMOS in English (XVII, XVIII, XIX, XX)		MEMOS in Spanish (V, VI)		MEMOS in French (V, VI)		Total scholarships
		M	W	M	W	M	W	
Africa	41	16	12	3	3	21	5	60
America	27	14	8	28	9	5	3	67
Asia	21	17	15	–	–	1	2	35
Europe	28	18	20	8	–	2	3	51
Oceania	6	5	4	–	–	–	–	9
Total	123	70	59	39	12	29	13	222

MEMOS VI in Spanish in Barcelona (Spain) / MEMOS XVII in English in Lausanne (Switzerland)



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NOC EXCHANGES

Objective: to promote and facilitate the exchange of knowledge and experience among NOCs.

2013–2016 Budget: USD 1,850,000

In addition to promoting bilateral exchanges between NOCs, Olympic Solidarity encourages exchanges between groups of NOCs that share the same interests and priorities. Olympic Solidarity has joined forces with a number of NOCs and other organisations to use their programmes as a starting point for exchanges on the same topic between NOCs.

The Colombian NOC, for example, invited participants from several Latin American NOCs to its sports science congress. In the Caribbean region, the NOC of Barbados organised a training course on the new functions of the “Zeus” athlete management system. In Europe, 17 NOCs continued to collab-

orate on marketing issues at their regional seminars. The NOC of Uganda hosted a sports law conference for the NOCs of English-speaking African countries.

These examples show that knowledge sharing has become a key factor in enabling NOCs to work more effectively. By drawing inspiration from proven programmes and practices, the NOCs can develop their own activities more rapidly, avoid making mistakes, exchange views with other NOCs, and copy certain practices that may suit their own situation. Finally, knowledge sharing promotes a feeling of community among the NOCs by giving them an opportunity to contribute to the knowledge pool.

NOC Exchanges

Continent	NOCs
Africa	23
America	34
Asia	17
Europe	35
Oceania	3
Total	112

“A sports development officer from the NOC of Palau visited the NOC of Micronesia to assist his counterparts on-site to train their interns to work on putting in place a games management database (Micronesian Games 2014).”

International sports law training for African English-speaking NOCs in Uganda / Exchange between the NOCs of Argentina and Guatemala on the functioning and management of Olympic Solidarity programmes



© NOC of Uganda



© NOC of Argentina



OLYMPIC VALUES: SPORT, A UNIVERSAL CHANNEL FOR SOCIAL ACTION

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

2013–2016 Budget: USD 20,000,000

The Olympic values of friendship, excellence and respect are cornerstones of the Olympic Movement and important contributors to its uniqueness as well as its success. Through its five Promotion of Olympic Values programmes, Olympic Solidarity aims to provide NOCs with the means to translate these Olympic values into action on the ground. Thanks to the diversity of the Olympic Movement and the creativity of the NOCs, the result in 2013–2016 was an impressive array of activities from sustainability audits of swimming pools in Croatia to sports activities for vulnerable children in Cape Verde, advanced gender equality programmes in New Zealand, Olympic education lectures in schools in Jordan, and sports medicine courses in Suriname.

With a record 747 initiatives, the NOCs kept the Olympic Movement relevant in between the Games editions, strengthened the value of the Olympic brand, and brought hope to many people through sport.

The 2013–2016 plan marked the first time that Olympic Solidarity offered financial support toward advanced studies in Olympic education and sports medicine. Seventy-seven NOC delegates benefited from such support, acquiring new knowledge which they readily shared with their NOCs and national sporting community. On top of this, Olympic Solidarity covered the participation of 176 NOC delegates at world or continental IOC conferences on sport for all, sport and environment, women and sport and prevention of injury and illness in sport.

An average of 80 NOCs per year benefited from assistance toward participation in the IOA's International Sessions for Young Participants, and an average of 54 NOCs received support for participation in the IOA's International Sessions for Directors of NOAs. At the same time, each year around 140 NOCs were given financial support towards Olympic Day celebrations.



Commitment values



From April to June 2016, around 30,000 people participated in a torch relay organised all over Slovakia in the framework of the Olympic Education, Culture and Legacy programme

2013–2016 KEY FIGURES

747 INDIVIDUAL INITIATIVES AND SPORTS MEDICINE COURSES
DISTRIBUTED ACROSS FIVE PROGRAMMES

709 NOC DELEGATES RECEIVED FINANCIAL SUPPORT TOWARDS PARTICIPATION
IN IOC WORLD OR CONTINENTAL CONFERENCES OR IOA SESSIONS

140 SUBSIDIES (ON AVERAGE) GRANTED TO NOCS EACH YEAR
FOR THE ORGANISATION OF OLYMPIC DAY ACTIVITIES

77 NOC NOMINEES GIVEN THE MEANS TO UNDERTAKE ADVANCED
STUDIES IN OLYMPIC EDUCATION OR SPORTS MEDICINE



SPORTS MEDICINE

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

2013–2016 Budget: USD 3,200,000

The main aim of the Sports Medicine programme is to provide NOCs with the means to upskill their sporting community – in particular doctors, physiotherapists, athletes and coaches – on the latest advances in the areas of injury and illness prevention. Increasingly, NOCs have also asked to use funds from this programme to conduct training seminars on doping prevention. Furthermore, some NOCs have used Sports Medicine funds to develop educational material on bullying, discrimination and sexual harassment in sport. In total, 115 Sports Medicine courses or initiatives were approved in 2013–2016.

At the same time, Olympic Solidarity has strengthened its support of NOC delegates' participation in conferences abroad, helping to send 84 NOC delegates to an IOC World Conference on the Prevention of Injury and Illness in Sport or an IOC Advanced Team Physician Course (56 more than in 2009–2012). The NOCs took full advantage of Olympic Solidarity's new offer in 2013–2016 to pay tuition fees for two-year distance learning courses in Sports Medicine or in Physical Therapies, with 37 NOC nominees benefiting from such support.

During the 2013–2016 period, 97 NOCs received support through Olympic Solidarity's Sports Medicine programme. The most active continent in terms of Sports Medicine courses was Africa (14 courses), with Europe responsible for most of the initiatives (30). The initiatives component – which is more flexible in terms of technical requirements compared to courses – grew in popularity. By the end of 2016, Olympic Solidarity had approved 70 initiatives and 45 courses. The situation was almost the reverse of 2009–2012, when 29 initiatives and 85 courses were given the green light.

IOC Sports Medicine Conferences, Advanced Team Physician Courses (ATPC) and IOC Diploma in Sports Medicine or Physical Therapies

Continent	World Conference or ATPC	IOC Diploma
Africa	17	13
America	18	6
Asia	17	5
Europe	24	12
Oceania	8	1
Total	84	37

Sports medicine courses and NOC initiatives

Continent	Approved sports medicine courses	Approved NOC initiatives
Africa	14	12
America	10	11
Asia	8	11
Europe	11	30
Oceania	2	6
Total	45	70



© NOC of Hong Kong, China

Sports medicine course in Hong Kong, China / IOC Medical and Scientific Department Director Richard Budgett during the World Conference in 2014



© Realis/Stephane Danne

ENVIRONMENTAL SUSTAINABILITY IN SPORT

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

2013–2016 Budget: USD 2,000,000

The programme dedicated to Environmental Sustainability in Sport remained popular with the NOCs in 2013–2016 with 72 NOCs benefiting from support for 75 NOC initiatives (79 in 2009–2012). Nine of these initiatives spanned ever two or more years. The NOCs have taken leadership in sustainability by using funds from this programme to develop environmental standards for sport events, audit sports infrastructure, host sustainable sport events, run clean-up campaigns and educate the wider sporting community on sustainability issues. Olympic Solidarity also supported the participation

of 36 NOC delegates in the 10th IOC World Conference on Sport and Environment in Sochi in 2013.

At the end of 2016, the IOC broadened its definition of sustainability to encompass social and economic dimensions. While this policy change did not impact the 2013–2016 use of the programme, it did lead to a change in the name and scope of the programme for 2017–2020, when it will be labelled "Sustainability in Sport" and cover economic and social sustainability aspects.

NOC initiatives and IOC World Conference on Sport and Environment in Sochi (2013)

Continent	Approved NOC initiatives	IOC World Conference
Africa	17	10
America	12	7
Asia	7	6
Europe	28	9
Oceania	11	4
Total	75	36

"The IOC Executive Board approved in December 2016 the principles of the new IOC Sustainability Strategy, an important Olympic Agenda 2020 priority."



© NOC of Bosnia Herzegovina

Sport and environment initiative in Bosnia and Herzegovina / Workshop on environmental sustainability in Oman



© NOC of Oman



WOMEN AND SPORT

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

2013–2016 Budget: USD 2,400,000

In 2013–2016, the Women and Sport programme was entirely focused on raising awareness of gender equality and helping women reach sports leadership positions. In 2009–2012 the programme also encompassed initiatives aimed at enhancing sports participation among girls and women, but in 2013–2016 such initiatives were covered by the Sport for All programme.

Despite the narrower scope of the Women and Sport programme in 2013–2016, the number of approved initiatives (99) was nearly the same as in 2009–2012 (104). African NOCs

continued to be the main beneficiaries of the programme and accounted for more than one-third of all approved initiatives. Africa, Asia and Oceania received support for more initiatives in 2013–2016 than in 2009–2012.

In addition to the above, 35 activities aimed primarily at enhancing sports participation among girls and women received funding through Olympic Solidarity's Sport for All programme in 2013–2016. Olympic Solidarity also provided financial assistance to help the 17 Oceanian NOCs participate in a regional IOC seminar on Women and Sport in 2013.

Throughout the 2013–2016 plan, the NOC of New Zealand benefited from Olympic Solidarity support for a comprehensive long-term programme offering networking, training and mentoring opportunities for women with the potential to become sports leaders. Thanks to clear objectives and a long-term strategy, the NOC contributed to lifting the average proportion of women on national federation executive boards to over 30 per cent.

NOC initiatives and IOC Continental Seminar on Women and Sport in Tonga (2013)

Continent	Approved NOC initiatives	IOC Continental Seminar
Africa	35	–
America	21	–
Asia	14	–
Europe	13	–
Oceania	16	17
Total	99	17

“In December 2016, the IOC Executive Board advised members of the Olympic Movement to set a minimum target of 30 per cent for women's representation in their governing bodies by 2020.”



© NOC of Costa Rica



© NOC of Uganda

Seminar in Costa Rica /
Mentoring session conducted by
Regina Lunyolo Hellen (Uganda)

SPORT FOR ALL

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

2013–2016 Budget: USD 2,400,000

In 2013–2016, 177 NOCs benefited from support through this programme in three ways: NOC initiatives, Olympic Day activities and participation in the IOC's World Conference on Sport for All in Lima in 2013.

The number of approved initiatives in the Sport for All programme more than doubled between 2009–2012 (71 initiatives) and 2013–2016 (161). Part of this growth can be explained by the fact that activities aimed at encouraging sports participation among girls/women were covered by the Sport for All programme in 2013–2016 (these activities were part of the Women and Sport programme in 2009–2012).

However, even discounting the 35 initiatives of this nature in 2013–2016, there was an increase in the number of approved initiatives of almost 80 per cent.

The target audience of the initiatives varies from the general public to schools and groups considered particularly vulnerable or displaying low physical activity levels. All continents had more Sport for All initiatives approved in 2013–2016 than in 2009–2012, with the greatest increases registered in Africa and Europe. Overall, European NOCs accounted for over 40 per cent of the approved Sport for All initiatives.

The NOCs remain very active in terms of Olympic Day activities, with an annual average of 140 NOCs receiving dedicated financial support. The concept of “Move, Learn, Discover” has been adopted more or less universally by the NOCs. In addition to its support for NOC initiatives and Olympic Day activities, Olympic Solidarity contributed financially to the participation of 39 NOC delegates in the 2013 IOC Sport for All World Conference in Lima.

NOC initiatives and IOC World Conference on Sport for All in Lima (2013)

Continent	Approved NOC initiatives	IOC World Conference
Africa	25	8
America	31	10
Asia	23	7
Europe	70	11
Oceania	12	3
Total	161	39

Olympic Day

Continent	Reports received			
	2013	2014	2015	2016
Africa	36	39	35	32
America	30	31	30	22
Asia	31	29	28	24
Europe	38	40	37	39
Oceania	9	12	9	12
Total	144	151	139	129



© NOC of Bahrain



© NOC of Palau

Mini-Olympics in Bahrain /
Olympic Day in Palau



OLYMPIC EDUCATION, CULTURE AND LEGACY

Objective: to help NOCs to implement Olympic education programmes, disseminate and acquire knowledge on Olympism and the Olympic values, and to preserve Olympic and sporting heritage at national level.

2013–2016 Budget: USD 10,000,000

Promoting the Olympic values, merging culture and sport and preserving Olympic heritage continues to be high up on the agenda of the NOCs, with 155 NOCs benefiting from the Olympic Education, Culture and Legacy programme in 2013–2016, organising almost 300 Olympic Solidarity-sponsored initiatives. Many of these activities were aimed at young people, such as through Olympic education campaigns in schools, sport and culture competitions and books/videos/websites promoting the Olympic values and/or preserving the national Olympic legacy.

NOC initiatives and Masters/PhD scholarships

Continent	Approved NOC initiatives	Masters/PhD scholarships
Africa	53	14
America	59	5
Asia	34	6
Europe	130	14
Oceania	21	1
Total	297	40

This programme continues to be the most popular of Olympic Solidarity's Olympic Values programmes in terms of number of approved initiatives and total allocated budget. Comparing 2013–2016 with 2009–2012, the number of initiatives (297 in 2013–2016 vs. 287 in 2009–2012) as well as the continental distribution remained largely the same.

On top of the initiatives, an annual average of 54 NOCs received support towards participation in the IOA's International Session for Directors of NOAs, and an annual average of 80 NOCs received support for up to two young people to attend the IOA's International Session for Young Participants. Thirty-five NOC delegates benefited from financial support towards studies in master's programmes conducted by the IOA in collaboration with the University of Peloponnese or by the German Sports University Cologne. Five PhD students nominated by NOCs received support towards research conducted at the Olympic Studies Centre in Lausanne.

“In its ongoing efforts to inspire young people to adopt healthy, active lifestyles built on the values of friendship, excellence and respect, the IOC launched a revamped edition of its Olympic Values Education Programme (OVEP) in October 2016.”



© NOC of Togo



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Youth Olympic camp in Kara (Togo) /
Education project by the NOC of Brazil

International Olympic Academy Annual Sessions

Continent	International Sessions for Directors of NOAs* NOCs that received assistance from Olympic Solidarity				International Sessions for Young Participants*			
	2013	2014	2015	2016	2013	2014	2015	2016
Africa	15	12	13	14	8	7	8	16
America	7	13	15	15	18	16	12	17
Asia	12	6	11	14	16	20	14	19
Europe	12	18	14	18	35	36	23	37
Oceania	2	1	2	1	4	4	3	5
Total	48	50	55	62	81	83	60	94

*The year of the reimbursement is not necessarily the year of the NOC delegates' participation.

National painting contest “Olympic Games
in children's imagination” in Romania /
Youth Olympic camp in Trinidad
and Tobago



© NOC of Romania



© NOC of Trinidad and Tobago



4 OLYMPIC GAMES SUBSIDIES



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INCREASED FINANCIAL SUPPORT FOR THE NOCs

The Olympic Games Subsidies programme aims to help the NOCs to participate in the Olympic Games, with a view to achieving two different but complementary wider goals: to help foster the universal spirit of the Games by guaranteeing the participation of all NOCs, and to provide a financial contribution to the NOCs, which play a key role in ensuring the success of the Games.

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

One year before the XXII Olympic Winter Games Sochi 2014 and the Games of the XXXI Olympiad Rio 2016, the NOCs received assistance to cover travel expenses and accommodation for one delegate to attend the Chefs de Mission seminars hosted by the Organising Committees.

During the Games, the NOCs were reimbursed for the travel expenses of up to three athletes and one official for Sochi, and six athletes and two officials for Rio. A subsidy towards logistical expenses and the transport and accommodation costs of NOC Presidents and Secretaries General was also granted.

