

# Olympic Solidarity Plan 2017-2020

**Working together  
to develop sport and  
promote its values**

**International Olympic Committee  
Olympic Solidarity**

Villa Mon-Repos  
Parc Mon-Repos 1  
P.O. Box 1374  
1001 Lausanne  
Switzerland

Tel +41 21 621 69 00  
Fax +41 21 621 63 63

[solidarity@olympic.org](mailto:solidarity@olympic.org)  
[www.olympic.org](http://www.olympic.org)



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## Message from the President of the International Olympic Committee



### Thomas Bach

Thanks to the success of the Olympic Games and the continued appeal of our Olympic values throughout the world, the Olympic Movement can look to the future with confidence. Such a foundation of strength and stability will allow us to provide even greater support to the athletes, who are more than ever at the heart of our Movement.

For its 2017-2020 plan, Olympic Solidarity will have for the first time a budget of over 500 million US dollars thanks to the great success of the Olympic Games Rio 2016. This will enable Olympic Solidarity to consolidate what has already been achieved, launch new projects, offer a more targeted service to the National Olympic Committees and help them prepare their athletes for the Olympic Games PyeongChang 2018 and Tokyo 2020, as well as the Youth Olympic Games Buenos Aires 2018 and Lausanne 2020.

Over the next four years, 21 programmes will be proposed to the NOCs across the world, with a strong focus on athlete training and development as well as education. Two new programmes have been added, illustrating our continued wish to make athletes the top priority in our activities and our social responsibility: the Refugee Athlete Support and the Athletes' Career Transition programmes. All the programmes have been designed to take into account the recommendations of Olympic Agenda 2020.

It is through solidarity that the universality of the Olympic Games can become a reality. This is the mission to which Olympic Solidarity will devote itself even more closely over the next four years.

On behalf of the IOC, I would like to thank the Olympic Solidarity Commission for all their excellent work. My thanks go also to all the Olympic Solidarity offices in the world for their dedication and commitment.



## Message from the Chair of the Olympic Solidarity Commission



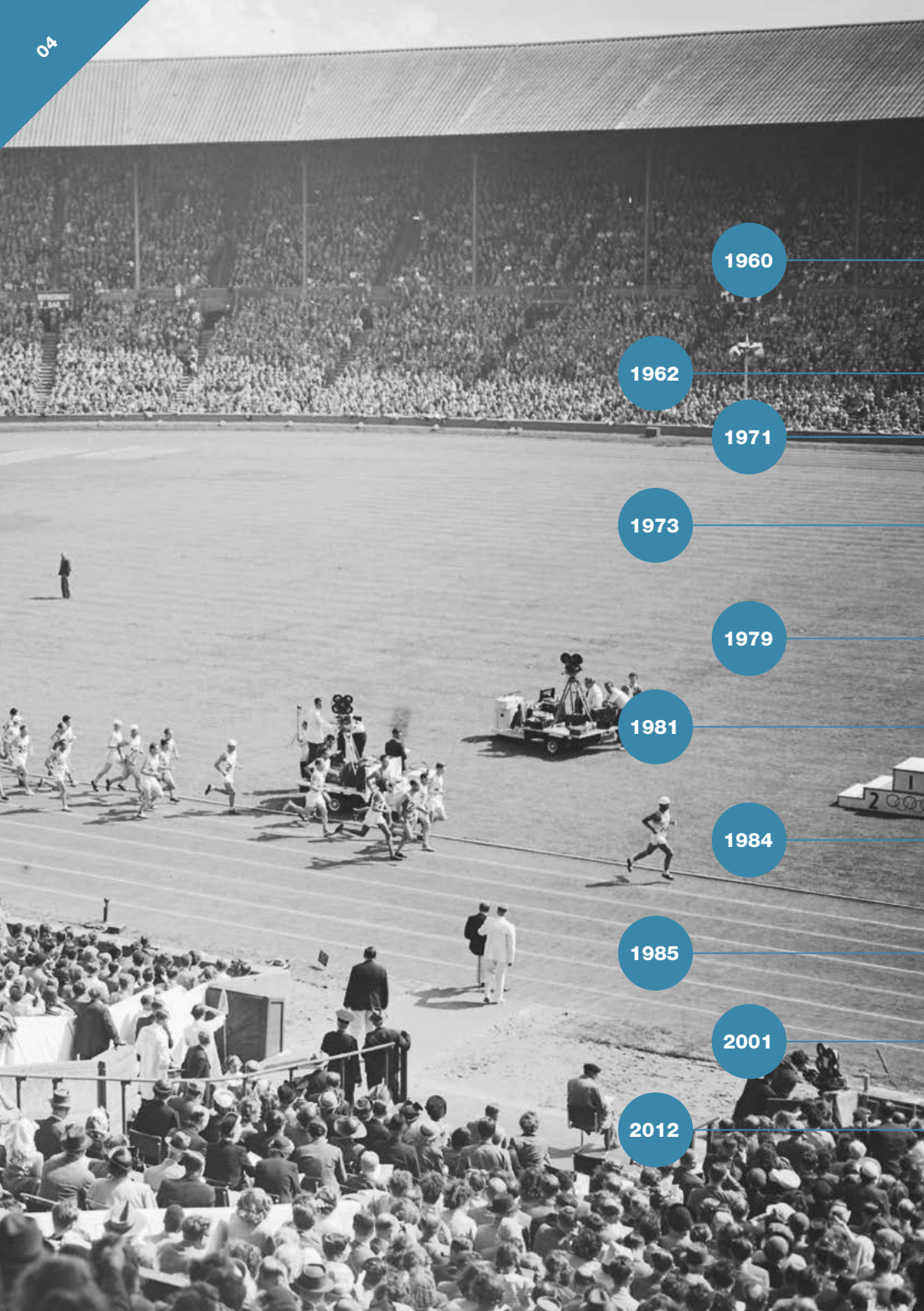
### Sheikh Ahmad Al-Fahad Al-Sabah

Providing assistance to NOCs, particularly those that need it most, is at the heart of Olympic Solidarity's mission. Be it to promote the fundamental principles and values of Olympism in each country, improve the organisational capability of the NOCs and encourage the training of their sports managers, or to develop sport for all or elite sport, Olympic Solidarity does everything it can to offer a variety of programmes, both globally and at continental level.

For the 2017-2020 plan, Olympic Solidarity is continuing to engage with the NOCs and all its partners for the development of sport and its values, but above all to increase the assistance available to the athletes. To achieve this, it is seeking to listen more than ever to the NOCs, ready to anticipate their needs and engage in effective and constructive cooperation with its network of partners, especially the continental associations and the International Federations. For this reason, it has adapted the programmes it offers and developed new ones, to better respond to the needs of the NOCs and offer them an even more tailored service.

To accomplish this, Olympic Solidarity is investing more over the next four years, with a budget almost 16 per cent higher than for the previous plan. It is confident about the future, standing shoulder to shoulder with the NOCs to help them build the appropriate environment, to enable them not only to improve their structures, but also to develop their youngsters, athletes, leaders and coaches.

On behalf of the Olympic Solidarity Commission, I wish to thank the NOCs, the continental associations and all the partners who work with us on our programmes, as well as the Olympic Solidarity offices in Lausanne and on each continent, for their contribution to make our mission a reality on the ground.



