



# OLYMPIC SOLIDARITY 2025-2028 PLAN



# CONTENTS

Message from the President of the International Olympic Committee .....	2
Message from the Chair of the Olympic Solidarity Commission .....	4
Olympic Solidarity Mission .....	6
Olympic Solidarity Intended Impact .....	7
Key Priorities for 2025-2028 .....	8
2025-2028 Budget .....	8
Delivering the 2025-2028 Plan .....	12
<b>World Programmes .....</b>	<b>14</b>
<b>Continental Programmes .....</b>	<b>28</b>
<b>IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games .....</b>	<b>32</b>
About Olympic Solidarity .....	34

## International Olympic Committee Olympic Solidarity

Maison Olympique  
1007 Lausanne  
Switzerland

T +41 21 621 61 11

solidarity@olympic.org

<https://olympics.com/ioc/olympic-solidarity>

Cover image: Olympic Scholarship holder for Paris 2024 Thea LaFond, first-ever Olympic medallist for Dominica, celebrating her gold medal in the women's triple jump upon returning home. Photo courtesy NOC of Dominica.

© 2024 – International Olympic Committee – All rights reserved. Printed in Switzerland on FSC 100% recycled paper. Design by DidWeDo. Images: © IOC & Getty Images.



## MESSAGE FROM THE PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE

Thomas Bach



The International Olympic Committee is happy and proud that at the Olympic Games Paris 2024, we were able to bring together the athletes from the territories of all 206 National Olympic Committees (NOCs) and the IOC Refugee Olympic Team. The best athletes of the world competed fiercely against each other. At the same time, they lived peacefully together under one roof in the Olympic Village. They created a culture of peace, sending a powerful message of togetherness, hope and solidarity across the globe. The athletes made these Olympic Games a powerful symbol of peace.

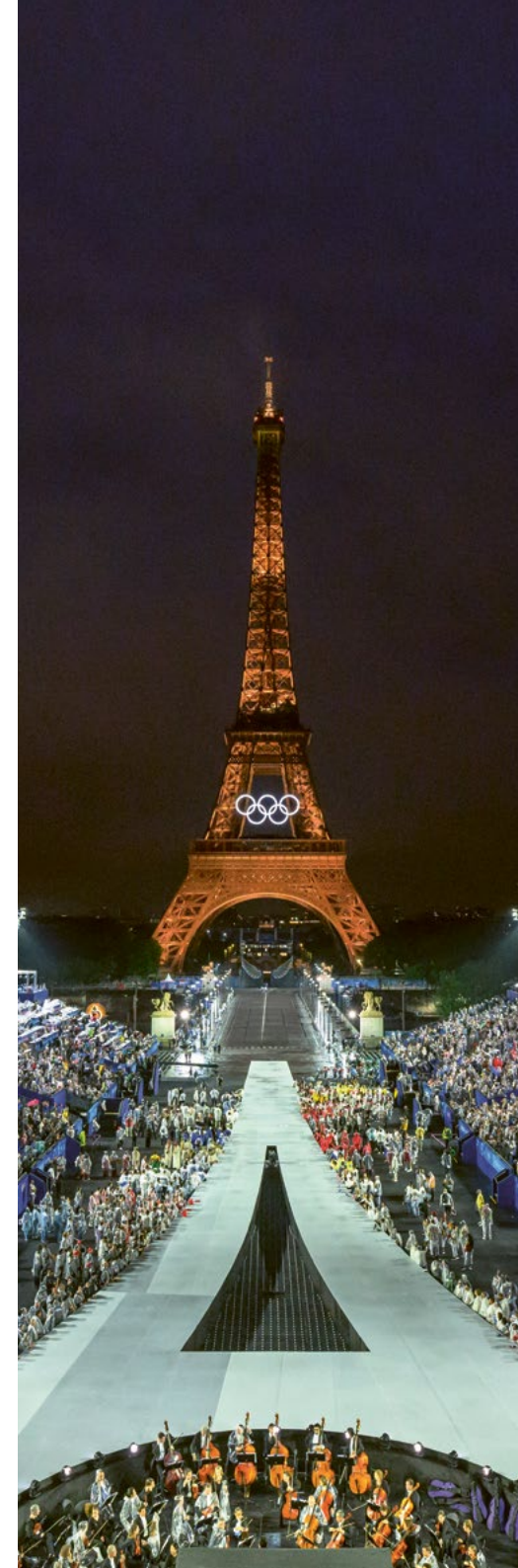
The Olympic Games can only become this inspiring symbol through a fundamental commitment to universality and solidarity. In our Olympic community, we help, we care, we share – with athletes, NOCs, International Federations and sports organisations around the world. We are doing so by giving back 90 per cent of all our revenues to the Olympic community. Every day of the year, 4.2 million US dollars go to support athletes and the development of

sport. Not just a handful of privileged few: every single one of the 206 NOCs around the globe benefits from our Olympic Solidarity.

In the lead-up to Paris, a total of 1,560 athletes from 195 NOCs and 215 teams from 140 NOCs received Olympic Solidarity scholarships for their training, giving these athletes the chance to make their Olympic dream come true. Thanks to this support, many athletes went on to compete and to win historic medals at the Olympic Games Paris 2024.

All this is proof that the many efforts we undertake with Olympic Solidarity are levelling the playing field. This in turn encourages us to believe that we are on the right track to have increased the Olympic Solidarity 2025-2028 budget by 10 per cent to an unprecedented total of 650 million US dollars. This increase will further strengthen the solidarity within our Olympic Movement, allowing more athletes to pursue their Olympic dreams.

Over the last 12 years, the Olympic Solidarity budget has steadily grown, defying financial crises and the pandemic. This remarkable long-term stability of the Olympic Solidarity Programme is a reflection of the excellent work of the Olympic Solidarity Commission, under the great leadership of its Chair, Robin Mitchell. To all of them I would like to express my heartfelt gratitude. My thanks go also to the Olympic Solidarity offices around the world for bringing our shared values of solidarity and universality to life. Thanks to the dedication of so many, we have a strong foundation to continue to make the Olympic Games an inspiring symbol of unity of humankind in all our diversity for generations to come.