In recognition of the extraordinarily difficult financial circumstances faced by the Organising Committee for the Olympic Games Rio 2016, Olympic Solidarity exceptionally agreed to widen its support to NOCs beyond the traditional Games subsidies, covering support grants to NOCs in order to help offset Games-related air travel expenses.

After the Olympic Games Sochi 2014 and Rio 2016, a subsidy was granted to the NOCs based on the number of athletes that entered the field of play. This subsidy is linked to the NOCs' contribution to the success of the Games.

NOCs which benefited from the subsidies for the participation at the Olympic Games

Continent	XXII Olympic Winter Games Sochi 2014		Games of the XXXI Olympiad Rio 2016	
	NOCs	Athletes	NOCs	Athletes
Africa	3	5	17	1,000
America	15	485	50	2,528
Asia	18	323	43	1,874
Europe	49	1,892	41	5,075
Oceania	3	75	54	741
Total	88	2,780	205	11,218

Training session at Rosa Khutor
Extreme Park – Olympic Games Sochi 2014



5 COMPLEMENTARY PROGRAMMES



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5

FIVE COMPLEMENTARY PROGRAMMES AND TARGETED SERVICES

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

OLYMPIC SOLIDARITY SPECIAL FUND

Objective: as a priority, to respond to special requests from NOCs as a result of extraordinary or unexpected circumstances.
2013-2016 Budget: USD 10,000,000

As well as responding to specific requests, this programme can also be used to cover requests and/or projects submitted by the NOCs which are outside the scope of the other Olympic Solidarity programmes. The Special Fund was used to support a number of initiatives, including refugee projects, reconstruction of sports facilities, and providing humanitarian aid in crisis situations.

2013-2016 KEY FIGURES

28 FORUMS

21 NOC VISITS ACROSS FIVE CONTINENTS

77 SPECIAL FUND INITIATIVES, PARTICULARLY FOR REFUGEES

KNOWLEDGE CENTRE

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

2013-2016 Budget: USD 1,300,000

The work of the Knowledge Centre has continued to focus on identifying and creating reference documents, case studies and models, mainly on the topics of sports management, strategic planning, financial management, information technology and human resources management. The work of the centre is evolving towards looking into how the NOCs may more effectively share their knowledge and experience with other NOCs. For this reason, "NOC Management" will become "NOC Management and Knowledge Sharing" for 2017-2020. The concept of knowledge sharing and the tools for doing so will be made available to the NOCs as they are developed.

Regional forum in 2014 in Algiers (Algeria)



REGIONAL FORUMS

Objective: to promote concepts and ideas with NOC groups and facilitate the process for NOCs to share their knowledge and experience.

2013–2016 Budget: USD 3,000,000

Various forums were organised on the five continents, focusing on a different topic each year:

Forums

Continent	No. of forums	2013		2014		2015		2016	
		Host NOC	Particip. NOCs	Host NOC	Particip. NOCs	Host NOC	Particip. NOCs	Host NOC	Particip. NOCs
Africa	4	NAM, SEN	50	ALG	51	BOT	50	–	–
America	2	LCA, CRC	40	COL, BAR	40	SUR, ARG	41	–	–
Asia	2	SRI, CAM	42	BRN, MYA	44	UZB, INA	42	2	QAT, THA
Europe	1	SMR	49	CYP	49	TUR	50	–	–
Oceania	1	FIJ	16	GUM	17	FIJ	17	–	–
Total	10		197	8	201	8	200	2	43

2013: presentation of the 2013–2016 Olympic Solidarity plan.
2014: presentations by the NOCs on their experience in implementing the Basic Universal Principles of Good Governance of the Olympic and Sports Movement.

2015: preparation of Olympic delegations for the Olympic Games Rio 2016.

2016: preparations and pre-registration meetings for delegations heading to the Olympic Games Rio 2016; presentation of the forthcoming Asian Games (in the Asia region only).

SUPPORT TOWARDS EFFICIENT USE OF OLYMPIC SOLIDARITY FUNDING FOR NOCs WITH GREATEST NEED

Objective: to help a number of NOCs with the greatest need to make better use of Olympic Solidarity programmes.

2013–2016 Budget: 400,000 USD

Within the framework of the Support Towards Efficient Use of Olympic Solidarity Funding for NOCs with Greatest Need programme, Olympic Solidarity continued to give one-on-one advice to NOCs that had been identified as not taking full advantage of programmes. Furthermore, an analysis of the NOCs' use of Olympic Solidarity programmes served as a basis for the establishment of "NOC Mentoring", a new approach introduced for the 2017–2020 plan.

2015 Regional forum in Buenos Aires (Argentina) / Project conducted in Greece in 2015 in the framework of the special refugee fund



NOC VISITS

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

2013–2016 Budget: USD 500,000

During the 2013–2016 plan, Olympic Solidarity visited 21 NOCs, accompanied by representatives of the continental associations concerned. These visits provided an opportunity for in-depth discussions on all aspects of NOC operations, and strengthened the direct links between the NOCs and the Olympic Solidarity continental and international offices.

NOC Visits

Continent	2013	2014	2015	2016
Africa	–	GAB	CIV, SEY	–
America	BIZ	BER, HON	GRN	VEN
Asia	KGZ, UAE	–	JOR, LAO	KOR, NEP
Europe	ALB, POR	TUR	SWE	–
Oceania	–	ASA, SAM	FIJ	–

Visit to the NOCs of American Samoa and Nepal





6 2013–2016 FINANCIAL STATEMENTS



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WORLD AND COMPLEMENTARY PROGRAMMES, OLYMPIC GAMES SUBSIDIES

The results presented in the previous pages give an idea of the number of people who have benefited from Olympic Solidarity’s assistance and training programmes (athletes, coaches and sports administrators), and the number of activities undertaken by the NOCs during the 2013–2016 plan – a total of more than 12,000 approved requests across all sectors.

A detailed analysis by continent and by NOC of how the funds for world programmes, the Olympic Games Sochi 2014 and Rio 2016 subsidies and the complementary programmes were allocated is presented in the tables on pages 56 to 65. Given the particularly challenging financial situation faced by the Organising Committee of the Olympic Games Rio 2016, Olympic Solidarity agreed exceptionally to give the NOCs some extra support, in addition to the subsidies traditionally awarded for the Olympic Games. Thus, more than USD 26.5 million was allocated to the NOCs in the form of subsidies to help with the cost of sending their delegations to the Games. These subsidies are also included in the tables.

It should be noted that the financial statement tables do not include those expenses not payable by the NOCs, which include fees for the experts who run the technical courses for coaches; the costs of organising continental forums; the cost of editing, translating and publishing manuals (such as the sports administration manuals); costs directly linked with development of world programmes; partner-related expenses for the refugee assistance programme, the Knowledge Centre and assistance with strengthening the NOCs’ administrative structures; and technical meeting expenses. These come to a total of USD 14.3 million.

Overall, almost 95 per cent of the global budget for the Olympic Solidarity plan 2013–2016 was utilised.

At the end of 2017, once all the activities initiated under the 2013–2016 plan have been wound up, along with any related financial commitments, any balance identified in the final audited report will be carried over and reinvested in future plans.

Men’s marathon –
Olympic Games Rio 2016



FUNDS ALLOCATED BY NOC AND BY PROGRAMME (IN USD)

NOC	Athletes					Coaches			NOC		Management		Promotion of Olympic Values					Complementary Programmes			Olympic Games Subsidies*	Total
	Olympic Scholarships for Athletes "Sochi 2014"	Olympic Scholarships for Athletes "Rio 2016"	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games – Athlete Support	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators	International Executive Training Courses in Sports Management	NOC Exchanges	Sports Medicine	Environmental Sustainability in Sport	Women and Sport	Sport for All	Olympic Education, Culture and Legacy	Olympic Solidarity Special Fund	Marketing Seminars for NOCs	NOC Audits (PWC)		
Africa																						
ALG		38,519	75,000	5,264	86,486	100,520	99,816		160,000	12,493	10,291		19,500		50,000	7,500	25,000	50,000	414	5,527	340,102	1,086,432
ANG		37,000			17,023	8,766	49,593		160,000	24,678		3,018		3,000	5,000	5,164			2,770		156,372	472,384
BDI		108,000	26,342	92,606	113,922	51,755	85,774		182,092	13,650	26,762		5,500	16,789	30,860	34,888	50,000				123,916	962,856
BEN		211,346		49,809	45,629	74,279	87,923	29,438	160,000	11,890	22,645				7,500	13,800			1,335	7,739	82,007	805,340
BOT		94,276	49,092	159,060	170,371	74,069	69,794	30,000	180,702	68,907	24,352	26,524	26,784	1,276	27,420	18,609	6,495		792	5,674	111,586	1,145,783
BUR		149,328	59,788	145,493	150,000	81,382	138,506	120,000	172,000	86,360	25,773			12,980	20,000	39,900	15,000		2,043	7,716	111,504	1,337,773
CAF		48,232	74,000	76,000	13,948		50,407		160,000							4,908					84,869	512,364
CGO		79,675			14,942	44,000	75,967		160,000	3,083				5,000	5,000				7,044		107,355	502,066
CHA		16,548		25,000	2,000	60,000	82,761	85,984	166,550	49,524	11,806					31,026			1,543	6,441	50,093	589,276
CIV		183,700		84,749	55,885	63,859	133,781	30,000	170,000	10,506	22,467		7,424		9,500	1,660			1,272	6,520	131,069	912,392
CMR		115,822	17,124	127,036	6,598	43,903	90,102	30,000	174,500	18,490	7,311		17,500		7,500	22,998	100,000	1,944	6,651	202,794	990,273	
COD				98,989		29,601	39,112		160,000	9,316									887		55,453	393,358
COM		44,000	14,877	8,000	48,580	31,096	58,191	30,764	180,000		10,000				2,500				1,045	7,378	57,887	494,318
CPV		175,087	59,705	41,811	26,866	50,894	106,664	29,875	207,405	10,290	36,783	11,797	11,915	29,196	44,578	41,159			1,105	5,263	87,068	977,461
DJI		47,000		71,842	2,152	55,802	46,819		160,000		7,641				7,500				1,836		104,155	504,747
EGY		174,279	100,000	105,151	84,919	99,262	43,177	83,143	190,000	6,775			29,644		22,500	28,644			574	5,814	698,402	1,672,284
ERI		104,930				89,025	39,981		184,898	17,965	10,000	2,395		8,000	5,000				7,648		95,028	564,870
ETH		192,000				37,820	41,916		190,262	40,598	16,702		9,884		15,396	31,418	37,970		1,335		212,038	827,339
GAB		202,351	60,000	96,645	64,960	43,621	91,367		207,510	42,726	24,544				24,942	20,000			2,350	4,965	91,332	977,313
GAM		89,913		76,622		64,302	59,100		195,367	7,009	14,734	8,669		7,500	7,500	10,000			7,395	75,445	623,556	
GBS		82,300	40,000	127,391		52,330	33,353		183,466		23,612	3,906			2,363				810	7,170	95,026	651,727
GEQ		74,408		81,536	34,262	45,745	41,584		168,000	806				39,159	5,000				2,317	6,181	58,011	557,009
GHA		147,793	60,000	96,633	42,986	97,230	30,809	24,978	162,050	5,476	15,359	5,768	19,440	2,764	5,000				1,755	5,128	137,950	861,119
GUI			40,000	40,000	55,839	66,707	102,287		167,100	3,723	13,485				9,904	25,504			2,016	69,085	595,650	
KEN		82,266	100,000	72,078	38,632	70,653	52,090	30,000	160,000		10,000		35,000		16,000	10,500	20,574		6,357	430,126	1,134,276	
LBA		90,467		2,754	1,935	10,000			160,000	3,000	20,000										81,640	369,796
LBR		60,000		100,000	98,400	20,000	29,997		160,000										2,016	53,754	524,167	
LES		101,332		137,325	131,925	34,247	55,986	30,000	206,822	84,689	25,687	8,742	13,480		90,000	12,500	63,658		6,034	67,057	1,069,484	
MAD		93,600	56,599	77,762	123,785	84,874	16,333	89,356	160,000	57,246	12,510		11,941		4,416	2,572		3,023	6,596	99,142	899,755	
MAR				5,265	7,638	45,382	78,589	19,420	160,257						2,500				614		403,922	723,587
MAW		24,000	57,945	80,000	69,500	109,985	33,406	87,822	185,876	36,179	19,467	2,288		10,000	12,000	10,000	10,791	50,000	1,905	5,700	64,478	871,342
MLI		170,589	99,504	119,993	18,032	91,026	158,808	86,537	175,500	58,531	21,912	3,000	5,578	10,000	10,000	30,061	30,442		771	7,552	68,787	1,166,623
MOZ		130,374	53,742	127,736	42,641	52,469	94,305		168,258		14,745	18,768		9,000	12,821		50,000	1,153	4,933	64,313	845,258	
MRI		146,400	33,000	145,122	84,336	87,051	79,569	17,662	160,000	40,341	10,000			15,500	8,240	17,065	26,354		1,563	5,776	117,267	995,246
MTN				9,500		26,334			160,000	16,286	13,493								1,469	8,502	57,189	292,773
NAM		57,152		19,500	80,272	40,555	49,457		160,000	8,841	30,255	6,774		3,000	9,440				5,182	81,405	551,833	
NGR		177,450	19,266	8,000	26,216	59,940	20,034	29,500	174,523	26,438	22,707		34,496		16,750	18,000	9,834		6,314	419,275	1,068,743	
NIG		102,077		48,448	31,983	38,068	79,664	57,038	193,464		12,318				7,500	5,478			1,900	5,299	103,678	686,915
RSA	43,777	225,025	80,218	132,410	70,124	103,310	51,299		160,000		29,750				2,708	8,935			8,653	592,725	1,508,934	
RWA		60,843	59,200	80,000	126,887	129,090	97,657	60,000	194,103	4,241	16,070	1,735		3,600	17,642	10,553	44,630		1,293	5,740	84,727	998,011
SEN	11,510	185,433	58,825	44,850	9,490	10,235	102,555		160,000	17,859	12,726				7,500	8,960			7,170	156,132	793,245	
SEY		143,967	60,000	94,558	68,604	56,508	68,695	51,459	160,000	15,479		4,669	13,462	5,000	4,000	17,454	30,077		7,122	122,425	923,479	
SLE		40,000	20,000			119,533	45,437	120,000	193,603			10,967		10,000	5,000	22,000			2,271	7,019	53,933	649,763
SOM		44,000	40,000	53,000	60,000	18,250	10,576		160,000		8,583	2,630		15,000		14,500		100,000	3,304		52,247	582,090
SSD		37,100							88,079										1,773		74,961	201,913
STP		58,000		99,198	10,231	27,782	23,621		160,000			4,048	3,300		10,000				1,682		64,698	462,560
SUD		181,238		175,831	71,812	133,454	47,537	30,000	160,000	14,808	14,220	1,922		2,870	5,000	12,442	9,000		7,421	101,395	968,950	
SWZ		114,433		108,278	20,406	38,439	33,471	45,742	190,000	12,059		6,062			12,867	7,950			1,195	5,480	57,318	653,700

*Chefs de Mission Meetings and Olympic Games' Participation Sochi 2014 and Rio 2016 (including the support grant paid on behalf of the Organising Committee for the Olympic Games Rio 2016).



