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## OBJECTIVE

Enable the National Olympic Committees (NOCs) to develop and strengthen the global local or national sports system by putting in place a medium- or long-term action plan for one or more sports on the Olympic programme.

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## BENEFICIARIES

The programme is open to all NOCs. However, priority will be given to the NOCs whose basic sports structures and training system are weak, but have significant potential for development.

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## DESCRIPTION

NOCs can put in place an action plan supported by the presence of an international expert appointed or endorsed by the corresponding International Federation (IF).

In principle, Olympic Solidarity will support **one project per year and per NOC**. However, this number may vary depending on the specific needs of an NOC, the total number of requests received and the budget available.

The detailed action plan submitted to Olympic Solidarity must be coherent and realistic and must be established in close collaboration with the national federation (NF) concerned, after a detailed analysis of the situation (strengths, weaknesses, objectives, etc.). It must include the following aspects:

- Provide for the training of local coaches or people capable of continuing the work initiated by the expert once the project has ended.
- If necessary, include training for trainers, referees, judges and administrators.
- If necessary, improve training programmes for elite sport.
- Possibly put in place a “sport for all” project or a school sport development project.
- Possibly set up programmes to identify talented young athletes, raise awareness of the fight against doping and sports betting, etc.

The research projects done by former Olympic Solidarity scholarship holders may serve as a basis for the analysis performed by the NOCs (see the programme of Olympic scholarships for coaches).

It is also recommended that NOCs invite the coaches who benefitted from an Olympic Solidarity scholarship to be part of the project, either to add to their knowledge thanks to the presence of the international expert, or to get personally involved by assisting the expert and using their experience and knowledge of the local context (federation, training venues, contact people, etc.).

Depending on the needs and the budget available, it is possible that the international expert divides his mission into short-term visits of two or three weeks rather than one long-term period. Such an agenda might look like this: launch of the project (1st visit), intermediate evaluation (2nd visit) and final evaluation (3rd visit).

A person must be appointed as a national coordinator (national coach, former OS scholarship holder, technical director, etc.). Their role will be to assist the expert and manage the whole project, from the start until the end of the action plan and possibly beyond, and above all to coordinate the activities during the periods when the expert is not present in the country.



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## EXTERNAL PARTNERS

Olympic Solidarity works closely with the IFs of sports on the Olympic programme (including the five new sports on the programme for the Olympic Games Tokyo 2020).

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## FINANCIAL CONDITIONS

The budget allocated to this programme for the 2017-2020 quadrennial plan is USD 8,000,000.

The budget allocated to each project will depend on the results of the analysis of the budgetary proposal, and may be around USD 25,000, but no more than USD 30,000.

The following items must be included in the budgetary proposal which the NOC submits to Olympic Solidarity:

- Organisational costs;
- International air ticket (standard economy class, the most direct route possible);
- All the costs linked to the presence of the expert in the country (accommodation, food, domestic transport, etc.);
- Expert's fees (see below);
- Illness and accident insurance, vaccines, visas, etc., if necessary.

The expert's fees must be discussed and agreed beforehand directly between the various parties (NOC, NF and expert).

If the global budget of the project exceeds the amount that can be allocated by Olympic Solidarity, the additional costs must be covered by external funding from different partners (e.g. NFs, sponsors, government, etc.). In such cases, it is important to clearly indicate the financial involvement of each party in the budgetary proposal that the NOC submits to OS.

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## REQUEST PROCEDURE

For a request to be considered, it must reach Olympic Solidarity by no later than three months before the start of the action plan. Any request sent later than this may well be refused or postponed.

The following information must be provided with the request:

- Description of the current system and detailed analysis of the needs;
- Proposed action plan based on the expected objectives;
- Dates and deadlines of the various phases of the project;
- Curriculum vitae of the expert, if this person is proposed by the NOC;
- Detailed budgetary proposal covering all expenses, including the travel and accommodation costs and fees agreed with the expert (see financial conditions above).

**NOC**

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Sending of the request form  
Deadline: 3 months before the start of the action plan

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**OS**



## ANALYSIS AND APPROVAL

If necessary, Olympic Solidarity will analyse the action plans that the NOCs submit with the relevant IFs and continental associations.

The experts will be nominated by the IFs. They may also be proposed by the NOCs, subject to IF approval. Among other things, they must have experience as an international level coach and possess the technical and pedagogical skills required to conduct this type of project.

Once the project has been approved by all the parties concerned (NOC, IF, NF and expert) and once all the technical and financial guarantees have been obtained, Olympic Solidarity will send the NOC a final confirmation of its support for the proposed project. This confirmation will be sent along with **a contract** detailing the responsibilities of each party.

The action plan may be initiated only once the contract has been signed by all the parties, confirming that they accept its terms and conditions. If necessary, the NOC may consider establishing a separate and more detailed contract with the relevant parties (NOC, NF and expert).

OS	>	Analysis of request Transmission to IF for consultation	>	IF
IF	>	Technical input regarding the project Endorsement or nomination of expert	>	OS
OS	>	Sending of the approval letter and contract to be signed	>	NOC

## Payment of the advance

Upon receipt of the contract duly signed by the NOC and the expert, and **around 30 days before the planned start date of the project**, an advance of 75 per cent of the total budget allocated will be transferred to the NOC.

NOC	>	Sending of the contract signed by the NOC and the expert	>	OS
OS	>	Transfer of the advance (75 per cent of the budget) and sending of the the contract signed by all the parties	>	NOC



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## **FOLLOW-UP AND CONTROL**

While the action plan is being implemented, the NOC is required to maintain a constant and close contact with the expert and the various people and bodies involved in the project (NF, national coordinator, national coaches, etc.).

The NOC will immediately inform Olympic Solidarity in writing of any problem that may occur, to allow for a rapid reaction, if necessary.

### **Intermediate report**

Depending on the length of the project, the NOC will report regularly to Olympic Solidarity on the progress of the action plan, and inform it of any modifications made to the initial programme and/or difficulties encountered.

### **Final report**

No later than two months after the end of the project, the NOC must send Olympic Solidarity the following documents:

- Administrative report, with photos and other documents, such as a general assessment, comments and remarks from the NOC, etc.;
- Financial report;
- Technical report by the expert on how the programme has been implemented and the results achieved (format and content to be decided by the expert);
- Report by the national coordinator, particularly if the expert's stay is split into different periods (format and content to be decided by the coordinator).

The balance of the budget will be transferred to the NOC upon receipt of the corresponding reports.

<b>NOC</b>	>	Administrative and financial reports to be sent, plus the expert's report and comments from the national coordinator Deadline: 2 months after the end of the project	>	<b>OS</b>
<b>OS</b>	>	Checking of reports Transfer of the corresponding balance	>	<b>NOC</b>