

School of Human Kinetics

Faculty of Health Sciences

University of Ottawa

EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



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How to Better Use of Olympic Solidarity Programmes for the National Olympic

Committee of Timor-Leste

Angelo Venceslau

Tutored by Professor Jean-Loup Chappelet

IDHEAP Swiss Graduate School of Public Administration

University of Lausanne



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List of Abbreviations

AOI	An Individual Athlete
CONTL	Comitê Olímpico Nacional de Timor-Leste
FBTL	Federação de Badminton de Timor-Leste
FNTL	Federação Natação de Timor Leste
FTLA	Federação Timor-Leste Atletismo
IF	International Federation
IOC	International Olympic Committee
OCA	Olympic Council of Asia
OS	Olympic Solidarity
OSO	Olympic Sport Organisations
NF	National Federation
NOC	National Olympic Committee

Abstract

The aim of this research is to explore utilisation and impact of Olympic Solidarity programmes in the National Olympic Committee of Timor-Leste and to provide recommendations on how to better use of Olympic Solidarity programmes in the future. This research project utilised a quantitative and qualitative approaches.

Data collection involved online Zoom meetings, face-to-face interviews, and document analysis. Semi-structured interviews were conducted with various stakeholders, including the NOC representatives, national federations, athletes, coaches, and representative from the Olympic Council of Asia. The document review encompassed Olympic Solidarity reports, funding guidelines, previous applications, and literature sources. Through data analysis, key themes and patterns were identified, providing insights into the utilisation of Olympic Solidarity programmes by the National Olympic Committee of Timor-Leste.

This project highlights the need for increased utilisation of Olympic Solidarity programmes and proactive approach in setting priorities and applying for these funds. The National Olympic Committee of Timor-Leste should familiarise itself with Olympic Solidarity guidelines, prioritise the use of funds for athletes and sports development. It also provides the necessity for the National Olympic Committee of Timor-Leste should develop its strategic planning and capacity building.

Key Words: Olympic Solidarity, World Programmes, Continental Programmes, International Olympic Committee, National Olympic Committee of Timor-Leste, Human Resources, Strategic Management.

Résumé

L'objectif de cette recherche est d'explorer l'utilisation et l'impact des programmes de Solidarité Olympique au sein du Comité National Olympique du Timor-Leste et de fournir des recommandations sur la manière de mieux utiliser les programmes de Solidarité Olympique à l'avenir. Ce projet de recherche a utilisé des approches quantitatives et qualitatives.

La collecte des données s'est faite par le biais de réunions Zoom en ligne, d'entretiens en face à face et d'analyses de documents. Des entretiens semi-structurés ont été menés avec diverses parties prenantes, notamment des représentants des CNO, des fédérations nationales, des athlètes, des entraîneurs et des représentants du Conseil olympique d'Asie. L'analyse des documents a porté sur les rapports de la Solidarité Olympique, les directives de financement, les demandes antérieures et les sources documentaires. L'analyse des données a permis d'identifier des thèmes et des schémas clés qui donnent un aperçu de l'utilisation des programmes de Solidarité Olympique par le Comité National Olympique du Timor-Leste.

Ce projet souligne la nécessité d'une utilisation accrue des programmes de Solidarité Olympique et d'une approche proactive dans la définition des priorités et la demande de ces fonds. Le comité national olympique du Timor-Leste devrait se familiariser avec les lignes directrices de la Solidarité olympique et donner la priorité à l'utilisation des fonds pour les athlètes et le développement du sport. Il est également nécessaire que le Comité National Olympique du Timor-Leste développe sa planification stratégique et le renforcement de ses capacités.

Mots clés: Solidarité Olympique, Programmes Mondiaux, Programmes Continentaux, Comité International Olympique, Comité National Olympique du Timor-Leste, Ressources Humaines, Gestion Stratégique.

Chapter I – Introduction

Background

Timor-Leste is a small country that has consistently focused on nation-building, including the development of human resources in sport management and the rehabilitation of sports infrastructure, as well as the construction of new facilities. The country is located in the Southeast Asia and shares borders with Indonesia and Australia, with a total population of 1.3 million inhabitants.

The National Olympic Committee of Timor-Leste, known as the Comitê Olímpico Nacional de Timor-Leste (CONTL). It was founded on 29 April 2000 and officially recognised by the International Olympic Committee (IOC) in 2003. The first Team Timor-Leste brought by CONTL to participate in the international multi-competitions was the Sydney 2000 - Olympic games. Timor-Leste was represented by four athletes for this competition that consisted of three men and one woman from the sports of athletics, boxing, and weightlifting. These athletes marched at the Opening Ceremony under the IOC's flag as An Individual Athlete (AOI).

Since CONTL became a member of the IOC, it has consistently sent athletes to compete in both the summer and winter Olympic games under the flag of Timor-Leste. At the summer Olympic games in Athens 2004, Beijing 2008, London 2012, Rio de Janeiro 2016, and Tokyo 2020, Timor-Leste's athletes secured participation through invitation spots. Similarly, at the winter Olympic games held in Sochi 2014, PyeongChang 2018, and Beijing 2022, Timor-Leste's athletes demonstrated their ability by qualifying to compete in these competitions.

To fulfil its mission of providing support for athletes representing Timor-Leste at the Olympic games, Asian games, Southeast Asian games, and other world multi-sports

competitions. CONTL has registered twenty-four National Federations (NFs) affiliated with the International Federations (IFs) governing sports included in the programmes of the Olympic games and youth Olympic games under its umbrella. These national federations governing sports including aquatics, archery, athletics, badminton, basketball, boxing, canoeing, cycling, football, handball, hockey, judo, karate-do, modern pentathlon, sailing, shooting, skateboarding, skiing, table tennis, taekwondo, tennis, triathlon, volleyball, and weightlifting. According to the constitution of CONTL, it operates as a non-profit organisation, functioning as an independent legal entity established in accordance with the IOC regulations. CONTL has sole responsibility for selecting and organising Team Timor-Leste, which is represented at the Olympic games, Asian games, Southeast Asian games, and other multi-sports competitions. The aims of CONTL, as stated in Article 6 of its statutes, are as follows:

- a. To develop and depend the Olympic movement and sports in general, in accordance with the Olympic Charter.
- b. To propagate the fundamental principles of Olympism at national level within the framework of sports activity and otherwise contribute, among other things, to the diffusion of Olympism in the teaching programmes of physical education and sports in schools and university establishments. It sees to the creation of institutions which devote themselves to Olympic education. In particular, it concerns itself with the establishments and activities of the national Olympic Academy, and Olympic Museum and cultural programmes related to the Olympic movement.
- c. To encourage participation in sports as a means of building character, keeping healthy, preserving in environment and furthering social harmony and interaction.
- d. To ensure the observance of the Olympic Charter in East Timor.

- e. To fight against the use of substances and procedures prohibited by the IOC or the IFs, in particular by the co-operating with the competent national authorities so that all medical controls may be performed in optimum conditions.
- f. To promote ethical conduct in competitions and relations among athletes, organisers and others sports agents.
- g. To help in the training of sports administrators.
- h. To take measures towards eradicating discrimination based on sex, race, or religion in the practice and management of sports.
- i. To represent East Timor in the Olympic games and other events sponsored by the IOC.
- j. To designate the city which may apply to organise Olympic games in East Timor.
- k. To represent the national sports federations, within the realm of their duties, before the governments and official bodies.
- l. To work to maintain, harmonious and cooperative relations with appropriate governmental bodies while preserving its autonomy and resisting all pressures of any kind, including those of a political, religious or economic nature, that may prevent it from complying with the Olympic.

Presentation of the Problem

The main source of revenue for CONTL comes from Olympic Solidarity (OS) funds, which are allocated to its athletes and sports development programmes. The Olympic Solidarity programmes offer a range of projects that are expected to have the following impacts:

- Contribute to the training and education of athletes and their entourages.

- Assist the National Olympic Committee (NOC) in establishing a sustainable administrative structure to provide support to athletes, entourages, and national federations.
- Enable the NOC to promote the Olympic values in the country.
- Increase the capacity of the NOC for good governance and effective sports management in the country.

All Olympic Solidarity programmes provide the opportunity to all NOCs to use these programmes for their development priorities based on each quadrennial plan. However, the utilisation of Olympic Solidarity programmes by CONTL faces challenges in terms of applying and managing the development of its athletes and entourages, as well as in providing support to member national federations. Even though the executive board of CONTL consists of 14 members, including the president, four vice-presidents, the secretary general, the treasurer, and seven exco-members, along with five supported administrative staff members, they have not been able to effectively make use of the Olympic Solidarity funds. For example, individuals lack experience in writing application proposals, preparing technical and financial reports for the Olympic Solidarity in Lausanne, as well as for the Olympic Solidarity continent of Asia.

