Working together
to develop sport and
promote its values

OLYMPIC SOLIDARITY 2021–2024 PLAN

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Message from the President of the International Olympic Committee

Thomas Bach

There is one lesson that I hope we have all learned from the global coronavirus crisis: we need more solidarity. More solidarity within societies and more solidarity among societies.

The worldwide crisis highlighted the relevance of our Olympic Solidarity programme in preserving and spreading our values. This is why since the outbreak of the coronavirus pandemic, the IOC has actively supported the athletes, the National Olympic Committees (NOCs) and the International Federations (IFs) through an emergency COVID aid package programme of 150 million US dollars. Furthermore, as a very strong demonstration of solidarity in action during this global coronavirus crisis, the IOC decided not only to maintain, but even to increase, the 2021-2024 budget of the Olympic Solidarity programme by 16 per cent, to a total budget of 590 million US dollars. Within this budget, the support to athletes has increased by 25 per cent, thus reinforcing the commitment of the IOC to always keep athletes at the heart of the Olympic Movement.

Solidarity is at the core of the Olympic Games which unite the world in all its diversity. In these difficult times, we need the Olympic values more than ever. With these values, sport is ready to contribute to rebuild a more human-centred and inclusive post-coronavirus world.

This is why over the course of the next Olympiad, we will strengthen our Olympic Solidarity programme, which benefits all the athletes from all 206 NOCs, from the IOC Refugee Olympic Team and from all Olympic sports, thereby demonstrating our commitment to solidarity and universality.

In this respect, I would like to thank all the members of the Olympic Solidarity Commission under the leadership of its Chair Robin Mitchell, for their strong dedication and excellent work to put solidarity and universality in sport into practise every day. My thanks go also to the Olympic Solidarity offices around the world for continuing to demonstrate in the best possible way that solidarity runs strong in our Olympic community.

Message from the Chair of the Olympic Solidarity Commission

Robin E. Mitchell

The mission of Olympic Solidarity is to provide assistance to the NOCs and their athletes, in particular those who have the greatest need.

Never has this mission been more important than today, as we see NOCs facing some of the biggest challenges in their history.

The Olympic Solidarity Commission, which I have the honour to chair, has approved the Olympic Solidarity 2021–2024 Plan, of which the fundamental strategic line will be to increase the support offered to the NOCs, and in particular the programmes that benefit their athletes.

For this new plan, Olympic Solidarity will continue to work closely with the 206 NOCs around the world and with the five Continental Associations, and will offer a range of programmes that we hope:

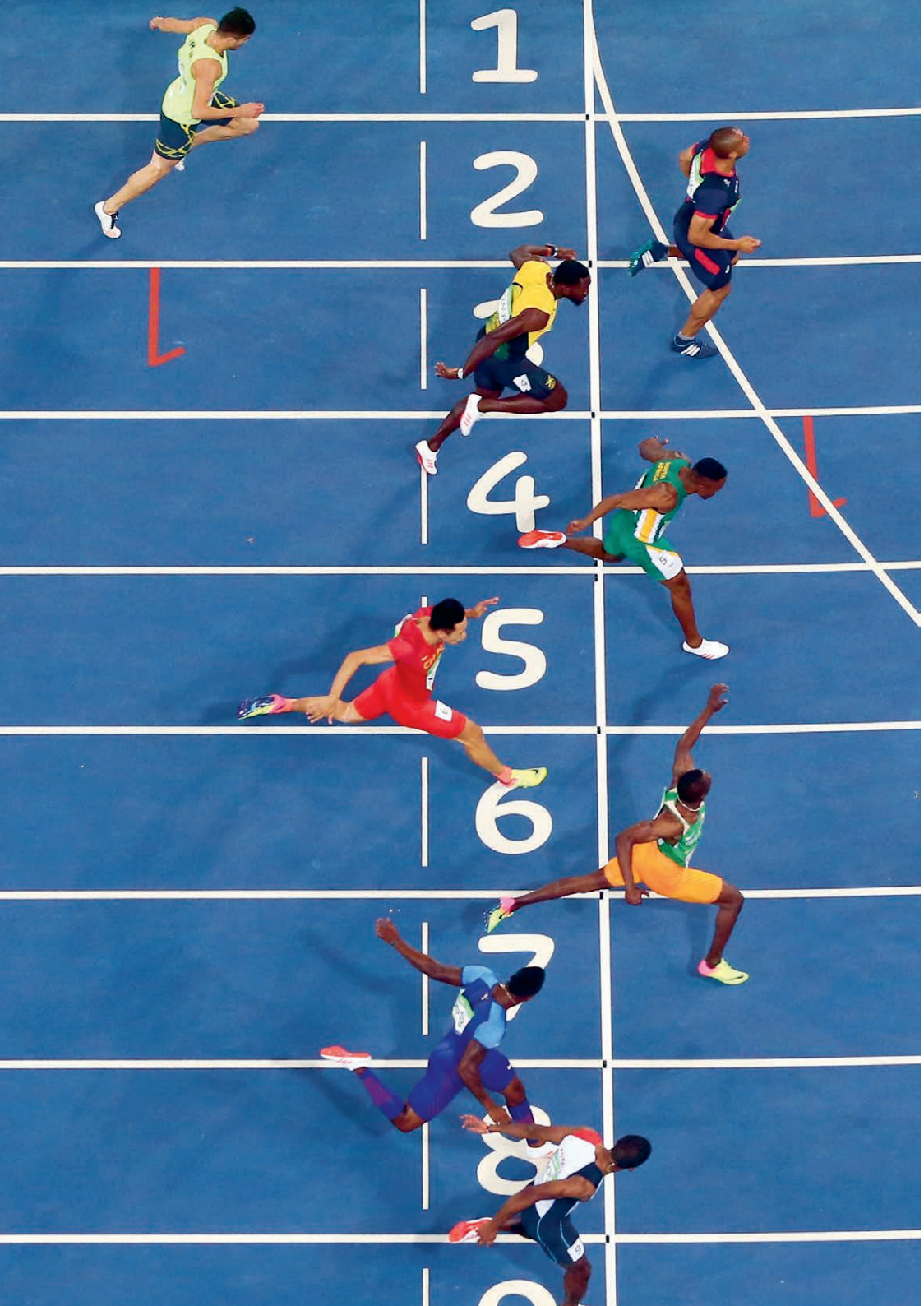
- will impact positively on the universality of the Olympic Games;
- will contribute to the training and education of athletes' entourage members, empowering them to further support the development of their athletes and their sport;
- will help the NOCs to have solid and sustainable administrative structures able to deliver the support needed by their athletes and members;
- will allow the NOCs to promote the Olympic values at a national level;
- and will enable the NOCs to increase their capacity for good governance and effective sports management at national level.