## MESSAGE FROM THE CHAIR OF THE OLYMPIC SOLIDARITY COMMISSION

Dr Robin E. Mitchell



Thanks to an ambitious and far-reaching Olympic Solidarity plan, underpinned by the largest budget in our history, we approach the next four years with renewed confidence, secure in the knowledge that a new generation of athletes will benefit from Olympic Solidarity support and that NOCs can continue to rely on a steady flow of funding and guidance for their initiatives.

Our focus for the 2025-2028 period will be on three main development areas – championing athletes, building NOCs' capacity and empowering communities – each of which has been strengthened in important ways.

In terms of championing athletes, more Olympic scholarships are now available to a larger pool of candidates, in particular women and athletes from NOCs with traditionally modest Olympic delegations.

Investment in youth programmes has also been bolstered, with special attention placed on helping young athletes from Africa excel in their chosen sports ahead of the Youth Olympic Games Dakar 2026.

Reflecting the growing number of refugees and forcibly displaced persons across the globe, greater funding is available for NOCs with large refugee populations to identify and support refugee athletes in their countries.

Continental Athletes' Commissions, meanwhile, are now guaranteed an annual subsidy to support their activities.

With respect to building capacity at NOCs, more assistance is available to help them with their operating costs, while continental associations have access to increased funding to continue developing tailor-made programmes that best meet the specific needs of NOCs in their respective continents.

To empower communities, NOCs can receive additional support to ensure more people can benefit from sport and Olympic values education, while at the same time ensuring that their national sports systems are safe, sustainable and inclusive. NOCs are also encouraged to embrace our Olympism365 strategy and capitalise on

various partnerships and consortia that pool funding for maximum impact.

For these reasons and many others (all outlined in greater detail in this brochure), it is hard not to be excited about the four years ahead, and I would like to thank everyone on the Olympic Solidarity Commission, the IOC Executive Board, and all my Olympic Solidarity colleagues in Lausanne and in the continental offices for their exceptional work in putting such a comprehensive and meaningful plan together.

I would also like to extend my sincere gratitude and appreciation to IOC President Thomas Bach for his unwavering support of Olympic Solidarity throughout his term in office. Under his leadership, Olympic Solidarity has continued to move from strength to strength, and the result is an Olympic Movement that has truly become faster, stronger, higher – together.

→ Opening Ceremony of the Olympic Winter Games Beijing 2022.





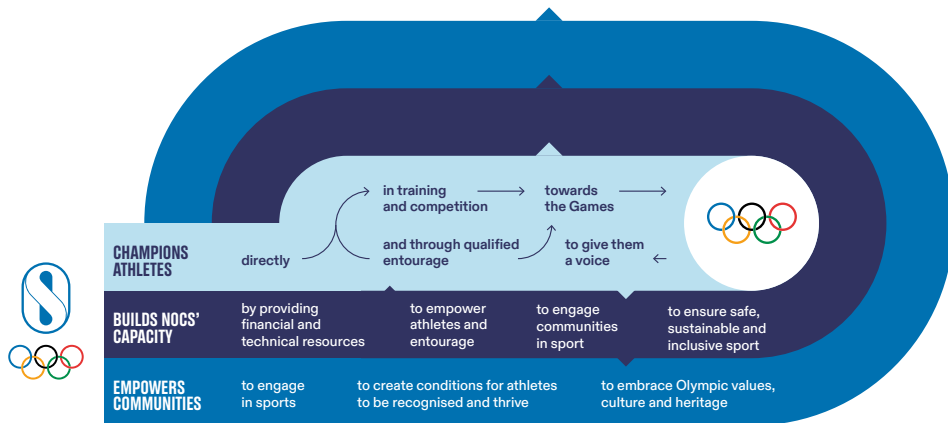
# OLYMPIC SOLIDARITY MISSION

Enshrined in Rule 5 of the Olympic Charter, the mission of Olympic Solidarity is to provide assistance to NOCs,

in particular those with the greatest need. It is fulfilled through a set of multi-faceted programmes designed to help NOCs develop their athletes, coaches and administrators, while also encouraging the promotion of the Olympic principles and values. Together, the programmes and their outcomes contribute to the IOC's mission of building a better world through sport.

## Building a better world through sport

NOCs have the capacity to enable their athletes to train and compete with dignity and integrity, to successfully field an Olympic team, and to promote the fundamental principles and values of Olympism and sport.



# OLYMPIC SOLIDARITY INTENDED IMPACT

By championing athletes, building NOCs' capacity, and empowering communities, Olympic Solidarity strives to achieve the following results:

- allow athletes from all NOCs to train and compete to their full potential, and with dignity and integrity;
- enable NOCs to responsibly fulfil their mission; and
- ensure more people take part in and benefit from sport and Olympism.

↓ Athletes and coaches preparing for the Olympic qualification tournament at the Pacific Games Legacy Sport Center in Honiara in the Solomon Islands, a training opportunity organised by Olympic Solidarity and World Taekwondo through the Youth Athlete Development programme.

To help NOCs achieve the desired results, Olympic Solidarity:

- provides direct assistance to athletes for use on and off the field of play, but with a particular focus on training and competing. This is achieved through qualified coaches and entourage members, and by helping amplify athletes' voices within decision-making bodies of sports organisations;
- provides financial and technical resources that enable NOCs to improve their organisational and individual capacity, thereby allowing them to more effectively and efficiently fulfil their mission; and
- helps NOCs empower communities to engage in and benefit from sport and Olympism, while creating conditions for athletes to thrive.





## KEY PRIORITIES FOR 2025-2028

To achieve Olympic Solidarity’s long-term outcomes, a number of new strategic initiatives have been approved for the 2025-2028 period.

With regard to championing athletes from all NOCs, more Olympic scholarships are now offered, with a priority on gender parity and athletes from smaller NOCs. In anticipation of the Youth Olympic Games Dakar 2026, investment in youth programmes has been expanded, focusing in particular on African NOCs. Support for refugee athletes has been boosted as a reflection of the rising number of forcibly displaced people around the world and growing

interest from NOCs with large refugee populations. NOCs also stand to benefit from an optimised approach to the IOC Subsidies for NOCs’ Participation in the Olympic Games, while athlete representation has been strengthened with the formalisation and standardisation of annual support for continental Athletes’ Commissions.