Based on the 2017-2020 Olympic Solidarity report, it showed that CONTL has not maximised the use of all the world programmes available. From 2017 to 2020, CONTL received support from Olympic Solidarity through world programmes such as the NOC administration subsidy, Summer Olympic scholarships for Athletes Tokyo 2020, and the 2018 PyeongChang Winter Olympic, assistance for technical courses for coaches in four sports, and other Olympic solidarity projects. While CONTL has historically utilised several Olympic Solidarity

programmes to support athletes, coaches, and sports development, it has not fully optimised all programmes provided by Olympic Solidarity both world and continental programmes.

Research Aims

CONTL is currently facing challenges in effectively utilising Olympic Solidarity funds to support the development of athletes, entourages, and sport organisations in Timor-Leste. Therefore, the primary objective of this project is to assess the current and previous utilisation of Olympic Solidarity programmes, to examine its impacts and challenges, and to explore recommendations for improving CONTL's efficient utilisation of the available Olympic Solidarity funds.

Research Question Addressed

The main research question for this project is: how to better use of Olympic Solidarity programmes for the National Olympic Committee of Timor-Leste? To answer this main question, this project has three sub-questions:

1. What are the current and previous the utilisation of Olympic Solidarity programmes by the NOC Timor-Leste?
2. What factors have contributed to the effectiveness or infectiveness Olympic Solidarity programmes in helping athletes and sports development in Timor-Leste?
3. What management strategies should be used to enhance the utilisation of Olympic Solidarity programmes in the future?

Chapter II: Literature Review

The Emergence of Olympic Solidarity Programmes

The Olympic Sport AID was initiated by the IOC in the 1960s in the form of the International Olympic Aid Committee (IOAC). The creation of IOAC aims was to provide Olympic Solidarity assistance to the newly independent countries in the continents of Asia and Africa. It was later transformed into Olympic Solidarity in the 1970s (Al-Tauqi, 2003). As a result, this initiative played a crucial role in supporting the development of sports in these continents. In the 1970s, this aid programme became known as Olympic Solidarity, with a continued focus on providing support to these regions. This evolution of the aid programme reflected the IOC's commitment to fostering inclusivity and promoting the growth of sports in countries that were establishing new NOCs in the continents of Asia, Africa, and Central America and the Caribbeans in the early 1960s and 1970s.

The establishment of Olympic Solidarity occurred through an agreement between the Permanent General Assembly of National Olympic Committees (NOCs) and the International Olympic Committee (IOC). Henry & Al-Tauqi (2008) stated that Olympic Solidarity was created as a unit within the Olympic movement to support NOCs' access to resources and foster the development of a global network of the Olympic family. Olympic Solidarity played a crucial role in redistributing media rights revenue to NOCs, serving as the mechanism for this distribution. The provision of funds from Olympic Solidarity was meant to advance the Olympic movement and its values on a global scale. Despite Olympic Solidarity provides the funding access to all NOCs for all development programmes, many NOCs in developing countries were unable to make full use of these programmes.

The Role of Olympic Solidarity Programmes

The role of Olympic Solidarity within the Olympic movement was responsible for managing and administering the share of IOC income allocated to all NOCs from the sale of Olympic games television rights. Its function was to provide sport aid programmes that addressed the specific needs of NOCs. The primary purpose of Olympic Solidarity was to foster solidarity between the developed and developing world, both in terms of sports and economics, by redistributing funds within the Olympic movement. As stated in the Olympic Charter (2021, p. 16-18), the aim of Olympic Solidarity was to help NOCs for athlete development programmes, particularly those in greatest need of it. This assistance took the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary.

According to the Byelaw to Rule 5 of the Olympic Charter, Olympic Solidarity programmes were designed to contribute to the following objectives:

1. Promoting the Fundamental Principles of Olympism;
2. Assisting the NOCs in the preparation of their athletes and teams for their participation in the Olympic Games;
3. Developing the technical sports knowledge of athletes and coaches;
4. Improving the technical level of athletes and coaches in cooperation with NOCs and IFs, including through scholarships;
5. Training sports administrators;
6. Collaborating with organisations and entities pursuing such objectives, particularly through Olympic education and the propagation of sport;
7. Creating, where needed, simple, functional, and economical sports facilities in cooperation with national or international bodies;

8. Supporting the organisation of competitions at national, regional, and continental level under the authority or patronage of the NOCs and to assist the NOCs in the organisation, preparation, and participation of their delegations in regional and continental Games;
9. Encouraging joint bilateral or multilateral cooperation programmes among NOCs;
10. Urging governments and international organisations to include sport in Official Development Assistance;
11. Supporting athletes who are refugees.

The Structure of Olympic Solidarity Programmes

The structure of Olympic Solidarity programmes is designed to support the needs of NOCs over four-year periods. The Olympic Solidarity Commission follows the guidance of the Olympic Charter and develops comprehensive plans to provide effective advice and support in both technical and financial management. Zammit & Henry (2013) described how Olympic Solidarity administers the share of IOC revenue distributed to NOCs from the broadcasting rights of the Olympic games. The authors also noted that Olympic Solidarity programmes were reclassified into three categories following the IOC reform that took place in 1999-2000. These categories consist of world programmes, continental development programmes, and Olympic games subsidies. World programmes were designed to cover and reinforce all areas of sports development. The Continental development programmes were aimed at meeting the specific needs of each continent, while the Olympic games subsidies were intended to complement the range of programmes and offer financial support to NOCs before, during, and after the Games.

Henry & Cuschieri (2014) evaluated that the world programmes and Olympic games subsidies are managed directly by the IOC, while the continental programmes, administered by the continental associations, provide funding for their individual member NOCs. In their studies,

the authors illustrated that the major categories of Olympic Solidarity programmes are the world programmes, which it has four funding areas development: athletes, coaches, NOC management and Olympic values. Since 2001, Olympic Solidarity has provided 21 world programmes for each NOC, covering a range of activities, and five continental programmes for each continent. As described in the 2017-2020 Olympic Solidarity plan, world programmes were split into five units covering specific sports development activities, as outlined in Table 1.

Table 1

The 2017 – 2020 Olympic Solidarity Plan, World Programmes.

No	Units	World Programmes
1	Athletes	Olympic Scholarships for Athletes PyeongChang 2018 Olympic Scholarships for Athletes - Tokyo 2020 Team Support Grant Continental Athlete Support Grant Youth Olympic Games – Athlete Support Athlete Career Transition Refugee Athlete Support
2	Coaches	Technical Courses for Coaches Olympic Scholarships for Coaches Development of National Sports System
3	NOC Management and Knowledge Sharing	NOC Administration Development National Courses for Sports Administrators International Executive Courses in Sports Management NOC Solidarity Exchanges
4	Promotion of the Olympic Values	Sports Medicine and Protection of Clean Athletes Sustainability in Sport Gender Equality and Diversity Sport for Social Development Olympic Education, Culture and Legacy
5	Forums and Special Projects	Forums and Workshops Special Projects

During the period of 2017 – 2020, Olympic Solidarity offer a guidance of world programmes for all NOCs, that was aimed to enhance their management and operations' efficiency and transparency. These programmes also provide NOCs with flexible funding options to provide to their specific needs, acknowledging the diverse nature of the Olympic movement.

However, many of NOCs in developing countries have the lack of submission application for Olympic Solidarity funding. Henry and Cuschieri (2014) emphasised that in order to success application for Olympic Solidarity funding, small NOC must have capacity to research opportunities, to work up and submit, and to monitor implementation. In this context, CONTL was unable to make use of Olympic Solidarity programmes from the period of 2017-2020. According to the Final Report Olympic Solidarity 2017 – 2020, it demonstrated Olympic Solidarity allocated funds to CONTL due its successful submitted application and approved by Olympic Solidarity commission, as follows:

Athletes

Olympic Solidarity funds were used by CONTL for the Olympic scholarships for Athletes in PyeongChang 2018, Tokyo 2020, and Beijing 2022. Meanwhile, CONTL did not use funds for other athletes' programmes, such as the team support grant continental, athlete support grant for the youth Olympic games, and athlete support for athlete career.

Coach

CONTL successfully organised the technical courses for coaches in cooperation with national federations. However, the organisation did not use funds for the Olympic scholarships for coaches and the development of the national sports system.

NOC management and knowledge sharing

CONTL only received the NOC administration development fund, while three programmes were not utilised: national courses for sports administrators, international executive courses in sports management, and NOC solidarity exchanges.

Promotion of the Olympic values

During the period from 2017 to 2020, CONTL was unable to receive a budget allocation from the promotion the Olympic values programmes. The organisation did not submit applications for various programmes, such as the sports medicine and protection of clean athletes, sustainability in sport, gender equality and diversity, sport for social development, Olympic education, culture and legal. This lack of action was attributed to a lack of organisational priority planning and human resource capability.

The Current Olympic Solidarity World Programmes

The current quadrennial plan for 2021-2024, World Programmes has three development areas: athletes and sport development, values, capacity building and administration. It included five program clusters and 20 world programmes, as shown in figure 1.

Figure 1

Olympic Solidarity World Programmes (2021-2024)



Athletes and sport development

The Olympic movement places significant importance on athletes and sport development. Its programmes aim to assist athletes, promote the universality of the Olympic games, and support the training and education of athletes' entourages. This includes providing opportunities for coaches and administrators to enhance their skills and contribute to athlete development. To ensure effective implementation, Olympic Solidarity international office has been created with three programmes clusters: Olympic games universality, entourage, and sport development.