In addition, from January 2021, all the Olympic Solidarity World Programmes and the "NOC Activities" Continental Programme will be managed through a new IT platform called RELAY, which has been developed specifically to facilitate and simplify the application and reporting procedures for the NOCs.

On behalf of the Olympic Solidarity Commission, I would like to take this opportunity to thank the NOCs, the Continental Associations and ANOC, the Olympic Solidarity offices in Lausanne and on each continent, the IFs and all the other partners who work with us on a daily basis to ensure the successful implementation of our programmes, and wish them all the best for the success of their activities over the next four years.

HISTORY OF OLYMPIC SOLIDARITY

1960 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 per cent 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 started to conduct its activities on a quadrennial plan basis and to enjoy 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, IOC member, succeeded Mario Vázquez Raña as Chair of the Commission. **2019** Robin E. Mitchell, IOC member, became Chair of the Olympic Solidarity Commission.



ABOUT OLYMPIC SOLIDARITY

Today, Olympic Solidarity's mission is to provide assistance to NOCs for athlete development programmes, in particular those with the greatest need, so that NOCs can fulfil their responsibilities to the Olympic Movement while adhering to the IOC strategy. This assistance takes the form of multi-faceted programmes prioritising athletes, but also training of coaches and sports administrators, and promoting the Olympic values. These programmes are designed jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary. The mission of Olympic Solidarity is enshrined in Rule 5 (and its bye-law) of the Olympic Charter.

KEY PRIORITIES AND STRATEGIC OBJECTIVES FOR 2021–2024

In line with the IOC's own strategy for 2021-2024, the key priorities of the Olympic Solidarity 2021-2024 Plan are to further develop the opportunities offered to NOCs and position Olympic Solidarity as the Olympic Movement's main reference point for the development of sport. In this respect, all programmes have been reviewed and the internal delivery structure of Olympic Solidarity has been enhanced to provide optimal support to NOCs in their development activities, from grassroots to elite level and beyond. As a result, the strategic objectives of the 2021-2024 plan are the following:

- Empower NOCs to keep athletes at the heart of the Olympic Movement.
- Ensure good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.
- Strengthen the Olympic Movement's solidarity funding model.
- Align with the IOC's strategy for the post-coronavirus world.
- Enable NOCs to contribute to the promotion of the Olympic values.
- Provide tailored services to NOCs.
- Measure the real impact of the Olympic Solidarity programmes and funding on the worldwide development of sport.

TARGETS FOR 2024

By implementing these key priorities of the 2021-2024 plan, the goal of Olympic Solidarity, together with the Continental Associations and the NOCs, is, by the end of 2024, to have impacted positively on the following:

- The universality of the Olympic Games.
- The training and education of athletes' entourages, allowing them to further support the development of their athletes and their sport.
- Helping NOCs to have solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members.
- Enabling NOCs to contribute to the IOC's post-coronavirus global strategy at a national level.
- Informing and engaging 206 NOCs, increasing their capacity for good governance and effective sports management.