1960

## History of Olympic Solidarity

**The IOC decided to set up its own assistance programme for the NOCs**, with a particular focus on supporting a certain number of NOCs that had been created when their countries gained independence, and through them, contribute to the development of sport and the Olympic ideals.

1962

**The International Olympic Aid Committee (IOAC) was created** by IOC member Count Jean de Beaumont with a view to achieving this goal.

1971

**The Committee for Olympic Solidarity was created** when the IOAC merged with the International Institute for the Development of NOCs, which was founded in 1969 by the Permanent General Assembly of the NOCs.

1973

**Efforts continued with the aim of improving assistance to those NOCs** in greatest need. A lack of financial resources made any progress virtually impossible. In the 1960s and 1970s, more than 50 new NOCs were created in countries that had very few resources to develop sport in their territories.

1979

**The IOC granted 20% of revenues from television rights to the NOCs** at the constitutive assembly of the Association of National Olympic Committees (ANOC) in Puerto Rico.

1981

**The Olympic Solidarity Commission was created** at the Olympic Congress in Baden-Baden by IOC President Juan Antonio Samaranch and ANOC President Mario Vázquez Raña. Its mission was to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.

1984

**Olympic Solidarity was moved to an income management structure** that met IOC criteria, rather than providing a general subsidy, a move made possible by the increase in television rights revenues beginning with the Games of the XXIII Olympiad in Los Angeles.

1985

**The Olympic Solidarity Commission conducts its activities on a quadrennial plan basis.** It enjoys administrative independence in line with its functions, scope and structure.

2001

**The current structure of Olympic Solidarity's programmes was established** by IOC President Jacques Rogge. Mario Vázquez Raña was appointed to chair the Commission.

2012

**Sheikh Ahmad Al-Fahad Al-Sabah** succeeded Mario Vázquez Raña as **Chair of the Commission.**



## About Olympic Solidarity

**Today, Olympic Solidarity's mission is to help the NOCs to develop and strengthen their structures, support their athletes, coaches and administrators, and promote the Olympic values through targeted programmes. These programmes enable them not only to consolidate their position within the Olympic Movement and their own national sports structures, but also to increase their autonomy and independence. With better support, the NOCs are better able to carry out their responsibilities.**

The strategy adopted for the Olympic Solidarity Plan 2017-2020 continues to pursue these goals with a view to supporting the NOCs and preparing them for future challenges.

*Olympic Charter, Rule 5*

*The aim of Olympic Solidarity is to organise assistance to NOCs, in particular those which have the greatest need of it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary.*

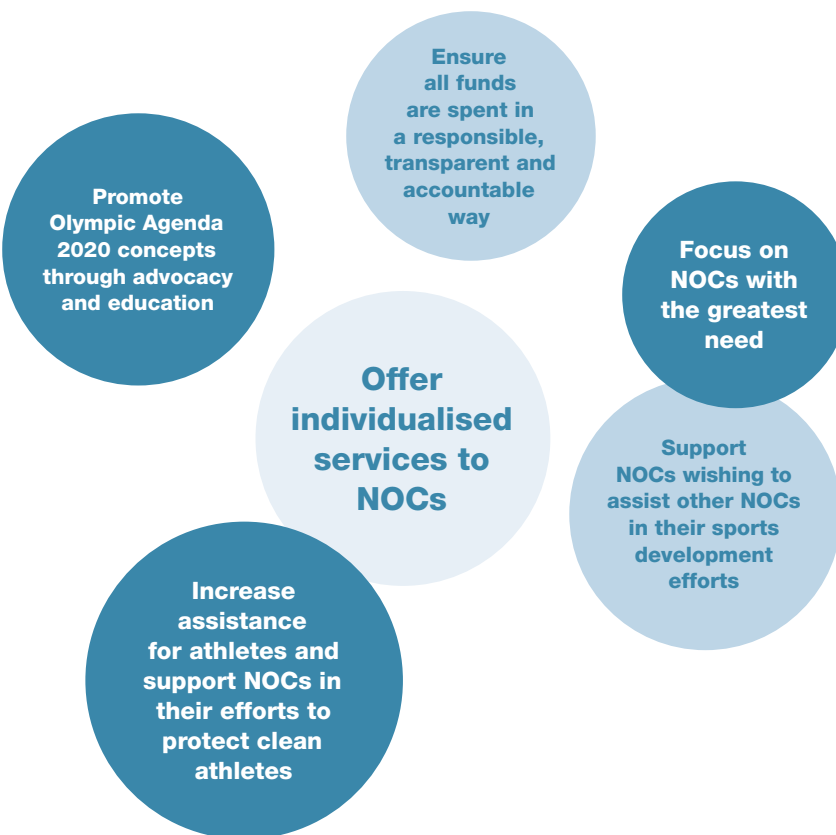
Olympic Solidarity's mission, as defined in *Rule 5* of the Olympic Charter, has remained unchanged for 30 years. Nevertheless, in the process of preparing the 2017-2020 plan, Olympic Solidarity chose to add the concept of "compliance with IOC strategy", to ensure that all the programmes proposed under the new plan were in line with the recommendations of the IOC's Olympic Agenda 2020.



## 2017-2020 Mission and Objectives

In accordance with its mission, Olympic Solidarity's efforts are focused on **assisting all NOCs**, particularly those in greatest need, and thus continuing to ensure the universality of the Olympic Games. Olympic Solidarity provides global assistance to the NOCs through personalised advice and structured supervision, and supports them by increasing the effectiveness and transparency of their management and activities, which are funded according to universal principles of good governance. Olympic Solidarity offers the NOCs a flexible approach to the use of funds, in order better to meet their individual needs, recognising the diversity of the Olympic Movement.

The **main objectives** for the 2017-2020 plan are to:

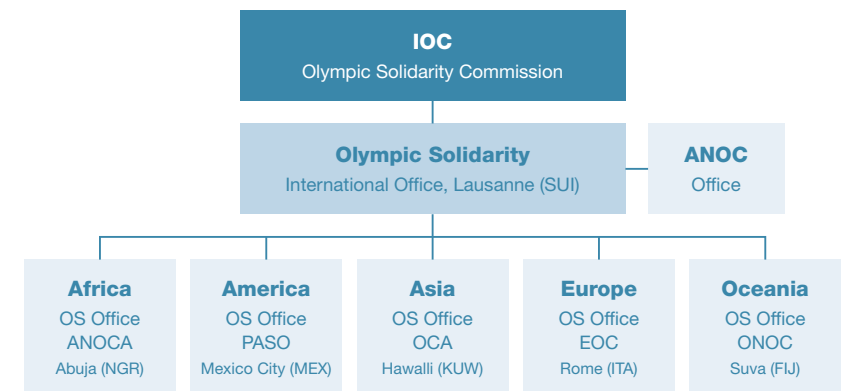


## Organisational Structure

The **Olympic Solidarity Commission**, made up of individual members appointed by the IOC President, was created to accomplish the tasks entrusted to it under the Olympic Charter. It is responsible for defining the main course of action and managing the activities of Olympic Solidarity, for example by approving programmes and their related budgets, and monitoring their implementation. It enjoys financial, technical and administrative independence, reporting directly to the IOC Executive Board and the IOC President, who ratify its main decisions, including approving the programmes and budgets for the Olympic Solidarity plans.