Values

The success and universality of the Olympic games stem from the shared belief in a better world through sport, emphasizing respect, friendship, solidarity, and fair play. These programmes designed to promote Olympic values for a sustainable, inclusive, and discrimination-free sports movement.

Capacity building

Supporting the development of National Olympic Committees and their services is crucial for long-term sport development. This includes programs on administration, forums, and workshops in collaboration with continental associations. The goal is to enhance NOCs' capacity, support athletes, promote Olympism principles, improve governance, and sports management.

CONTL Olympic Solidarity Management

Performance

Several studies have found that sport performance as a concept in measurement of organisation, which can help an organisation make strategic decision and has capacity to evaluate

its achievements. In their search, Bayle & Madella (2002) noted that the evaluation of organisation performance is always a key factor in determining how it should be measured, which is undoubtedly another source of methodological issues. They also advised that sport organisation both national and international must create performance management and evaluation systems as an urgent necessity to enhance the management practices necessary for coping with change and keeping a competitive position. For this reason, organisational performance measurement must necessarily incorporate both objective and subjective measurements to provide a more comprehensive and accurate picture of the organisation's overall success.

Winand et al. (2010) defined organisational performance is defined as the combination of effectiveness and efficiency. The authors defined that effectiveness is based on the capacity to achieve the organisational goals, and efficiency compares the means used the resources and the results obtained by organisation, without examining the satisfaction of the user. Hence, organisations must balance effectiveness, efficiency, and user satisfaction to achieve holistic and sustainable performance. For example, effectiveness focuses on the extent to which an organisation accomplishes its intended outcomes, while efficiency involves optimising the use of resources such as financial capital, human resources, and technology to maximise productivity.

According to Madela et.al (2005), national sport organisation which is governed by a voluntary board with a capacity to move a framework of operations, particularly in relation to their ability to access more funding available. The authors emphasised the importance of providing appropriate training and support to voluntary board members. For example, executive boards of CONTL may not have prior experience in nonprofit governance. In this context,

CONTL should offer capacity-building programmes, workshops, and resources to enhance the board members' knowledge and skills in financial management and strategic planning.

Strategic management

Strategic management, as highlighted by Nhamo et al. (2013), is a strategy employed to improve organisational performance by aligning all employees towards a common goal, evaluating the organisation's progress, and making necessary adjustments based on the environment. The strategic management process provides direction to the entire management hierarchy, clarifying the organisation's objectives and actions. It requires proactive managers who can initiate and lead the definition, prioritisation, implementation, and evaluation of management strategies within the sports organisation. The authors argued that the strategic management process includes the direction it offers to the entire management hierarchy in clearly articulating what the organisation is striving to do and achieve. Then authors also stated that managers in the organisation must be proactive to initiated and lead how to define management strategy priority and to implement the strategy successfully. This reflects the executive boards within sport organisations must have capacity to search opportunities, define planning, implementing, and evaluating all projects development to achieve organisational objectives.

According to Robinson (2020), strategic management has five-step processes consisting of: preparation, diagnosis objectives, planning, monitoring and evaluation. While preparing a strategic plan depends on the quality of the planning of its creatin. This means an organisation needs to set up strategic plan, time, and budget to complete its strategic planning. Chappelet (2010) elaborated on a four-phase process for defining the vision and mission of an organisation. This process involved diagnosing the current situation, setting goals, developing an action plan,

and evaluating progress towards achieving those goals. Applying this strategic management process to CONTL can help the executive boards to develop organisation's priority plans and activities aligned with the Olympic Solidarity plan. This strategic approach can enable CONTL to develop its priorities action plan effectively. For instance, writing the submission application for the funding provided by Olympic Solidarity. However, the absence of the current strategic management and evaluation system, including inefficiency human resources capacity within CONTL has limited its access to available Olympic Solidarity funding sources. By adopting such strategic management practices, CONTL can overcome its current challenges and improve its management of strategic activities and access to make use of Olympic Solidarity funds.

Chapter III: Methodology

Research Approach

This research approach applies a mixed-methods approach. The quantitative data was utilised to examine the utilisation of Olympic Solidarity programmes by CONTL. This analysis enables the author to identify the amount of Olympic Solidarity funds distributed during the 2017-2020 quadrennial plan and the current quadrennial plan of the Olympic Solidarity. Furthermore, the qualitative data was applied to assess the effectiveness or ineffectiveness of Olympic Solidarity programmes that was obtained from the diverse perspectives on the management of Olympic Solidarity programmes. These approaches allow the author for a comprehensive understanding of the research question by gathering a broader range of data, providing both statistical analysis and in-depth understanding the use of Olympic Solidarity programmes.

Data Collection

The data collection of this project was used an online zoom meeting and face-to-face interviewing all participants. To achieve the objectives of this project, the author used a semi-structure interview, document analysis included the literature review for the data collection.

Semi-Structured Interview

Qualitative research method was applied by using semi-structured interviews. The research is done mostly through an in-depth interview and document analysis. The findings are presented in rich and detailed narrative highlighting patterns and categories that emerge through text analysis.

The data sources for the qualitative research involved the following representatives:

- The National Olympic Committee of Timor-Leste was represented by the Secretary General and Treasurer.
- National Federations were represented by the President of Athletics and the Secretary General of Badminton.
- The Olympic Council of Asia (OCA) was represented by Head of Athletes Development Department and Special Projects.
- Athletes and coaches were represented by the Tokyo 2020 Olympism and Aquatic Coach.

Document Review

To conduct a comprehensive analysis, several documents were examined such as the annual and quarterly reports of Olympic Solidarity, funding guidelines, previous applications submitted by CONTL, and literature sources on the utilisation of Olympic Solidarity programmes. Quantitative method was used to provide the statistical analyse the previous utilisation of Olympic Solidarity programmes.

Data Analysis:

The author conducted an analysis of the interview transcripts, identifying key themes and patterns that emerged during the semi-structured interviews and literature review. The document analysis was performed by examining the statistical utilisation of Olympic Solidarity programmes by CONTL, both in the previous and current periods. This method enabled the author to triangulate the data, ensuring the validity of the analysis.

Limitations of the Research Project

The research project had limitations regarding the quantity of analysed reports and completed interviews. The documents selected for analysis primarily consisted of Olympic Solidarity reports, which limited the analysis of OCA/OS continental programmes. The interviewees included athletes, coaches, the Secretary General and Treasurer of CONTL, the President and Secretary General of NFs, and a representative of the OCA. The analysis was based on qualitative data perspectives, but some interviewees had a limited understanding of Olympic Solidarity programmes.

Chapter IV: Results and Discussion

This chapter presents the results and discussion from the research data as defined in the methodology. The results and discussion are presented based on the main thematic areas of concern, such as the current and previous utilisation of Olympic Solidarity programmes in CONTL, the impact and challenges, as well as optimising the use of Olympic Solidarity programmes in the future.

The Utilisation of Olympic Solidarity Programmes in CONTL

In response to the question regarding the Olympic Solidarity programmes utilised by CONTL, both the current 2021-2024 and previous 2017-2022 programmes were examined. The obtained findings categorised into quantitative and qualitative results. The quantitative results focused on statistical data analysis from the previous report for the period 2017-2022. Nevertheless, it was essential to find out the opinions of the interviewees about the present utilisation of Olympic Solidarity programmes.

Statistical analysis

The Olympic Solidarity reports provided statistical information about the allocation of funds to each NOC and the distribution of grants for each world programmes. From 2017 to 2020, the total value of world programmes distributed to CONTL was US\$214,324, as shown in Table 2. These funds were utilised based on the successful submission of applications and provided financial support for programmes that required reimbursement by Olympic Solidarity, after CONTL completed the financial report on the online platform.

Table 2*Quadrennial Olympic Solidarity World Programmes Funds (2017-2020)*

World Programmes	Funds received (USD)
Olympic Scholarships for Athletes - PyeongChang 2018	29,000
Olympic Scholarships for Athletes - Tokyo 2020	12,000
Technical Courses for Coaches	39,125
NOC Administration Development	112,090
Sport for Social Development	2,700
Olympic Education, Culture and Legacy	5,277
Forums and Workshops	2,650
Special Projects	11,482
Total	214,324

Note: Table 2 indicates that CONTL utilised eight out of twenty-one Olympic Solidarity (World Programmes).

During 2017-2020, CONTL utilised six programmes by submitting applications through the online platform. While two other World programmes, such as forums and workshops, and special projects were not required to submit application, but CONTL was required to provide the financial report through the online platform. Additionally, CONTL has utilised OCA/OS Continental programmes, as listed in Table 3. All programmes were managed by OCA. Only the NOC activities programme required CONTL to submit the technical and financial report for the previous year's utilisation of this fund. This report allowed CONTL to receive a new annual subsidy for its's operating cost for new year.