To build capacity among NOCs, more funding is available to strengthen their administrative structures, while Continental Associations can also take advantage of greater financial support, allowing them to offer additional bespoke support to NOCs while taking into account the specific needs of their region.

Finally, to empower communities, more options are available for NOCs committed to contributing to Olympism365 at the local and national levels, thereby enhancing sport’s contribution to the UN Sustainable Development Goals.

## 2025-2028 BUDGET

In accordance with Rule 5 of the Olympic Charter and its Bye-law, the IOC allocates a portion of funds derived from its revenues to Olympic Solidarity to provide assistance to NOCs through various

programmes administered on behalf of the IOC by the Olympic Solidarity Commission.

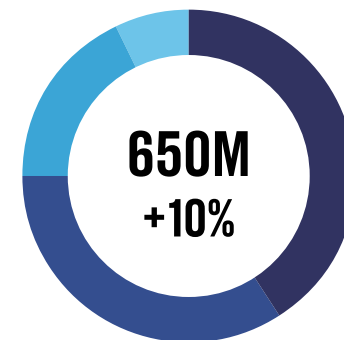
For the 2025-2028 Plan, the development and assistance budget approved by the Olympic Solidarity Commission comes to USD 650 million. This figure represents a 10 per cent increase from the previous four-year period.

“By substantially increasing the Olympic Solidarity budget for another four years, the IOC is sending a clear message to the NOCs that they can continue to count on Olympic Solidarity, especially at a time when athletes’ needs are growing and when costs related to their NOCs’ operations and participation in the Olympic Games and other events are on the rise.”

James Macleod · Olympic Solidarity Director

### 2025-2028 OLYMPIC SOLIDARITY BUDGET IN USD

- 266M World Programmes (41%)
- 222M Continental Programmes (34%)
- 119M IOC Subsidies for NOCs’ Participation in the Olympic Games and Youth Olympic Games (18%)
- 43M Technical Support Services & Administration (7%)



	<b>SCHOLARSHIPS FOR ATHLETES</b>	<b>66M</b>	<b>+16%</b>
Champion Athletes	<b>YOUTH AND SPORT DEVELOPMENT</b>	<b>58M</b>	<b>+10%</b>
	<b>ATHLETE ENGAGEMENT</b>	<b>11M</b>	<b>+10%</b>
	<b>NOCS’ MANAGEMENT</b>	<b>41M</b>	<b>+11%</b>
Build NOCs’ Capacity	<b>CONTINENTAL ASSOCIATIONS’ INITIATIVES</b>	<b>59M</b>	<b>+10%</b>
	<b>PROMOTING OLYMPIC VALUES THROUGH OLYMPISM365</b>	<b>22M</b>	<b>+15%</b>





Serbia's men's water polo team, Paris 2024 gold-medal winners and one of the 215 summer Olympic sports teams supported through a Team Support Grant from Olympic Solidarity during the 2021-2024 Plan.





# DELIVERING THE 2025-2028 PLAN

The delivery of the 2025-2028 plan will be achieved through three main categories of programmes: World Programmes, Continental Programmes and IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games.

Available to all NOCs, the World Programmes are split into two development areas and five programme clusters covering specific sports development activities. The Continental Programmes, managed by the five NOC Continental Associations, meet the NOCs' specific needs, taking into account the priorities and specificities of each continent. IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games support the NOCs in the fulfilment of their key mission: to ensure athletes' participation in the Games.

The overview of these programmes is presented in greater detail in the following pages.

## Control Mechanisms

NOCs must adhere to a set of rules regarding the use of funds earmarked for Olympic Solidarity programmes. Each programme, whether managed from Lausanne or by a continental office, has its own guidelines, which are communicated to NOCs.

In brief, NOCs need to apply for funding and detail how they will spend it. After the project has been completed, NOCs must

file a report about it. Each application and report is reviewed by Olympic Solidarity to make sure it conforms with the programme guidelines. Any unjustified expenses must be reimbursed to the IOC.

Financial compliance is additionally checked by qualified auditors to assess the NOC's financial governance maturity and compliance with Olympic Solidarity financial guidelines as well as the Basic Universal Principles of Good Governance within the Olympic Movement.

The process ensures that funds are used as intended and in the most effective way possible. It also helps identify NOCs that require specific support with their financial management. An action plan, advisory services and funding are then made available to these NOCs to help them improve.

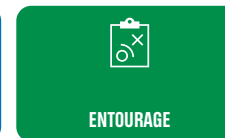
## Monitoring, Evaluation and Learning

A Monitoring, Evaluation and Learning system has been put in place to ensure that the Olympic Solidarity programmes are implemented as intended while also providing a better understanding of the efficacy of their impact. The learnings produced through monitoring and evaluating are then used to improve the design, delivery and effectiveness of the programmes.

## WORLD PROGRAMMES



Athletes & Sport Development



Organisational Capacity & Community Outreach



## CONTINENTAL PROGRAMMES



Africa	America	Asia	Europe	Oceania

## IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIC GAMES



Milano Cortina 2026	Dakar 2026	Winter YOG 2028	Los Angeles 2028
---------------------	------------	-----------------	------------------

“For both the Olympic and Youth Olympic Games, the financial assistance provided has been invaluable for our preparations and participation, helping our NOC to deliver the best possible Games’ experience and memories to our team members.”





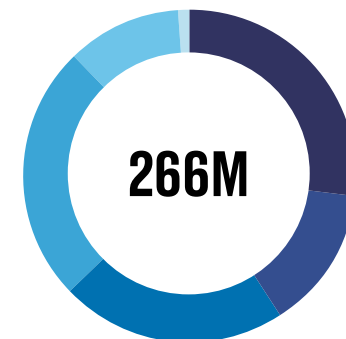
# WORLD PROGRAMMES

World Programmes provide technical, financial and administrative assistance to the NOCs for the organisation of specific sports development activities. They are essential for NOCs to fulfil their mission, as defined in the Olympic Charter.

While the World Programmes are open to all NOCs, budget allocations will favour those with the greatest needs, in keeping with the mission of Olympic Solidarity.

The Olympic Solidarity international office in Lausanne manages the World Programmes in coordination with the respective Continental Associations and in close cooperation with various partners.