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

The **Olympic Solidarity international office** is responsible for all operational aspects of implementing the 2017-2020 plan. To this end, it cooperates with the five continental associations of NOCs, particularly the **Olympic Solidarity continental offices** within each association, as well as with ANOC.



### Composition of the Olympic Solidarity Commission

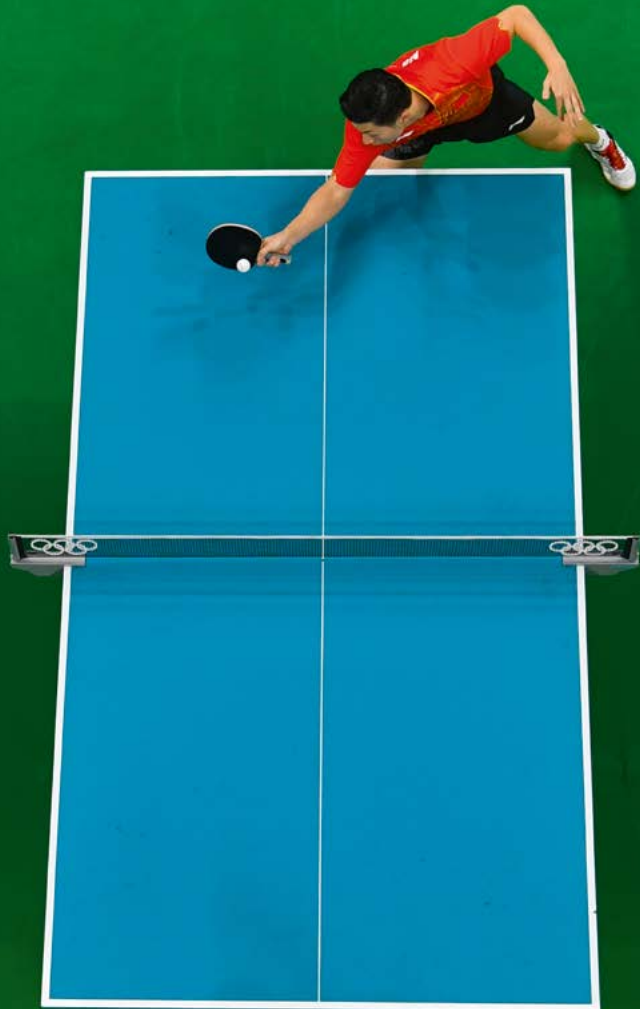
As of 30.04.2017

#### Chair

Sheikh Ahmad Al-Fahad Al-Sabah

#### Members

Marisol Casado  
 Kirsty Coventry  
 Sari Essayah  
 Tony Estanguet  
 Nicole Hoeverstsz  
 Nenad Lalovic  
 Lingwei Li  
 Gunilla Lindberg  
 Grand Duke Henri of Luxembourg  
 Julio César Maglione  
 Robin E. Mitchell  
 Bernard Rajzman  
 Lassana Palenfo  
 Husain Al-Musallam  
 Ricardo Blas  
 Janez Kocijancic  
 Raffaele Pagnozzi  
 Jimena Saldana  
 Tomas Amos Ganda Sithole



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## Olympic Solidarity International Office in Lausanne

The Olympic Solidarity international office in Lausanne reports to the Olympic Solidarity Commission, and is responsible for implementing the 2017-2020 plan. **The tasks and programmes are divided by unit** and overseen by a director and a deputy director.

Units	Relations with continents	NOC mentoring	Technical support services
ATHLETES	ASIA OCA	Selected NOCs of Asia	Tripartite Commission
COACHES	AFRICA ANOCA	Selected NOCs of Africa	Relations with International Federations
NOC MANAGEMENT AND KNOWLEDGE SHARING	AMERICA PASO	Selected NOCs of America	NOC mentoring Knowledge Centre
PROMOTION OF THE OLYMPIC VALUES*	OCEANIA ONOC	Selected NOCs of Oceania	Finance
FORUMS AND SPECIAL PROJECTS	EUROPE EOC ANOC	Selected NOCs of Europe	OS Headquarters OS Commission Human Resources IT Communications

\* This unit also manages the IOC Subsidies for Participation in Olympic Games.





## 2017-2020 Programmes

The NOCs receive targeted advice to help them fulfil their mission, along with financial, technical and administrative assistance through programmes developed by Olympic Solidarity.

The **World Programmes** are split into **five units** covering specific sports development activities. The **Continental Programmes** meet the NOCs' specific needs, taking into account the priorities of each continent. **IOC Subsidies for Participation in Olympic Games** support the NOCs at three stages: before, during and after the Games.



**World Programmes**



**Continental Programmes**



**IOC Subsidies for Participation in Olympic Games**



**Athletes**



**Coaches**



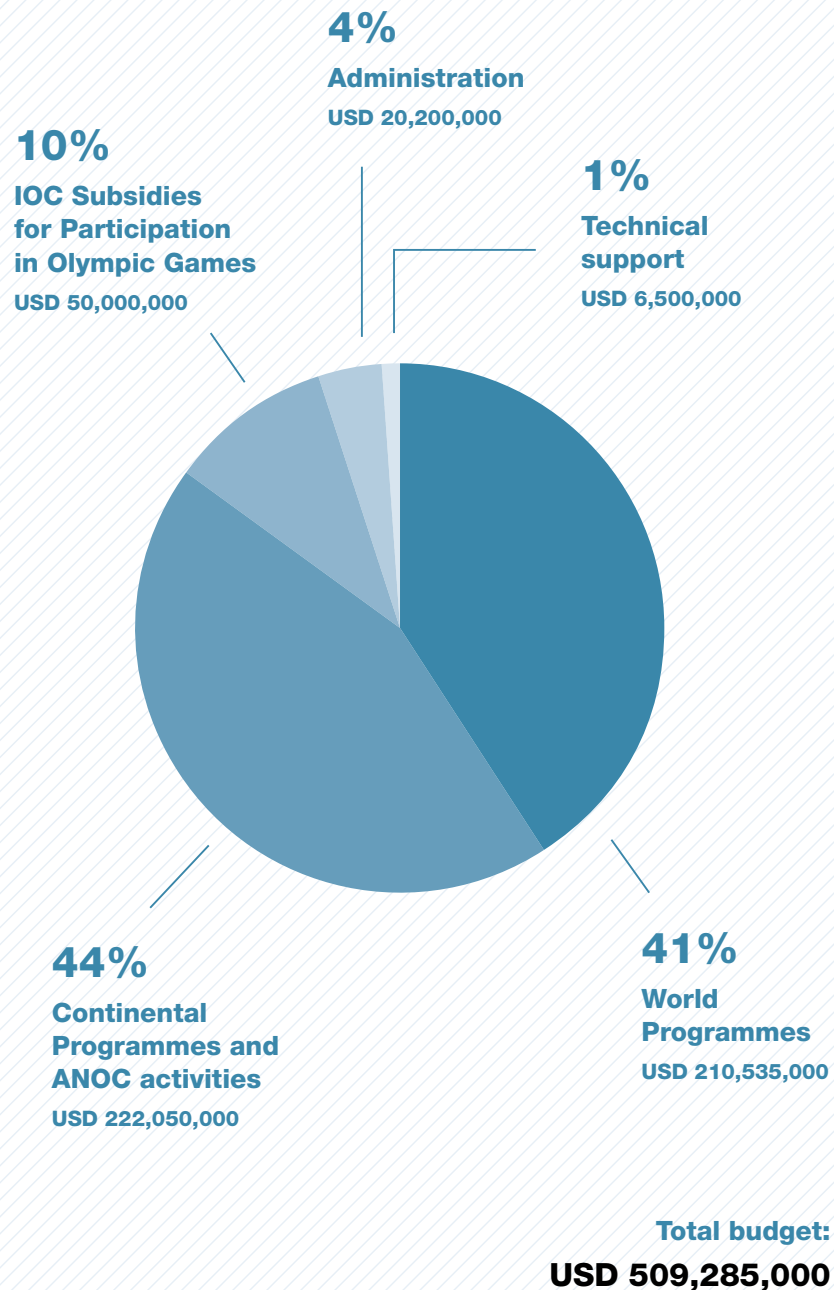
**NOC Management and Knowledge Sharing**