FUNDS ALLOCATED BY NOC AND BY PROGRAMME (IN USD)

NOC	Athletes					Coaches			NOC		Management		Promotion of Olympic Values					Complementary Programmes			Olympic Games Subsidies*	Total	
	Olympic Scholarships for Athletes "Sochi 2014"	Olympic Scholarships for Athletes "Rio 2016"	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games – Athlete Support	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators	International Executive Training Courses in Sports Management	NOC Exchanges	Sports Medicine	Environmental Sustainability in Sport	Women and Sport	Sport for All	Olympic Education, Culture and Legacy	Olympic Solidarity Special Fund	Marketing Seminars for NOCs	NOC Audits (PWC)			
Africa (cont.)																							
TAN		60,792			47,000	80,754	37,498		168,500	22,067		1,991		4,000	10,000	10,000	1,756			10,147	69,488	523,993	
TOG		107,712		30,500	40,607	54,872	203,529	58,016	177,535	44,247	20,020				10,000	10,000	59,928			7,589	103,789	928,344	
TUN		234,160	100,000	96,463	167,115	74,570	38,587	87,500	188,000	62,003	17,091		22,802	33,103	5,086	25,000	36,927		281	5,708	399,490	1,593,886	
UGA		87,172	40,000	126,347	48,031	83,098	64,656		202,006	89,785	40,293	11,753	117,795	52,765	58,800	58,999	127,906		1,660	5,235	163,220	1,379,521	
ZAM		128,370		127,300	55,423	86,646	71,747	27,341	160,000	3,671	23,008	28,865	18,000			11,500	19,172		951	5,931	66,541	834,466	
ZIM	10,500	242,740	60,000	130,719	56,300	88,643	56,401		180,305	92,109	19,231	34,021	16,106	3,000	14,408	13,363	110,449		1,185	5,234	246,994	1,381,708	
America																							
ANT		110,000	60,000	75,000	13,000	33,767	45,949		160,000	17,683		21,670			10,000	15,287			2,801	2,016	85,897	653,070	
ARG	230,983	193,960	150,000	182,772	103,384	79,091	52,754	64,253	167,000	88,498	57,224	9,060	6,300	4,000	1,870	30,000	97,751		2,264	7,138	850,127	2,378,429	
ARU		85,500		100,000	27,683	5,827	47,440	19,841	178,200		14,437				40,000	5,000	37,427				59,967	621,322	
BAH		149,760	70,000	75,000	56,876	9,000	24,154		160,000			1,814	6,800		12,000						150,790	716,194	
BAR		149,000	50,000	100,000	98,470	73,600	58,483	89,272	179,667	22,880	15,581			4,000	14,843	13,000	49,479		1,760	5,808	108,602	1,034,445	
BER		88,000		44,392	21,446	20,301		30,000	160,000						20,000	5,000	30,000			1,963	110,612	531,714	
BIZ			60,000	87,000			10,700		193,000							10,000					50,777	411,477	
BOL		211,802	31,820	135,414	133,286	95,924	123,708	109,751	175,000		37,005	13,102	30,000			7,500		50,000	2,327	8,208	81,806	1,246,653	
BRA	141,624	172,941	95,155	138,957	128,661	129,502	65,806	81,287	205,000	65,298	58,397	2,896	17,388	51,130		10,500	190,535	100,000	3,550		1,263,403	2,922,030	
CAN	150,000	48,000	60,000	100,000	10,440	40,840			160,000		35,089		48,728			12,000	16,182		6,655	8,206	1,871,380	2,567,520	
CAY		145,946	60,000	100,000	19,433	14,821	10,200		160,000	3,000	14,838					7,500	25,000			9,116	107,543	677,397	
CHI	99,064	147,400	60,000	76,565	36,261	66,045	68,936	115,678	199,973	150,332	44,319	4,121	17,302		4,700	68,414	26,794		3,710	6,619	254,430	1,450,663	
COL		173,613	60,000	79,911	70,945	108,665	134,013	87,138	190,291	81,922	82,737	4,091	14,275	2,500		35,306	39,877			7,382	565,289	1,737,955	
CRC		147,514	35,720	119,115	44,753	47,795	127,534	37,410	184,000	44,902	22,561	15,909	17,833	2,905	27,783	28,203	50,122		2,370	6,241	86,257	1,048,927	
CUB		168,000	60,000	103,972	32,693	9,194	47,998		160,000			5,309	22,090	5,224	4,165	4,000				2,320		530,177	1,155,142
DMA		80,000		20,000		16,943	33,034		160,000			662				7,500	1,675		3,773	1,963	73,576	399,126	
DOM		122,000	59,881	103,162	61,286	66,934	115,348	56,689	177,305	32,531	25,136	3,311		5,742	6,830	7,471				15,793	180,766	1,040,185	
ECU		156,796	59,934	80,909	87,659	84,403	75,598		224,826	37,799	10,675	6,914				19,184	47,943	150,000	1,321	4,898	190,323	1,239,182	
ESA		124,335	60,000	121,453	68,806	74,386	72,732	67,710	169,500	25,507	23,188	3,003	15,000	20,000		28,804	37,972		1,484	5,795	73,220	992,895	
GRN		168,000		108,000	87,059	26,583	40,890	30,000	160,000	951		916				2,500	39,114			5,816	91,458	761,287	
GUA		111,132	31,964	127,525	127,000	100,883	185,814	58,407	194,623	49,878	35,083	17,928	117,034		1,850	26,500	119,367	130,000	1,867	5,186	146,069	1,588,110	
GUY		64,000	58,975	98,696	12,000		47,221		160,000	7,925	22,914	4,901			15,000	10,000					77,973	579,605	
HAI		144,000			60,938	8,946	112,914		170,000	14,862	15,117	33,152				5,225	17,122		2,263	1,963	82,636	669,138	
HON		172,000	27,547	100,000	2,821	10,428	47,363	86,011	167,000	22,932	22,978	6,528				7,500		9,200	1,918	5,346	166,806	856,378	
ISV	56,035	154,000	60,000	113,952	134,813	40,179		30,000	160,000		16,192		5,300			11,669	32,320	17,765	2,148	12,061	126,528	972,962	
IVB	29,000	135,225	60,000	105,741	147,140	5,837		60,000	160,000	3,442		27,523	6,287			80,000				10,583	125,610	956,388	
JAM		156,000		36,098	3,818		16,132	30,000	160,000	22,200		1,442				2,500	5,291	30,000			314,410	777,891	
LCA		54,000		80,000	111,446	15,549	39,818		198,792			1,163				10,000	9,682		1,562	7,735	76,307	606,054	
MEX						11,266	80,629		160,000		26,394	9,756	40,000	2,900		2,500	37,638		1,973	5,718	582,382	961,156	
NCA			55,949	75,000	35,742	82,259	38,618	30,000	175,000			10,277	1,900				8,000			6,841	62,365	581,951	
PAN		121,899	60,000	23,953	24,734	48,436	15,146	29,918	198,130	22,899	34,475	2,500				10,000	11,761		1,900	4,911	102,417	713,079	
PAR		206,350	59,882	99,640	152,911	101,420	107,364	89,930	195,528	94,168	51,073	7,717	20,000	5,000	16,376	36,711	34,581		1,972	5,623	114,836	1,401,082	
PER	59,000	196,715	60,000	148,427	13,832	87,004	107,157	118,399	180,000	38,331	50,918	9,085	55,685	10,000	5,000	40,337	59,774	120,000	4,476	5,186	176,396	1,545,722	
PUR		179,176	60,000	144,679	180,138	72,063	89,697	95,797	160,000	6,984	34,703	10,300	6,944	2,123	8,000	11,827	63,878			4,833	195,979	1,327,121	
SKN		128,778		100,000	5,024	73,681	35,622	30,000	185,000			1,187				10,000				2,366	2,016	88,100	661,774
SUR		122,173		14,500	8,240	11,160	27,965		160,000	22,609	14,308		25,000			7,500			1,820	1,963	60,454	477,692	
TTO		149,920	40,000	75,000	12,722	59,113	30,493		205,000	84,859	34,832	7,740				41,500	43,531		5,166	4,537	198,745	993,158	
URU		197,995	71,981	148,396	186,912	65,583	30,655	119,992	164,357	8,615	12,581	2,143	32,930	3,553		11,402	24,771	150,000	2,899	5,127	104,851	1,344,743	
USA						12,000			160,000							12,000	22,458		7,459	9,156	2,809,120	3,032,193	
VEN	23,000	118,683	60,000	32,509	85,703	72,402	136,117		175,000		39,000	5,000	15,000	25,000		10,000	61,750	75,000	5,251	1,963	360,638	1,302,016	
VIN		88,000	60,000	106,000	57,215	83,838	116,094	108,147	160,000	3,000		23,120		3,000	10,000	16,500	22,930		2,582	9,747	66,663	936,836	

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FUNDS ALLOCATED BY NOC AND BY PROGRAMME (IN USD)

NOC	Athletes					Coaches			NOC		Management		Promotion of Olympic Values					Complementary Programmes			Olympic Games Subsidies*	Total	
	Olympic Scholarships for Athletes "Sochi 2014"	Olympic Scholarships for Athletes "Rio 2016"	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games – Athlete Support	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators	International Executive Training Courses in Sports Management	NOC Exchanges	Sports Medicine	Environmental Sustainability in Sport	Women and Sport	Sport for All	Olympic Education, Culture and Legacy	Olympic Solidarity Special Fund	Marketing Seminars for NOCs	NOC Audits (PWC)			
Europe																							
ALB	33,793	91,234	40,000	8,000	2,732	44,183	27,166	13,244	167,534	47,801		2,395			15,940	20,020		269	6,378	105,660	626,349		
AND	154,939	105,920		216,000	101,914				160,000		30,498	3,148			86,596			110	7,789	119,290	986,204		
ARM	96,000	198,000	40,000		51,876	86,002		58,630	160,000			5,966		4,940	22,786	76,559			2,016	294,771	1,097,546		
AUT	150,000	136,037	172,067	106,000	71,172	27,458	31,550		180,000		9,315		118,425		6,450	11,666	155,700		6,299	767,219	1,949,358		
AZE	24,000	172,800	41,765	80,000	58,460	24,000	13,948		160,000			4,624		5,000	24,500	21,356		776	5,042	363,958	1,000,229		
BEL	203,265	186,066	100,000	105,770	99,581		8,700		249,047		9,841				27,500	3,454	85,000	546	6,426	615,150	1,700,346		
BIH	140,060	217,449	60,000	181,950	51,588	97,860	12,814	28,559	186,038	13,784		2,384	9,947	35,874	4,620	49,099	28,864	90,000	635	5,466	163,678	1,380,669	
BLR	152,922	87,091	98,170	124,461	49,857	59,322	8,508	25,000	160,000		10,489	5,979	7,367		10,471	16,000	54,499		5,445	790,241	1,665,822		
BUL	214,500	150,000	60,000	120,500	122,746	87,471	9,221	29,570	167,224						16,000	51,167	5,000	613	5,466	404,518	1,443,996		
CRO	240,000	164,000	96,098	167,000	126,412		38,926		160,000		19,449	6,299	49,732	31,300	12,069	45,804	114,691	50,000	423	5,230	541,387	1,868,820	
CYP	48,000	180,906	40,000	85,535	22,299	67,041	40,509	27,276	160,000			2,027			10,981	35,903	200,000	318	4,886	175,823	1,101,504		
CZE	150,000	216,803	200,000	165,000	147,588	46,762	9,221	57,401	180,000		11,366	3,234			16,000	134,209	56,000	1,350	5,845	731,026	2,131,805		
DEN	127,260	104,000	198,000	122,697	20,847	12,000	28,991	86,465	160,000			8,000		18,000		7,200	100,000	401	7,386	666,479	1,667,726		
ESP	174,000			189,000	778	24,478	8,076		160,000		17,017	1,508			14,100	81,116	300,000	15,416	5,872	1,509,929	2,501,290		
EST	228,000	248,462	100,000	198,000	157,080	83,923	30,892	120,000	206,693	103,389		16,658	5,979	59,990	1,300	153,192	147,199		360	4,957	434,813	2,300,887	
FIN	120,000	178,653	200,000	84,000	121,406	39,300	28,711	60,000	170,000		8,000	8,000	3,500	45,000		158,165			10,132	578,032	1,812,899		
FRA	150,000	48,000	200,000	9,000	13,455	58,400			180,000		48,887	824		31,700	13,800	213,844	100,000	297	7,432	2,353,643	3,429,282		
GBR	273,147	94,300	185,000	2,000	101,611			100,000	175,000						14,500	190,832		922	8,154	1,967,876	3,113,342		
GEO	115,594	169,155	60,000	64,950	74,875	125,116	8,721		172,500	53,702		5,988	48,346	11,247	11,392	27,500	105,551		435	5,376	331,373	1,391,821	
GER	150,000		279,805	1,000	91,010				177,000		29,182	4,824	10,000		20,474	121,000	113,425	150,000	778	7,620	2,317,361	3,473,479	
GRE	154,231	401,802	90,902	134,170	123,375	36,000	21,666		165,947		20,424	734	28,909		10,000	26,778	150,000	1,057	6,789	558,018	1,930,802		
HUN	210,000	147,060		37,000	71,944	34,856	47,857		160,000			1,648		1,200	6,201	13,741		186	5,267	761,901	1,498,861		
IRL	160,699	134,844	100,000	67,979	20,504	24,222		20,893	192,470		25,103		26,000		28,725	2,500	20,830	50,000	412	6,299	465,912	1,347,392	
ISL	102,240	224,785	125,000	129,200	115,680	17,239	22,066	24,582	198,900				63,577		61,500	33,318		967	6,617	152,522	1,278,193		
ISR	12,000	175,113	60,000	49,636	107,238	47,513	22,879	30,000	180,000		21,617				15,000	83,156	80,000	491	6,688	371,282	1,262,613		
ITA		62,400	80,000	87,000	51,455		9,221		203,787		10,108					80,921		698	5,872	1,896,551	2,488,013		
KOS		111,000	24,572	105,270	2,595	31,222			93,469	10,656	32,345									74,190	485,319		
LAT	240,000	172,407	198,733	166,654	139,184	98,634	50,796	119,087	218,876		11,945	5,979	22,923	1,900	79,617	131,254	85,518	317	5,190	420,422	2,169,436		
LIE	114,367	72,000		100,000					171,000						30,000	28,000			8,978	91,188	615,533		
LTU	168,000	183,600	70,000	166,865	152,773	119,516	10,469	29,850	180,333	39,829	18,709	17,486	38,763	6,769	11,234	84,256	191,612		675	4,681	518,786	2,014,206	
LUX		135,000					9,221		160,000		18,438		55,000		30,000			295		125,307	533,261		
MDA	54,000	175,993	59,007	181,578	159,161	32,007	14,513	119,471	179,921	16,038	12,388	7,537	9,655	35,000	9,980	80,980	73,789	100,000	5,421	205,176	1,531,615		
MKD	87,000	192,420	100,000	167,000	80,512	49,572	75,342	57,792	226,704	55,882	10,953	3,821	18,501	4,884	46,982	18,926			4,821	132,020	1,333,132		
MLT	21,000	137,790	40,000	112,000	41,070			56,695	160,000		10,000		4,477		49,431	34,722	46,000		5,350	107,168	825,703		
MNE	52,633	153,600	100,000	100,000	12,766	23,464	5,542		167,682			1,558	20,000	40,000	64,402	101,615	30,000		5,277	266,670	1,145,209		
MON	29,000	51,094		81,855	6,000				160,000						7,500	95,932			9,279	126,619	567,279		
NED	116,000	107,163	50,000	106,000	111,342			30,000	180,000		17,224	11,978	30,000	35,000	33,200	1,051	150,000	374	1,963	1,354,452	2,335,747		
NOR	150,000	128,534	160,000	87,000	150,000		9,221	30,000	198,415			20,133	171,717			112,741	150,000	663	8,158	622,196	1,998,778		
POL	233,254	156,266	100,000	165,000	47,318	34,618	14,476	72,929	223,283			2,937	23,000	2,400	88,900	80,605		604	6,617	1,524,209	2,776,416		
POR	15,000	62,000	18,300	44,083	95,241	35,219			221,285	2,843	25,413	2,993	2,900		11,500	106,249	170,000	228	5,230	530,353	1,348,837		
ROU	246,070	171,742	100,000	168,000	52,144	35,778	20,857	30,000	180,000			824	2,669		32,000	118,976		455	5,555	515,012	1,680,082		
RUS		78,550			50,000	84,775	40,290		160,000			26,374			16,000	39,608		6,383		1,780,636	2,282,616		
SLO	290,000	243,050	200,000	168,000	172,086	6,670	52,065	118,890	224,094		18,762	3,338	25,000	8,000	10,000	122,500	179,874	52,500	847	5,980	531,062	2,432,718	
SMR	48,000	117,697		100,000	9,600				160,000						5,000					108,316	548,613		
SRB	238,419	178,000	99,034	82,695	108,320	73,569	38,287	86,518	175,000		12,752	9,299	7,201	60,112	58,677	139,077	50,000	221	4,900	659,344	2,081,425		
SUI	150,000	147,553	150,000	30,000	130,126				210,000		17,776		22,065	120,000	7,500	74,637		94	9,079	925,282	1,994,112		
SVK	240,000	177,994	60,000	124,000	155,373		9,221	78,772	192,821	6,294		3,830	5,000	1,600	96,220	180,284		1,047	5,263	471,912	1,809,631		
SWE	150,000		175,000	4,000	75,400	12,000			215,000			8,000			166,000	43,479		1,249	1,963	998,411	1,850,502		

*Chefs de Mission Meetings and Olympic Games' Participation Sochi 2014 and Rio 2016 (including the support grant paid on behalf of the Organising Committee for the Olympic Games Rio 2016).