## 2025-2028 BUDGET IN USD



### Athletes & Sport Development



#### OLYMPIC GAMES UNIVERSALITY

Olympic Scholarships for Athletes  
Milano Cortina 2026 · Los Angeles 2028 · French Alps 2030  
Refugee Athlete Support



#### ENTOURAGE

Technical Courses for Coaches and Athletes' Entourage  
Olympic Scholarships for Coaches  
Athletes' Commission Support | Athletes' Career Transition



#### SPORT DEVELOPMENT

Development of National Sports System  
Support Grant for Continental Athletes  
Team Support Grant | Youth Athlete Development

### Organisational Capacity & Community Outreach



#### NOC MANAGEMENT & KNOWLEDGE SHARING

NOC Administration Development  
National Courses for Sports Administrators  
International Executive Courses in Sport Management  
NOC Exchanges | NOC Forums



#### OLYMPIC VALUES

Initiatives  
Education & Training Scholarships  
Olympic Day

## ATHLETES & SPORT DEVELOPMENT

Athletes & Sport Development programmes are designed to produce the outcomes related to championing athletes. These programmes have been developed specifically to assist athletes at different levels of development, to raise the knowledge and skill levels of their entourage members, and to improve the structures that support them both on and off the field of play.

The objective of the programmes is to contribute to greater universality at the Olympic Games and the development of sport worldwide. Three main programme clusters fall under the Athletes & Sport Development banner: Olympic Games Universality, Entourage, and Sport Development.

→ Cindy Ngamba, bronze medallist in the women's 75kg boxing event at the Paris Games, the first medal in the history of the Refugee Olympic Team.



## Olympic Games Universality



To make the Olympic Games as competitive and diverse as possible, the Olympic Games Universality programmes offer all NOCs funding opportunities to improve training and competition conditions for Olympic-calibre athletes. These funds will allow NOCs to field competitive Olympic teams at upcoming editions of the Games, including Milano Cortina 2026, Los Angeles 2028, and the French Alps 2030. Support is also available to aid refugee athletes.

### Olympic Scholarships for Athletes Los Angeles 2028

Athletes aiming to compete at the Olympic Games LA28 don't all experience the same training and competition conditions. To help level the playing field by raising the bar for everyone, individual scholarships targeted at NOCs with traditionally smaller delegations provide monthly assistance to selected athletes, while NOCs with the largest delegations and well-established high-performance systems already in place can apply for lump-sum grants that afford greater flexibility in terms of implementation and reporting. To encourage gender parity, Olympic Solidarity will make gender-balanced allocations where possible. Thanks to the 2025-2028 budget increase, the number of individual scholarships per NOC has grown from 5 to 6.





### Olympic Scholarships for Athletes Milano Cortina 2026 and French Alps 2030

Winter Games scholarships are available to assist athletes in training and qualifying for the Olympic Winter Games Milano Cortina 2026 and the French Alps 2030. Similar to the Summer Games version of the programme, individual scholarships and tailor-made options are offered to NOCs depending on the level of their winter sports participation. The goal is to improve training and competition experiences for Olympic-level athletes, while also contributing to the competitiveness and universality of the Games, with a focus on smaller NOCs and women athletes.

“The support through my Paris 2024 scholarship has been a great help with a lot of things that were needed – a lot of things that were rudimentary to javelin throwing and athletics. It has helped me towards achieving my goals.”

Arshad Nadeem, Paris 2024 javelin gold medallist, who made history as the first Pakistani to win an individual gold medal at the Summer Games with an Olympic record-breaking throw.

### Refugee Athlete Support

Open to all NOCs whose countries host refugees, this programme seeks to identify high-level refugee athletes around the world and support them in their preparations for elite-level competitions. Reflecting the growing number of refugees and forcibly displaced persons across the globe, the budget for this programme has grown accordingly since the last four-year period. Financial and technical assistance is available for a limited number of refugee athletes through individual scholarships.

### Entourage



For athletes, being surrounded by the right people can play a huge part in a successful sports career. These programmes support members of the entourage, including coaches, by providing them with the tools necessary to improve their competencies at all levels. Many factors contribute to an effective entourage, including knowledge of key areas such as anti-doping and the prevention of discrimination, harassment and manipulation of competitions. Also included under the entourage banner are programmes designed to support athletes off the field of play, such as giving them a greater voice in the governance of sports organisations and assistance transitioning to successful post-sport careers.

#### Technical Courses for Coaches and Athletes' Entourage

Coaches and other members of an athlete's entourage play important roles in the development of an athlete. That's why Olympic Solidarity offers entourage members, judges, technical officials and others a chance to take part in short-term training opportunities to strengthen their skills, knowledge and competencies. Sport-specific courses are available along with those that focus on cross-disciplinary topics such as physical conditioning, training scheduling and planning, mental preparation, nutrition, etc. When working closely with IFs, NOCs can increase the sport-specific technical knowledge and capabilities of coaches and entourage members within a country. The programme

has been expanded to include a wider range of athletes' entourage members and officials, including, potentially, esports coaches.

#### Olympic Scholarships for Coaches

Continuing education is critical for coaches to stay abreast of all the latest changes and innovations in their field. National sports systems also stand to benefit from better standards of coaching. Financial support is available for coaches to upgrade their skills, knowledge and experience via training over several months at high-level training centres and universities. Three options are available: training in sports sciences, sport-specific training, and customised training options proposed by NOCs.

#### Athlete Career Transition

All athletes eventually face a time where they have to move on from their sports. Olympic Solidarity provides NOCs with financial assistance to support athletes in the acquisition of skills, knowledge and opportunities to pursue successful post-sports careers. A number of options are available, from educational and professional courses to enrolment in Athlete365 workshops, the Business Accelerator course in entrepreneurship, or master's degree studies.

#### Athletes' Commission Support

Athletes' Commission Support is all about empowering athletes and amplifying their voices within the global sports movement. By supporting a wide range of NOC Athletes' Commission activities, from meetings and forums to elections,



or simply creating an Athletes' Commission where none currently exists, NOCs contribute to the development of an effective global network of athletes' representation at the national level. Support is also provided to athlete representatives so they can participate in biennial continental Athletes' Forums.