Composition of the Olympic Solidarity Commission

as of 1 January 2021

Chair

Robin E. **Mitchell**

Members

Mustapha **Berraf**
Spyros **Capralos**
Marisol **Casado**
Kirsty **Coventry**
Sari **Essayah**
Tony **Estanguet**
Nicole **Hoevertsz**
Neven **Ilic**
Nenad **Lalovic**
Khunying Patama **Leeswadtrakul**
Lingwei **Li**
Gunilla **Lindberg**
Le Grand-Duc Henri de **Luxembourg**
Ahmed **Abu Elgasim Hashim**
Husain **Al-Musallam**
Ricardo **Blas**
Tayyab **Ikram**
Raffaele **Pagnozzi**
Ivar **Sisniega**

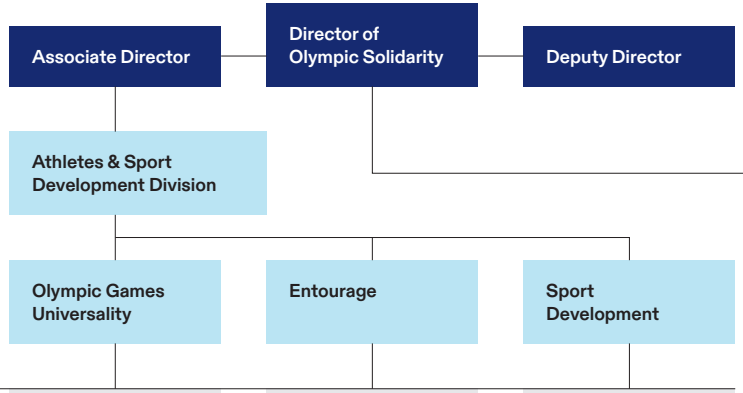
GLOBAL STRUCTURE

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 2021-2024 plan and coordinates them with the respective Olympic Solidarity offices belonging to each of the five Continental Associations of NOCs and ANOC.

ORGANI-SATIONAL DELIVERY STRUCTURE

The Olympic Solidarity international office in Lausanne reports to the Olympic Solidarity Commission, and is responsible for implementing the 2021-2024 plan. The tasks are divided according to the table below.



	Olympic Games Universality	Entourage	Sport Development	Olympic Values, IOC Subsidies & Finance	NOC Management & Knowledge Sharing	Forums, Special Projects & Services
WORLD PROGRAMMES	Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 Team Support Grant	Technical Courses for Coaches Olympic Scholarships for Coaches Athlete Career Transition NOC Athletes' Commission Activity Grant	Development of National Sports System Continental Athlete Support Grant Youth Athlete Development Refugee Athlete Support	Olympic Values Programme	NOC Administration Development National Courses for Sports Administrators International Courses in Sports Management NOC Exchanges	Forums for NOCs and their Athletes Special Projects
STAKEHOLDER MANAGEMENT	Relations with Asia and OCA	Relations with Africa and ANOCA	Relations with IFs and Olympic Refuge Foundation	Relations with Oceania and ONOC	Relations with the Americas and Panam Sports	Relations with Europe, EOC and ANOC
IOC SUBSIDIES				Olympic Games Subsidies YOG Subsidies		
SERVICES	Olympic Games Tripartite Commission invitations			Olympic Solidarity finance Control over the use of Olympic Solidarity funds Meetings with the 7 Olympic Solidarity offices		Communications and publications IT services Olympic Solidarity Commission Continental and ANOC meetings Olympic Games internal costs

2021–2024 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 three development areas and five programme clusters covering specific sports development activities. The Continental Programmes meet the NOCs' specific needs, taking into account the priorities of each continent. IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games support the NOCs at three stages: before, during and after the Games.

WORLD PROGRAMMES

CONTINENTAL PROGRAMMES

IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OG & YOG

Athletes & Sport Development			Values	Capacity Building & Administration
Olympic Games Universality	Entourage	Sport Development	Olympic Values	NOC Management & Knowledge Sharing

2021–2024 BUDGET

In accordance with Rule 5 of the Olympic Charter and its bye-law, the IOC allocates certain funds derived from its revenues to Olympic Solidarity for the purpose of providing assistance to NOCs through various programmes administered on behalf of the IOC by the Olympic Solidarity Commission.

For the Olympic Solidarity 2021-2024 Plan, the development and assistance budget approved by the Olympic Solidarity Commission comes to USD 590,000,000. This figure is based on the estimated revenues from the Games of the XXXII Olympiad Tokyo 2020 and the XXIV Olympic Winter Games Beijing 2022, as well as projected interest from future investments.