**Promotion of the Olympic Values**



**Forums and Special Projects**



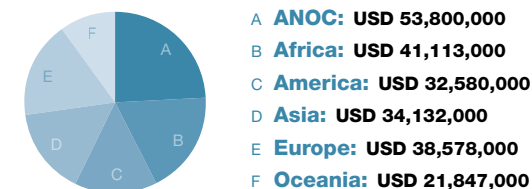
## 2017-2020 Budget

Olympic Solidarity manages the NOCs' share of the broadcasting rights for the Olympic Games, and distributes these funds through the various programmes available to all NOCs recognised by the IOC. For the Olympic Solidarity Plan 2017-2020, the development and assistance budget approved by the Olympic Solidarity Commission comes to **USD 509,285,000**, which is an increase of 16% over the previous plan. This figure is based on the broadcasting rights from the Games of the XXXI Olympiad Rio, the estimated broadcasting revenues from the XXIII Olympic Winter Games PyeongChang, and interest from future investments.

### World Programmes budget: USD 210,535,000



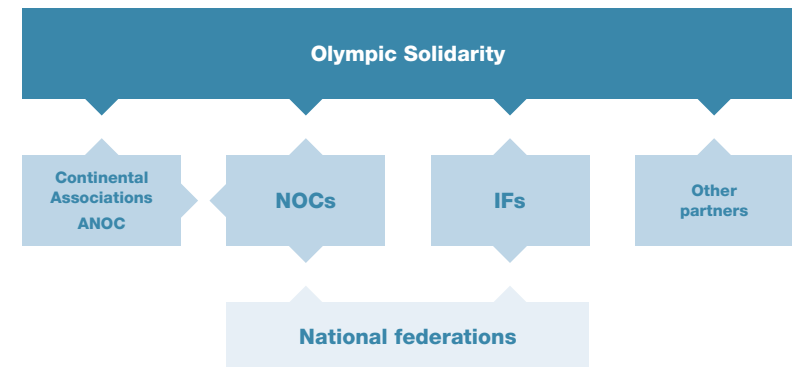
### Continental Programmes budget: USD 222,050,000





## Partners

**The global network of partners** involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, constitutes an **essential action channel**. Each partner plays a clearly defined role in the various phases of the programmes, whether this be analysing applications, providing access to training centres or sharing their expertise.



*“We’re honoured to be part of this global programme that helps foster positive and enriching environments for athletes through quality coaching.”*

**Scott Blackmun** (USA)

USOC Secretary General, about the International Coaching Enrichment Certification Programme (ICECP) supported by Olympic Solidarity.



## World Programmes

A total of 21 World Programmes are offered in the Olympic Solidarity Plan 2017-2020, providing technical, financial and administrative assistance to the NOCs for the organisation of specific sports development activities.

**5**  
units

**21**  
programmes





## Athletes

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



## Coaches

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



## NOC Management and Knowledge Sharing

**NOC Administration Development**  
**National Courses for Sports Administrators**  
**International Executive Courses in Sports Management**  
**NOC Solidarity Exchanges**



## Promotion of the Olympic Values

**Sports Medicine and Protection of Clean Athletes**  
**Sustainability in Sport**  
**Gender Equality and Diversity**  
**Sport for Social Development**  
**Olympic Education, Culture and Legacy**



## Forums and Special Projects

**Forums and Workshops**  
**Special Projects**

**Essential for enabling the NOCs to fulfil their mission, as defined in the Olympic Charter**, these programmes are split into five units: athletes, coaches, NOC management and knowledge sharing, promotion of the Olympic values, and forums and special projects (a new unit created for the purposes of communicating with the NOCs and giving them access to specific knowledge, as well as supporting them with exceptional or unexpected events in their countries).

The Olympic Solidarity international office in Lausanne manages the world programmes. If the situation requires, it may call upon the continental offices within the continental associations to coordinate activities within their continents, according to their specific needs.

**Olympic Solidarity works closely with the IFs of sports on the Olympic programme**, IOC commissions and various other partners within the Olympic Movement to develop and provide world programmes of a high quality for all the NOCs, particularly those with the greatest need.



## WORLD PROGRAMMES

# Athletes

To contribute to the universality of the Olympic Games, promote equal training conditions for athletes, including for refugee athletes, and help with their post-athletic career transition. The aim of the seven programmes for athletes is to support them at every stage of their career.

Budget  
**87,000,000**  
USD

**7**  
programmes





### **Supporting elite athletes up to the Olympic Games**

To provide financial and technical assistance to ensure that elite athletes and teams can enjoy optimum preparation for the XXIII Olympic Winter Games PyeongChang 2018 and the Games of the XXXII Olympiad Tokyo 2020.

### **Preparing continental-level athletes and teams**

To optimise their participation in continental and regional Games with a view to supporting their development and promoting their access to the elite level.

### **Supporting tomorrow's champions**

To identify, qualify and train young athletes in preparation for the Summer YOG Buenos Aires 2018 and the Winter YOG Lausanne 2020.

### **Assisting with career transition**

To support athletes through training programmes or workshops to raise awareness of the IOC's Athlete Career Programme (ACP).

### **Helping refugee athletes**

To encourage their sporting development by giving them the opportunity to train for and take part in high-level competitions without being penalised by the situation in their country.

***“Without the Olympic scholarship I wouldn't be able to compete. It's an expensive sport, but fortunately, because of the scholarship, I have been able to go to all the World Cups. Without it, I really wouldn't have been able to go anywhere.”***

**Natalya Coyle** (IRL)

Modern pentathlon, *Olympic Games London 2012 and Rio 2016.*

## PROGRAMMES IN THIS UNIT

### **Olympic Scholarships for Athletes “PyeongChang 2018”**

For NOCs with a strong winter sports tradition, whose athletes have a genuine chance of qualifying. Its aim is to improve the level of competition at the Olympic Winter Games, rather than to artificially broaden their universality. The scholarships contribute to athletes’ training costs and subsidize their travel to Olympic qualification events.