## Sport Development



To help NOCs foster the next generation of athletes, Olympic Solidarity offers four levels of support in collaboration with International and National Federations and other key partners. Athletes of all levels and abilities can take steps toward reaching their full potential thanks to funding aimed at:

- developing national sports systems;
- nurturing aspiring continental-level athletes on their journey to elite-level status;
- supporting national teams in their training and preparation for major events; and
- helping identify and support young athletes on their path to a promising sports career.

### Development of National Sports System

NOCs whose basic sports structures and training systems are in need of improvement need not look any further, as this programme is designed to elevate everything from coaching and officials' education systems to athlete development and performance pathways, good governance policies, sports medicine projects and more. Preference will be given to NOCs that demonstrate genuine potential for improvement in these fields.

“Whether you are an athlete or a coach, a scholarship from Olympic Solidarity helps you to reach the next stage, to discover high-performance sport. Through the International Coaching Programme PAISAC, I get the opportunity to share experience with coaches from different sports and cultures, which is fantastic.”

Kamel Ait Daoud · Rowing coach · Two-time Olympian (Beijing 2008 & Tokyo 2020) · Algeria

### Support Grant for Continental Athletes

To reach the upper echelons of their respective sports, sometimes all athletes require a little help unlocking better training and competition experiences. This support grant offers continental athletes the opportunity to participate in training camps, pay for coaching costs, or cover the expenses involved in participating in elite competitions considered useful to their general training regime.

### Team Support Grant

The Team Support Grant programme enables NOCs to select a national team to receive technical and financial support over the full 2025-2028 period. With a view to assisting athletes attempting to qualify for the Olympic Games, the grant aims to support national teams that are training for and taking part in regional, continental or world competitions. In order to increase female participation in this programme, NOCs may split the budget available between two teams, provided one of them is a women's team. The grant can be used to fund training camps, coaching, team costs related to participating in competitions, and more.

### 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 selected 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

YOG qualifying events; and variable-term training and competition opportunities organised by the IFs for a limited number of talented young athletes, and, in some cases, coaches and officials. Thanks to a 2025-2028 budget increase, new projects will target athletes in sports on the programme for the Youth Olympic Games Dakar 2026, with particular focus on athletes from African NOCs.

“On behalf of the COGB, I would like to thank and praise all the support and collaboration we had within the framework of the Development of National Sports System and Continental Athlete Support Grant Programme, in collaboration with United World Wrestling, Olympic Solidarity, throughout our preparation for and participation in the Paris Games, as it was essential for all the success achieved. Considering your willingness to support the activities of the COGB, I want to say that, without your support, our activities would not have been carried out, because you are the only partner that supports the development of sport in Guinea Bissau, and all our actions are thanks to the support of Olympic Solidarity.”

Eugénio Lopes · Secretary General · NOC of Guinea Bissau (COGB)



## ORGANISATIONAL CAPACITY & COMMUNITY OUTREACH

NOCs are encouraged to strengthen their operational and administrative capacities and governance by improving their management practices and tools via education and the sharing of best practices between NOCs. Olympic Solidarity supports the development of NOCs through a range of programmes aimed at enabling them to fulfil their obligation to support their athletes and promote the fundamental principles of Olympism.



→ Two young players from Antigua and Barbuda in action at the Eastern Caribbean Volleyball Association (ECVA) U19 Beach Volleyball Championships in St Kitts and Nevis in 2023, a pilot project launched by Olympic Solidarity, through its Youth Athlete Development Programme, and the FIVB.

## NOC Management & Knowledge Sharing



Ensuring that all 206 NOCs meet certain management standards and have consistent levels of administrative capabilities is crucial for the proper delivery of support required by athletes and other members of the national sports ecosystem. Olympic Solidarity helps NOCs build their capacity by supporting them in upscaling their tools and processes, while also providing management training opportunities for elected officials and staff to help them in the day-to-day running of their organisations. Peer-to-peer learning and assistance also play an important role in these programmes, as NOCs are encouraged to share their knowledge and experiences.

### NOC Administration Development

This programme is intended to help NOCs, especially those with fewer resources, cover operational costs and achieve and maintain better management standards. The Administrative Subsidy, increased by 11 per cent for 2025-2028, helps pay for some of the running costs of NOCs, with an additional grant available for those with limited resources to build more sustainable administrative structures essential to expand activities and services.

The NOC Management Initiatives enable NOCs to strengthen their structures and address any management weaknesses they may have. Operational capacity can be reinforced through projects aimed at ensuring appropriate financial governance



and management, assistance with strategic planning, upgrading information technology tools, improving communications, and more.

### National Courses for Sports Administrators

Athletes aren't the only ones looking to raise their game. Off the field of play it is important for sports administrators to also stay up to date on current management techniques and best practices, which is why Olympic Solidarity offers Sports Administrators Courses and Advanced Sports Management Courses. Ultimately, the better skilled and equipped elected officials and paid staff are at NOCs, the better the managerial capacity and workflow. Training materials and course frameworks are provided by Olympic Solidarity, which also oversees the training of course deliverers. NOCs receive incentives to provide equal access to these professional training opportunities, striving for a minimum of 40 per cent women participation.

### International Executive Courses in Sport Management

To strengthen 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). Delivered by a network of universities, the course comprises several modules conducted over the course of a year and is offered in three languages (English, French and Spanish). Participants are required to develop a professional project that seeks to improve an aspect of their organisation's management

or sport development within their respective countries.

### NOC Exchanges

Sometimes the greatest lessons are learnt directly from our peers. That is the thinking behind the NOC Exchanges programme, whose objective is to facilitate knowledge sharing and the exchange of best practices between NOCs. From financial management and human resources to safeguarding and sport development, the programme is designed to enable all NOCs to operate more efficiently and autonomously. Two types of exchanges/workshops can be held: those proposed by NOCs and those proposed by Olympic Solidarity.

### NOC Forums

NOC forums provide a unique opportunity to bring NOCs and Olympic Solidarity together for knowledge sharing, information exchange, and networking opportunities. Forums can be themed according to different functional areas within the NOCs or to cover timely topics, such as the preparation of delegations for the next edition of the Olympic Games.

