

Olympic Solidarity Plan 2017-2020

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

**International Olympic Committee
Olympic Solidarity**

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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



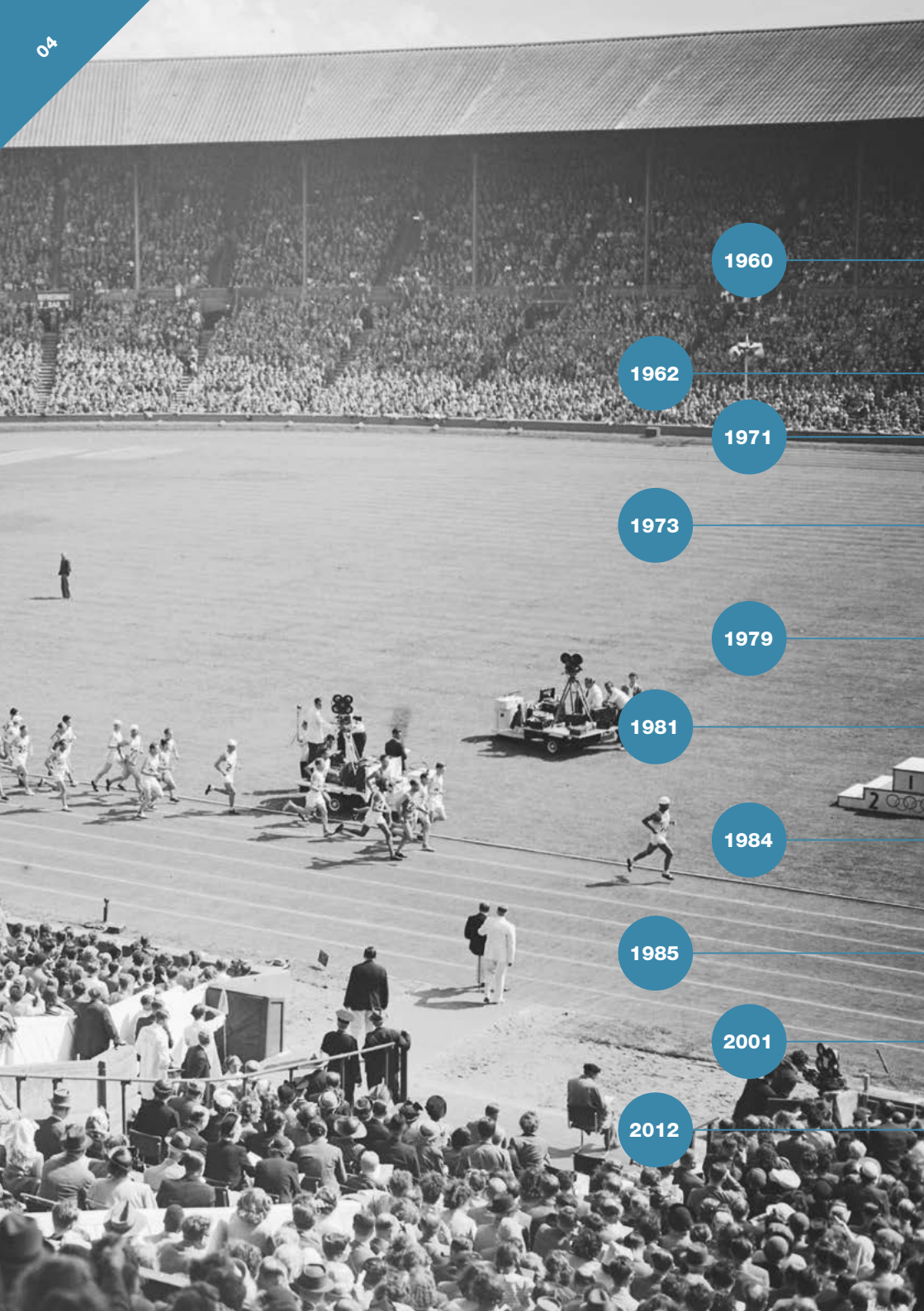
Sheikh Ahmad Al-Fahad Al-Sabah

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.