### **Olympic Scholarships for Athletes “Tokyo 2020”**

Aimed at all NOCs and their athletes, but particularly those that have the greatest need, this programme provides financial and technical support to elite athletes with the potential to qualify for the Olympic Games. The scholarship provides athletes access to the appropriate facilities in their own country or to a training centre abroad, where they will receive suitable technical, medical and scientific support, as well as reimbursement of travel expenses for Olympic qualifying competitions.

### **Team Support Grant**

Team support grants are reserved for a national team practising an Olympic summer sport and for an ice hockey or curling team that has qualified for or is participating in the final qualifying events for the Olympic Winter Games PyeongChang 2018, to enable them to train for and take part in regional, continental or world competitions. The NOCs may split the budget between two teams if one is a women’s team.

### **Continental Athlete Support Grant**

This grant provides financial and technical assistance to help NOCs train their continental-level athletes for the Olympic Games, and for world, continental and regional multi-sports games. The grant may be used to fund training camps or to help athletes participate in competitions considered useful for their training programme.

### **Youth Olympic Games – Athlete Support**

NOCs are offered three options to identify, prepare and qualify promising young athletes for the next YOG: technical and financial support for identifying and training young athletes; financial support for participating in qualifying events; and training grants for athletes who have qualified or who have secured a universality place.

### **Athlete Career Transition**

Managed and financed in cooperation with the IOC Sports Department, this programme provides NOCs with technical and financial assistance, either to conduct workshops to increase awareness of the IOC’s Athlete Career Programme (ACP), or to support individual training courses to assist athletes with their post-athletic career.

### **Refugee Athlete Support**

This programme enables NOCs in countries that admit refugees to identify and support elite refugee athletes. It provides a training grant and travel allowance to enable athletes to train for and participate in international competitions, as well as technical and financial assistance to identify athletes (in cooperation with UNHCR) and provide training and education.





## WORLD PROGRAMMES

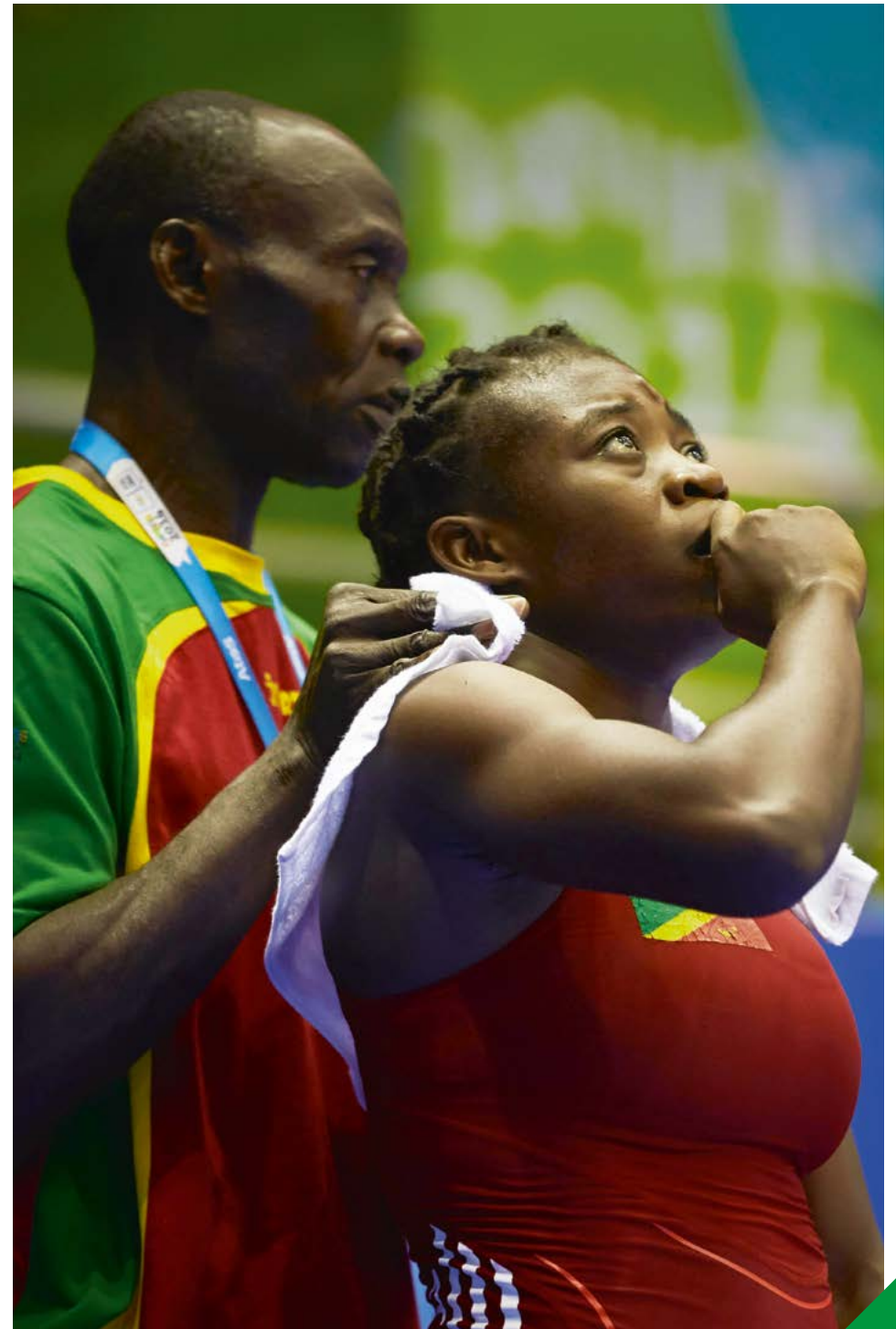
# Coaches

Coaches play a crucial role in the development and performance of an athlete as they progress from young novice to elite competitor preparing to take part in the Olympic Games, sometimes acting as teacher, trainer, mentor, psychologist, physiologist or agent. The three programmes offered by Olympic Solidarity give NOCs the possibility to incorporate coach training into their strategic plans.

Budget  
**33,000,000**  
USD

**3**

programmes





### **Promoting continuing education**

To continually improve coaches' knowledge and performance in order to enable them to continue to respond to the latest athlete training requirements.

### **Encouraging long-term development**

To encourage the NOCs to take a rigorous approach to candidate selection, given that course participants will subsequently be expected to help develop the overall sports structure in the region or country.

### **Strengthening the participation of women**

To encourage the NOCs to nominate female applicants for the various programmes, and thus support the promotion of women coaches and technical staff.

### **Raising awareness of Olympic Agenda 2020**

To alert coaches to the recommendations of Olympic Agenda 2020 through the IFs and training centres working with Olympic Solidarity: promotion and defence of clean athletes, fighting discrimination and harassment, and combating sports betting.

***“Based on my experience, I think the main point of Olympic Solidarity is to demonstrate that sport, in a general way, is universal and that everyone should have access to sport.”***

**Marcello Varriale** (BRA)

Coach Marcello Varriale was granted an Olympic scholarship to take an ICECP course run by the USOC/ University of Delaware in 2014-2015. He coached the Brazilian rowing team at the Olympic Games Rio 2016.