Essential elements of the Olympic Solidarity 2021-2024 Plan

16% **INCREASE IN THE 2021–2024 BUDGET**
USD 509,000,000 to USD 590,000,000

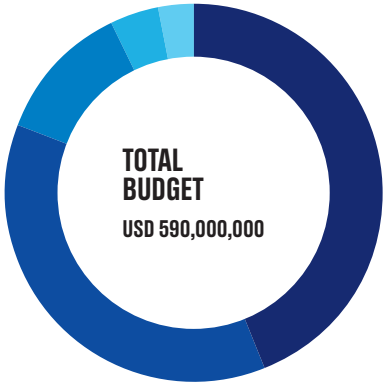
18% **INCREASE FOR THE WORLD PROGRAMMES**
USD 218,000,000 to USD 258,000,000

25% **INCREASE IN SUPPORT TO ATHLETES**
USD 127,000,000 to USD 160,000,000

25% **INCREASE IN NOC ACTIVITIES BUDGET**
USD 400,000 to USD 500,000 per NOC per Olympiad

24% **INCREASE FOR CONTINENT-SPECIFIC PROGRAMMES**
USD 83,000,000 to USD 103,000,000

- **World Programmes**
  USD 258,270,000 (44%)
- **Continental Programmes and ANOC**
  USD 222,100,000 (37%)
- **IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games**
  USD 70,500,000 (12%)
- **Administration**
  USD 22,600,000 (4%)
- **Technical Support Services**
  USD 16,530,000 (3%)



- **Olympic Games Universality**
  USD 79,000,000
- **Entourage**
  USD 38,000,000
- **Sport Development**
  USD 43,000,000
- **Olympic Values**
  USD 25,000,000
- **NOC Management and Knowledge Sharing**
  USD 58,270,000
- **Forums and Special Projects**
  USD 15,000,000

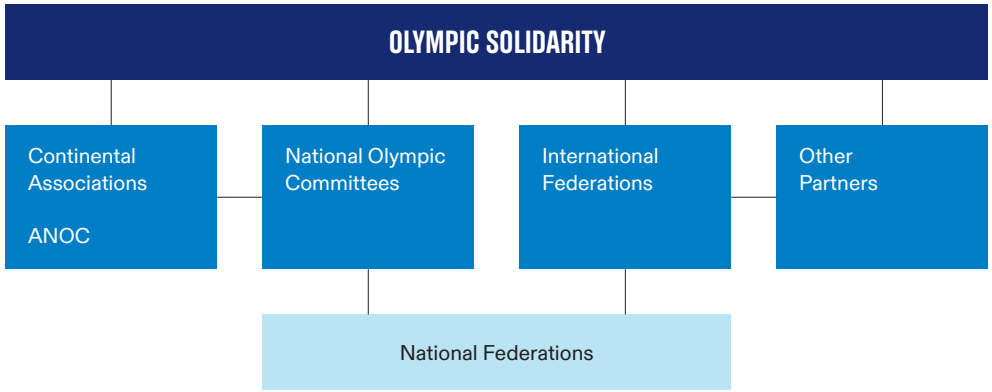
- **ANOC**
  USD 16,000,000
- **Africa**
  USD 51,000,000
- **Americas**
  USD 40,100,000
- **Asia**
  USD 42,200,000
- **Europe**
  USD 47,800,000
- **Oceania**
  USD 25,000,000

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 is analysing applications, providing access to training centres or sharing their expertise.

> “In providing high-performance training and the use of outstanding facilities such as Centre d’Alt Rendiment (CAR), it is guaranteed that success and participation at the Games will remain high.”

Josep Escoda, Head of International Relations & Innovation at the CAR in Sant Cugat (Spain) on the Olympic Scholarships for Coaches programme



WORLD PROGRAMMES

World Programmes provide technical, financial and administrative assistance to the NOCs for the organisation of specific sports development activities. They are essential for enabling the NOCs to fulfil their mission, as defined in the Olympic Charter. To emphasise Olympic Solidarity's priorities and better demonstrate the World Programmes' alignment with the IOC strategy, the programmes are divided into three development areas and five programme clusters.

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, the 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.

3 DEVELOPMENT AREAS	5 PROGRAMME CLUSTERS	20 WORLD PROGRAMMES
Athletes & Sport Development	**Olympic Games Universality**	Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 Team Support Grant
	Entourage	Technical Courses for Coaches Olympic Scholarships for Coaches Athlete Career Transition NOC Athletes' Commission Activity Grant
	Sport Development	Development of National Sports System Continental Athlete Support Grant Youth Athlete Development Refugee Athlete Support
Values	**Olympic Values**	Olympic Values
Capacity Building & Administration	**NOC Management & Knowledge Sharing** (incl. Forums & Special Projects)	NOC Administration Development National Courses for Sports Administrators International Executive Courses in Sports Management NOC Exchanges Forums for NOCs and their Athletes Special Projects

ATHLETES AND SPORT DEVELOPMENT

Athletes and sport development is an essential area to assist those who are at the heart of the Olympic Movement: the athletes. The objective of the programmes included in this development area is to bring athletes the assistance they need, impact positively on the universality of the Olympic Games and contribute to the training and education of athletes' entourages by providing coaches, administrators and other key people who work closely with athletes the opportunity to further support the development of their athletes and their sport.