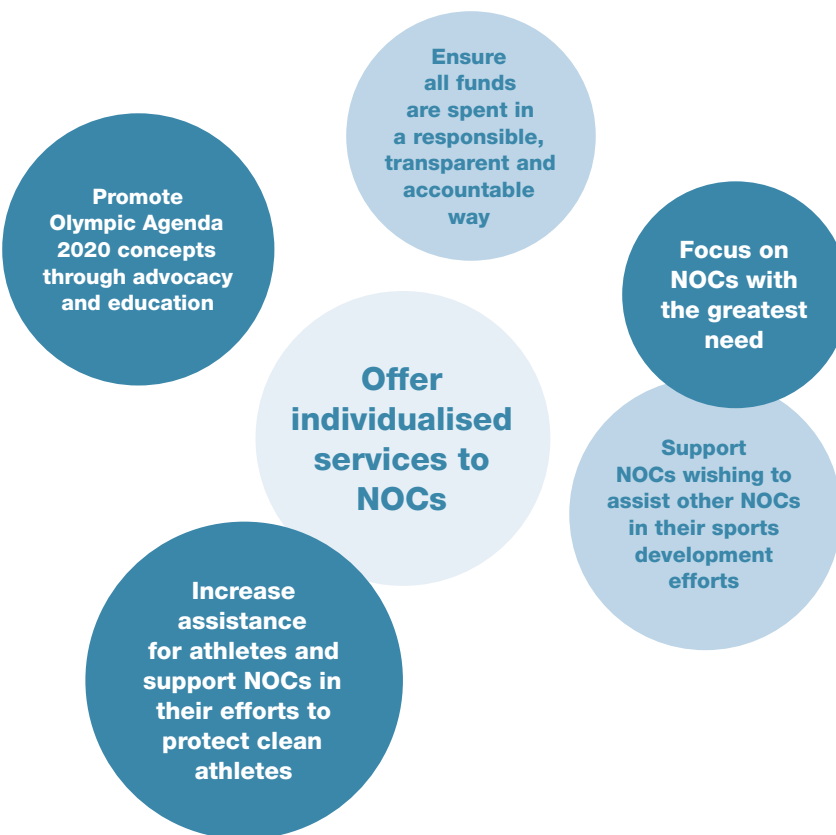
Olympic Solidarity's mission, as defined in *Rule 5* of the Olympic Charter, has remained unchanged for 30 years. Nevertheless, in the process of preparing the 2017-2020 plan, Olympic Solidarity chose to add the concept of "compliance with IOC strategy", to ensure that all the programmes proposed under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