## PROGRAMMES IN THIS UNIT

### Technical Courses for Coaches

Conducted by an expert appointed by the IF (the course content follows the IFs' rules) at national or regional level, this programme gives coaches who are active in their country and officially recognised by their national federation the opportunity to undergo training at a variety of levels. Technical courses also provide the NOCs with an opportunity to raise coaches' awareness of certain aspects of Olympic Agenda 2020.

### Olympic Scholarships for Coaches

This programme gives coaches who are officially recognised by their national federation and who are active in their country the opportunity to receive further training at a high-level training centre, university or IF-run establishment. Three types of training course are offered: sports science, sports-specific training and distance learning. In the majority of cases, the coach is awarded certification by the centre or university concerned upon completion of the course.

### Development of National Sports System

This programme is targeted as a priority at those NOCs whose basic sports and coaching structures are weak but which have genuine potential for improvement. It gives them the opportunity to improve and strengthen the local or national sports system and coaching structure. The action plan is drafted with the help of an international expert, for one or more sports on the Olympic programme. It must provide for the training of local coaches or other people capable of seeing the work through to the project's completion.



## WORLD PROGRAMMES

# NOC Management and Knowledge Sharing

Effective administrative structures and good practices and procedures are vital to ensure that the NOCs are able to deliver the day-to-day support required by their athletes and members. The aim of the four NOC management programmes is to help them with their operational needs and to improve certain aspects of their management.

Budget  
**51,085,000**  
USD

**4**  
programmes





### **Supporting their administrative management**

To help the NOCs to cover their general operating costs through an annual administrative subsidy.

### **Optimising management development**

To provide financial support for various projects and initiatives conducted by the NOCs to optimise their operation, and to provide models and resources to help them improve their practices and procedures.

### **Promoting education for sports administrators**

To provide access to a range of training opportunities, national courses and international masters in sports management with a view to increasing knowledge.

### **Encouraging exchanges and knowledge sharing**

To encourage the NOCs within the Olympic Movement to share their knowledge and experience in a spirit of openness and mutual assistance.

*“Many of them started just as members of their federation and are now occupying leading positions like president and secretary general. There are participants who are now recognised by IFs, so the course not only helps the NOCs but the individual and his or her sports federation as well. For a small African nation like ours, these types of courses have really brought something for us.”*

**Sanjaye Gobooodun** (MRI)

Programme Director for the Advanced Sports Management Courses and director of the National Olympic Academy in Mauritius.



## PROGRAMMES IN THIS UNIT

### **NOC Administration Development**

The aim of this programme is to strengthen the NOCs' administrative structure, with a particular focus on promoting good governance, by contributing to their running costs and financing specific activities, such as implementing new management tools or updating an existing tool, training staff or developing and implementing a project that will help to improve the NOC's efficiency.

### **National Courses for Sports Administrators**

NOCs have the opportunity to train their sports administrators by hosting sports management and administration courses. Two levels of courses are available: basic and advanced, which are led by NOC instructors trained by Olympic Solidarity. The courses are aimed at NOC staff and managers, affiliated national federations, sports clubs and other sports organisations.

### **International Executive Courses in Sports Management**

Scholarships are offered to selected NOC candidates that have been accepted on a MEMOS course (Executive Masters in Sports Organisation Management) in English, French or Spanish. This internationally recognised course is offered by a network of universities, and comprises six modules split into four sessions over the course of a year. Participants are required to develop a professional project aiming to improve an aspect of their sports organisation's management, under the supervision of a tutor.

### **NOC Solidarity Exchanges**

The aim of this programme is to promote solidarity by coordinating the sharing of knowledge, experience and resources between developed NOCs and developing NOCs.



## WORLD PROGRAMMES

# Promotion of the Olympic Values

The main factor behind the success and universality of the Games is the shared belief in a better world through sport in a spirit of respect, friendship, solidarity and fair play. The purpose of the five programmes devoted to the Olympic values is to promote a sustainable, human, cultural, unifying and united sports movement free of any form of discrimination.

Budget  
**20,000,000**  
USD

**5**  
programmes





### Safeguarding the strength of the Olympic image

To protect and support the Olympic values with a view to safeguarding the strength of the Olympic image and ensuring that sport remains a key element of societal development.

### Offering flexible programmes

To propose to the NOCs a flexible approach, enabling them to request support for activities adapted to their local context.

### Drafting action plans

To help the NOCs to encourage collaboration with their partners in order to establish strategies and action plans in each domain.

### Reinforcing aspects related to Olympic Agenda 2020

To protect clean athletes, encourage gender equality and diversity, to make sport a part of education and to build upon the concept of sustainability in sport.

*Thanks to the programmes devoted to the promotion of the Olympic values, between 2014 and 2016 the NOC of Fiji introduced more than 15,000 young athletes to these values, as well as to the importance of preventing non-communicable and sexually transmitted diseases. The training was delivered with the assistance of prominent Fijian athletes – so-called Champions – who visited schools and sports clubs throughout the country. Two life-size board games were created to facilitate the teaching.*





## PROGRAMMES IN THIS UNIT

### **Sports Medicine and Protection of Clean Athletes**

This programme encourages NOCs to raise awareness, train members of the sports community and organise sports medicine projects, with a particular focus on protecting athletes' health and integrity, as well as preventing illness and injury in sport.

### **Sustainability in Sport**

It is important to enable the NOCs to incorporate sustainability principles into their policies and working methods, so that they can set an example within their sports community. The NOCs are invited to align themselves with the IOC's 2030 Agenda for Sustainability, and to use case studies and other available resources.

### **Gender Equality and Diversity**

The assistance provided to the NOCs enables them to implement strategies, action plans and activities with a view to promoting gender equality, integration and diversity in sport and sports governance.

### **Sport for Social Development**

The aim of this programme is to help the NOCs to encourage physical activity, promote the concept of access to sport as a universal human right, use sport as a tool for promoting health, development and peace and strengthen social cohesion by incorporating sport into education. This programme also provides an annual grant for organising Olympic Day.

### **Olympic Education, Culture and Legacy**

This important programme for promoting the Olympic values helps NOCs to implement education programmes based on the Olympic values, organise cultural activities, disseminate and acquire knowledge about Olympism and preserve their national Olympic and sports heritage.



## WORLD PROGRAMMES

# Forums and Special Projects

The purpose of the programmes in this unit is, on the one hand, to promote concepts and ideas with groups of NOCs and to offer training opportunities on specific topics, and on the other, to respond to NOCs' specific needs arising from extraordinary or unforeseen circumstances in their countries.

Budget  
**19,450,000**  
USD

**2**  
programmes





## PROGRAMMES IN THIS UNIT

### Forums and Workshops

This programme gives Olympic Solidarity the possibility to promote specific ideas to the NOCs, in cooperation with the continental associations.

Forums provide a unique opportunity to bring NOCs on a given continent together. Topics are defined by the Olympic Solidarity Commission and continental associations. During the first year of the plan, the purpose of the forums is to introduce the Olympic Solidarity Plan 2017-2020. Subsequent forums may focus on topics of particular interest to all the NOCs, such as good governance, or on preparing delegations for the Olympic Games.