FUNDS ALLOCATED BY NOC AND BY PROGRAMME (IN USD)

NOC	Athletes					Coaches			NOC		Management		Promotion of Olympic Values					Complementary Programmes			Olympic Games Subsidies*	Total	
	Olympic Scholarships for Athletes "Sochi 2014"	Olympic Scholarships for Athletes "Rio 2016"	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games – Athlete Support	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators	International Executive Training Courses in Sports Management	NOC Exchanges	Sports Medicine	Environmental Sustainability in Sport	Women and Sport	Sport for All	Olympic Education, Culture and Legacy	Olympic Solidarity Special Fund	Marketing Seminars for NOCs	NOC Audits (PWC)			
Europe (cont.)																							
TUR	144,000	181,000	147,510	83,600	92,637	72,486	29,410	72,291	160,000		11,634	1,558				13,000	96,798	150,000	419	5,446	585,928	1,847,717	
UKR	240,000	320,272		184,780	2,199	9,696	12,579	26,351	160,000			5,979				18,017	40,800		642	7,398	1,312,484	2,341,197	
Oceania																							
ASA		38,400	59,834	36,000	70,400		19,721	30,000	179,952				4,193	24,844	25,149	18,000			3,808	11,031	79,128	600,460	
AUS	288,805	86,288	100,000	119,150	137,157	12,000			180,000		33,641		8,000		21,145	2,500	199,658	100,000	5,160	6,559	2,274,904	3,574,967	
COK		152,473	55,625	60,000	51,154	12,000	19,249	30,000	160,000				64,100	20,168	8,654	10,320	2,935		2,943	12,484	129,124	791,229	
FIJ		194,667	99,577	90,506	85,698	23,934	70,775	29,670	186,517		20,358		34,435	5,000	14,900	12,759	39,320		2,720	5,849	370,107	1,286,792	
FSM		106,889		109,946	42,985		18,914	119,036	217,842			10,000	21,920	25,217	29,067	81,606	67,376	32,000	3,311	15,644	106,385	1,008,138	
GUM		27,350	49,812	29,944	27,618				160,000				4,835	5,500	1,887	4,200	1,483		2,218		75,375	390,222	
KIR			40,000		4,500		17,546	30,000	175,000						2,816	5,000	4,206				51,447	330,515	
MHL		90,030	50,000	50,000	29,844	12,000	11,471	80,265	160,000	10,141			25,000		4,824	7,290			953	1,963	72,399	606,180	
NRU		28,800	25,000	50,000		8,707	13,170		166,000				3,000		2,089	2,500			2,994	11,215	50,521	363,996	
NZL	273,144	166,778	170,425	126,385	100,000	12,000	26,899	71,402	199,174				11,100	3,600	77,694	6,500	233,810		2,662	5,958	1,049,227	2,536,758	
PLW		113,497	60,000	74,000	61,000		3,735	30,000	169,500						2,179	22,500	27,000		3,513	13,908	100,327	681,159	
PNG		144,000		60,000	33,665		29,114	30,000	227,300	22,605	31,761		6,500	34,716	4,063	6,200	19,666		1,142		112,134	762,866	
SAM		154,400	59,903	30,000	186			30,000	164,400		29,675	5,000			17,506						93,675	584,745	
SOL		86,911	35,000	9,600	15,000		37,817	30,000	160,000						2,873		1,499				78,349	457,049	
TGA	3,000	21,600			4,469			30,000	170,000		9,453				417	9,555					137,737	386,231	
TUV					4,500		28,716	30,000	166,600						638						41,299	271,753	
VAN		34,250	60,000	40,142	31,380				166,000		17,564			10,000	2,225	18,835	15,644	175,000	3,483	1,963	75,726	652,212	

*Chefs de Mission Meetings and Olympic Games' Participation Sochi 2014 and Rio 2016 (including the support grant paid on behalf of the Organising Committee for the Olympic Games Rio 2016).



7 CONTINENTAL PROGRAMMES



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CONTINENTAL PROGRAMMES: ADAPTED TO THE REAL-LIFE SITUATION

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

For the 2013–2016 plan, the Olympic Solidarity Commission cooperated with the continental associations which could choose which continental programme to implement and how to distribute the relevant funds. However, certain basic elements should have been covered, such as running costs (if they were not covered by other sources), the organisation of the association's statutory meetings (general assemblies, secretaries general seminars, etc.), and the payment of individual subsidies to NOCs for the development of their own national activity programme. The NOCs could thus improve their operational efficiency by selecting activities that take into account the current local context and the reality on the ground.

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Opening Ceremony –
Olympic Games Rio 2016



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ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES OF AFRICA (ANOCA)

2013–2016 Total Budget: USD 35,020,000

This report covers the 2013–2016 plan, which was successful for ANOCA and African sport as a whole. ANOCA is proud that it was able to run its programmes successfully. Most importantly, ANOCA set out to ensure that NOCs utilised the funds made available to them by Olympic Solidarity, the aim being to improve their performances at the Olympic Games Rio 2016.

The performance of African athletes at the Olympic Games Rio 2016 was the best ever. Athletes achieved the highest number of medals in the continent's history of participating in the Olympic Games, and ANOCA is proud to have contributed to that success.

Since their creation, the ANOCA Youth Games have continued to grow. The third edition, which will be held in Algiers (Algeria) in 2018, will be used as qualifiers for the Youth Olympic Games Buenos Aires 2018.

On another note, ANOCA welcomed negotiations with the African Union (AU) and the Association of African Sports Confederations (AASC), which led to a preliminary agreement being signed in September 2016 in Cairo (Egypt).

The Olympafrica project continues to make strides in Africa; the growing network now numbers more than 40 centres in the continent. The Athletes' Commission is also one of ANOCA's most active commissions, and their first forum was successfully held in 2015 in Marrakech (Morocco).

Relations between ANOC and ANOCA have remained perfect. ANOCA, like all the other continental associations, is fully represented on the ANOC Executive Council. ANOCA collaboration with Olympic Solidarity is strong as ever.



Olympic scholarship holders Asenathi Jim and Roger Beresford Hudson from South Africa – Olympic Games Rio 2016



NOC ACTIVITIES

Objective: to provide financial support to help NOCs promote the development of sport and reinforce their structure at national level, as well as to supplement activities already supported through the Olympic Solidarity world programmes.
2013–2016 Budget: USD 18,190,000

Each NOC was allocated USD 85,000 per year during the 2013–2016 period, for the purpose of sports development, strengthening the role of the NOC, promoting the Olympic values, etc. During this period, 92 per cent of NOCs accessed these funds. The funds enabled them to develop their management capacity, function more efficiently, purchase sports equipment, prepare for the Olympic Games Rio 2016, support their National Federations, organise meetings, workshops and seminars, attend continental meetings, etc. ANOCA continues to work hand in hand with Olympic Solidarity to assist individual NOCs, especially those that did not access all their funds within the 2013–2016 plan, to do so in 2017.

ADMINISTRATION

Objective: to cover the day-to-day running costs of the ANOCA headquarters and general administrative expenses, with a view to promoting organisational effectiveness.
2013–2016 Budget: USD 4,119,300

The ANOCA headquarters are still located in the offices rented and paid for by the government of Nigeria. In 2016, the Federal Government of Nigeria made new offices available, after our original offices were repossessed by the property owner with the intention of turning them into a new business. The government nevertheless promised to provide permanent offices as quickly as possible, and these will be completed in 2017.

ANOCA has hired new directors for Administration and Finance, Communications, Marketing and Events. This is in addition to the Technical Director, a position that has long since existed in ANOCA. The Executive Committee has limited the number of staff to 10, and the directors will have the necessary staff to assist them. The Nigerian government has promised to provide ANOCA with at least three staff members in the future.

MEETINGS AND COMMISSIONS

Objective: to cover all the costs linked to the work of the commissions, ANOCA statutory meetings and seminars, and to help NOCs to participate in these activities.
2013–2016 Budget: USD 3,900,000

The ANOCA Executive Committee met twice a year during the 2013–2016 period. The regular sessions were held in Abidjan (Senegal), Kigali (Rwanda), Bangkok (Thailand), Algiers (Algeria), Sao Tome (Sao Tome and Principe), Flic en Flac (Mauritius), Victoria Falls (Zimbabwe) and Doha (Qatar). ANOCA also held extraordinary meetings of the Executive Committee in Algiers to examine the decisions of the AU in respect of the African Games.

Ordinary General Assemblies were held in Abidjan in 2013 and Mauritius in 2015. An extraordinary General Assembly was held in Doha in 2016 during the ANOC General Assembly, where ANOCA's constitution and a new logo were approved. Four seminars for Secretaries General of African NOCs were held during the 2013–2016 period. They were hosted by the NOCs of Rwanda (Kigali 2013), Algeria (Algiers 2014), Lesotho (Maseru 2015) and Sao Tome and Principe (Sao Tome 2016). The Executive Committee is satisfied with the content and contribution of these seminars to the education of administrators and as a source of information to NOCs. Olympic Solidarity has always been ANOCA's main partner, while WADA and the IOC Marketing and NOC Relations departments have played a major role in making these seminars critically important.

AFRICA YOUTH GAMES

Objective: to help with the preparation and organisation of the Africa Youth Games.
2013–2016 Budget: USD 3,000,000

The second edition of the Africa Youth Games was held in Gaborone (Botswana) in May 2014, with a significantly increased number of participants compared to the first edition. More than 2,500 athletes from 53 countries participated in 21 different sports. ANOCA gave a subsidy of USD 10,000 to member NOCs to support them in their preparation for and participation in the Games. ANOCA also provided a support grant of USD 2,000,000 to the NOC of Botswana for the organisation of the Games. Algeria will host the third edition in 2018 in Algiers, and ANOCA is expecting large numbers to participate in this event.

OLYMPAFRICA

Objective: to provide NOCs with low-cost local sports facilities and to promote social development and the empowerment of young people in disadvantaged communities.
2013–2016 Budget: USD 2,000,000

The Foundation was able to conduct important activities, recruit additional staff to strengthen its operations, improve its working tools, develop new programmes of activities, and make necessary changes aimed at improving its internal organisation. Some maintenance works were carried out in the first-generation centres, for which a 20–25 per cent contribution was received from the NOCs. During the course of the 2013–2016 period, Burkina Faso, Côte d'Ivoire, Gambia, Mali, Niger, Rwanda, Senegal and Uganda were in receipt of such contributions. The Olympafrica Foundation used its equipment and infrastructure budget to provide sports equipment to those centres with teams participating in local championships. A stock of shoes has been set up to meet certain urgent needs, financed

by an exceptional grant received from the IOC President in 2014. A stock of footballs is also being created (almost 1,500 balls have been distributed to the centres).

SPECIAL PROJECTS

Objective: to help ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid (e.g. to alleviate poverty and hunger or mitigate the effects of natural disasters in Africa).
2013–2016 Budget: USD 1,165,700

ANOCA supported the Africa International Sports Convention (CISA) seminars to the tune of USD 20,000 yearly during the 2013–2016 period. The events were aimed at paying tribute to the great figures of African and world sport. ANOCA also supported the Keba Mbaye Foundation with an annual amount of USD 20,000 for its sporting activities. The foundation seeks to provide development tools and support for grassroots sport. The sports activities include scholarships for young African athletes, support for tournaments and donations of material and sports equipment. The Association of African National Olympic Academies (AANO) also benefited from an annual grant of USD 20,000 to support its activities. The International Sports Press Association (AIPS) held a congress in Dakar which ANOCA supported with the sum of USD 10,000. This covered the special dinner hosted by ANOCA and contributed to accommodation, travel and working expenses for the delegates and congress personnel. In 2015 ANOCA supported the NOCs of Guinea, Liberia and Sierra Leone with a donation of USD 20,000 each during the Ebola crisis.

MISSIONS

Objective: to cover the expenses of ANOCA delegates representing the organisation at various events held in Africa and elsewhere.
2013–2016 Budget: USD 800,000

The young swimmer from Zimbabwe, supported by the NOC activities programme, won gold at the 10th African swimming junior championships in Lusaka (Zambia) / The IOC President during the 16th ANOCA Extraordinary General Assembly



African Youth Games in Gaborone (Botswana) / Opening of the Ram Ruhee Olympafrica centre in Mauritius





ANOCA delegates embarked on missions as requested by ANOCA, including coordinating commission trips to Botswana and Algeria in respect of the ANOCA Youth Games. ANOCA delegates also met with the AU in Addis Ababa for discussions and negotiations on the African Games.

CONTINENTAL GAMES AND OLYMPIC GAMES

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

2013–2016 Budget: USD 1,845,000

Although ANOCA was not fully involved in the Congo Brazzaville African Games, ANOCA provided a support subsidy of USD 5,000 to all the member NOCs for their participation in the Games. ANOCA also provided a grant of USD 25,000 to the NOC of Congo, to mitigate the costs of hosting the Olympic family during the Games.

ANOCA provided support grants of USD 10,000 to member NOCs for the Olympic Games Rio 2016. The General Assembly in Mauritius also approved the Executive Committee's proposal to allocate the balance of USD 607,000 in the budget to a special programme for the final training of athletes who had the best chance of winning medals in Rio. ANOCA believes that this funding contributed to the success of African athletes in Rio.

The performance of African athletes in the Olympic Games Rio 2016 was the best ever. Athletes achieved the highest number of medals in the continent's history of participating in the Olympic Games. They took part in 18 different sports and won 45 medals, 28 of which were in athletics. Kenya was ranked first in the continent and 15th in the world (13 medals) followed by South Africa (30th in the world with 10 medals) and Ethiopia (3rd in the continent and 44th in the world with 8 medals). The Games also attracted the highest number of African participants ever.

2013–2016 expenditure by NOC in USD for the following continental programmes*

NOC	NOC activities	Olympafrica	African Games	Rio athletes preparation	Special projects	African Youth Games	Total
ALG	340,000		5,000	52,963	50,000	10,000	457,963
ANG	170,000		5,000	10,000	1,763	10,000	196,763
BDI	340,000	15,975	5,000	10,000	1,698	10,000	382,673
BEN	340,000	11,400	5,000	10,000		10,000	376,400
BOT	340,000		5,000	20,000	1,688	2,010,000	2,376,688
BUR	340,000	16,797	5,000	10,000	1,279	10,000	383,076
CAF	283,424		5,000	10,000		10,000	308,424
CGO	340,000	3,400	30,000	10,000	1,525	10,000	394,925
CHA	340,000	34,800	5,000	10,000		10,000	399,800
CIV	340,000	163,773	5,000	25,000	807	10,000	544,580
CMR	255,000	75,000	5,000	10,000		10,000	355,000
COD	85,000	94,101	5,000	10,000	1,358	10,000	205,459
COM	340,000	3,400	5,000	10,000		10,000	368,400
CPV	340,000		5,000	10,000	666	10,000	365,666
DJI	340,000		5,000	20,000		10,000	375,000
EGY	340,000		5,000	40,000		10,000	395,000
ERI	242,142	37,000	5,000	15,000	1,019	10,000	310,161
ETH	340,000		5,000	80,000	823	10,000	435,823
GAB	340,000		5,000	15,000	1,536	10,000	371,536

2013–2016 expenditure by NOC in USD for the following continental programmes* (cont.)