Table 3*Quadrennial 2017-2020 – OCA/Olympic Solidarity Programmes Grant (USD)*

OCA/OS Continental Programmes	Funds received (USD)
NOC Activities	400,000
Olympasia Projects	100,000
Projects Continental Games - Participation	37,250
Asian Games Promotion	7,500
Total	544,750

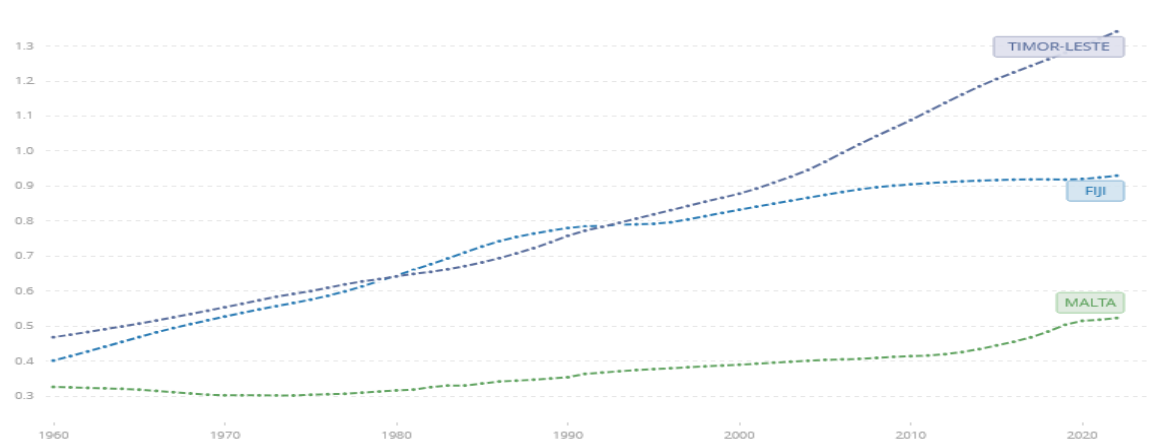
World programmes comparison

During the quadrennial plan from 2017 to 2020, Olympic Solidarity allocated annual grants of equal value for the NOC administrative subsidy programme to all NOCs. The increase in funding levels for Olympic Solidarity programmes applied not only to the NOC administrative subsidy programme but also used to other programmes. However, it was noted that not all NOCs received an equal distribution of funds for other Olympic Solidarity programmes.

In this analysis, a correlation was established to examine the relationship between selected variables: Olympic Solidarity programmes grants and the population sizes of different countries. A statistically significant comparison was conducted among three specific countries: Fiji, Malta, and Timor-Leste. The population sizes of these nations are illustrated in Figure 2.

Figure 2

Quadrennial 2017-2020 – OCA/Olympic Solidarity Programmes Grant (USD)



According to World Bank data, Timor-Leste had a population of around 1.3 million people, Fiji had approximately 900,000 people, and Malta's population was about 500,000 people in the year 2020. Despite having smaller populations compared to Timor-Leste, both Malta and Fiji effectively leveraged Olympic Solidarity programmes to support their athletes and

foster sports development. As detailed the 2017-2020 World Programmes data on the use of grants by the NOC Fiji, Malta, and Timor-Leste, as shown in Table 4.

Table 4

World Programmes Grant Comparison according to the size of NOCs (2017-2020)

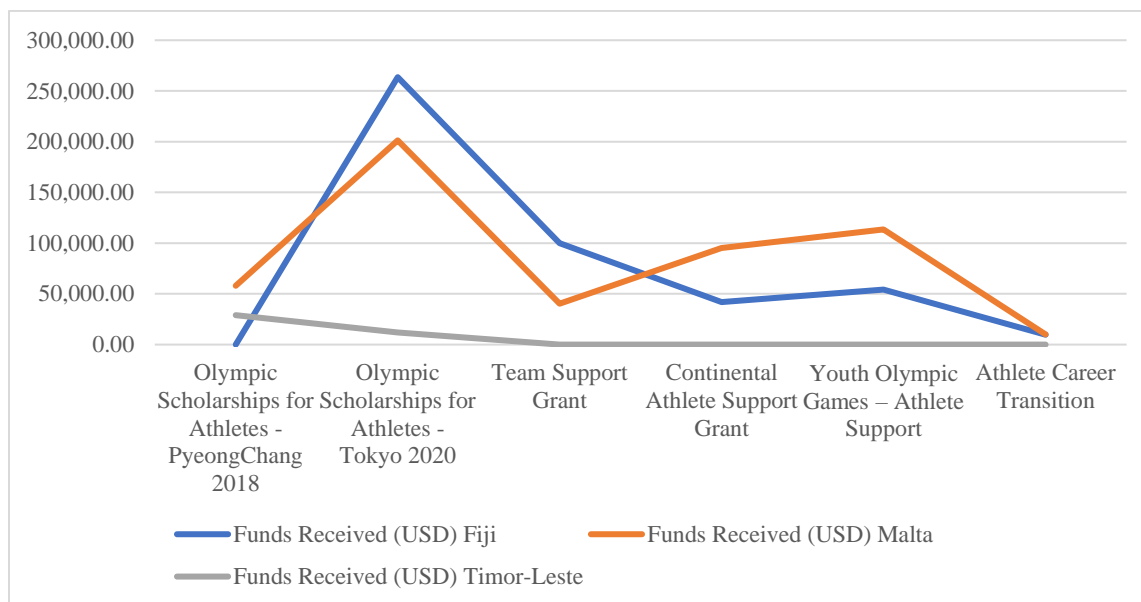
Categories	World Programmes	Funds Received (USD)		
		Fiji	Malta	Timor-Leste
Athletes	Olympic Scholarships for Athletes - PyeongChang 2018	0	58,000	29,000
	Olympic Scholarships for Athletes - Tokyo 2020	263,602	201,271	12,000
	Team Support Grant	100,000	40,274	0
	Continental Athlete Support Grant	41,953	95,051	0
Coaches	Youth Olympic Games – Athlete Support	54,275	113,468	0
	Athlete Career Transition	9,840	10,000	0
	Technical Courses for Coaches	63,719	25,630	39,125
	Olympic Scholarships for Coaches	26,745	9,600	0
NOC Management and Knowledge Sharing	Development National Sports System	0	60,000	0
	NOC Administration Development	204,218	189,672	112,090
	National Courses for Sports Administrators	8,049	0	0
	International Executive Courses in Sports Management	17,555	2,728	0
	NOC Solidarity Exchanges	0	0	0
	Sports Medicine and Protection of Clean Athletes	27,874	78,426	0
Promotion of the Olympic Values	Sustainability in Sport	0	0	0
	Gender Equality and Diversity	20,766	0	0
	Sport for Social Development	117,910	67,366	2,700
	Olympic Education, Culture and Legacy	2,865	5,098	5,277
Forums and Special Projects	Forums and Workshops	4,410	4,143	2,650
	Special Projects	14,796	11,096	11,482
Total		978,577	971,823	214,324

Note: Table 4 indicates that NOC Timor-Leste received the lowest funds, while NOC Fiji and Malta utilised more World programmes.

Analysis of the quadrennial mean data on the utilisation of Olympic Solidarity programmes by the NOC Fiji, Malta, and Timor-Leste. The subsequent discussion the utilisation of funds for each category of World programmes.

Figure 3

World programmes (Athletes)



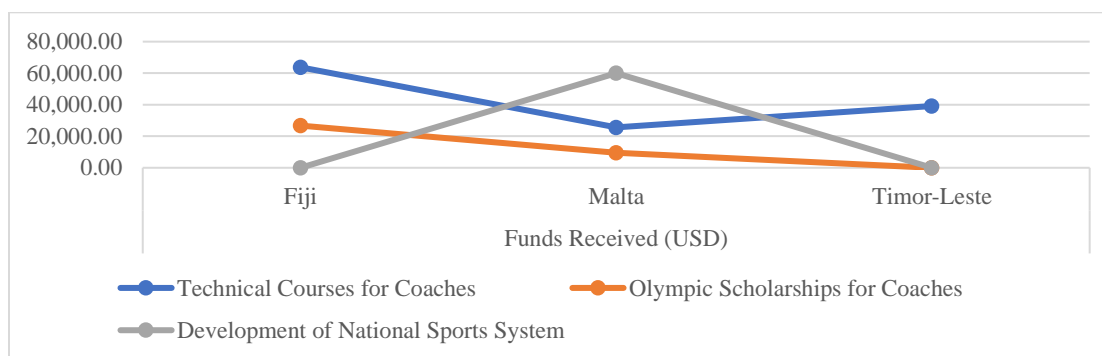
The figure 3 shows differences in the funds received for the categories of athletes across Fiji, Malta and Timor-Leste.

In terms of Olympic athletes' scholarship funding, Malta and Timor-Leste received support for the Olympic Games- PyeongChang 2018, while Fiji did not receive this grant. However, in Tokyo 2020 – Summer Olympic Games, Fiji received the highest funding for Olympic athletes' scholarships, followed by Malta, with Timor-Leste receiving the least. Fiji also received the highest funding for the team support grant, while Timor-Leste did not receive any grants for this programme. Malta secured the highest funding for the continental athlete support grant, with Fiji receiving less than half that amount. Similarly, Malta received the most funding for the youth Olympic games - athlete support programme, while Fiji received a significantly lower amount. Both Fiji and Malta received funds for the athlete career transition

programme, with Malta receiving slightly more. Timor-Leste did not receive any funds for this programme.