In order to ensure a successful implementation of these programmes, the organisation of the Olympic Solidarity international office has been enhanced, with three specifically dedicated programme clusters: Olympic Games Universality – Entourage – Sport Development.

13 programmes – All fully focused on assisting athletes:

- At all levels of development
- At all stages of their careers
- All over the world
- In all sports.

WORLD PROGRAMMES

OLYMPIC GAMES UNIVERSALITY

The Olympic Games Universality World Programmes aim to allow NOCs worldwide to support elite athletes and teams by providing them with financial and technical assistance for their preparation for the Games of the XXXII Olympiad Tokyo 2020, the XXIV Olympic Winter Games Beijing 2022, the Games of the XXXIII Olympiad Paris 2024, and the XXV Olympic Winter Games Milano Cortina 2026.

Budget USD 79,000,000
5 programmes

> "Olympic Solidarity support helped propel the women's national team to the Olympic Games, which has had a great impact, especially on girls and young women, improving their participation in sport and inspiring millions of Turkish girls to pursue their dreams."
>
> Eda Erdem Dündar, captain of the Turkish women's national volleyball team

Olympic Scholarships for Athletes Tokyo 2020 (extension) and Paris 2024

Targeted at all NOCs and their athletes, but particularly those with the greatest needs, these two programmes provide financial and technical support to elite athletes with the potential to participate in the Olympic Games and thereby increase their universality. The individual scholarships provide a monthly grant to the beneficiaries to contribute to their preparation and qualification for the Olympic Games, whether in their home country or in a high-level training centre. For Paris 2024, a tailor-made option will be made available for the NOCs with the largest Olympic Games delegations to provide additional flexibility in the use of the programme.

Olympic Scholarships for Athletes Beijing 2022 and Milano Cortina 2026

These two programmes are designed to increase the competitiveness of the Olympic Winter Games by supporting NOCs that can present athletes with a proven winter sports record and technical level. The individual scholarships provide a monthly grant to the beneficiaries to contribute to their preparation and qualification for the Olympic Games. The tailor-made option will be made available for the NOCs with the largest Olympic Winter Games delegations to provide additional flexibility in the use of the programme.

Team Support Grant

The Team Support Grant programme enables NOCs to select a team to receive technical and financial support, over the full 2021-2024 plan, to train for and take part in regional, continental or world competitions, with a view to attempting to qualify for the Olympic Games. In order to increase women's team participation in this programme, NOCs may split the budget available between two teams provided one of the teams is a women's team.

WORLD PROGRAMMES

ENTOURAGE

For athletes and teams, having the right environment is key to progress. So many factors are essential to have the right entourage: people aware of key areas such as anti-doping and protecting clean athletes, and preventing discrimination, harassment and manipulation of competitions. The Entourage World Programmes support members of the entourage, including coaches, by providing them with tools to improve their knowledge at all levels.

These programmes also support other essential aspects of an athlete's career, including being heard off the field of play, for example through their NOC's Athletes' Commission, and planning their career transition, thanks to the training programmes and workshops of the IOC Athlete365 Career+ Power Up Outreach Programme. Another objective of these programmes is to encourage NOCs to take a rigorous approach when selecting their candidates, as course participants will subsequently be expected to help develop the overall sports structure in the region or country, and to promote the participation of women by encouraging NOCs to nominate female applicants for the various programmes.

Budget USD 38,000,000
4 programmes

"It is vital that athletes have the opportunity to become social leaders, to help our communities and to bring through new generations. The Athlete Career Transition programme provides them with the chance to do so."

Eligio Cervantes (Mexico), triathlon, participated in the Athlete365 Business Accelerator to help develop his bicycle business

Technical Courses for Coaches

Coaches who are active in their country and officially recognised by their National Federation get the opportunity to take part in short-term training courses at a variety of levels and dedicated to different topics, enabling them to become better coaches, educators, coach developers, etc. NOCs have the possibility to apply for the standard sport-based courses as well as for courses in physical conditioning, training planning, mental preparation, nutrition, and so on.

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 continuous training at a high-level training centre, university or IF-run establishment. Three types of training course are available to NOCs: training in sports sciences, sport-specific training and tailor-made training.

Athlete Career Transition

This programme provides NOCs with technical and financial assistance to support athletes at various stages of their careers through financial and supportive measures in view of a successful post-sports career. Olympians can develop an individual education project, take the Athlete365 Business Accelerator course in entrepreneurship, or enrol in a Master's degree in Sports Ethics and Integrity (MAiSI). Another option is the Athlete365 Career+ Power Up Outreach Workshops, targeted at NOCs that do not have a national athlete career programme and have an active Athletes' Commission.