Other needs may be identified over the course of the plan, which may be relevant to all the NOCs, or to a specific group of NOCs. This programme enables Olympic Solidarity to respond by organising themed seminars for the NOCs in question, and for certain functional areas within the NOCs.

The Olympic marketing seminars initiated by the Olympic Solidarity Commission in 2015 have been maintained as part of this programme.

Finally, biennial forums for the continental associations' athletes' commissions are also funded through this programme.

### Special Projects

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



## Continental Programmes

Complementing those offered at world level, the continental programmes provide the NOCs with access to technical, financial and administrative assistance that meets their specific needs and their priorities by continent. The five NOC continental associations can thus offer, in complete coordination with the Olympic Solidarity international office in Lausanne, continental programmes adapted to each of their member NOCs throughout the 2017-2020 plan.





Each continental association decides on the content, aims and budgets of the continental programmes that they offer to their NOCs. Their day-to-day administration depends on the Olympic Solidarity offices within the continental associations, respecting the goal set for the 2017-2020 period, which is to offer a more personalised level of service to the NOC groups.

#### **Standard programmes for all associations**

The funds devoted to the continental programmes must be allocated as a priority to help NOCs develop their own national activity programmes. This enables the NOCs to improve their operational efficiency, by choosing activities that correspond to their current local context and the reality on the ground.

The continental programmes must also cover the following basic elements common to each continental association: operating expenses of the continental association, organisation of statutory meetings for the NOCs (general assembly, secretaries general seminar, etc.), and organising biennial athletes' commission meetings and forums at continental level, in collaboration with Olympic Solidarity.

In parallel, the continental associations may set aside some of their funds to develop specific programmes in accordance with the needs and specificities of their continent.



### **ANOCA**

Association of National Olympic Committees of Africa  
[info@africaolympic.org](mailto:info@africaolympic.org)  
[www.africaolympic.org](http://www.africaolympic.org)



### **PASO**

Pan American Sports Organisation  
[odepa@paso-odepa.org](mailto:odepa@paso-odepa.org)  
[www.paso-odepa.org](http://www.paso-odepa.org)



### **OCA**

Olympic Council of Asia  
[info@ocasia.org](mailto:info@ocasia.org)  
[www.ocasia.org](http://www.ocasia.org)



### **EOC**

The European Olympic Committees  
[secretariat@eurolympic.org](mailto:secretariat@eurolympic.org)  
[www.eurolympic.org](http://www.eurolympic.org)



### **ONOC**

Oceania National Olympic Committees  
[onoc@oceanianoc.org](mailto:onoc@oceanianoc.org)  
[www.onoc.org.fj](http://www.onoc.org.fj)



### **ANOC**

Association of National Olympic Committees  
[info@acnolympic.org](mailto:info@acnolympic.org)  
[www.anocolympic.org](http://www.anocolympic.org)



## IOC Subsidies for Participation in Olympic Games

This programme aims at helping the NOCs to participate in the Olympic Games, with two different but complementary objectives: to promote the universality of the Olympic Games by guaranteeing the participation of every NOC, and to provide a financial contribution to the NOCs who play a vital role in the success of the Games.





These subsidies are managed by Olympic Solidarity international office, in coordination with the Olympic Games organising committees, and are allocated in three stages.

### **Before the Games**

They cover the travel and accommodation expenses for one person to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG).

### **During the Games**

They contribute to travel expenses for a number of athletes and officials, logistical expenses, as well as the transport and accommodation expenses of the NOC presidents and secretaries general.

### **After the Games**

They are paid to the NOCs in recognition of their participation in and contribution to the success of the Games. For the 2017-2020 period, the assistance covers the XXIII Olympic Winter Games PyeongChang 2018 and the Games of the XXXII Olympiad Tokyo 2020.



# Abbreviations

## NOC Associations

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

## International Federations

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

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

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

Athletics	<b>IAAF</b>	International Association of Athletics Federations
Rowing	<b>FISA</b>	Fédération Internationale des Sociétés d'Aviron
Badminton	<b>BWF</b>	Badminton World Federation
Baseball/Softball	<b>WBSC</b>	World Baseball Softball Confederation
Basketball	<b>FIBA</b>	Fédération Internationale de Basketball
Boxing	<b>AIBA</b>	Association Internationale de Boxe
Canoe	<b>ICF</b>	International Canoe Federation
Cycling	<b>UCI</b>	Union Cycliste Internationale
Sport Climbing	<b>IFSC</b>	International Federation of Sport Climbing
Fencing	<b>FIE</b>	Fédération Internationale d'Escrime
Football	<b>FIFA</b>	Fédération Internationale de Football Association
Golf	<b>IGF</b>	International Golf Federation
Gymnastics	<b>FIG</b>	Fédération Internationale de Gymnastique
Weightlifting	<b>IWF</b>	International Weightlifting Federation
Handball	<b>IHF</b>	International Handball Federation
Hockey	<b>FIH</b>	Fédération Internationale de Hockey
Judo	<b>IJF</b>	International Judo Federation
Karate	<b>WKF</b>	World Karate Federation
Wrestling	<b>UWW</b>	United World Wrestling
Modern Pentathlon	<b>UIPM</b>	Union Internationale de Pentathlon Moderne
Rugby	<b>WR</b>	World Rugby

Skateboarding	<b>FINA</b>	World Skate	Fédération Internationale de Natation
Aquatics	<b>FEI</b>	Fédération Équestre Internationale	
Equestrian	<b>ISA</b>	International Surfing Association	
Surfing	<b>WTF</b>	World Taekwondo Federation	
Taekwondo	<b>ITF</b>	International Tennis Federation	
Tennis	<b>ITTF</b>	International Table Tennis Federation	
Table Tennis	<b>ISSF</b>	International Shooting Sport Federation	
Shooting	<b>WA</b>	World Archery Federation	
Archery	<b>ITU</b>	International Triathlon Union	
Triathlon	<b>WS</b>	World Sailing	
Sailing	<b>FIVB</b>	Fédération Internationale de Volleyball	
Volleyball			

## National Olympic Committees

206 NOCs were recognised by the IOC (as of 30.04.2017)

### Africa · 54 NOCs

<b>RSA</b>	South Africa
<b>ALG</b>	Algeria
<b>ANG</b>	Angola
<b>BEN</b>	Benin
<b>BOT</b>	Botswana
<b>BUR</b>	Burkina Faso
<b>BDI</b>	Burundi
<b>CMR</b>	Cameroon
<b>CPV</b>	Cape Verde
<b>CAF</b>	Central African Republic
<b>COM</b>	Comoros
<b>CGO</b>	Congo
<b>COD</b>	Democratic Republic of the Congo
<b>CIV</b>	Côte d'Ivoire
<b>DJI</b>	Djibouti
<b>EGY</b>	Egypt
<b>ERI</b>	Eritrea
<b>ETH</b>	Ethiopia
<b>GAB</b>	Gabon
<b>GAM</b>	Gambia
<b>GHA</b>	Ghana
<b>GUI</b>	Guinea
<b>GBS</b>	Guinea-Bissau
<b>GEQ</b>	Equatorial Guinea
<b>KEN</b>	Kenya
<b>LES</b>	Lesotho
<b>LBR</b>	Liberia
<b>LBA</b>	Libya