Figure 4

World Programmes (Coaches)



The figure 4 indicates funds received for technical courses for coaches, NOC Fiji stands out as the country receiving the highest funds. Timor-Leste received, placing it in the middle. Malta received the lowest amount, significantly less than both Fiji and Timor-Leste. When it comes to Olympic scholarships for coaches, Fiji again received the highest funding. Malta received a lower grant. While Timor-Leste did not receive any funds for this programme. In terms of the development of the national sports system, being the only country to receive funds was Malta, while Fiji and Timor-Leste did not receive any funds.

Figure 5

World Programmes (NOC Management and Knowledge Sharing)

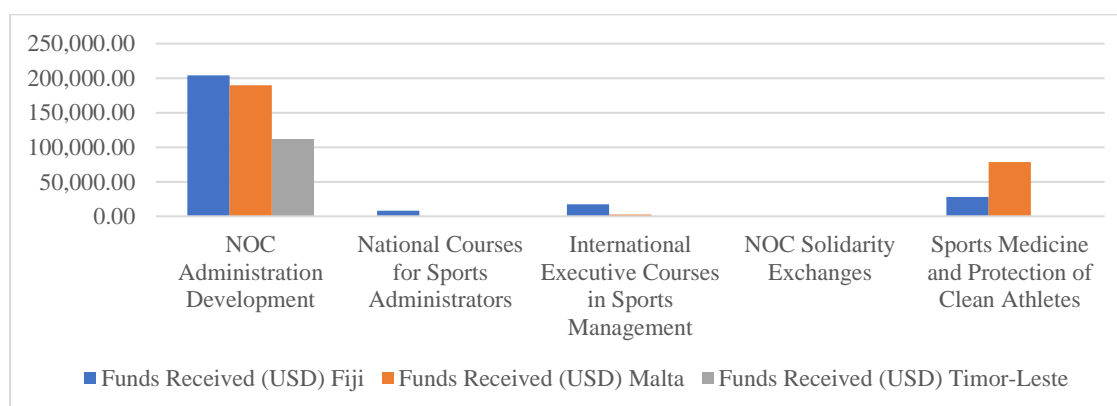
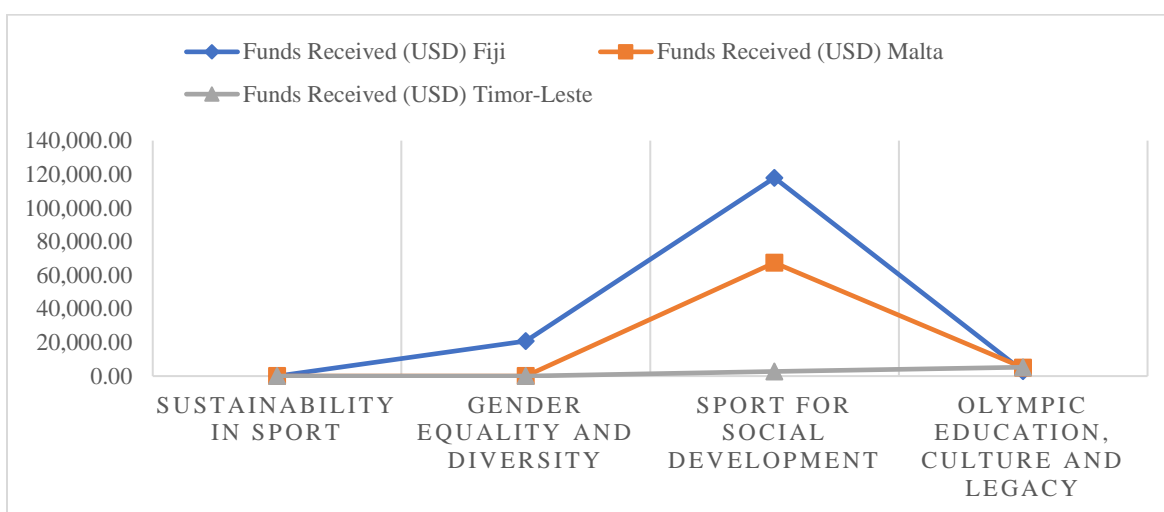


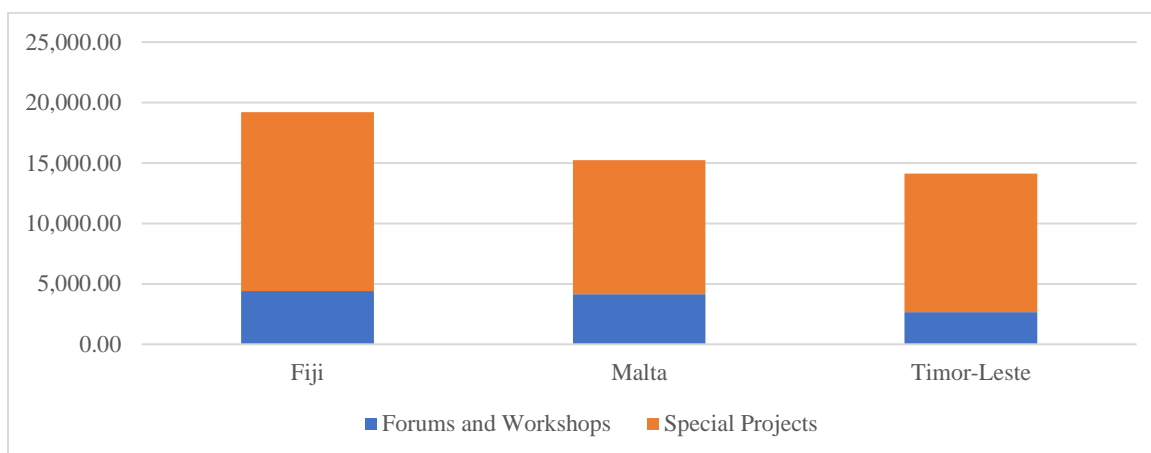
Figure 5 highlights variations in funding allocation across NOC Fiji, Malta, and Timor-Leste. It shows NOC Fiji received the highest funds for NOC administration development and international executive courses in sports management. NOC Malta received the most funding for sports medicine and protection of clean athletes, while NOC Timor-Leste did not receive funds for these programmes. Fiji was the only country to receive funds for national courses for sports administrators, while NOC solidarity exchanges did not receive any funding.

Figure 6

World Programmes (Promotion of the Olympic Values)



The analysis of the funds received for various World programmes in NOC Fiji, Malta and Timor-Leste reveals several key observations in the figure 6. Firstly, none of the countries have received funds for the sustainability in sport programme. This shows the lack of emphasis on sustainability initiatives within these NOCs. Secondly, NOC Fiji only receive funds for the gender equality and diversity programme. in terms of sport for social development, the figure indicates NOC Fiji has received the highest amount of funds, Malta also received a considerable amount, while Timor-Leste received a lower amount. lastly, the funds received for Olympic education, culture, and legacy are similar across all three NOCs.

Figure 7*World Programmes (Forum and Special Project)*

The figure 7 shows that Fiji secured the highest amount of funds for both forums and workshops, overtaking Malta, and Timor-Leste in this aspect. Similarly, concerning special projects, Fiji once again emerged as the recipient of the highest funds, with Timor-Leste trailing behind and Malta following in third place.

Impact of Olympic Solidarity Programmes

To understand of the impact of Olympic Solidarity programmes in particularly world and continent programmes the discussion highlights the perspectives and experiences of various individuals involved with the utilisation of Olympic Solidarity programmes in Timor-Leste.

Secretary General of the NOC Timor-Leste stated, since becoming IOC members in 2023, we have relied solely on the Olympic Solidarity funds from the IOC and OCA. These funds have contributed to our administrative functioning and have been used to support our national federations, such as paying their membership fees and facilitating athlete participation in training camps in Singapore. He acknowledged the reliance on Olympic Solidarity funds for administrative functioning and support for national federations.

An athletics coach who benefited from the technical course for coaches in 2019 expressed, "Olympic Solidarity has enriched my knowledge and allowed me to deliver training programmes for my athletes more effectively. Prior to that, I relied solely on my experience to teach athletes. During our training sessions with experts from World Athletics, I learned valuable knowledge and modern training techniques."

The athletics coach who benefited from the technical course for coaches expresses gratitude for the knowledge gained through Olympic Solidarity. The programme has enabled the coach to enhance training programmes. This emphasises the importance of Olympic Solidarity in enhancing coaching skills and improving athlete development.

An Olympic athlete from Tokyo 2020 highlighted the positive impact of Olympic Solidarity beyond providing training facilities and coaching programs. The programme has served as an example and inspiration for potential athletes to strive for high performance and represent the country in international events. The limited access to sports facilities in Timor-Leste makes the Olympic Solidarity programmes even more valuable in supporting athlete development and preparation.