NOC Athletes' Commission Activity Grant

The NOC Athletes' Commission Activity Grant is all about empowering athletes and contributing to the development of an effective global athletes' representation network at national level by strengthening direct financial support for NOC Athletes' Commission activities. This grant is available to each NOC, with the objective of offering support to NOCs without an Athletes' Commission so that they can create one, or funding activities proposed by existing and active NOC Athletes' Commissions.

WORLD PROGRAMMES

SPORT DEVELOPMENT

The Sport Development World Programmes focus on promoting the development of sport from grassroots to elite level in collaboration with the International and National Federations and other key partners. They cover four levels of support: supporting young athletes on their path to a promising career and to qualifying for the YOG; supporting athletes in successfully moving from the regional or continental level to the world stage; supporting athletes who had to flee their home country by enabling them to compete as a refugee athletes; and supporting sports development in various countries on a large scale by assisting them in expanding their national sports system.

Budget USD 43,000,000
4 programmes

"The Development of National Sports System programme is the lifeblood of the sport in less wealthy nations, enabling them to close the gap with bigger nations."

Giovanni Postiglione, World Rowing Coaching Director

Development of National Sports System

Through this programme focused on the development of the national sports system, NOCs get the opportunity to develop and strengthen their basic coaching structures and related sports systems by putting in place a medium- or long-term action plan for one or more sports on the Olympic Games programme. NOCs and their National Federations are also encouraged to look at athlete development pathways and good governance policies, to build administrative capacity to support coach and athlete activities, to optimise existing aspects of their overall management, etc., as these are all intrinsically linked.

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 Athlete Development

The Youth Athlete Development programme offers NOCs assistance in identifying and training young athletes for youth competitions, as well as in supporting athletes whose goal is to participate in qualification events for Summer and Winter Youth Olympic Games. NOCs have three options: technical and financial support for identifying and training young athletes; financial support for participating in qualifying events; and variable-term training and competition opportunities organised by the IFs for a limited number of talented young athletes.

Refugee Athlete Support

This programme supports NOCs in countries that admit refugees in identifying and supporting elite refugee athletes. It provides training grants to enable athletes to train for and participate in international competitions, as well as technical and financial assistance to NOCs and refugee camps for the organisation of specific activities for the identification, training and education of refugee athletes.

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 Olympic values are at the core of our activities, therefore a programme entirely dedicated to them has been created within the framework of the Olympic Solidarity 2021-2024 Plan, with the five programmes of the 2017-2020 plan now merged into one single programme, which covers the same areas as up until now.

WORLD PROGRAMMES

OLYMPIC VALUES

The objective of the Olympic Values Programme is to provide the assistance required for NOCs to promote sport for all and the fundamental principles and values of Olympism in the field of sport and education, ensuring a level playing field without discrimination of any kind and supporting athlete health and integrity. The programme is structured around two main results areas:

On an organisational level, the objective of the programme is to ensure that sports organisations are safe, sustainable and inclusive;

On a community level, the aim is to help more people be active in sport and physical activity and to promote Olympic, values-based education, culture and heritage.

To support these results areas, Olympic Solidarity provides three main types of financial assistance:

- Support towards initiatives run by the NOC or with a partner organisation;
- Olympic Values Training Scholarships for candidates nominated by NOCs, aimed at building capacity through various training and educational opportunities;
- Support for Olympic Day celebrations, with the goal of ensuring that all NOCs celebrate Olympic heritage annually by staging sports, cultural and educational activities which address everybody – regardless of age, gender, social background or sporting ability.

Budget USD 25,000,000
1 programme

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

Filomena Fortes, Cape Verde NOC President

CAPACITY BUILDING AND ADMINISTRATION

Assisting NOCs in their development, and supporting them in the services they provide to their constituents, is essential for the long-term development of sport in any country. In addition to programmes focusing on NOCs' administration, this development area also includes forums and workshops given by Olympic Solidarity, in cooperation with the Continental Associations, where concepts as well as strategic and topical information can be shared with the NOCs and their athletes. All these programmes have one common goal: to help the NOCs develop their capacity and thus enable them to fulfil their obligation to ensure support for their athletes, promote the fundamental principles of Olympism and increase their capacity for good governance and effective sports management.

WORLD PROGRAMMES

NOC MANAGEMENT AND KNOWLEDGE SHARING

(INCL. FORUMS AND SPECIAL PROJECTS)

The World Programmes below aim to help NOCs develop and maintain solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members. They focus on providing NOC executives and staff with access to a wide range of training opportunities and courses in several areas linked to running and managing NOCs successfully on a daily basis. Mutual learning and assistance also play an important role in these programmes, as NOCs are encouraged to exchange and share knowledge and experience.