NOC	NOC activities	Olympafrica	African Games	Rio athletes preparation	Special projects	African Youth Games	Total
GAM	340,000	15,285	5,000	10,000	1,360		371,645
GBS	340,000		5,000	10,000		10,000	365,000
GEQ	265,000		5,000	10,000		10,000	290,000
GHA	340,000		5,000	10,000		10,000	365,000
GUI	340,000	150,000	5,000	10,000	20,000	10,000	535,000
KEN	199,908		5,000	180,000		10,000	394,908
LBA	255,000		5,000	10,000	532	10,000	280,532
LBR	340,000	13,700	5,000	10,000	20,000	10,000	398,700
LES	340,000	5,083	5,000	10,000	896	10,000	370,979
MAD	340,000		5,000	10,000	2,420	10,000	367,420
MAR	340,000			20,000		10,000	370,000
MAW	340,000	36,900	5,000	10,000		10,000	401,900
MLI	340,000	45,321	5,000	15,000	1,314	10,000	416,635
MOZ	340,000	15,207	5,000	10,000	1,286	10,000	381,493
MRI	340,000		5,000	10,000	1,969	10,000	366,969
MTN	340,000		5,000	10,000		10,000	365,000
NAM	340,000		5,000	10,000	980	10,000	365,980
NGR	340,000	2,400	5,000	95,000	1,913	10,000	454,313
NIG	340,000	35,397	5,000	15,000	1,074	10,000	406,471
RSA	340,000		5,000	75,000	540	10,000	430,540
RWA	340,000	33,800	5,000	10,000	1,350	10,000	400,150
SEN	340,000	17,067	5,000	10,000	648	10,000	382,715
SEY	340,000	2,400	5,000	10,000	1,102	10,000	368,502
SLE	340,000	42,400	5,000	10,000	20,000	10,000	427,400
SOM	340,000	10,900	5,000	10,000	18,500	10,000	394,400
SSD			5,000	10,000			15,000
STP	340,000		5,000	10,000	1,348	10,000	366,348
SUD	340,000	4,000	5,000	10,000	1,940	10,000	370,940
SWZ	340,000	3,400	5,000	10,000	1,525	10,000	369,925
TAN	340,000	20,218	5,000	10,000		10,000	385,218
TOG	340,000	6,500	5,000	10,000	1,167	10,000	372,667
TUN	340,000		5,000	50,000	211	10,000	405,211
UGA	340,000	28,839	5,000	25,000		10,000	408,839
ZAM	335,891	13,400	5,000	10,000		10,000	374,291
ZIM	340,000	88,400	5,000	15,000	1,722	10,000	460,122
Total	17,051,365	1,046,263	290,000	1,127,963	167,959	2,520,000	22,203,550

*at 31 December 2016.

Report by ANOCA office, Abuja, Nigeria

Olympafrica centre in Lomé (Togo) /
32nd Seminar for the Secretaries General
in Maseru (Lesotho)



African Games in Brazzaville (Congo) /
Activities in the framework of the
multisports schools in the Olympafrica
centre of Ndjamena (Chad)





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PAN-AMERICAN SPORTS ORGANISATION (PASO)

2013–2016 Total Budget: USD 27,740,000

PASO carried out an evaluation on the implementation of its programmes in the 2013–2016 plan. It considers the objectives identified for each of them to have been duly fulfilled, contributing to an improvement in athletes' results at the various competitions in which they participated, as well as helping to make PASO's member NOCs more efficient. The results of these programmes show significant progress compared with the previous Olympiad, and highlight the committed and serious work carried out in the Americas to make the most of the various options offered by Olympic Solidarity.

In 2013–2016, PASO implemented the following programmes:

- Special Programme for the Preparation of Athletes, for both the Toronto 2015 Pan-American Games and the Olympic Games Rio 2016 (2013–2016).

- Continental Scholarships Programme (2013–2015).
- Continental High-Level Technical Courses for Coaches Programme (2013–2015).
- 2014 Pan-American Sports Festival.

The NOCs of the Americas have expressed their appreciation of these programmes and the decisions taken by the Olympic Solidarity Commission and PASO, particularly the increase in financial support and available plans for athlete preparation.

The positive results of these programmes were seen in the participation of the NOCs of the Americas, and the results obtained by their athletes in the XVII Pan-American Games Toronto 2015 and the Games of the XXXI Olympiad Rio 2016.

Olympic Solidarity continues to be an important supporter of the NOCs' work, especially those NOCs that have serious financial limitations. PASO is certain that the Olympic Solidarity Commission's future decisions will reinforce the positive tendency reflected in the results of these last four years and, if continued, will give rise to new and even greater achievements.



Olympic scholarship holder Jasmine Campbell
from the Virgin Islands, US – Olympic Games
Sochi 2014



NOC ACTIVITIES

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

2013–2016 Budget: USD 27,740,000

In the 2013–2016 period, funds corresponding to the NOCs of the Americas under the “NOC Activities” programme were administered directly by the Olympic Solidarity office in Lausanne, which transferred the allocation corresponding to each NOC on submission of their requests.

2013–2016 expenditure by NOC in USD for the NOC activities programme*

NOCs	NOC activities
ANT	590,090
ARG	634,438
ARU	477,295
BAH	138,250
BAR	676,584
BER	676,584
BIZ	526,733
BOL	634,438
BRA	588,292
CAN	479,993
CAY	505,791
CHI	507,438
COL	465,292
CRC	633,478
CUB	465,292
DMA	610,964
DOM	550,292
ECU	676,584
ESA	676,584
GRN	425,099
GUA	676,584
GUY	557,504
HAI	639,486
HON	606,732
ISV	470,065

NOCs (cont.)	NOC activities
IVB	676,584
JAM	298,791
LCA	618,301
MEX	301,915
NCA	625,291
PAN	676,584
PAR	676,584
PER	632,152
PUR	676,584
SKN	634,438
SUR	499,116
TTO	631,352
URU	634,438
USA	507,438
VEN	634,438
VIN	465,292
Total	23,079,180

*at 31 December 2016.

At the same time, PASO used its own funds, generated by the marketing of the Pan-American Games and broadcast rights, to finance other NOC support programmes. All PASO-member NOCs participated actively in these programmes and benefited from them, according to the objectives they had set for themselves. The results are summarised below.

SPECIAL PROGRAMME FOR THE PREPARATION OF ATHLETES

The Special Programme for the Preparation of Athletes was made possible thanks to PASO’s decision to support young athletes using financial resources generated by the Organisation itself through a very successful marketing strategy. This programme, which PASO has continued to implement since the 2009–2012 period, is financed by PASO’s own funds. In 2013–2016, PASO allocated USD 24,600,000 towards the XVII Pan-American Games Toronto 2015 and the Games of the

XXXI Olympiad Rio 2016 under this programme, benefiting a large number of athletes and teams of its 41 member NOCs. Of this amount, USD 8,200,000 was allocated in 2016 with the purpose of concluding preparations for the Olympic Games Rio 2016.

CONTINENTAL SCHOLARSHIPS PROGRAMME

With respect to the Scholarships Programme, 29 NOCs, 229 athletes and 66 coaches in 30 sports benefited, making a total of 295 people, at three High-Level Training Centres in the region (Chile, United States and Mexico).

CONTINENTAL HIGH-LEVEL TECHNICAL COURSES FOR COACHES PROGRAMME

The Continental High-Level Technical Courses Programme, implemented from 2013 to 2015, helped train 1,604 participants in 33 sports, and benefited from the expertise of 236 experts, making a total of 1,840 participants in 48 courses. These courses helped to improve the level of participating coaches, who will now pass on the knowledge they received within their own countries.

Throughout this period, PASO has continued working with its 41 member NOCs to perfect the methods and procedures that guarantee the most rigorous, efficient and transparent control over the use of allocated funds. In general, the situation is favourable, and the NOCs are fully aware of the need to operate with full responsibility and transparency in the management of allocated funds for each of the activities they carry out.

2014 PAN-AMERICAN SPORTS FESTIVAL

As part of the Pan-American Olympic Solidarity Programmes, the Pan-American Sports Festival was held in Mexico, with the objective of promoting sport development on the continent, providing athletes with a higher level of technical preparation, strengthening their coaches’ technical training and achieving better results in the Toronto 2015 Pan-American Games and the Olympic Games Rio 2016.

The Festival was held in the months of July, August and September 2014, with more than 5,000 participants from 40 countries of the Americas, in the 23 sports and 30 disciplines on the Pan-American Programme. A total of 13 sports held qualifying events for the Toronto 2015 Pan-American Games, and 411 places were allocated.

Training camps for each discipline were held as part of the Festival. A total of 22 international clinics were dispensed by experts, 432 anti-doping tests were performed and more than 2,000 volunteers participated in the event. In all, 1,129 medals were distributed to 34 countries.

This event was organised in the space of six months. It enjoyed a broad radio and television coverage, with more than 400 production hours. As a legacy, the institutions that served as hosts were left with improved sports facilities as well as a renewed infrastructure. It was a great experience, and an example of a new way of working, through an inter-institutional organising committee.

The Pan-American Sports Confederations’ evaluation of the Festival’s results for their respective sports reflects a positive balance. They recognised the importance of this kind of competition, and suggested studying the possibility of keeping it as a preparation event for the next Olympic cycle. PASO believes that the Festival’s success should be a springboard for analysing the suitability of including it as part of the preparations and qualifying competitions for the Pan-American Games.

In summary, the results achieved over the past four years were much improved, with very good expectations for the future. They also made PASO realise that there are areas of opportunity to explore. Consequently, PASO will continue working with a clear strategy, which will allow it to fulfil its objectives and continue improving the results of Olympic sport in the Americas.

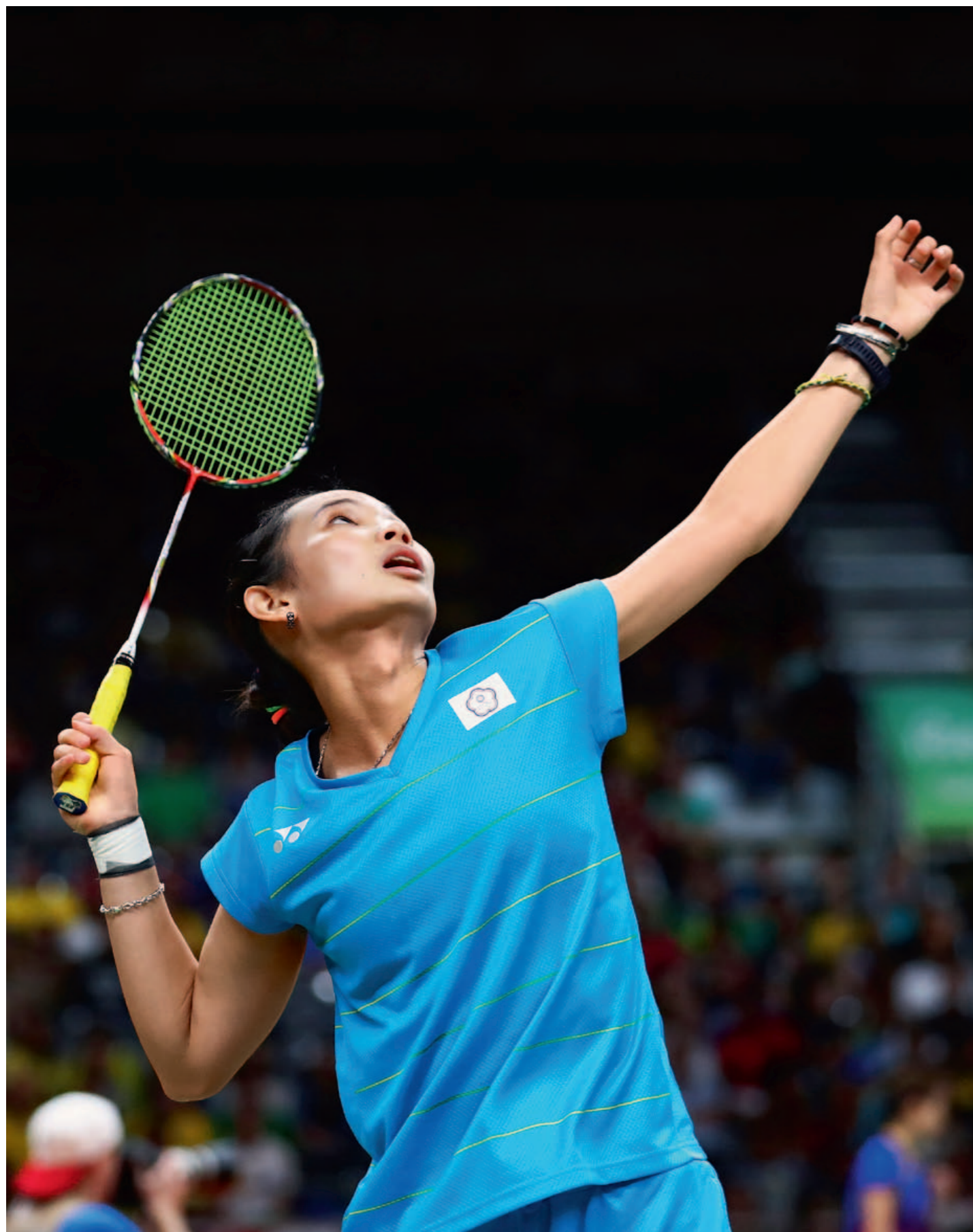
Report by Julio C. Maglione, President, and Jimena Saldaña, Secretary General

Equestrian and artistic gymnastics courses



Pan-American Sports Festival in 2014 in Mexico / XVII Pan-American Games in Toronto (Canada)





© Getty Images/Ryan Piersie

OLYMPIC COUNCIL OF ASIA (OCA)

2013–2016 Total Budget: USD 29,080,000

As the Olympic Solidarity 2013–2016 plan comes to an end, the OCA is proud to confirm that the next three Asian Games are in place for the next 10 years. In addition, the next three Olympic Games will take place in East Asia – kicking off what IOC President Thomas Bach describes as “the Asian Era”. The winter editions will be in PyeongChang (Republic of Korea) in 2018 and Beijing (People’s Republic of China) in 2022. The Chinese capital will therefore be the first city in the history of the Olympic Movement to host both one summer (Beijing 2008) and one winter edition.

The summer edition of the Olympic Games will return to Tokyo in 2020 – the second time for the Japanese capital after its successful debut in October 1964. This Olympic calendar lights the way ahead for the next 10 years for the OCA’s NOC members in terms of planning, organisation and management.

The OCA has decided to hold the Asian Beach Games every four years instead of every two years, due to the workload of the NOCs dealing with the summer and winter Olympic Games and YOG, OCA events and regional games in the five zones, including the South East Asian (SEA) Games and East Asian Youth Games.

The OCA remains fully committed to the fight against doping in sport and the obligation to protect clean athletes. With the strong support of the Regional Anti-Doping Organisations (RADOs), WADA and the IOC, the OCA will remain in the front line of this ongoing issue and promote education and training as two main aspects.

From an athlete’s point of view, the targets are clearly defined at the Asian and global levels and goals can be set and pursued with a sustained, systematic approach. Therefore, the support of Olympic Solidarity, for the NOCs and athletes in particular, has never been as vital and appreciated. The OCA will encourage its NOCs to make the most of the funding available through Olympic Solidarity in the next two Olympiads to prepare their athletes, coaches and administrators.



Olympic scholarship holder Tzu-Ying Tai
from Chinese Taipei – Olympic Games
Rio 2016



NOC ACTIVITIES

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

2013–2016 Budget: USD 14,960,000

This budget was used to provide each NOC with an annual activities budget of USD 85,000, to be employed by the NOCs according to their needs and preferences. NOCs used the funds to purchase office and sports equipment, to conduct training, education and promotional activities for sport and the Olympic Movement, to conduct technical courses and seminars, to attend various competitions and meetings, to help national sports federations, to hold annual general assemblies and to cover salaries, rent, etc.

ADMINISTRATION

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

2013–2016 Budget: USD 3,800,000

The allocated budget is used to cover the running expenses of the OCA headquarters in Kuwait, including salaries, office stationery and furniture, upgrading and maintenance of the OCA website, publications, and the purchase and maintenance of motor vehicles. The administration budget was extremely helpful for the day-to-day running of the office.

Due to the uncertainty over the future of the new headquarters, satellite offices were established in the five OCA zones, as well as an office in the Olympic capital of Lausanne (Switzerland) and in Jakarta (Indonesia) co-host city of the next Asian Games in 2018. The five regional offices will be located in: Kuwait (West Asia); Almaty, Kazakhstan (Central Asia); New Delhi, India (South Asia); Bangkok, Thailand (South East Asia); and Nansha, China (East Asia).