The Secretary General of Badminton Timor-Leste provided evidence of success by naming an athlete currently benefiting from an athletics scholarship for Paris 2023, from sport Badminton. This scholarship has allowed the athlete to access adequate training facilities in Malaysia and Indonesia, contributing to their development. Additionally, our coaches have also benefited from Olympic Solidarity programmes, with several individuals holding coaching certificates level 1 from the IOC.

A representative from OCA stated, "One option for the NOC Timor-Leste to benefit from Olympic Solidarity programmes is to create their own priorities and apply for the OS/continental programmes. This will help build the development of athletes, coaches, sports infrastructure, and promote Olympic values in Timor-Leste. A representative from OCA also encouraged CONTL to take advantage of the available Olympic Solidarity programmes by setting their own priorities and applying for the relevant continental programmes. This would be in the development of athletes, coaches, sports infrastructure, and promotion Olympic values within Timor-Leste.

To better understand how to effectively utilise Olympic Solidarity programmes in CONTL, that involves completing application forms and providing technical and financial reports to the Olympic Solidarity and Continent. All interviewees stated that management team within the NOC should familiarise themselves with the Olympic Solidarity guidelines and set the priority to use of Olympic Solidarity funds.

When it come CONTL to set its priority to use Olympic Solidarity programmes, the representative from the Olympic Council of Asia emphasised the importance of all Olympic Solidarity programmes, highlighted that the effectiveness of using Olympic Solidarity funds depends on the specific priorities set by CONTL. The Secretary General of CONTL admitted the lack of a strategic plan and identified the absence of approved priorities activity by the executive boards as key challenges in utilising Olympic Solidarity funds. Other obstacles contribute to the underutilisation of Olympic Solidarity funds, he mentioned a lack human resources within CONTL. Additionally, representatives from the badminton and athletics sports expressed their dependence on CONTL through the Olympic Solidarity programmes to support their activities, while they also acknowledging the lack of priority setting due to limitation of human capital.

Infective Use of Olympic Solidarity Programmes

While the benefits of Olympic Solidarity programmes have many, as discussed above, it was also influenced by several factors. To understand what the biggest challenge was for CONTL in applying and/or managing Olympic Solidarity programmes, the author identified two main factors that contributed to the underutilisation of Olympic Solidarity programmes by CONTL. These two factors were the lack of human resources and ineffective governance management.

Human resources

Human resource is crucial for the success of Olympic Solidarity in CONTL, along with its member national federations. The representative of OCA expressed his opinion that to effectively use Olympic Solidarity programmes, management team should have the capacity to deliver the project are needed. Within Olympic sport organisation, executive board and staffs need to be trained, so that they understand organisational management in sports organisations and understand the utilisation of Olympic programmes.

To make Olympic Solidarity programmes more effective, it was important to focus on developing the human resources of Olympic sports organisations in CONTL. The treasure of CONTL said that training skilled staff and executive boards was important. It would help them be more creative, acquire more knowledge to develop projects, and better understand how to evaluate and monitor the implementation of the programmes.

The absence of management procedures and human resources have been contributed to the factor that impacts on the poor management of Olympic Solidarity programmes in CONTL, which was identified through data analysis. “An Olympic sports organization in order to manage

its human resources in a long-term process needs to have an HRM strategy that will ensure that these activities can achieve its objectives” (Tripolitsioti, 2017, p.66). This can help CONTL to ensure that human resources must be effectively managed project activities, for instance management of Olympic Solidarity funds for the Olympic Day Run.

Having the most valuable staffs for the organisation based on their skills and experiences in managing project activities are useful. Because the organisation needs people to be responsible, as suggested by (Taylor, Doherty, McGraw, 2008) “Getting the right people into the organisation is a vital step in creating this competitive”

Governance management

All interviewees stated that the biggest challenges resulted from the absence of a strategic plan and poor decision-making. The lack of evaluation programmes that had been implemented by CONTL. The Secretary General of NOCS added that there were some problems with specific Olympic Solidarity projects aimed at promoting Olympic education, for example, due to a lack of understanding of the importance of Olympic values among the members of the Olympic movement. The treasurer of the NOC said that wrong decisions had been made assuming that organisations (member national federations) receiving Olympic Solidarity funds had the capacity to cover expenses according to the guidelines but failed to report back to us (NOC Timor-Leste).

Robinson (2020) suggested that one of the few constant change factors in the management of OSOs is the need to continually respond to changes that occurs inside and outside the organisation. This becomes an issue facing in CONTL, which the boards continue maintaining their position and an old management practice for the daily organisation’s

management operation. For example, few board and staff have less capacity to absorb the current information technology and to adjust new policy and programmes of the IOC within the management of CONTL, but they continue taking responsibilities. Data analysis showed that this issue has been impacted on the management performance of the CONTL in the last two decades. “In this most basic, an organisation is a group of people working together to achieve an end goal” (Camy, Robinson, 2007, p11). This means the executive boards must have an understanding their roles within the organisation how they can contribute to the accountability and transparency management.

Chapter V: Conclusion and Recommendation

The objective of this study aimed to identify the usage of Olympic Solidarity programmes by CONTL, which involved the types of programmes implemented, the impact, and areas for improvement. Based on the results and discussion from the data obtained through the quadrennial and annual reports of Olympic Solidarity programmes, as well as the experiences, opinions, and perspectives shared by the interviewees, the following conclusions and recommendations can be drawn.

The results showed that CONTL has underutilised the allocated funds for athlete support, sport development, and the promotion of Olympic values. The findings also highlighted the impact of Olympic Solidarity programmes on the NOC Timor-Leste, most interviewees mentioned that Olympic Solidarity has contributed to administrative functioning, support for national federations, and athlete and coach development. In addition, CONTL is facing many challenges, including limited human resources, unclear activity priorities, and a failure to understand the necessity of applying Olympic Solidarity programmes for athlete development. The lack of experienced organization strategic planning has been identified as a major reason for the ineffective use of Olympic Solidarity funds, which are not being evaluated and utilised effectively. To address these challenges, it is recommended CONTL to focus on setting priority strategies, following the guidelines for applying, implementing, and evaluating these programmes. Olympic Solidarity guidelines will serve as a tool for programme managers and executive boards of CONTL and its member national federations. This can help CONTL to effectively apply Olympic Solidarity programmes for athlete and sport development, including the promotion of Olympic education in Timor-Leste.

To ensure the sustainability of Olympic Solidarity programmes, it is important to consider several best practices that CONTL can implement to better utilise Olympic Solidarity programmes. Following the researcher developed a set of recommendations and strategic management for CONTL to make full use of Olympic Solidarity programmes for its athletes and sports development.

Strategic Plan

CONTL should prioritise the development of a strategic plan that aligns with the goals and priorities of the Olympic Solidarity programmes. This plan should outline specific objectives, target areas for support, and a roadmap for implementation. By having a clear strategic direction, CONTL can make informed decisions regarding the utilisation of Olympic Solidarity funds and prioritise areas that will have the greatest impact on the development of sports in Timor-Leste. In addition to the implementation to develop a strategic plan for CONTL. This can process based on the assessment of the current state of sports development in Timor-Leste, involving key stakeholders, and developing action plans for each target area in alignment with Olympic Solidarity programmes.

Capacity Building

CONTL should support its human resources, including staff and NFs sport administrators familiar with the Olympic Solidarity guidelines and procedures. The capacity-building initiatives about the Olympic Solidarity programmes available and its eligibility criteria and the potential benefits. Suggestion the organisations will need to address training programmes for athletes, competition managers, officials, coaches, and referees. This can help the human resources of CONTL, and its stakeholders will be better prepared to identify suitable Olympic Solidarity programmes and effectively apply for funding support.

Collaboration with Stakeholders

CONTL should actively seek partnerships and collaboration with relevant stakeholders, including national sports federations, government agencies and local communities. Collaborative efforts will leverage resources, expertise, and networks to maximise the impact of Olympic Solidarity programmes through its implementation. Engaging national sports federations will help align the utilisation of Olympic Solidarity funds with the development plans and priorities of each sport. Furthermore, partnerships with government agencies can facilitate the integration of Olympic Solidarity programmes into broader national sports development initiatives, for instance use special project funds for promoting Olympic values. Local community involvement can support sports initiatives and the promotion of Olympic values at the grassroots level.

Financial Management

CONTL should enhance its financial management practices to ensure transparency and accountability in the use of Olympic Solidarity funds. This includes establishing clear financial procedures, conducting regular audits, and maintaining accurate records of expenditure based on the basic universal principles of good governance within the Olympic movement. By implementing effective financial management practices, CONTL can ensure that Olympic Solidarity funds are utilised efficiently and in line with the intended purposes. It will also facilitate the reporting process and provide a clear picture of the financial sustainability of the utilised programmes. Having the financial regulations, monitoring and evaluation procedures, it will help CONTL to measure the progress made in achieving the objectives outlined in the strategic plan. It will also help identify any gaps or areas that require improvement, allowing for timely adjustments and corrective actions. Sharing the results of these evaluations with stakeholders and the wider sports community will enhance transparency and accountability.