Budget USD 73,270,000
6 programmes

"Not all countries are able to provide training to their leaders. Without Olympic Solidarity it would have been impossible because of the expense. It is also about the social and moral support that the Olympic Solidarity team provides."

Ada Jaffery, member of the NOC of Pakistan's Women & Sports Commission, participated in MEMOS XXI

NOC Administration Development

This programme provides the NOCs with two assistance streams:

- The Administrative Subsidy, which enables NOCs to run their organisations by providing a contribution towards their running costs. An additional grant is available to NOCs with limited sources of funding to enable them to build more sustainable administrative structures that are essential to expand their activities and services;
- The NOC Management Initiatives, which enable NOCs to strengthen their management structures (and address their management weaknesses) by providing a contribution towards projects that aim to improve their management, with a focus on ensuring an appropriate financial management and governance structure and strategic planning, and having an efficient organisation chart with properly trained staff, as well as IT and communication tools that are appropriate for the size of the NOC.

National Courses for Sports Administrators

The goal of this programme is to strengthen the capacity of NOCs and their constituents. NOCs deliver management training in the form of Sports Administrators Courses and Advanced Sports Management Courses targeted at the administrators of the country's sports organisations at a national and regional level. Training materials and course frameworks are provided by Olympic Solidarity, which also oversees the training of course deliverers.

International Executive Courses in Sports Management

Targeted at strengthening the capacity of NOCs and their constituents, this programme provides access to high-level international sports management training through MEMOS (Executive Masters in Sport Organisation Management). The internationally recognised MEMOS course is available to high-level sports managers nominated by their NOCs. It is offered by a network of universities, and comprises several modules conducted 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 Exchanges

This programme aims to strengthen the capacity of NOCs and their constituents by promoting and facilitating the exchange of knowledge and experience among them. NOCs wishing to share their knowledge, experience or resources with the NOCs in greatest need are encouraged to contact Olympic Solidarity in order to identify optimal ways to share what they have to offer. Furthermore, NOCs may propose organising practical workshops on topics of particular interest to specific groups of NOCs. Topical seminars may also be offered to selected NOCs by Olympic Solidarity.

Forums for NOCs and their Athletes

Forums provide a unique opportunity to bring NOCs, athletes on a given continent and Olympic Solidarity together and to discuss specific topics. This enables Olympic Solidarity to respond by organising themed seminars for the NOCs, 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. Moreover, in line with the IOC's commitment to place athletes at the heart of the Olympic Movement, biennial athletes' forums are funded through this programme, in close collaboration with the Continental Associations, their Continental Athletes' Commissions and the IOC Athletes' Commission.

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 AND ANOC

Throughout the Olympic Solidarity 2021-2024 Plan, and in accordance with the Olympic Solidarity's policy of decentralisation, the five Continental Associations of NOCs can offer specific Continental Programmes to their constituent NOCs. Continental Programmes offer the NOCs access to technical, financial and administrative assistance which addresses the specific needs and priorities of the NOCs in that continent. Taking into consideration the global Olympic Solidarity priorities and targets for the 2021-2024 period, they complement the programmes offered at the world level and are administered by each Continental Association Olympic Solidarity office, following consultation and in complete coordination with the Olympic Solidarity international office in Lausanne.

When drawing up and developing their Continental Programmes and budgets for 2021-2024, the Continental Associations should cover several minimum basic and common requirements, including allocating annual direct subsidies of a minimum of USD 125,000 to each NOC for the development of their own NOC programme of national activities, and limiting to a maximum of 30 per cent the share of administration costs and assistance towards the organisation of statutory meetings of the Continental Associations.

Examples of projects covered by the funds devoted to the Continental Programmes include:

- Enabling NOCs to create, where needed, simple, functional and economical sports facilities;
- Organising, in conjunction with the Olympic Solidarity international office and the IOC, biennial Continental Athletes' Commission meetings and forums;
- Providing assistance towards the participation of NOCs and their athletes in recognised continental and regional games;
- Offering tailored advice on sports development, in particular to the NOCs in greatest need;
- Establishing and maintaining a system of monitoring and evaluation of the Continental Programmes' outcomes and impacts.

Each Continental Association and ANOC are required to establish clear procedures relating to the control of the utilisation of the funds and the execution of the programmes, in conformity with the Olympic Solidarity financial control system.

The Continental Association is fully responsible for the technical and financial control of its programmes, and informs the international office in Lausanne of the level of execution of the programmes and the utilisation of the decentralised funds. This exchange of information is essential to provide an overview of the results relating to the individual situation of each of the 206 NOCs recognised by the IOC and to provide a global and unique audit of the total budget managed by Olympic Solidarity over the four-year period.

ANOCA
Association of National Olympic Committees of Africa
info@africaolympic.org
www.africaolympic.com

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

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

EOC
European Olympic Committees
eoc@eurolympic.org
www.eurolympic.org

ONOC
Oceania National Olympic Committees
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ANOC
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IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIC GAMES

The IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games provided by Olympic Solidarity aim to assist NOCs in covering part of the costs linked to their participation in the Olympic Games and the Youth Olympic Games. The financial assistance has two complementary objectives: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and to give additional support to NOCs for their contribution to the development and success of the Games.