12th South Asian Games in Guwahati and Shillong (India) / 4th Asian indoor and Martial Arts Games (AIMAG) in Incheon (Republic of Korea)

OLYMPASIA PROJECTS

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

2013–2016 Budget: USD 1,600,000

Funding from this programme is entirely reserved for Olympasia projects. During the 2013–2016 plan, nine NOCs benefited: Bhutan, I.R. Iran, Iraq, Kyrgyzstan, Mongolia, Nepal, Sri Lanka, Timor-Leste and Uzbekistan.

OCA SPECIAL PROJECTS

Objective: to respond to specific NOC needs.

2013–2016 Budget: USD 588,000

The OCA provided among others special subsidies to help NOCs in need participate in various Asian Games and upgrade their facilities.

NOC SOCIAL DEVELOPMENT THROUGH OLYMPISM

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

2013–2016 Budget: USD 600,000

This was a new project for the 2013–2016 period. As no activities were approved under this programme, the budget allocated for this project was therefore used to cover the shortfall for OCA meetings.



ASIAN YOUTH DEVELOPMENT PROJECT

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

2013–2016 Budget: USD 1,000,000

The OCA organised six Youth Camps from 2013 to 2016, each focusing on a sport in which Asian athletes are strong

and in which young athletes can maintain the trend. The OCA invited one male and one female athlete, along with one coach from NOCs attending the camp. With the cooperation of the NOCs, the IFs and the Asian federations concerned, the OCA was able to attract international experts to conduct the courses.

Year	Sport	Dates	Venue	Athletes	Coaches	NOCs
2013	Taekwondo	27.07-09.08	Taekwondo Federation, Thailand	52	34	26
2014	Swimming	18-28.06	Hamad Aquatic Centre, Qatar	60	27	30
	Athletics (middle distance + long jump)	01-13.09	Aspire Academy, Doha, Qatar	80	32	31
2015	3x3 Basketball	05-18.09	Qatar Basketball Federation	50	24	24
	Table tennis and high jump	15-29.11	Aspire Academy, Doha, Qatar	67	33	33
2016	Rowing	13-24.10	BangPhai reservoir, Pattaya, Thailand	46	23	23

CONTINENTAL GAMES – NOC PARTICIPATION SUBSIDIES

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

2013–2016 Budget: USD 2,512,000

This budget was used to provide support and assistance to the NOCs for the following Asian Games:

Year	Games	Dates	Venues	Sports	Events	Athletes
2013	4th Asian Indoor and Martial Arts Games	29.06-06.07	Incheon, Korea	12	100	1,652
	2nd Asian Youth Games	16-24.08	Nanjing, China	16	122	2,404
2014	17th Asian Games	19.09-04.10	Incheon, Korea	36	439	9,501
	4th Asian Beach Games	14-23.11	Phuket, Thailand	26	165	2,335
2016	5th Asian Beach Games	24.09-03.10	Danang, Vietnam	14	172	2,500



Project for youth development in Qatar / 2nd Asian Youth Games in Nanjing (People's Republic of China)





ASIAN GAMES FUN RUN, FUN LEARN AND YOUTH REPORTER PROJECT

Objective: to promote the Asian Games.
2013–2016 Budget: USD 450,000

The Asian Games Fun Run to promote the 17th Asian Games in Incheon (Korea) began in 2011. The following year, the OCA added two more elements to the festivities: Fun Learn and the Youth Reporter Project (YRP). In 2014, Fun Run was hosted by Bangladesh, Brunei Darussalam, Japan, Kyrgyzstan and Philippines.

The YRP was first held at the 2013 AIMAG in Incheon with two students from Macau and Malaysia. The second YRP was held later in 2013 in Nanjing for the AYG, with six students from Bhutan, Maldives, Mongolia, Oman, Sri Lanka and Uzbekistan. The OCA's six young reporters on assignment in Nanjing were joined by six local students in a joint programme. In July 2014, the YRP was hosted by the Incheon Asian Games Organising Committee, under the auspices of the Korean NOC. Four students from a workshop of 60 were selected to join the three overseas reporters (Cambodia, Tajikistan and Vietnam) for the Asian Games YRP in Incheon. The project was conducted from 27 September to 4 October – a joint operation between the OCA and IAGOC – and was extremely successful, attracting considerable media and TV coverage, especially by KBS (Korean Broadcasting System) in the production of a one-hour documentary on the OCA YRP. It also gave the young students, aged from 14 to 17, an insight into the workings of the media at a major multi-sport event, as well as contributing to the youngsters' social education and cultural understanding.

In total, the OCA Fun Run, Fun Learn quiz and YRP involved 26 NOCs from 2011 to 2014. The entries were: Fun Run – 22,890, Fun Learn – 814 and YRP – 659, for a total participation of 24,363.

MEETINGS AND STANDING COMMITTEE ACTIVITIES

Objective: to cover expenses such as airfare, accommodation, etc.
2013–2016 Budget: USD 3,570,000

During the 2013–2016 period, the OCA organised and participated in numerous meetings and events, including General Assemblies, meetings of the Executive Board and various OCA committees (athletes, culture and education, women, sport and environment, finance, etc.).

The OCA attaches great importance to the regional forums, which are held in two host cities every year over the course of one week, in order to best serve the NOCs on a geographical basis. Themes vary from good governance to scholarship programmes, games preparations and the wide range of activities and funding on offer through Olympic Solidarity at either the world or continental levels. The OCA will continue to work closely with Olympic Solidarity for the benefit of the NOCs, offer guidance and support in their efforts to provide as many activities and initiatives as possible, and spread the values of the Olympic Movement to the grassroots level.

2013–2016 OCA General Assemblies, Executive Board meetings and OS/OCA Regional Forums

Year	Topic	Venues	Dates
2013	OS/OCA Forum	Colombo, Sri Lanka	22-23 March
	OS/OCA Forum	Siem Reap, Cambodia	26-27 March
	63rd EB	Incheon, Republic of Korea	29 June
2014	64th EB	Manila, Philippines	17 January
	32nd GA*	Manila, Philippines	18 January
	OS/OCA Forum	Manama, Bahrain	7-8 May
	OS/OCA Forum	Nay Pyi Taw, Myanmar	11-12 May
	65th EB	Incheon, Republic of Korea	19 September
	33rd GA	Incheon, Republic of Korea	20 September
2015	66th EB	Tehran, Islamic Republic of Iran	21 May
	67th EB	Ashgabat, Turkmenistan	15 September
	34th GA	Ashgabat, Turkmenistan	15-16 September
	OS/OCA Forum	Tashkent, Uzbekistan	24-25 November
2016	OS/OCA Forum	Jakarta, Indonesia	28-29 November
	OS/OCA Forum	Bangkok, Thailand	16-17 May
	OS/OCA Forum	Doha, Qatar	20-21 May
	35th GA	Danang, Vietnam	25 September
	68th EB	Danang, Vietnam	24 September

*The 32nd General Assembly should have been held in Boracay (Philippines) in November 2013 but was postponed to 2014 due to typhoon damage.



Group of young reporters /
67th OCA Executive Board Meeting
in Ashgabat (Turkmenistan)



Fun Run in Ulanbataar (Mongolia) /
35th OCA Extraordinary General
Assembly in Danang (Vietnam)





2013–2016 expenditure by NOC in USD for the following continental programmes*

NOCs	NOC activities	Fun Run	Continental and Regional Games	Olympasia projects	Special projects	Total
AFG	340,000		45,000	350,000		735,000
BAN	340,000	1,500	45,000			386,500
BHU	340,000	3,000	45,000	150,000	15,520	553,520
BRN	340,000		45,000			385,000
BRU	340,000		45,000			385,000
CAM	340,000	3,000	45,000	25,000		413,000
CHN	255,000		45,000			300,000
HKG	340,000		45,000		10,000	395,000
INA	340,000		45,000			385,000
IND	340,000		45,000			385,000
IRI	255,000		45,000	100,000	3,800	403,800
IRQ	255,000		45,000	50,000		350,000
JOR	340,000		45,000			385,000
JPN	340,000	2,450	45,000			387,450
KAZ	340,000		45,000			385,000
KGZ	340,000	1,500	45,000	100,000		486,500
KOR	340,000		45,000			385,000
KSA	340,000		35,000			375,000
KUW	152,934		45,000		68,224	266,158
LAO	340,000		45,000			385,000
LIB	340,000		45,000			385,000
MAS	340,000		45,000			385,000
MDV	340,000	3,270	45,000			388,270
MGL	340,000		45,000	50,000		435,000
MYA	340,000		70,000			410,000
NEP	340,000		45,000	100,000		485,000
OMA	340,000	2,498	45,000			387,498
PAK	340,000		45,000			385,000
PHI	340,000	1,500	45,000		50,000	436,500
PLE	340,000		40,000		15,000	395,000
PRK	340,000		30,000		10,326	380,326
QAT	340,000		45,000			385,000

*at 31 December 2016

2013–2016 expenditure by NOC in USD for the following continental programmes* (cont.)

NOCs	NOC activities	Fun Run	Continental and Regional Games	Olympasia projects	Special projects	Total
SGP	340,000		45,000			385,000
SRI	340,000		45,000	100,000		485,000
SYR	340,000		45,000		12,000	397,000
THA	340,000		45,000			385,000
TJK	340,000	3,000	45,000		10,125	398,125
TKM	340,000		45,000			385,000
TLS	340,000		45,000	100,000		485,000
TPE	340,000		45,000			385,000
UAE	340,000		45,000			385,000
UZB	340,000		45,000	100,000		485,000
VIE	340,000		45,000			385,000
YEM	287,244		40,000			327,244
Total	14,465,178	21,718	1,970,000	1,225,000	194,995	17,876,891

*at 31 December 2016.

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

17th Asian Games – modern pentathlon and table tennis



OCA Coordination Committee for the 2017 Asian Winter Games / 4th Asian Beach Games in Phuket (Thailand)





© Getty Images/Quinn Rooney

THE EUROPEAN OLYMPIC COMMITTEES (EOC)

2013–2016 Total Budget: USD 32,980,000

The EOC policy continues to focus on channelling as many Olympic Solidarity resources as possible to help the NOCs in these uncertain times for Europe. During the 2013–2016 period, which was marked by the severe political and financial crises that have affected so many NOCs, the EOC has made every effort to support the weaker NOCs in particular. The NOC Activities programme has proved to be particularly useful in this respect. Overall, three-quarters of the continental programme budget goes directly to the NOCs.

Within this context, the EOC fully supports Olympic Agenda 2020, and has made (and will continue to make) every effort to support its implementation in Europe, including playing an active role in the creation and implementation of the new Olympic Solidarity control policy, to ensure that the NOCs, and again the smaller ones in particular, do their accounting to the required standards and with the required financial controls. To this end, the EOC provides consultancy and assistance to all those NOCs that ask for it.

Lastly, an important piece of feedback the EOC has again received from NOCs is a growing need for the development of IT and new technologies in general, with the objective of improving communication and increasing productivity. The EOC has already taken steps in this direction, including setting up an online dedicated Event Management System.

To give all this a renewed foundation, the EOC also re-examined its own vision and mission so as to better focus its work on achieving its institutional aims. The process also included renewing its own image, with a new institutional logo that aims to brand the EOC properties (the European Youth Olympic Festivals – EYOF and the European Games) under one single institutional mark. The new mark has been adopted throughout, including in a completely new website that incorporates and promotes the EOC properties.

The EOC is currently investing considerable resources in developing its Continental Games – the EYOF and the European Games – both considered to be an important springboard towards the Olympic Games.

The 2013–2016 period has been a success, despite the political, financial and economic uncertainties that have afflicted (and continue to afflict) Europe. The EOC will thus continue to follow this same policy for the future.



Olympic scholarship holder
Rick van der Ven from the Netherlands –
Olympic Games Rio 2016



NOC ACTIVITIES

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

2013–2016 Budget: USD 21,430,000

During the 2013–2016 period, the programmes for the European NOCs were increased, with the lump sum paid annually to each NOC rising from USD 75,000 to USD 85,000, and the annual Special Activities budget increasing to USD 1,150,000. The NOCs continue to appreciate the eclectic nature of the Special Activities programme, because its flexibility means that it can be used to cover a broad range of needs that cannot be dealt with under other programmes. All activities are developed in close cooperation with the Olympic Solidarity international office in Lausanne.

A total of 165 projects were supported from 2013 to 2016 (40 in 2013, 39 in 2014, 42 in 2015 and 44 in 2016).

ADMINISTRATION

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

2013–2016 Budget: USD 3,525,000

On the one hand, the EOC continues to invest time and energy in improving the services it provides to its NOCs, whilst also streamlining procedures so as to reduce costs as much as possible. Particular attention is paid to improving good governance practices, codified in administrative manuals that are regularly reviewed and updated. The EOC also benefits from the support of the Italian Olympic Committee (CONI), which helps to make savings throughout the whole administration.



Special activity in Slovakia / EOC General Assembly in Minsk (Belarus)



EOC

MEETINGS

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

2013–2016 Budget: USD 1,695,000

The EOC General Assembly and Seminar are the two institutional meetings that the EOC holds every year. The EOC has also developed closer ties with the Olympic Solidarity international office in Lausanne by hosting the Olympic Solidarity Forum in conjunction with the EOC Seminar.

The EOC Seminar format continues to evolve in order to better serve the needs of the NOCs. This process includes involving participants as much as possible, through interactive workshops. The EOC also contributed to the organisational costs, with a subsidy rising from USD 80,000 (2013–2015) to USD 90,000 for the EOC Seminar and USD 100,000 for the General Assembly in the last year of the quadrennial period.

CONTINENTAL ACTIVITIES

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

2013–2016 Budget: USD 3,215,000

The EOC's activities are overseen by the Executive Committee, which holds four meetings a year, and its Commissions, which were improved at the beginning of the plan so as to better suit the association's needs. The Commissions meet on a regular basis and their work is reported to the Executive Committee and General Assembly.

The creation of the new website was preceded by a brand architecture analysis, the aim of which was to redefine the EOC's vision and mission. The new website reflects this through studied use of the graphic elements of the new logo, and a greater focus on multimedia content. It now includes a dedicated section for the European Games, the EYOFs and

the Games of the Small States of Europe (GSSE). It also includes a results database for the European Games, the EYOFs and the GSSE.

The EOC's European Union (EU) office, which is partly financed by the EOC, performs the important task of monitoring EU activities and keeping the association and its members duly informed about EU policy and decisions that impact European sport.

Every other year, the EOC also organises a European Athletes' Forum and, at the beginning of each quadrennial period, an Athletes' Assembly, at which European athletes choose their representatives for the four-year term. In 2013, the Forum and Assembly were held in Poreč, hosted by the NOC of Croatia. The 2015 Forum was held in Bratislava, hosted by the NOC of Slovakia. The EOC also contributed to the organisational costs with a subsidy to the hosting NOC of USD 50,000.

CONTINENTAL AND REGIONAL GAMES

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

2013–2016 Budget: USD 3,115,000

The EOC attaches great importance to its Continental Games and invests considerable funds and effort in these events. The aim is to raise the profile of European sport and promote the Olympic values and ideals in the continent.

Over 2013–2016, the EYOFs have continued to grow in terms of quality and importance, and are now a landmark event on the European sports scene. They aim to instil Olympic ideals and values among the youth of Europe and encourage a healthy lifestyle, and also to act as a first experience of what it is like to be in an Olympic environment. This concept is reinforced through a Young Ambassador Project inspired by the one used for the YOGs.

2016 was the 25th Anniversary of the EYOF, the first edition of the Summer Festival having taken place in Brussels in 1991. The event was marked with various initiatives, including an exhibition held alongside the EOC General Assembly in Minsk.

Although they include only the nine nations with fewer than 1 million inhabitants, the GSSE are also very important, as they give the smaller members the opportunity to enjoy Games at which their athletes can be competitive.