**“I am proudly a MEMOS Master and an Alberto Madella award recipient, and certainly taking this programme was a major milestone in my academic and professional career.”**

IOC Member Damaris Young · President of the Panama NOC and MEMOS graduate



## Olympic Values



The Olympic Values programmes provide the assistance required by NOCs to bring the fundamental principles of Olympism to life and fulfil their role as outlined in the Olympic Charter. The programmes help NOCs empower communities by allowing them to engage in and benefit from sport and Olympism, while creating conditions for athletes to thrive. They also build on the IOC's Olympism365 strategy to enhance the contribution of sport within the framework of the United Nations' Sustainable Development Goals (SDGs).

### Olympic Values Initiatives

The Olympic Charter states that the role of NOCs is to promote the fundamental principles and values of Olympism in their countries, in particular in the fields of sport and education. The Olympic Values Initiatives programme offers funding and expertise to NOCs working to institute organisation-level change and/or community-level change.

The organisation-level change will result in NOCs and national sports organisations leading a movement that is safe, sustainable, and inclusive. Through community-level change, NOCs and national sports organisations help people: find

← Olympic Scholarship holder for Beijing 2022 Zoi Sadowski Synnott of Team New Zealand winning the gold medal at Beijing 2022 during the women's snowboard slopestyle final.





a community in sport and be physically active; build social, moral and transferable life skills through Olympic and values-based education; and create and experience Olympic culture and heritage.

NOCs can benefit from this programme in different ways: as “implementers”, as “partners” (joint implementation), or as “funders” (with another organisation implementing), for example by joining the Olympism365 consortia.

### Olympic Values Education & Training Scholarships

Specific scholarships are offered to NOC administrators and medical personnel to attend training or other educational opportunities aimed at deepening their knowledge in a wide range of fields, including sports medicine, nutrition, mental

“We are confident that the Empowering Girls Through Sport project, supported by Olympic Solidarity and implemented across four Turkish schools with the participation of approximately 1,000 girls, significantly enhances their physical, mental and social development through the power of sport.”

health, anti-doping, safeguarding and more. By boosting skills and know-how, Olympic Movement stakeholders will be better equipped to enable organisational and community-level change.

### Olympic Day

Olympic Day is an annual celebration of sport, health and community. It invites everyone around the globe to be physically active on or around 23 June every year. The Olympic Charter encourages NOCs to organise Olympic Day events to promote the Olympic Movement and Olympic values. To that end, this programme offers subsidies to NOCs to help them organise Olympic Day celebrations with an eye to encouraging people to practise sport and be physically active, while also learning more about Olympic culture, heritage and values.





# CONTINENTAL PROGRAMMES

The five Continental Associations of NOCs manage Continental Programmes specific to their constituents through their continental Olympic Solidarity offices.

Continental Programmes offer NOCs access to technical, financial and administrative assistance that addresses the specific needs and priorities of the NOCs in that continent by complementing the World Programmes.

The Olympic Solidarity Commission also makes funds available to ANOC for use in initiatives aligned with ANOC's mission to "facilitate the cooperation and exchange of knowledge between the NOCs; promote the common and collective interests of the NOCs and of the athletes; collaborate with all key partners for the sustainability of the Olympic Movement".

## 2025-2028 BUDGET IN USD



In each continent, Continental Programmes will include at minimum:

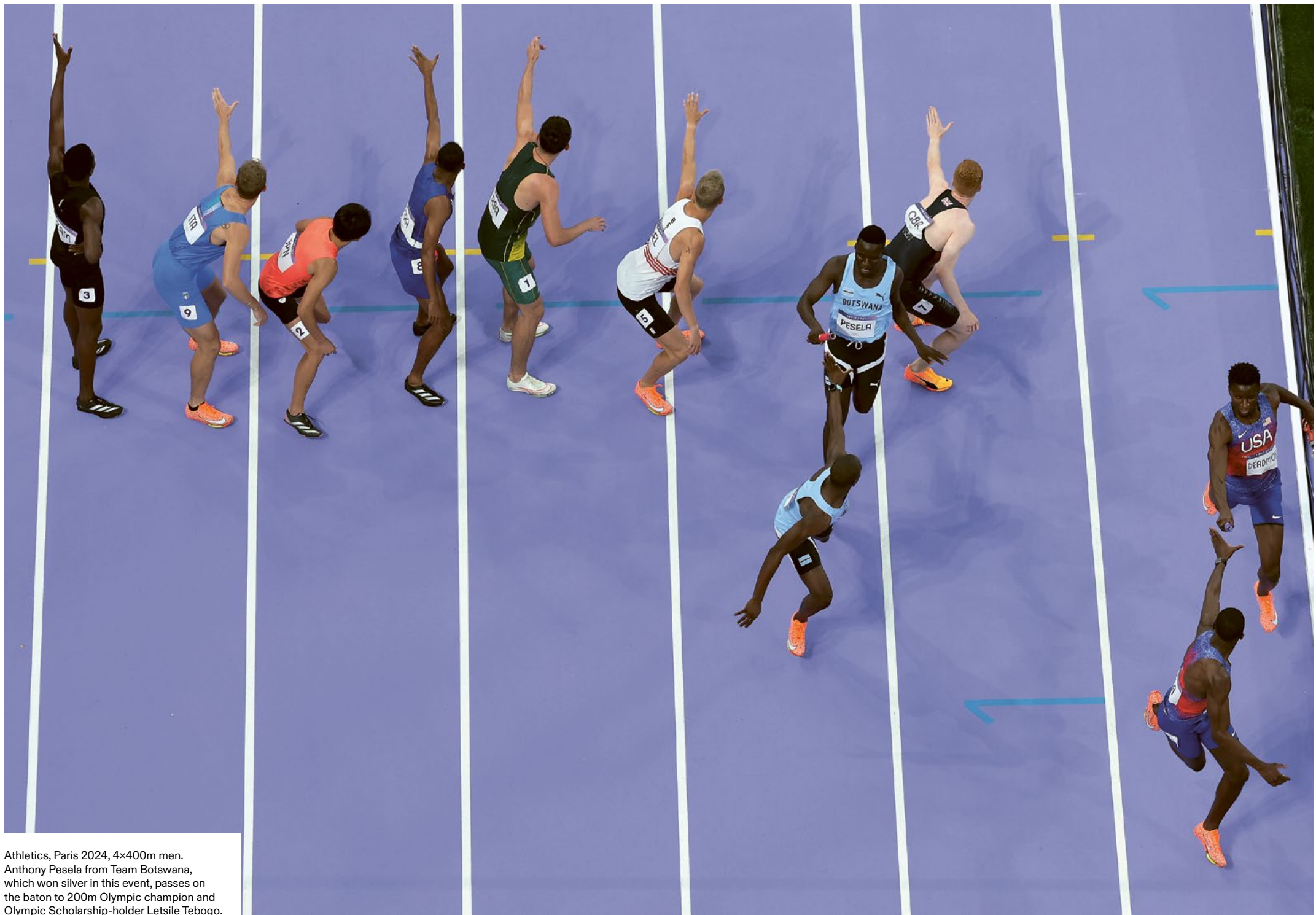
**NOC Activities programme** — to assist NOCs in the development of their own projects.