In addition to develop and apply the procedures and regulations to monitoring and evaluating the performance of the CONTL. The executive boards should allow the staffs to share their responsibility within the CONTL. “Sport is in a unique position to develop governance structures and processes that allow for a context-specific understanding of shared leadership between paid and volunteer executives” (Ferkins, Shilbury, McDonald, 2005, p.18).

Overall, the utilisation and impact of Olympic Solidarity programmes in CONTL had a potential to significantly contribute to the development of athletes and sports and the promotion of Olympic values in Timor-Leste. By implementing the recommendations outlined above, the NOC Timor-Leste can enhance the utilisation and impact of Olympic Solidarity programmes, support athlete development, and promote the Olympic values within the country. These efforts will contribute to the overall growth and success of the sports community in Timor-Leste and strengthen their participation in the international events.

Priority Strategic Planning

After analysing all the information obtained and in collaboration with interviewees’ perspectives. The author has produced five main priorities activity plan that researcher believe are most valuable for increasing the effectiveness used of Olympic Solidarity programmes in CONTL. By Increasing Olympic Solidarity funds, CONTL needs the commitment, involves staffs and executive boards to develop the priority of activities plan. Following the action plan is recommended to CONTL to implement during mandate of the executive board from 2022-2026. This action plan can be implemented in the current quadrennial plan (2021-2024), and (2025-2028).

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: Tokyo 2020, Beijing 2022, Paris 2024, and Milano Cortina 2026 (Olympic Solidarity, 2021, p. 23).

Priorit y	Recommendatio n	Action	Lead	Resources	Timescale s	Critical success factors
1	Preparation Athletes for the participation of Olympic Games – Paris 2024	Continue to work closely with the national federations and athletes' beneficiary of Olympic Scholarship for the Paris 2024; Monitoring athletes' Scholarships holders for their training and preparation for the Olympic Qualification ; Provide technical and report to the Olympic Solidarity through the evaluation quarterly.	SG, Treasure & Program Manager CONTL; Olympic Solidarity Teams; Athletes' Olympic scholarship holders and coaches.	Human resources from CONTL, High performance athletes, Olympic Solidarity funds.	Submit evaluation report August 2022; December 2022; April 2023; August 2023.	Ongoing support for athletes; Athletes participate in the Paris Olympic Qualification ; Athletes access to international training centre; and they can train with high performance from another country.

2	Select athletes for the Winter Olympic Games-Milano Cortina 2026.	Contact national federation of ski Timor-Leste Nominate athletes to apply Olympic Scholarships.	SG & Program Manager CONTL; NF and athletes.	Human resources from CONTL, athletes from winter sport (SKI Timor), Olympic Solidarity funds.	September to December 2023 receive application from NFs or athletes; Submit application to Olympic Solidarity.	Identify a potential athlete within Ski National Federation; Athletes can be qualified for the Winter Olympic Games.
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Sport development

The sport development world programmes collaborate with international and national federations to promote sport development from grassroots to elite levels. It provides support in four key areas: assisting young athletes in their path towards a promising career and qualifying for the youth Olympic games, helping athletes transition from regional to global competitions, enabling refugee athletes to compete, and supporting the expansion of national sports systems in various countries. Olympic Solidarity, 2021, p. 21).

Priority	Recommendation	Action	Lead	Resources	Timescales	Critical success factors
1	Develop a national sports system	Assess the national federation its current sport coaching programme. Complete the Olympic Solidarity Application form for sport development.	SG & Program Manager CONTL.	Human resources from CONTL, Coaches from the national federations, Olympic Solidarity funds.	January 2024, select one national federation to complete application form. 2025 and 2026, select two national federation to complete application form.	Readiness of NFs' member to develop their priority activities. Limited an understanding of NFs to communicate to each respective international federation.

2	Participation athletes in regional and continental competition.	Prepare athletes for the SEA Games and Asian Games. Develop the activity plan and use to complete the Olympic Solidarity application form for Continental Athlete Support Grant.	SG & Program Manager CONTL	Human resources from CONTL, Athletes, Olympic Solidarity funds.	January 2024 – June 2026, develop a to the competition.	Select national high performances athletes both junior and senior through NFs. Preparation athletes to become high performance in the international competition.
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Entourage

An essential requirement for understanding of the right entourage. The entourage world programmes support members of the entourages, included coached with provide tools to improve their knowledge and at all levels. These programmes use to support an essential aspect of an athlete's career through their NOC's Athletes' Commission.

Priorit y	Recommendati on	Action	Lead	Resources	Timescales	Critical success factors
1	Develop annual training and coaching programs for national federations.	Conduct a needs assessment for each respective national federation. Continue to work closely with the national federations to obtain technical	SG, Treasure and Program Manager NFs	Human resources from CONTL, National coaches, Schoolteacher s, Olympic Solidarity funds.	August – December 2023, organise four technical courses for sport Taekwondo , Volleyball, Hockey and Cycling.	Increasing the number of coaches and enriching their knowledge and skills to deliver coaching programme.

		<p>information from them.</p> <p>Complete the Olympic Solidarity Application form for 12 sports.</p> <p>Implement Technical Courses for Coaches - Level 1 for the respective federation.</p> <p>Evaluate the impact of the delivered coaching training courses, incorporate the assessment results into future action plans.</p>			<p>2024 – 2026, organise courses for sports: Aquatics, Tennis, Table Tennis, Sailing, Shooting.</p>	
2	Support coaches for the advance training programme.	<p>Award Olympic Scholarships for Coaches, experience, knowledge, years of service, and commitment to the national federations</p>	SG and Program Manager	Human resources from CONTL; Olympic Solidarity funds use to support national access to continuous high-level training.	<p>2023 – 2026, begin to disseminate an information to relevant stakeholders. Selected candidate for the Olympic Coaches Scholarship programme</p>	Availability of coaches who hold a coach certificate level -1 IOC.

3	Empower athletes to contribute to the development	Apply for the NOC Athletes' Commission Activity Grant. Working closely with CONTL's Athletes Commission to develop their activity plan.	SG, Treasure and Program Manager CONTL' Athletes Commission	Human resources from CONTL; Olympic Solidarity funds	September – December 2024, submission the completed application on the online platform.	Budget for the implementation activities plan. Strong relationships between NFs and athletes. Participation of athletes.
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Olympic values

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. Olympic solidarity provides three main types of financial assistance: support towards initiatives run by the NOCs; Olympic values training scholarships for candidates nominated by NOCs, support for Olympic day celebrations (Olympic Solidarity, 2021, p. 31).

Priorit y	Recommendatio n	Action	Lead	Resources	Timescales	Critical success factors
1	Promotion of Olympic Values	Organize trainings and seminars for CONTL, NFs and relevant stakeholders; Applying the initiatives application form in the Olympic Values	SG, Treasur e & Progra m Manage r CONTL .	Athletes Commission, Stakeholders (Schoolteache r and students), Olympic Solidarity funds use to promote Olympic Values.	January – June 2024, communicat e with athletes, NFs and relevant stakeholder. July 2024 onwards – start promoting	Availability of candidate for the Olympic Education Scholarships. Timeliness of submission the application form for the Olympic

		Programme, through Olympic Education Scholarships			Olympic education through seminar or workshops that organised by CONTL	Education Scholarships on the online platform. Ongoing discussions between CONTL and its stakeholders about the important of promotion Olympic Values.
2	Commemoration of International Day	Complete the dedicated application form on the online platform; Coordinate with schoolteachers and national federations	SG & Program Manager CONTL NFs and School Teachers	Human resources from CONTL, Olympic Solidarity funds, providing logistic support to brings students to attend the Olympic Day	Celebration on 23 June every year	Increasing an understanding of students and participants about Olympic Values. Introducing children how to play Olympic Sports.

NOC management and knowledge sharing

NOC management and knowledge sharing world programmes have the objective of assisting National Olympic Committees in establishing and sustaining effective administrative frameworks that can provide necessary support to their athletes and members. These programmes primarily concentrate on offering NOC executives and staff access to diverse training opportunities and courses related to the efficient daily operation and management of NOCs. Additionally, mutual learning and support are emphasized, encouraging NOCs to exchange and collaborate in sharing knowledge and experiences. (Olympic solidarity, 2021, p. 33).