These subsidies are managed by the Olympic Solidarity office in Lausanne in coordination with the Organising Committees of the respective Olympic Games. For the Olympic Games, they are given in three phases:

1. **Before the Games,** they cover the travel expenses and accommodation for one person per NOC to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG) and help NOCs that will organise pre-Games training camps in the host country.

2. **During the Games**, they contribute to travel expenses for a number of athletes, team officials and NOC officials, cover accommodation costs for a maximum of two rooms per NOC, and cover Games-related expenses which are not already covered by other sources of funding.

3. **After the Games**, they are paid to the NOCs to compensate their contribution to the success of the Games.

For the Youth Olympic Games, these subsidies are given in two phases:

1. **Before the Games**, they cover 100 per cent of the travel expenses and accommodation costs for one person per NOC at the Chefs de Mission Seminar.

2. **During the Games**, they cover full board at the Youth Olympic Village for the athletes and team officials, as well as the travel expenses of the NOC delegations to travel to the Games.

For the 2021-2024 plan, financial assistance will be provided for the following Games editions:

- Games of the XXXII Olympiad Tokyo 2020

  Following the postponement of the Olympic Games Tokyo 2020, the financial assistance to NOCs has been extended by one year. The budget of USD 56,300,000 originally planned for 2020 has been transferred to 2021.

- The XXIV Olympic Winter Games Beijing 2022

- Games of the XXXIII Olympiad Paris 2024

- 4th Winter Youth Olympic Games Gangwon 2024

Budget USD 70,500,000

ABBREVIATIONS

NOC Associations

ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
Panam Sports	Pan American Sports Organization
OCA	Olympic Council of Asia
EOC	European Olympic Committees
ONOC	Oceania National Olympic Committees

National Olympic Committees

206 NOCs were recognised by the IOC (as of 1 January 2021)

Africa · 54 NOCs

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

Americas · 41 NOCs

ANT	Antigua and Barbuda
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BER	Bermuda
BIZ	Belize
BOL	Bolivia
BRA	Brazil
CAN	Canada
CAY	Cayman Islands
CHI	Chile
COL	Colombia

CRC	Costa Rica
CUB	Cuba
DMA	Dominica
DOM	Dominican Republic
ECU	Ecuador
ESA	El Salvador
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
ISV	Virgin Islands, US
IVB	Virgin Islands, British
JAM	Jamaica
LCA	Saint Lucia
MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
USA	United States of America
VEN	Venezuela
VIN	Saint Vincent and the Grenadines

Asia · 44 NOCs

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

Europe · 50 NOCs

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

Oceania · 17 NOCs

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

International Federations

Sports on the programme of the XXIV Olympic Winter Games Beijing 2022

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
Skating	**ISU**	International Skating Union
Skiing	**FIS**	Fédération Internationale de Ski

Sports on the programme of the Games of the XXXIII Olympiad Paris 2024

Aquatics	**FINA**	Fédération Internationale de Natation
Archery	**WA**	World Archery
Athletics		World Athletics
Badminton	**BWF**	Badminton World Federation
Basketball	**FIBA**	Fédération Internationale de Basketball
Boxing	**AIBA**	Association Internationale de Boxe
Breaking	**WDSF**	World DanceSport Federation
Canoe	**ICF**	International Canoe Federation
Cycling	**UCI**	Union Cycliste Internationale
Equestrian	**FEI**	Fédération Équestre Internationale
Fencing	**FIE**	Fédération Internationale d'Escrime
Football	**FIFA**	Fédération Internationale de Football Association
Golf	**IGF**	International Golf Federation
Gymnastics	**FIG**	Fédération Internationale de Gymnastique
Handball	**IHF**	International Handball Federation
Hockey	**FIH**	Fédération Internationale de Hockey

Judo	**IJF**	International Judo Federation
Modern Pentathlon	**UIPM**	Union Internationale de Pentathlon Moderne
Rowing	**FISA**	World Rowing
Rugby	**WR**	World Rugby
Sailing	**WS**	World Sailing
Shooting	**ISSF**	International Shooting Sport Federation
Skateboarding		World Skate
Sport Climbing	**IFSC**	International Federation of Sport Climbing
Surfing	**ISA**	International Surfing Association
Table Tennis	**ITTF**	International Table Tennis Federation
Taekwondo	**WT**	World Taekwondo
Tennis	**ITF**	International Tennis Federation
Triathlon	**TRI**	World Triathlon
Volleyball	**FIVB**	Fédération Internationale de Volleyball
Weightlifting	**IWF**	International Weightlifting Federation
Wrestling	**UWW**	United World Wrestling

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