**Support for Continental Athletes' Commissions** — to assist athletes through their continental Athletes' Commissions by funding activities such as meetings and forums.

**Continental Association's Initiatives** — at the discretion of each Continental Association, the remaining initiatives should:

- reflect the global Olympic Solidarity mission, intended impact and priorities;
- provide funding for targeted NOCs to create, where needed, simple, functional and economical sports facilities;
- help NOCs and their athletes take part in recognised continental and regional games;
- offer individualised advice on sports development, in particular to NOCs in greatest need;
- focus on strengthening the NOCs' administration;
- allocate the majority of the funds for the direct benefit of the NOCs on each continent.





Athletics, Paris 2024, 4x400m men. Anthony Pesela from Team Botswana, which won silver in this event, passes on the baton to 200m Olympic champion and Olympic Scholarship-holder Letsile Tebogo.





# IOC SUBSIDIES FOR NOCS' PARTICIPATION IN THE OLYMPIC GAMES AND YOUTH OLYMPIC GAMES

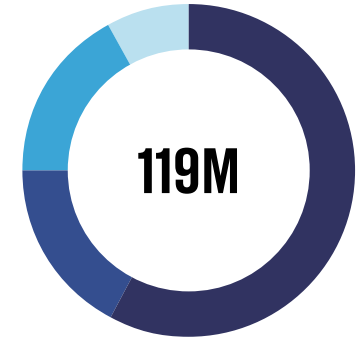
The IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games aim to assist NOCs in covering part of the costs linked to their participation in the Olympic Games and the Youth Olympic Games. The financial assistance has two complementary objectives: to help foster the universal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

To achieve these goals, the IOC Subsidies contribute to covering NOCs' expenses before, during and after the Games.

## 2025-2028 BUDGET IN USD

IOC Subsidies for NOCs' Participation in the:

- **69M** Olympic Games Los Angeles 2028 (58%)
- **20M** Olympic Winter Games Milano Cortina 2026 (17%)
- **20M** Youth Olympic Games Dakar 2026 (17%)
- **10M** Winter Youth Olympic Games 2028 (8%)



### Olympic Games

IOC Subsidies for NOCs' Participation in the Olympic Games support the NOCs in covering expenses linked to their participation in the Games, such as participation in the Chefs de Mission Seminar, travel to the Games for athletes, team officials and the NOC Presidents and Secretaries General, accommodation during the Games for NOC Presidents and Secretaries General. Funds are also available to help NOCs with their Games-time operational costs and athletes with their pre-Games training camps (summer Games only).

### Youth Olympic Games

IOC Subsidies for NOCs' Participation in Youth Olympic Games cover participation in the Chefs de Mission Seminar, as well as travel to the Youth Olympic Games and room and board at the Youth Olympic Village for athletes and officials.

“The pre-Games Training Camp in Divonne-les-bains was a great complement to my Olympic Games preparation. Through the training camp I was able to acclimatise and prepare mentally in a setting that is conducive to what I am comfortable with and is according to international weightlifting standards. In turn, this allowed for a performance I was very proud of in the Paris 2024 Olympic Games. Thanks to Olympic Solidarity for supporting the pre-Games Training Camp! I would recommend athletes make use of the opportunity in the future”.

Kaimauri Erati · Olympic weightlifter  
(Paris 2024 – men's 61kg) · Kiribati



# ABOUT OLYMPIC SOLIDARITY

## Olympic Solidarity Commission

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 establishing 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 approve its main decisions, including the programmes and budgets for the Olympic Solidarity plans.

A current list of Olympic Solidarity Commission members can be found at <https://chk.me/sqhYJ4z>.



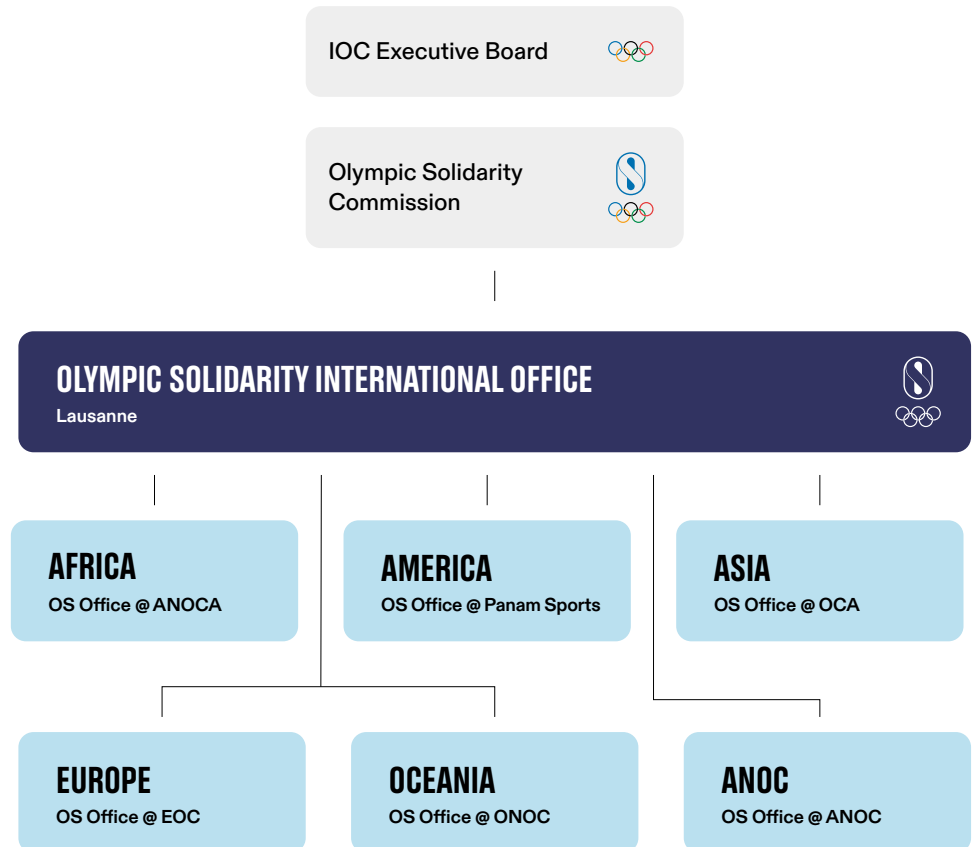
↓ Olympic Scholarship holder for Paris 2024 Arshad Nadeem during the Paris 2024 men's javelin throw final, on his way to a historic gold for Pakistan.