Priorit y	Recommendati on	Action	Lead	Resources	Timescales	Critical success factors
1	Strengthen financial system and develop its strategic plan	<p>Work with NOC Malaysia to develop strategic plans for 4 years.</p> <p>Communicate with Olympic Solidarity with regards an initiative to establishing CONTL's strategic plan and strengthen the administrative and financial procedures.</p> <p>Complete the dedicated NOC initiative application form on the online platform.</p> <p>Coordinate with PcW Jakarta to develop administrative and financial system of CONTL.</p>	<p>Secretar y General</p> <p>Olympic Solidarit y</p>	Hire international experts, Olympic Solidarity funds use to support the NOC initiative programme	<p>September 2023 - submission application form.</p> <p>October – November 2023, CONTL staffs and executive participate training programmes .</p> <p>December 2023, presenting the administrati ve and financial procedures in the annual assembly for the approval.</p> <p>January – December 2024, develop a strategic plan and presenting the annual assembly for the approval.</p>	<p>NOC Malaysia and Timor-Leste have an agreement to support sports development in Timor-Leste.</p> <p>PwD has done an audit of CONTL's Olympic Solidarity programmes utilization.</p>

2	Maintain the functioning administrative structures of CONTL.	Complete the Annual review and submit to the Olympic Solidarity.	Secretary General and Treasury	Financial manager and program Manager CONTL, Olympic Solidarity funds available which require the financial statement of CONTL.	1 January 2024, submission application form on the online platform.	Deliver the support needed by CONTL's athletes and members
3	Provide capacity building of CONTL and its member national federations.	Encourage and support staffs and executive boards of CONTL, including its stakeholders' staff apply Olympic Solidarity MEMOS programme.	SG & Program Manager CONTL	International and local experts, Olympic Solidarity funds use to accommodation and travelling for participating in MEMOS programme	2024 – 2026, select a potential candidate who has committed to contribute to sport organisations after completed the programme.	An English language become an obstacle for staffs of CONTL and its members.
4	Organize Sports Administration Course for the executive boards and staffs of sport organisations.	Coordinate with NOC Malaysia to send their expert come to deliver training Sports Administration Course. Select participants representatives, former athletes, coaches and schoolteachers. Develop training schedule to deliver the courses.	SG & Program Manager CONTL Olympic Solidarity	International and local experts, Olympic Solidarity funds use to Organize Sports Administration Course, nomination of expert or/or course programme manager.	January – December 2024, coordinating an expert from NOC Malaysia. Selecting and nominating a local expert to take responsibility for the course.	Availability of an international expert for each sport. Availability participants for the courses. Limited an understanding about an Olympic Sports Movement and administrative management.

Conclusion

In conclusion, the research project explored the utilisation, impact, challenges, and potential improvements related to the Olympic Solidarity programmes within the Comité Olímpico Nacional de Timor-Leste. Through a combined quantitative and qualitative data analysis, it can be concluded that Olympic Solidarity programmes hold significant importance for CONTL. The findings highlighted the crucial roles played by both Olympic Solidarity world and continent programmes in supporting athletes and sports development in Timor-Leste.

Notably, the statistical results showed that funds from the world and continent programmes were allocated across various categories of Olympic Solidarity programmes received by CONTL. However, challenges such as the absence of strategic planning, the lack of human resources, and ineffective governance management within CONTL have been identified as significant obstacles. These challenges impede the optimal utilisation of all Olympic Solidarity programmes.

Despite this research provides valuable insights, but it has limitations. It heavily relies on the viewpoints of a specific group of stakeholders and document reviews. The absence of input from some selected participants and limited access to CONTL's annual reports might have constrained a holistic understanding.

For future studies, addressing challenges related to human resource management and governance is crucial to optimising the use of Olympic Solidarity funds within CONTL. Implementing training programmes for staff and executive boards could enhance project delivery and organisational effectiveness. Additionally, a longitudinal study could offer a more comprehensive perspective and bridge gaps in understanding of Olympic Solidarity's impact on athletes and sports development in Timor-Leste.

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Appendices

Appendix – A: Interview Transcript

Question 1

Olympic Solidarity quadrennial plan 2017 – 2020 has 21 World Programmes, which were divided into 5 units: athletes, coaches, NOC management and knowledge sharing, promotion of the Olympic Values, and Forums and special projects, including Asian Continent Programmes. Which ones are most used by CONTL?

Answer 1:

Basically, I can tell you that CONTL has access to several Olympic Solidarity World Programmes, not only for us but also for other NOCs. The most used ones are the NOC Administrative Subsidy from the world program and NOC Activities from the Olympic Council of Asia (OCA). Every year, CONTL receives funds from these two programmes to support our administrative activities, such as payment for salaries, organizing meetings, and attending international meetings. In the last quarter, we successfully submitted our application for Athletes Olympic scholarships and the technical course for coaches. Olympic Solidarity approved our applications, then we successfully delivered these two projects. For the current Olympic Solidarity plan, we applied for the MEMOS program to support one of our staff members in taking a further training program on managing Olympic sport organizations. I think, we have submitted our application, approved by Olympic Solidarity, and implemented by us. I can name them: NOC Administration Development, International Executive Courses in Sports Management, Olympic Scholarships for Athletes for Paris 2024, and Tokyo 2020, including the technical courses for coaches in 2019.

Question 2

How do you assess the outcomes of OS funding successfully implemented by CONTL?

Answer 2:

In answering this question, I can say that currently, we have not assessed the outcomes of Olympic Solidarity projects that have been implemented by us. But we do evaluate the impact of the Olympic Solidarity funds, particularly the implementation of OS projects for athletes and coaches. In our experiences, we obtained evaluation reports from athletes

and coaches who provided their comments on the impact of the programs through the report form.

Question 3

Which other OS programs would be useful to CONTL?

Answer 3:

I believe that all programs are important to CONTL. Normally, we utilize the Olympic Solidarity Games Subsidy Programmes for our participation in the Olympic Games. In my opinion, other programs that would be useful to CONTL are supporting the development of athletes and coaches as well as Olympic education programmes. Using Olympic Solidarity can have a positive impact on the high-performance of athletes and increase the knowledge of coaches to provide the quality of coaching program. Regarding Olympic education programs, we use this program to provide support in promoting Olympic values through sport education activities, seminars and workshops.

Question 4

What OS programmes should be listed as a priority for the NOC Timor-Leste's activities?

Answer 4:

Which OS programmes that should be listed as priorities for our activities, I could say it depends on our specific priorities. While all OS programs are useful to us, the limited availability of our human resources has contributed to us not to apply for many OS programs. By continuing support our administrative activities, I consider NOC Administrative Subsidy as a priority, followed by athletes' development and preparation, as well as coaches' development. These programs can help us to work better with other stakeholders.

Question 5

Can you explain the procedure for applying and/or receiving OS funding from both World and continental programs?

Answer 5:

The procedure for applying and receiving OS funding from both World and continental programs is clear and straightforward. First, we need to read the Olympic Solidarity guidelines, which has been provided clear objectives for each OS program. Then, we need to write and submit our application for each program through the online platform.

We often seek support from Olympic Solidarity to guide us in completing the application proposal. This procedure helps us to understand in preparing and submitting a comprehensive application, which includes project details, budget, and expected outcomes.

Question 6

In your opinion, what is the biggest challenge for the NOC Timor-Leste to apply and/or manage the OS programs?

Answer 6:

I believe that one of the biggest challenges for us in applying and managing OS programs is our availability of human resources. CONTL faces difficulties in managing the application process, monitoring and reporting the outcomes of the implementation of programs. Although we use the Olympic Solidarity guidelines and application form to write proposals for specific OS programs and provide technical and financial reports. The lack of understanding of OS programs among governance bodies and our stakeholders, such as National Federations, and limited resources to develop an action plan and organization's strategic plan have contributed to the challenges for CONTL in applying and managing OS programs.

Question 7

Can you explain why OS programs are important for the NOC?

Answer 7:

OS programmes are important for CONTL because it provides the financial support necessary for our activities. Without support from Olympic Solidarity, CONTL would struggle to carry out its administrative functions, support athletes, and participate in Olympic Games, Asian Games, and other continental and regional games. While funding for the games is sometimes received from the government, our organization heavily depends on Olympic Solidarity funds to support our activities. Currently, we are working hard to increase the utilization of Olympic Solidarity programs through our future activity plans.

Question 8

How do you see Olympic Solidarity programs affecting the NOC?

Answer 8

As I mentioned earlier, our organization heavily relies on Olympic Solidarity funds because we lack other sources of income to develop and support our activities. We utilize Olympic Solidarity funds to help athletes, members of national federations, and access training programs. I see Olympic Solidarity having a significant impact on CONTL since it became member of the IOC.

Question 9

In what ways does the NOC benefit from Solidarity programs?

Answer 9:

There are several ways in which CONTL can benefit from Solidarity programs. In our situation, one of the main benefits of OS programs is financial support. Another program that benefits us is supporting athlete and coach development, as mentioned before.

Overall, Olympic Solidarity programs help us help in many ways despite that CONTL has not maximized the utilization of all programmes available.

Question 10

How can OS programmes contribute to the development of athletes and coaches?

Answer 10:

OS programmes have significantly contributed to the development of our athletes and coaches in the last four years. We used Olympic Solidarity programmes to support our athlete's preparation and qualification for summer and winter games. So far, we only have one athlete benefit for Olympic Scholarships Winter Games, but for the Tokyo 2020 Olympic Scholarships we have four athletes received support, and now five athletes received Olympic Scholarships for the Olympic Games Paris 2024. In 2019, we successfully delivered technical courses for coaches to improve their coaching skills. These coaches represent four sports: Badminton, Weightlifting, Athletics and Handball.