The 2013–2016 period saw the birth of the European Games, the inaugural edition of which was staged highly successfully in Baku (Azerbaijan) in June 2015. The main scope of the European Games is to provide a stage for the athletes to compete at the highest level within a European context, from where they can go on to the Olympic Games. It is important to underline that the European Games are self-supporting, and that no Olympic Solidarity funds are spent on them.

The EOC does, however, subsidise the EYOFs, granting the NOCs that hosted the EYOF: USD 150,000 for the 2013 Brasov (Romania) and 2015 Vorarlberg-Liechtenstein (Austria-Liechtenstein) winter editions and USD 250,000 for the 2013 Utrecht (Netherlands) and 2015 Tbilisi (Georgia) summer editions. Furthermore, all participating European NOCs received a grant for each participating athlete, with a total budget of USD 160,000 for each winter edition and USD 260,000 for each summer edition.

The EOC also supports the GSSE with subsidies to the hosting NOCs: USD 175,000 for the 2013 Luxembourg GSSE and USD 240,000 for the 2015 Iceland GSSE. All participating NOCs received a grant of USD 15,000 each for the 2013 edition and USD 25,000 each for the 2015 edition.



Gender Equality in Sport
Committee in 2016 / Winter EYOF,
Vorarlberg (Austria)



EOC/Christoph Schöch



2013–2016 expenditure in USD by NOC for the following continental programmes*

NOC	NOC activities	NOC special activities	Continental and regional Games	Total
ALB	345,000	76,000	1,089	422,089
AND	345,000	75,000	42,709	462,709
ARM	345,000	80,600	6,726	432,326
AUT ⁽¹⁾	345,000	35,000	180,708	560,708
AZE	345,000	50,000	8,133	403,133
BEL	345,000	54,250	19,842	419,092
BIH	345,000	190,000	5,292	540,292
BLR	345,000	50,000	24,177	419,177
BUL	345,000	100,000	18,579	463,579
CRO	345,000	260,000	12,876	617,876
CYP	345,000	160,000	43,024	548,024
CZE	345,000	116,500	43,107	504,607
DEN	345,000	35,000	11,214	391,214
ESP	345,000	95,000	16,239	436,239
EST	345,000	88,000	15,363	448,363
FIN	345,000	70,500	33,498	448,998
FRA	345,000	30,000	38,889	413,889
GBR	345,000	75,000	16,452	436,452
GEO ⁽¹⁾	345,000	116,750	271,741	733,491
GER	345,000	75,000	38,394	458,394
GRE	345,000	125,000	12,474	482,474
HUN	345,000		23,805	368,805
IRL	345,000	130,000	9,453	484,453
ISL ⁽²⁾	345,000	80,000	262,917	687,917
ISR	345,000	88,000	7,290	440,290
ITA	345,000	93,375	40,788	479,163
KOS	175,000	61,000	1,800	237,800
LAT	345,000	95,000	26,493	466,493
LIE	345,000	10,000	42,946	397,946
LTU	345,000	70,000	16,722	431,722
LUX ⁽²⁾	345,000	35,000	269,074	649,074
MDA	345,000	280,000	4,722	629,722
MKD	345,000	125,000	1,266	471,266
MLT	345,000	110,000	40,489	495,489
MNE	345,000	140,000	42,769	527,769

2013–2016 expenditure in USD by NOC for the following continental programmes* (cont.)

NOC	NOC activities	NOC special activities	Continental and regional Games	Total
MON	345,000	25,000	41,083	411,083
NED ⁽¹⁾	345,000	90,000	274,357	709,357
NOR	345,000	45,000	23,187	413,187
POL	345,000	110,000	33,765	488,765
POR	345,000	81,600	6,315	432,915
ROU ⁽¹⁾	345,000	90,000	178,518	613,518
RUS	345,000	30,000	51,021	426,021
SLO	345,000	105,000	29,319	479,319
SMR	345,000	85,000	41,755	471,755
SRB	345,000	125,000	17,049	487,049
SUI	345,000		31,500	376,500
SVK	345,000	100,000	24,339	469,339
SWE	345,000	65,000	18,813	428,813
TUR	345,000	80,000	35,412	460,412
UKR	345,000	215,000	22,860	582,860
Total	17,080,000	4,521,575	2,480,353	24,081,928

* at 31 December 2016.

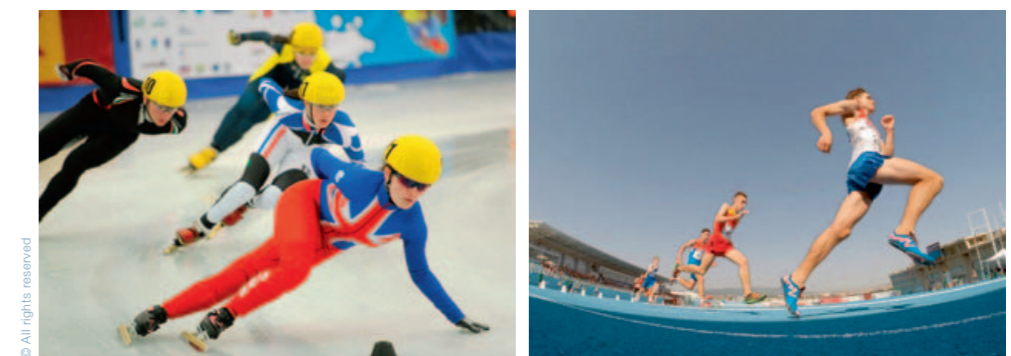
⁽¹⁾ The subsidies paid to the NOCs of ROU, NED, AUT and GEO include the amounts for the hosting of 2013–2015 EYOFs as specified in the “Continental and Regional Games” section.⁽²⁾ The subsidies paid to the NOCs of LUX and ISL include the amounts for the hosting of 2013–2015 GSSE as specified in the “Continental and Regional Games” section.

Report by Janez Kocijancic, Acting President

GSSE Opening Ceremony
in Reykjavik (Iceland) /
EYOF in Utrecht (Netherlands)

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OCEANIA NATIONAL OLYMPIC COMMITTEES (ONOC)

2013–2016 Total Budget: USD 18,550,000

The 2013–2016 plan was marked by the historic gold medal won by the Fiji men's rugby sevens team at the Olympic Games Rio 2016, first-ever Olympic medal for the country and the second ever medal won by a Pacific Island team, after Tonga's silver medal in boxing at the Olympic Games Atlanta 1996.

It is also worth mentioning the 9th Pacific Mini Games in 2013, which brought together 20 Pacific nations and territories in Wallis and Futuna; the 8th Micronesian Games in Pohnpei (Federated States of Micronesia) in 2014; and the 15th Pacific Games in Port Moresby (Papua New Guinea) in 2015, in which more than 3,000 athletes participated.

Regarding the budget, the agreed budgetary allocations for the 2013–2016 plan were based on an evaluation of the previous plan's programmes. In addition, ONOC has put more emphasis on training local sports administrators and coaches using regional expertise through the Oceania Sports Education Programme (OSEP). Annual budgets were revised on the basis of developments in the region.

ONOC relies almost completely on Olympic Solidarity for its resources, so it has to work intelligently to ensure effective delivery of programmes in its 17 member NOCs. Hence the importance of ONOC's ongoing advisory services to its members in the areas of good governance, improved financial management practices and strategic planning. As well as these programmes, ONOC has focused on improving its own internal management controls in the Suva and Guam offices.



Olympic scholarship holder Mary Opeloge
from Samoa – Olympic Games Rio 2016



ADMINISTRATION AND MEETINGS

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

2013–2016 Budget: USD 5,400,000

The funds allocated to this programme were also utilised for the organisation of Annual General Assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC.

OCEANIA SPORTS INFORMATION CENTRE (OSIC)

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

2013–2016 Budget: USD 222,500

Based at the University of the South Pacific in Suva, Fiji, since 1997, OSIC essentially acts as an information and archive centre for the Pacific Games. OSIC also provides information on sports on request to ONOC and other stakeholders in the region. The funds allocated to it through this programme were used for the development and running of its operations.

OLYMPOCEANIA

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

2013–2016 Budget: USD 485,000

The only project that was completed during the 2013–2016 period was for the Tuvalu NOC, which completed its new headquarters in Funafuti in 2016. As Tuvalu is a low-lying atoll, all the materials for the building were sent by barge from Fiji's capital Suva to Funafuti.

Discussions are ongoing with the NOCs of Fiji, Kiribati, Marshall Islands and Papua New Guinea to finalise their projects during the 2017–2020 plan.

For their part, the NOCs of Australia and New Zealand received assistance to set up their new offices following their moves.

OLYMPIC SPORTS FEDERATIONS OF OCEANIA (OSFO)

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

2013–2016 Budget: USD 1,305,000

During the 2013–2016 period, development and high performance funding was provided to the Oceanian federations of athletics, badminton, baseball, basketball, hockey, rugby, table tennis, tennis, weightlifting and wrestling.

The ONOC Executive Board, at its meeting in March 2013, decided that a new approach should be taken in respect of ONOC programmes of cooperation with sports federations in Oceania. It agreed that the approach of simply providing grants to federations in Oceania had not delivered results at the Olympic Games, either in terms of qualifying athletes and teams in their own right for the Games, or, with a small number of exceptions, in delivering satisfactory performances in Sydney, Athens, Beijing or London.

The Board agreed that more stringent criteria be applied when considering support funding, and this was implemented in 2014–2016.

OCEANIA SPORTS EDUCATION PROGRAMME (OSEP)

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

2013–2016 Budget: USD 1,550,000

OSEP is seen by ONOC as the basis of sports development throughout the region. OSEP is a key part of ONOC's strategy to raise the standard of sports education. The three objectives are to train personnel to deliver community sports administration and coaching programmes to ONOC's stakeholders; to monitor the organisation and effectiveness of these programmes; and, finally, to report regularly to all stakeholders.

OSEP activities were aligned to the second pillar of the ONOC 2015–2017 Strategic Plan: "Building NOC capacity". Its strategic objective is to "Support and develop activities within NOCs".

During the 2013–2016 period, OSEP's target was to establish training and development pathways in eight NOCs. The main highlights were OSEP Training and Development programmes implemented nationally by NOCs; partnerships established with training providers to deliver OSEP courses nationally; OSEP integrated into sport-specific pathways, for athlete support personnel in association with national and regional sports federations; and OSEP training solutions revised according to quality management system standards.

SPORTS AND DEVELOPMENT

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

2013–2016 Budget: USD 415,000

ONOC is widening its sports for development activities to include the fight against non-communicable diseases (NCDs), in addition to its previous work in HIV prevention. Work is underway in collaboration with the ONOC Medical Commission to plan and implement programmes in this area. An operational grant to the ORADO is included in this budget.

ATHLETES' COMMISSION, WOMEN IN SPORT COMMISSION AND MEDICAL COMMISSION

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

2013–2016 Budget: USD 510,000

Besides its objective, the programme also funded the Voices of the Athletes programme at multi-sport events and IF championships held in the region.

REGIONAL, SUB-REGIONAL AND NATIONAL GAMES

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

2013–2016 Budget: USD 960,000

Annual support grants to the Organising Committees of the Pacific Games, the Pacific Mini Games and Micronesian Games were budgeted during 2013–2016.

Funds were also provided for the first time to all Pacific Games Associations to assist with the costs of participation in the 2015 Pacific Games in Port Moresby (Papua New Guinea). These Games also featured for the first time the participation of Australia and New Zealand in four selected sports, where the standard of Pacific Island countries was on a par with the larger sporting countries in the Pacific.

This programme provided funding to a number of NOCs (COK, FIJ, PLW, SOL, FSM) for the organisation of their National Games during the 2013–2016 period.

REGIONAL DEVELOPMENT FUND

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

2013–2016 Budget: USD 1,922,500

Funding from this programme was also allocated to the USA Junior College Scholarship programme jointly supported by ONOC and the Melbourne-based Oceania Australia Foundation.

Oceanian NOC and ONOC representatives met their Asian counterparts at the OCA General Assembly in Ashgabat (Turkmenistan) / General Assembly in Vanuatu



Opening Ceremonies of the 9th Pacific Mini Games in Wallis and Futuna and the 8th Micronesian Games in Pohnpei (Federated States of Micronesia)





NOC ACTIVITIES

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

2013–2016 Budget: USD 5,780,000

Each NOC in Oceania was eligible for an annual grant of USD 85,000 in order to develop its own projects and other activities, including technical courses for coaches and athlete preparation programmes for the 2013 Pacific Mini Games (Wallis and Futuna), 2015 Pacific Games (Port Moresby, Papua New Guinea), 2014 Commonwealth Games (Glasgow, Great Britain), and the Olympic Games Rio 2016 (Brazil).

2013–2016 expenditure by NOC in USD for the following continental programmes*

NOC	NOC activities	Regional Development	Regional and National Games	Olympoceanica	Total
ASA	331,751	97,603	40,000		469,354
AUS	340,000		210,000	200,000	750,000
COK	332,400	150,103	40,000		522,503
FIJ	314,038	127,603	40,000		481,641
FSM	341,512	162,604	40,000		544,116
GUM	339,933	136,208	40,000		516,141
KIR	269,011	114,500	40,000		423,511
MHL	276,111	127,387	40,000		443,498
NRU	340,000	95,103	40,000		475,103
NZL	340,000	40,000	110,000	95,000	585,000
PLW	330,019	139,219	40,000		509,238
PNG	345,207	120,682	92,501		558,390
SAM	308,640	118,503	40,000		467,143
SOL	403,599	117,603	40,000		561,202
TGA	315,324	145,000	40,000		500,324
TUV	272,138	127,514	40,000	171,815	611,467
VAN	262,236	130,362	40,000		432,598
Total	5,461,919	1,949,994	972,501	466,815	8,851,229

*at 31 December 2016.

Report by Dennis Miller, Executive Director

15th Pacific Games in Port Moresby (Papua New Guinea) / Commonwealth Youth Games in Apia (Samoa)



© Games News Service/Daniel Potuku



© Getty Images/Scott Barbour

Chefs de Mission from the Pacific Islands at the Rio Olympic Village / Australian Youth Olympic Festival in Sydney (Australia)



© ONOC



© Getty Images/Mark Nolan



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ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES (ANOC)

2013–2016 Total Budget: USD 48,000,000

The 2013–2016 period was marked by an important turning point for the Association. Under the leadership of ANOC President Sheikh Ahmad Al-Fahad Al-Sabah, several major reforms were undertaken to modernise the Association:

- Updating the ANOC constitution, including making the ANOC General Assembly an annual event;
- Including one woman representative from each continent in the ANOC Executive Council;
- Launching ANOC's new logo and brand architecture, the ANOC Awards, a new website and social media platforms, and nine new commissions and working groups;
- Increasing engagement with the media and developing ANOC's communications strategy with the support of PR and communications agencies;
- Establishing ANOC's new headquarters in the Olympic Capital; and
- Approving the ANOC World Beach Games.

The implementation of these measures helped ANOC in its efforts to serve, promote and protect the common and collective interests of the NOCs.

ANOC increased its support to the NOCs to give them greater access to international best practices and to strengthen their relationships with the Olympic family. It also continued its efforts to represent the NOCs' interests in its dealings with the stakeholders of the Olympic Movement – IOC, IFs, the World Anti-Doping Agency (WADA), the Court of Arbitration for Sport (CAS) and the International Council of Arbitration for Sport (ICAS) – and to develop its relationships with these organisations.

The IOC's grant was increased from USD 12,557,000 in the previous plan to USD 48,000,000, in order to provide the Association with the necessary funds to implement its reforms, and to employ the necessary professional staff for the 2013–2016 period. ANOC used the budget to cover the expenses generated by its numerous activities and projects and to offset its operating expenses.

According to the principles of good governance and transparency, ANOC also introduced some important policies for its administration in 2013–2016: approval of the ANOC Code of Ethics and ANOC Compliance Policy; adoption of the IFRS system for presentation of ANOC accounts; implementation of a system of internal control to provide the required level of reporting, and to be in line with the terms of the compliance policy; and implementation of an audit system comprising quarterly audits, to ensure compliance with accounting standards, commitments under Swiss laws and regulations (salaries and social charges), and internal rules.