## Global Structure

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 related to the implementation of the 2025-2028 plan, and coordinates them with the respective Olympic Solidarity offices at each of the five Continental Associations of NOCs and ANOC.





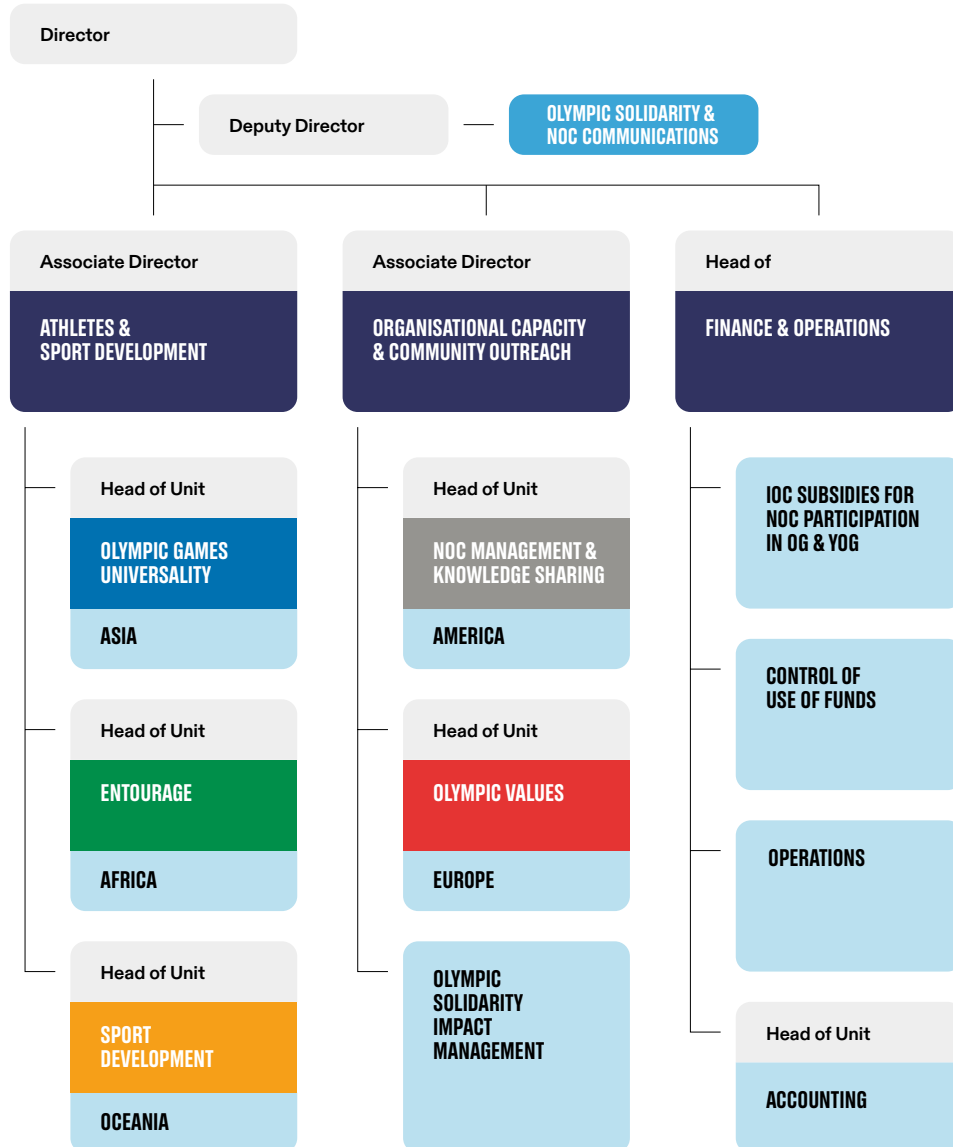
Japan's women's ice hockey team, one of the teams on a Team Support Grant, celebrating at the Olympic Winter Games Beijing 2022.





## Organisational Delivery Structure

The Olympic Solidarity international office in Lausanne reports to the Olympic Solidarity Commission and is responsible for implementing the 2025-2028 plan. The tasks are divided according to the figure below.



## 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 an important, clearly defined role in the various phases of the programmes, whether this is feedback on athletes' chances to qualify for the Olympic Games, providing access to training centres or sharing their expertise.

For the full list of Olympic Solidarity partners, please visit <https://chk.me/stUXcox>.



“The partnership between World Taekwondo and Olympic Solidarity has been instrumental in advancing the development of Taekwondo in underrepresented regions. Through our joint efforts, we have not only nurtured talented athletes, but also fostered peace, inclusion, and

## History of Olympic Solidarity

In 1960, the IOC decided to set up its own assistance programme for the NOCs. You can read what happened next at <https://chk.me/vIU1zHw>.



## National Olympic Committees

As of 2024, 206 NOCs are recognised by the IOC. The full list is available at <https://chk.me/eGKHev3>.



empowerment through sport. The positive results are evident in the growing participation and the success of athletes from developing countries, which reinforces the importance of our collaboration for the future.”

Seung-min Lee · Head of the Member Relations & Development Department · World Taekwondo



International  
Olympic  
Committee

Maison Olympique  
1007 Lausanne, Switzerland  
[www.olympics.com/ioc](http://www.olympics.com/ioc)