



DEVELOPMENT OF NATIONAL SPORT SYSTEM

Guidelines

World Programmes – Sport Development – Development of National Sport System

What are the programme's objectives?

To assist National Olympic Committees (NOCs) with the implementation of a mid- to long-term action plan for one or more sports on the Olympic programme, with the goal of developing and strengthening:

- basic coaching and sports system structures;
- development pathways;
- performance pathways; and
- related activities.

Who is this programme for?

NOCs that have undertaken an analysis of the sports system and prepared a project with the relevant stakeholders (NFs, IFs, experts, etc.) and a detailed budget breakdown. Examples will be shared upon request.

What activities are covered?

When deciding on projects to undertake for this programme, the main focus for NOCs should be on improving the overall sports system. Standard options include:

- sport-based projects developing coaches and officials and related performance systems that impact athletes;
- physical and medical conditioning projects;
- multisport projects; and
- longer-term projects for a limited number of NOCs with the greatest needs; and
- pre-visits can also be considered by a designated expert to help design and develop the project when needed. This can include a SWOT Analysis, identifying the action plan, objectives and developing a budget.



The programme also provides NOCs and their National Federations (NFs) with the opportunity to:

- strengthen athlete development pathways;
- implement good governance policies and strategic planning as it relates to athlete development and performance;
- build administrative capacity to support the activities of coaches and athletes; and
- optimise existing aspects of their overall management and performance systems.

Who can apply?

All NOCs. Priority will be given, however, to NOCs with the greatest needs whose basic sports structures and training systems are weak but have genuine potential for improvement.

The number of projects approved varies depending on the specific needs of the NOCs, the total number of requests received, and the budget available.

Which sports are eligible?

Sports on the programme of the Winter or Summer Olympic and Youth Olympic Games.

Multisport, high-performance and medical projects related to sport systems and performance can include multiple sports.

Are any third parties involved?

Where necessary, Olympic Solidarity will analyse, together with the relevant IF/partner, the action plans that the NOCs submit. To facilitate a more effective project and approval process, Olympic Solidarity encourages NOCs/NFs to contact the IF or continental sports confederation to discuss their intended project, targeted experts, and budget breakdown well in advance of applying.

Experts will be appointed by the IFs/partners. They may also be proposed by NOCs, subject to IF/partner approval. Experts must have an international-level certificate and possess the technical and pedagogical skills required to conduct such projects.

Once a project has been approved by all the parties concerned (NOC, IF/partner, NF and expert) and once all the technical and financial guarantees have been obtained, Olympic Solidarity will send the NOC final confirmation of its support for the proposed project. The signing of a contract by **the NOC, NF and expert** detailing the responsibilities of each party is encouraged, and examples can be provided by Olympic Solidarity.

In some cases, NOCs may agree to an IF receiving part of the funds to deliver the project and, if needed, pay the expert based on a pre-agreed and fixed amount.

Are there any restrictions?

NOCs that had 50 or fewer athletes in individual sports at the Olympic Games Paris 2024 are in principle limited to one project per year and/or consideration for an extended project during the 2025-2028 plan.

NOCs that had more than 50 athletes in individual sports at the at the Olympic Games Paris 2024 are restricted to a maximum of two projects during the 2025-2028 plan.



Is there a deadline for submissions?

This programme opens on 1 January 2025. Deadlines for the submission of applications are no later than two months before the intended start date of the project.

What is the application procedure?

Applications must include:

- a description of the current system and detailed analysis of the needs;
- a proposed action plan based on the expected objectives;
- the dates and deadlines of the various phases of the project;
- the curriculum vitae of experts proposed by the NOC;
- a detailed budgetary proposal covering all expenses, including travel and accommodation costs and expert fees.

What is the maximum amount of funding an NOC can apply for?

There are three different funding options:

Standard options – The budget allocated to each project will depend on the results of the analysis of the budgetary proposal and will typically be between USD 25,000 and USD 30,000. The amount may be increased to USD 35,000 should there be a justifiable need.

Short-term pre-visit – Total costs per visit may vary depending on the activity, which may be delivered online, on site or a hybrid of both. As such, the allocation of the budget per visit will be approved on a case-by-case basis.

Longer-term options – For a select group of NOCs with the greatest needs, Olympic Solidarity will propose two- to four-year projects with longer-term goals. Budgets will be reviewed on a case-by-case basis. For sport-specific projects with IFs, sustainable practices will be encouraged.

What expenses are covered?

The following expenses may be covered:

- travel, accommodation and other costs incurred by experts to/from the host nation, including those relating to specific guidance around the preparation, implementation and reporting on the project;
- costs used for the creation or improvement of a training and competition calendar, selection system, project plan and results-monitoring system;
- costs for (a) national expert(s) to prepare, implement and report on the project;
- costs used in long-term development activities for athletes;
- costs related to the development of national coaches and officials to deliver national or regional activities linked to the project; and
- costs (limited) of materials linked to the delivery of the project.

Organisational costs that can be covered include:



- international airline tickets (standard economy class, the most direct route possible) for experts, if applicable;
- all costs linked to the presence of experts in the country (accommodation, meals, domestic transport, etc.), if applicable;
- health and accident insurance, vaccines, visas, etc., if necessary; and
- expert fees (which must be agreed upon beforehand between the various parties, i.e. NOC, NF, other partner where applicable and the expert).

Any new expenses not listed in the approved budget breakdown should be submitted to Olympic Solidarity for pre-approval, otherwise they may not be covered by the Olympic Solidarity budget.

If the overall 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 these cases, it is important to clearly indicate the financial contribution of each party in the budgetary proposal that the NOC submits to Olympic Solidarity.

NOTE: This programme is not meant to cover the costs of hiring a coach to train the national team or to organise a set of technical courses for coaches only. Coaching costs can be considered along with certification of coaches as part of a larger approach to the overall sports system.

What are the payment options for this programme?

An advance payment of 75 per cent of the total allocated budget will be transferred to the NOC upon approval for a standard project.

The balance payment will be made to the NOC upon receipt of the financial, expert and technical reports.

In some cases, where agreed upon in advance with the NOC, IF and expert, and based upon a detailed budget breakdown, payments can be made to the IF.

While the action plan is being implemented, the NOC is required to maintain close and constant contact with the expert and the various individuals and organisations involved in the project (NFs, national coordinators, national coaches, other partners, etc.).

The NOC should immediately inform Olympic Solidarity in writing of any problem that arises to allow for a rapid response, if necessary.

What are the reporting requirements?

NOCs must provide the following documents on RELAY no later than two months after the end of the project:

- financial report;
- technical report;
- technical report by the expert (the mandatory, downloadable form is available online for NOCs to forward to their NFs); and
- photos, videos and any other useful documents.



Are there any other instructions?

Projects should involve a gender-equal balance of female and male athletes (50 per cent each). For coaches and administrators, the goal should be a participation rate for females of at least 30 per cent.

Where gender balance cannot be achieved, NOCs, in coordination with the NFs, must propose measures towards reaching it over a certain period of time.

All beneficiaries must be made aware of the topics of athlete well-being, safeguarding, antidoping and the prevention of competition manipulation through links provided in the Olympic Solidarity – Preface to Programme Guidelines. All beneficiaries have the responsibility to access the information and observe the guidelines.

NOCs/NFs are encouraged to undergo a thorough analysis of their existing sports systems with the help of an accredited expert from an IF or the International Council for Coaching Excellence (ICCE). This exercise will help in the development of a realistic mid- to long-term action plan with attainable objectives within the national setting.