Opening Ceremony –
Olympic Games Rio 2016



ADMINISTRATION

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

2013–2016 Budget: USD 19,000,000

The amount allocated for the administration was used mainly to cover expenses including employees' salaries, taxes, insurance and social charges, communications, overheads for the ANOC offices in Lausanne and Kuwait, and running expenses of ANOC offices, including several compulsory insurance policies to ensure proper maintenance and protection of the ANOC headquarters. It also covered the expenses related to renting ANOC's previous office in Lausanne up to August 2014, move to the new ANOC headquarters at Les Charmettes on 23 August 2014, and depreciation of the headquarters, which ANOC included in the budget from 2014, according to Swiss law.

Further to the creation of a new ANOC logo in March 2014 in cooperation with the PR agency JTA, there were expenses related to the registration and protection of the mark "ANOC" (new emblems and new domains) with the Company Trademark. These expenses continued throughout the 2013–2016 period, and involved some costs for the production of new ANOC materials with the new logo.

ANOC built a new website with the American company UTS, which was launched in June 2014, with a view to improving communication with the NOCs. ANOC had to cover some site maintenance expenses.

In January 2014, ANOC signed an agreement with *Inside the Games (ITG)*, and covered the costs of publishing three editions of the ANOC Magazine per year, distributed to members of the Olympic family, as well as a dedicated section on the ITG website, where several ANOC publications were regularly posted.

ANOC also worked in cooperation with *Around the Rings (ATR)*, and covered the subscriptions of all NOCs to the ATR web news, as well as expenses related to the agreement with ATR to distribute a daily newsletter during ANOC General Assemblies. It also collaborated with JTA to improve its

engagement with the media, and covered the costs linked to the development of ANOC's communications channels and the construction of its brand. The budget also covered the expenses of the related working meetings at the ANOC headquarters, and the constant and increasingly numerous meetings of ANOC partners within the Olympic Movement, which ANOC was very pleased to welcome to its highly functional headquarters. Over the 2013–2016 period, ANOC hosted the meetings of various partners including EOC, USOC, CAS and WADA.

ANOC NEW HEADQUARTERS LES CHARMETTES

**2013–2016 Budget: USD 20,000,000
(additional budget)**

One of the wishes of the ANOC President was to establish the ANOC headquarters in the Olympic Capital, to work in closer cooperation with the IOC and the other Olympic organisations based in Lausanne. Thanks to the kind cooperation of the City of Lausanne and of the IOC, ANOC managed to sign a contract for its new head offices in December 2012 and became the owner of Les Charmettes, a listed building. The renovation of the house and its transformation into functional offices took around two years. The move was organised on 23 August 2014, and the official inauguration took place on 8 June 2015, with more than 300 guests from the Olympic family and the Lausanne authorities.

With the special grant of USD 20,000,000 from Olympic Solidarity, ANOC was able to cover the costs related to the acquisition of the land and the building, the renovations required to convert the house into offices, the indoor fittings and furniture and the technical installations. ANOC was also able to cover the cost of office equipment and professional IT systems and tools, which will improve ANOC's ability to manage its office and to better and more efficiently serve the NOCs.

ANOC MEETINGS AND ACTIVITIES OF ANOC PERMANENT COMMISSIONS AND WORKING GROUPS

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

2013–2016 Budget: USD 22,300,000

General Assembly

During the 2013–2016 period, ANOC organised four General Assemblies, each of which represented a huge logistical exercise during the preparation and organisation phases.

2013–2016 ANOC General Assemblies

Year	Dates	Number	City	Country	Attending NOCs
2013	14-16 June	II (Extraordinary)	Lausanne	Switzerland	201
2014	6-8 November	19	Bangkok	Thailand	203
2015	27-30 October	20	Washington	USA	204
2016	15-16 November	21	Doha	Qatar	203

ANOC Awards

On the recommendation of the President, the ANOC Awards were created to give ANOC the chance to commend the achievements of its NOCs, athletes and others in the Olympic Movement over the course of the year and promote best

All were nevertheless very successful, thanks to the cooperation of all the NOCs, the ANOC Executive Council and the continental associations, and thanks to the support and participation of the members of the Olympic family attending the meetings. Of course, the hosting cities and organising committees of these events played a very important role, and greatly helped and supported ANOC.

The main accommodation and travel expenses of the NOC delegates, including an additional 25 women (in line with ANOC's support of women in the Olympic Movement) for the five continents, were covered by ANOC.

practices. The ANOC Awards have been hosted annually since 2014 to coincide with the ANOC General Assembly, providing a night of celebration and entertainment. Costs are covered by ANOC.

Breakdown in USD of ANOC General Assembly/ANOC Awards expenses

ANOC General Assemblies and Awards	Doha 2016	Washington 2015	Bangkok 2014	Lausanne 2013
Travel expenses	1,477,000	1,597,000	1,907,000	1,161,000
Hotel expenses and organisation	609,000	1,157,000	976,000	1,696,000
ANOC Awards Gala and receptions	25,000	887,000	519,000	134,000
Simultaneous interpreting	78,000	64,000	49,000	34,000
Total	2,189,000	3,705,000	3,451,000	3,025,000

Executive Council meetings

The budget was used to cover all the expenses related to the organisation of the ANOC Executive Council meetings,

which took place 13 times during the quadrennial period to discuss the various issues facing the Association, and to take the appropriate decisions.

ANOC General Assembly in Doha (Qatar) / ANOC headquarters in Lausanne (Switzerland)



Sheikh Ahmad Al-Fahad Al-Sabah, President of ANOC / ANOC Athletes' Commission in 2015





ANOC Commission meetings

The ANOC budget served to cover the expenses related to the activities of the ANOC Commissions and Working Groups. One of the main reforms of the quadrennial period concerned the creation of nine ANOC Commissions and Working Groups (which include representatives from all five continental associations) to work towards finding solutions to the most important issues facing the NOCs. The ANOC Commissions and Working Groups responsible for implementing the ANOC action plans for 2013–2016 met regularly throughout this period.

The ANOC Legal Commission met several times to review the ANOC Constitution. The Commission for the Modernisation and Follow-up of ANOC was very active also, and was tasked with presenting its recommendations for the modernisation of the Association and the working procedures for the ANOC Commissions and Working Groups.

In 2016, both commissions worked on two relevant and important documents for the Association: the ANOC Code of Ethics and ANOC Compliance Policy, which were approved by the ANOC Executive Council in Rio de Janeiro and ratified by the ANOC General Assembly in Doha.

INTERNATIONAL MEETINGS AND FORUMS – COOPERATION WITH THE IOC, UNESCO AND WADA – ANOC CONTRIBUTIONS

2013–2016 Budget: USD 5,300,000

ANOC maintained very strong relationships with other organisations including UNESCO. It had representatives on a number of IOC Commissions, including the Coordination Commissions for Olympic Games, as well as within WADA, the CAS and ICAS.

ANOC and its representatives participated in several international meetings and forums where they were able to update members on ANOC's activities, and keep informed about the activities and concerns of other organisations within the Olympic Movement.

ANOC enjoyed very close cooperation with the IOC, and was regularly consulted to give comments and advice on various

topics concerning the NOCs' preparation for and participation in the Olympic Games. From 2013 to 2016 ANOC had the opportunity to be consulted on the qualification systems for Sochi and Nanjing, the Tripartite Commission for Nanjing, the blogging and social media guidelines, the new accreditation guide for Sochi, the qualification rules for Buenos Aires, Olympic Charter Rules 40 and 50, the Proposal for Rule 40.3 and Rule 50 for PyeongChang. The Association also participated in several IOC/OS meetings and working groups, and in meetings and Games of the continental associations.

ANOC also cooperated with WADA over the past four years, and had the opportunity in October 2013 to provide its comments on the new Code. ANOC also participated in the World Conference on Doping in Sport in Johannesburg (South Africa) from 12 to 15 November 2013. In 2014, ANOC worked very closely with WADA in terms of contacts with the NOCs, and the ANOC Medical and Juridical Commissions were involved in following up on the implementation of the new WADA Code. The ANOC representatives on the WADA Foundation Board and WADA Executive Committee regularly attended the WADA meetings.

In 2012, ANOC was recognised as a Member of UNESCO with an official partnership – consultative status – between UNESCO and ANOC. The Chairman of the ANOC International Relations Commission, Dr Julio Maglione, and Mr Sithole, the Vice-Chair of the Commission, regularly participated in UNESCO meetings as ANOC representatives.

In 2013–2016, ANOC contributed to:

- the expenses of the Chefs de Mission meeting in Nanjing in March 2014;
- the organisation of the CAS Seminar for the NOCs of Asia, Africa and Oceania, held in Kuwait on 4 and 5 June 2014 (budget USD 560,000 i.e. Olympic Solidarity: USD 280,000, ANOC: USD 140,000 and OCA: USD 140,000);
- 50 per cent of the expenses of UNOSDP in July 2014;
- special assistance allocated to the NOC of Vanuatu by the IOC and Olympic Solidarity following Cyclone Pam in November 2015.

Contacts with Organising Committees for the Olympic Games

ANOC was involved to a broad extent in the preparation for and participation in the Olympic Games Sochi 2014 and Rio 2016 and YOG Nanjing 2014 and Lillehammer 2016, in order to secure the best conditions for the athletes and officials. It had the opportunity to present all the questions or issues raised by the NOCs during the various IOC Coordination Commission meetings.

Since 2004, it has been a tradition for ANOC to debrief the NOCs after the Olympic Games and collate all their comments. The results are presented at the IOC Debriefings.

ANOC conducted a survey among the NOCs after the Summer YOG Nanjing 2014 and the Winter YOG Lillehammer 2016, and sent the results to the IOC as part of their respective debriefs.

On 25 October 2016, ANOC presented the comments of the NOCs at an official debriefing in Lausanne.

The ANOC Secretary General participated in the Chefs de Mission Seminar in PyeongChang in February 2016, and was able to follow up on the questions raised in the meeting.

ANOC was closely involved in the preparation for and participation in the Olympic Games Rio 2016, and worked with the NOCs to put forward their questions during the IOC Coordination Commission meetings, as well as conducting a debriefing among all the participating NOCs. For the Olympic Games Rio 2016, the ANOC Secretary General took part in the Official Debriefing in Tokyo in December 2016, and in another informal Working Group of the IOC in Tokyo on 25-26 January 2017, where the ANOC Debriefing on the Olympic Games Rio 2016 and recommendations for future Games were presented.

Cooperation with Universities

ANOC has continued its cooperation with three universities:

- Russian International Olympic University in Sochi, for a Master of Sports Administration Programme: for 2013, ANOC approved applications from Germany, Guatemala and Sri Lanka and for 2015 those from Barbados, the Dominican Republic and Lebanon;
- Dream Together Master Programme Scholarship at Seoul University;

- ISR Academy in Korea, with a programme for retiring athletes of the University of Incheon, for 2015–2016 and 2016–2017.

Costs related to scholarships given to the students who applied via the NOCs were covered by ANOC. One of the objectives of the scholarships for athletes and coaches, technical courses and courses for sport administrators was to reduce the gap of unequal development among the NOCs, and to offer development opportunities for the huge athletic potential existing in developing countries.

ANOC WORLD BEACH GAMES (AWBG)

2013–2016 Budget: USD 1,400,000

After the decision of the ANOC General Assembly in Washington to organise the ANOC World Beach Games and the decision of the ANOC Executive Council and the Organising Committee of San Diego to postpone the Games in 2019, ANOC has continued working on the project and had to cover some related expenses for: the Master Plan, the ID and logo design development, the preparation and organisation of the meetings for the development of the project held in San Diego and in Lausanne, registration of the mark "AWBG" and the related domains. ANOC also had to cover the expenses related to agreements for the advisory services of S.A. Sports-Arts, and to the specialised company ESP for building the commercial strategy of the WBG.

ANOC is working very hard on the development of this project in order to host a successful inaugural event, to build the AWBG brand internationally and to ensure that the project is commercially viable. This project will represent one of the main objectives of the Association for the next four years.

Report by Gunilla Lindberg, Secretary General

First ice sports venue, the Gangneung Ice Arena, to be completed for the XXIII Olympic Winter Games / ANOC awards ceremony



Gunilla Lindberg gives a final presentation on the YOG Lillehammer 2016 / ANOC scholars graduate from the Russian International Olympic University



8 ABBREVIATIONS



© Getty Images / David Ramos

NOC Associations

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

International Federations

Sports on the programme of the XXII Olympic Winter Games Sochi 2014

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

Sports on the programme of the Games of the XXXI Olympiad Rio 2016

Aquatics	FINA	Fédération Internationale de Natation
Archery	WA	World Archery Federation
Athletics	IAAF	International Association of Athletics Federations
Badminton	BWF	Badminton World Federation
Basketball	FIBA	Fédération Internationale de Basketball
Boxing	AIBA	International Boxing Association
Canoeing	ICF	International Canoe Federation
Cycling	UCI	Union Cycliste Internationale
Equestrian	FEI	Fédération Équestre Internationale
Fencing	FIE	Fédération Internationale d'Éscrime
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
Modern Pentathlon	UIPM	Union Internationale de Pentathlon Moderne
Rowing	FISA	Fédération Internationale des Sociétés d'Aviron
Rugby	WR	World Rugby
Sailing	WS	World Sailing
Shooting	ISSF	International Shooting Sport Federation
Table tennis	ITTF	The 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

**National Olympic Committees****Africa (54 NOCs)**

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

America (41 NOCs)

ANT	Antigua and Barbuda
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BIZ	Belize
BER	Bermuda
BOL	Bolivia
BRA	Brazil
CAY	Cayman Islands
CAN	Canada
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DOM	Dominican Republic
DMA	Dominica
ESA	El Salvador
ECU	Ecuador
USA	United States of America
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
JAM	Jamaica
MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
LCA	Saint Lucia
VIN	Saint Vincent and the Grenadines
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
VEN	Venezuela
IVB	Virgin Islands, British
ISV	Virgin Islands, US

Asia (44 NOCs)

AFG	Afghanistan
KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	People's Republic of China
KOR	Republic of Korea
UAE	United Arab Emirates
HKG	Hong Kong, China

IND	India
INA	Indonesia
IRI	Islamic Republic of Iran
IRQ	Iraq
JPN	Japan
JOR	Jordan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KUW	Kuwait
LAO	Lao People's Democratic Republic
LIB	Lebanon
MAS	Malaysia
MDV	Maldives
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
OMA	Oman
UZB	Uzbekistan
PAK	Pakistan
PLE	Palestine
PHI	Philippines
QAT	Qatar
PRK	Democratic People's Republic of Korea
SGP	Singapore
SRI	Sri Lanka
SYR	Syrian Arab Republic
TJK	Tajikistan
TPE	Chinese Taipei
THA	Thailand
TLS	Democratic Republic of Timor-Leste
TKM	Turkmenistan
VIE	Vietnam
YEM	Yemen

Europe (50 NOCs)

ALB	Albania
GER	Germany
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BLR	Belarus
BEL	Belgium
BIH	Bosnia and Herzegovina
BUL	Bulgaria
CYP	Cyprus
CRO	Croatia
DEN	Denmark
ESP	Spain
EST	Estonia
MKD	The Former Yugoslav Republic of Macedonia
FIN	Finland
FRA	France
GEO	Georgia
GBR	Great Britain

GRE	Greece
HUN	Hungary
IRL	Ireland
ISL	Iceland
ISR	Israel
ITA	Italy
KOS	Kosovo
LAT	Latvia
LIE	Liechtenstein
LTU	Lithuania
LUX	Luxembourg
MLT	Malta
MDA	Republic of Moldova
MON	Monaco
MNE	Montenegro
NOR	Norway
NED	Netherlands
POL	Poland
POR	Portugal
ROU	Romania
RUS	Russian Federation
SMR	San Marino
SRB	Serbia
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine

Oceania (17 NOCs)

AUS	Australia
COK	Cook Islands
FIJ	Fiji
GUM	Guam
KIR	Kiribati
MHL	Marshall Islands
FSM	Federated States of Micronesia
NRU	Nauru
NZL	New Zealand
PLW	Palau
PNG	Papua New Guinea
SOL	Solomon Islands
SAM	Samoa
ASA	American Samoa
TGA	Tonga
TUV	Tuvalu
VAN	Vanuatu

206 NOCs are recognised by the IOC
(at 31 December 2016)



LISTENING TO YOU



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