



Olympic Solidarity 2021-2024 Plan

Development of the National Sports System

Guidelines

Objective

To enable the National Olympic Committees (NOCs) to develop and strengthen their basic coaching structures and related sport systems by putting in place a medium- or long-term action plan for one or more sports on the Olympic programme.

Beneficiaries

Priority will be given to the NOCs whose basic sports structures and training system are weak, but which have genuine potential for improvement.

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.

Project Options

1 – Standard options

- Sport-based projects
- Physical conditioning projects
- Multisport projects

While improving the coach education system should be the main objective of the proposed projects from the NOCs, it is important to highlight that this programme also provides NOCs and their National Federations (NFs) with the opportunity:

- to look at athlete development pathways,
- to look at good governance policies,
- to build administrative capacity to support the coach and athlete activities,
- to optimise existing aspects of their overall management, etc.

as these are all intrinsically linked.



You can refer to the list of potential topics below. This list is not exhaustive and is meant only to provide you with some guidance.

- To develop coaches and umpires through the implementation of an action plan focusing on a coaching and education programme
- To look at new policies around training, competition and selection systems to ensure a sustainable future for the sport
- To conduct courses for existing coaches
- To encourage grassroots development or further develop existing initiatives
- To create a national talent pool of coaches, athletes and administrators or improve the existing system
- To establish/improve the competition system
- To review the national team selection policy; to analyse preparation periods and competition periods
- To set up or improve an elite training programme for the national team
- To establish a performance monitoring system for athletes, coaches and umpires
- To set up championship observer programmes
- etc.

This is why it is advisable for NOCs/NFs to take the time to undergo a thorough analysis of the existing sports system with the help of an International Federation (IF)-/International Council for Coaching Excellence (ICCE)-accredited expert so that they can put together a realistic medium- to long-term action plan with attainable objectives within the national setting.

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.

Link with the Olympic Scholarships for Coaches programme

- We encourage NOCs to take advantage of the research projects done by former Olympic Solidarity scholarship-holders and potentially use them as a basis for the analysis performed by the NOCs/NFs while formulating the action plan. It is also recommended that these coaches be invited to take part in the project and/or to personally assist the main expert, thus sharing their experience and knowledge of the local context (NF, existing sport system, training venues, contact people, etc.).
- Olympic Solidarity may proactively approach a few NOCs during the course of the quadrennial plan to propose subsidising the best research projects developed by former Olympic Solidarity scholarship-holders, following a thorough analysis with the partners concerned.

Project phases

Depending on the needs and the budget available, it is possible for the appointed expert to divide her/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).

The recent global COVID-19 crisis has prompted many project hosts, in collaboration with their partners (IFs, etc.), to start piloting innovative online teaching concepts based on a methodology of blended learning, by adapting the format of their existing action plans while respecting strict criteria of delivery quality and education load quantity. We are convinced that these new project formats will increase in the 2021-2024 plan.

The selection of the national coordinator (national coach, former Olympic Solidarity scholarship-holder, technical director, etc.) who will assist the main expert is paramount to ensure the self-sufficiency of the project in the long term.

2 – New option for sport-based projects: short-term pre-visit

We have introduced this new option to enable NOCs with the greatest needs to apply for a short pre-visit for their sport-based projects to assist them in performing a self-assessment of their system in a particular sport and developing an action plan. These pre-visits will be conducted by an IF-accredited expert on site or online and will allow the NOCs and the NFs to already identify strategies, timelines and deliverables together while preparing the application.

External Partners

Olympic Solidarity works closely with the IFs of sports on the Olympic programme (including the four new sports on the programme for the Olympic Games Paris 2024), with our network of partners and with the ICCE.

Financial Conditions

The budget allocated to this programme for the 2021-2024 quadrennial plan is USD 10,000,000.

1 – Standard options

The budget allocated to each project will depend on the results of the analysis of the budgetary proposal and will on average usually be between USD 25,000 and 30,000. The amount may be increased to USD 35,000 should this be both necessary and justified.

2 – Short-term pre-visit

Due to the nature of the activity, the total cost per visit may vary drastically, as it may be delivered online, on site or both online and on site. As such, the allocation of the budget per visit will be approved on a case-by-case basis.

Regardless of the option selected, the following items must be included in the budgetary proposal which the NOC submits to Olympic Solidarity:

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

*The expert's fees must be discussed and agreed upon beforehand between the various parties (NOC, NF and 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 such cases, it is important to clearly indicate the financial contribution of each party in the budgetary proposal that the NOC submits to Olympic Solidarity.**

Application Procedure

For an application to be considered, it must reach Olympic Solidarity through RELAY 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 application must include the following information:

- 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	>	Submission of the online application Deadline: 3 months before the start of the action plan	>	OS
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Analysis and Approval

If necessary, Olympic Solidarity will analyse the action plans that the NOCs submit with the relevant IFs / partners.

The experts will be appointed by the IFs/partners. They may also be proposed by the NOCs, subject to IF/partner approval. Among other things, they must have an international level certificate 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/partner, 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 involved, 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 the application Forward to the IF/partner for study	>	IF/partner
IF/partner	>	Technical input regarding the project Endorsement or appointed of expert	>	OS
OS	>	Online confirmation & contract to be signed	>	NOC

Advance payment

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 payment of 75 per cent of the total budget allocated will be transferred to the NOC.

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

Follow-up and Control

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

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

Final reports

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

- Financial report;
- Administrative report;
- Technical report by the expert (downloadable and mandatory form available online for NOCs to forward to their NFs);
- Photos and any other useful documents.

The balance of the budget will be transferred to the NOC upon receipt of the above-mentioned reports.

NOC	>	Submission of reports through RELAY Deadline: 2 months after the end of the project	>	OS
OS	>	Checking of reports Transfer of the corresponding balance	>	NOC

Olympic Solidarity strongly encourages NOCs to work closely with their NFs/partners in order to keep track of the progress of their projects and potentially conduct an evaluation after 6 - 12 months.