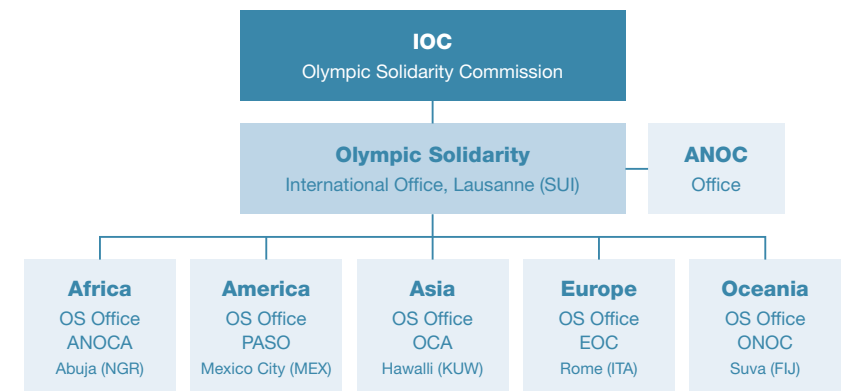


Organisational Structure

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

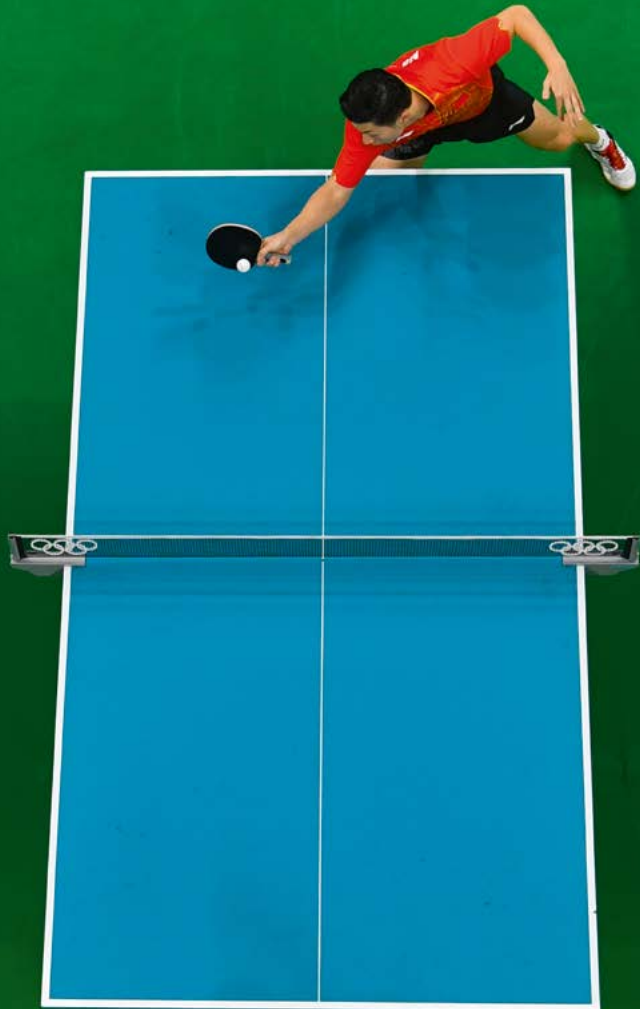
As of 30.04.2017

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



天速

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



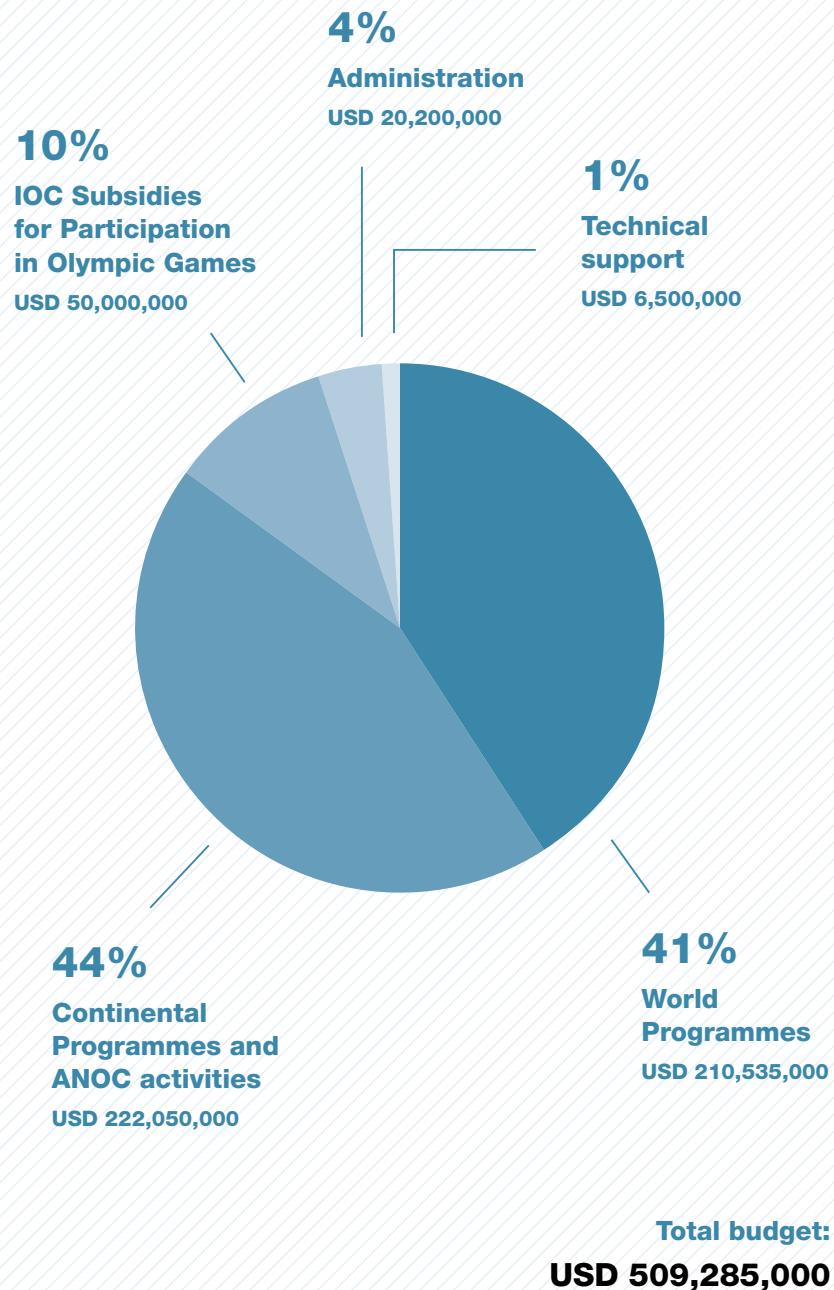
NOC Management and Knowledge Sharing



Promotion of the Olympic Values



Forums and Special Projects



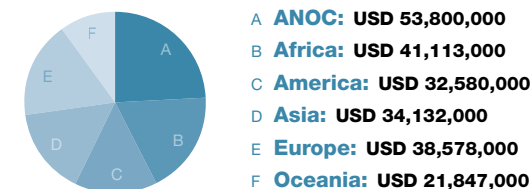
2017-2020 Budget

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

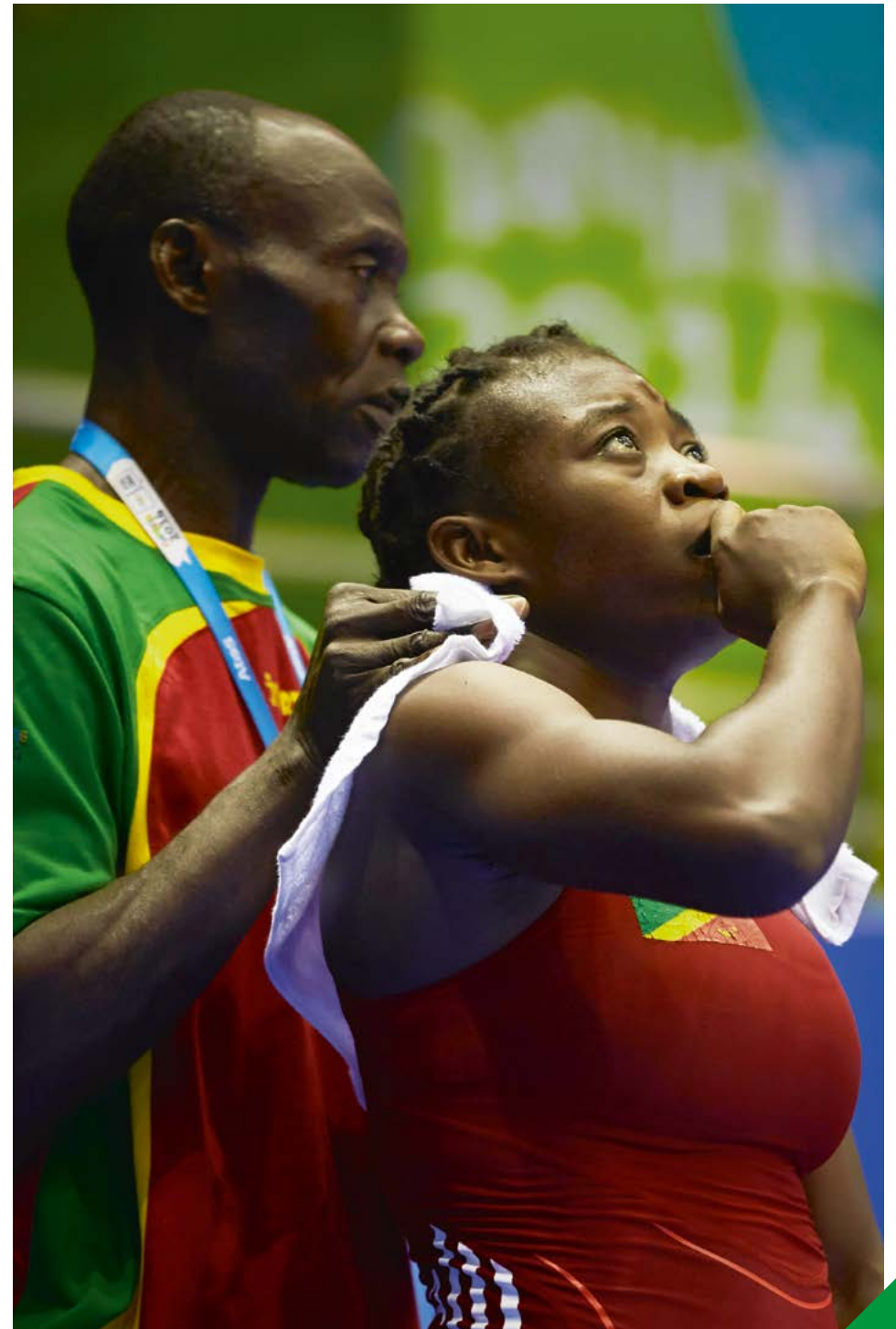
Coaches

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
www.africaolympic.org



PASO

Pan American Sports Organisation
odepa@paso-odepa.org
www.paso-odepa.org



OCA

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



EOC

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



ONOC

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



ANOC

Association of National Olympic Committees
info@acnolympic.org
www.anocolympic.org



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

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 XXIII Olympic Winter Games PyeongChang 2018

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

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

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

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

National Olympic Committees

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

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

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

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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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