### MAD Madagascar

<b>MAW</b>	Malawi
<b>MLI</b>	Mali
<b>MAR</b>	Morocco
<b>MRI</b>	Mauritius
<b>MTN</b>	Mauritania
<b>MOZ</b>	Mozambique
<b>NAM</b>	Namibia
<b>NIG</b>	Niger
<b>NGR</b>	Nigeria
<b>UGA</b>	Uganda
<b>RWA</b>	Rwanda
<b>STP</b>	São Tomé and Príncipe
<b>SEN</b>	Senegal
<b>SEY</b>	Seychelles
<b>SLE</b>	Sierra Leone
<b>SOM</b>	Somalia
<b>SUD</b>	Sudan
<b>SSD</b>	South Sudan
<b>SWZ</b>	Swaziland
<b>TAN</b>	United Republic of Tanzania
<b>CHA</b>	Chad
<b>TOG</b>	Togo
<b>TUN</b>	Tunisia
<b>ZAM</b>	Zambia
<b>ZIM</b>	Zimbabwe

### America · 41 NOCs

<b>ANT</b>	Antigua and Barbuda
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<b>ARG</b>	Argentina
<b>ARU</b>	Aruba
<b>BAH</b>	Bahamas
<b>BAR</b>	Barbados
<b>BIZ</b>	Belize
<b>BER</b>	Bermuda
<b>BOL</b>	Bolivia
<b>BRA</b>	Brazil
<b>CAY</b>	Cayman Islands
<b>CAN</b>	Canada
<b>CHI</b>	Chile
<b>COL</b>	Colombia
<b>CRC</b>	Costa Rica
<b>CUB</b>	Cuba
<b>DOM</b>	Dominican Republic
<b>DMA</b>	Dominica
<b>ESA</b>	El Salvador
<b>ECU</b>	Ecuador
<b>USA</b>	United States of America
<b>GRN</b>	Grenada
<b>GUJ</b>	Guatemala
<b>GUY</b>	Guyana
<b>HAI</b>	Haiti
<b>HON</b>	Honduras
<b>JAM</b>	Jamaica
<b>MEX</b>	Mexico
<b>NCA</b>	Nicaragua
<b>PAN</b>	Panama
<b>PAR</b>	Paraguay
<b>PER</b>	Peru
<b>PUR</b>	Puerto Rico

<b>SKN</b> Saint Kitts and Nevis	<b>QAT</b> Qatar	<b>LUX</b> Luxembourg
<b>LCA</b> Saint Lucia	<b>PRK</b> Democratic People's Republic of Korea	<b>MLT</b> Malta
<b>VIN</b> Saint Vincent and the Grenadines	<b>SGP</b> Singapore	<b>MDA</b> Republic of Moldova
<b>SUR</b> Suriname	<b>SRI</b> Sri Lanka	<b>MON</b> Monaco
<b>TTO</b> Trinidad and Tobago	<b>SYR</b> Syrian Arab Republic	<b>MNE</b> Montenegro
<b>URU</b> Uruguay	<b>TJK</b> Tajikistan	<b>NOR</b> Norway
<b>VEN</b> Venezuela	<b>TPE</b> Chinese Taipei	<b>NED</b> Netherlands
<b>IVB</b> British Virgin Islands	<b>THA</b> Thailand	<b>POL</b> Poland
<b>ISV</b> United States Virgin Islands	<b>TLS</b> Democratic Republic of Timor Leste	<b>POR</b> Portugal
	<b>TKM</b> Turkmenistan	<b>ROU</b> Romania
	<b>VIE</b> Vietnam	<b>RUS</b> Russian Federation
	<b>YEM</b> Yemen	<b>SMR</b> San Marino
		<b>SRB</b> Serbia
<b>Asia · 44 NOCs</b>		<b>SVK</b> Slovakia
<b>AFG</b> Afghanistan		<b>SLO</b> Slovenia
<b>KSA</b> Saudi Arabia	<b>Europe · 50 NOCs</b>	<b>SWE</b> Sweden
<b>BRN</b> Bahrain	<b>ALB</b> Albania	<b>SUI</b> Switzerland
<b>BAN</b> Bangladesh	<b>GER</b> Germany	<b>CZE</b> Czech Republic
<b>BHU</b> Bhutan	<b>AND</b> Andorra	<b>TUR</b> Turkey
<b>BRU</b> Brunei Darussalam	<b>ARM</b> Armenia	<b>UKR</b> Ukraine
<b>CAM</b> Cambodia	<b>AUT</b> Austria	
<b>CHN</b> People's Republic of China	<b>AZE</b> Azerbaijan	<b>Oceania · 17 NOCs</b>
<b>KOR</b> Republic of Korea	<b>BLR</b> Belarus	<b>AUS</b> Australia
<b>UAE</b> United Arab Emirates	<b>BEL</b> Belgium	<b>COK</b> Cook Islands
<b>HKG</b> Hong Kong, China	<b>BIH</b> Bosnia and Herzegovina	<b>FIJ</b> Fiji
<b>IND</b> India	<b>BUL</b> Bulgaria	<b>FSM</b> Federated States of Micronesia
<b>INA</b> Indonesia	<b>CYP</b> Cyprus	<b>GUM</b> Guam
<b>IRI</b> Islamic Republic of Iran	<b>CRO</b> Croatia	<b>KIR</b> Kiribati
<b>IRQ</b> Iraq	<b>DEN</b> Denmark	<b>MHL</b> Marshall Islands
<b>JPN</b> Japan	<b>ESP</b> Spain	<b>NRU</b> Nauru
<b>JOR</b> Jordan	<b>EST</b> Estonia	<b>NZL</b> New Zealand
<b>KAZ</b> Kazakhstan	<b>MKD</b> Former Yugoslav Republic of Macedonia	<b>PLW</b> Palau
<b>KGZ</b> Kyrgyzstan	<b>FIN</b> Finland	<b>PNG</b> Papua New Guinea
<b>KUW</b> Kuwait	<b>FRA</b> France	<b>SOL</b> Solomon Islands
<b>LAO</b> Lao People's Democratic Republic	<b>GEO</b> Georgia	<b>SAM</b> Samoa
<b>LBN</b> Lebanon	<b>GBR</b> Great Britain	<b>ASA</b> American Samoa
<b>MAS</b> Malaysia	<b>GRE</b> Greece	<b>TGA</b> Tonga
<b>MDV</b> Maldives	<b>HUN</b> Hungary	<b>TUV</b> Tuvalu
<b>MGL</b> Mongolia	<b>IRL</b> Ireland	<b>VAN</b> Vanuatu
<b>MYA</b> Myanmar	<b>ISL</b> Iceland	
<b>NEP</b> Nepal	<b>ISR</b> Israel	
<b>OMA</b> Oman	<b>ITA</b> Italy	
<b>UZB</b> Uzbekistan	<b>KOS</b> Kosovo	
<b>PAK</b> Pakistan	<b>LAT</b> Latvia	
<b>PLE</b> Palestine	<b>LIE</b> Liechtenstein	
<b>PHI</b> Philippines	<b>LTU</b> Lithuania	

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*Olympic Games Rio 2016 – the Fijian rugby sevens team supported by Olympic Solidarity won the first ever Olympic medal (gold) for their country.*

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