



2017-2020 QUADRENNIAL PLAN

Introduction

We are pleased to present to you in this leaflet Olympic Solidarity (OS)'s objectives, budgets and programmes established for the 2017-2020 quadrennial plan.

The programmes cover the main areas of sports development: athletes, coaches, administrators, promotion of the Olympic values, knowledge-sharing and participation in the Games.

A new plan naturally focuses on consolidating the progress made, but also offers new prospects. That is why, with the aim of optimising its services to the NOCs and in a spirit of environmental sustainability, the **“Olympic Solidarity Online Platform”** will be launched via NOCnet in January 2017.

In order to reach its objectives, the OS international office in Lausanne also proposes two new programmes: **Athlete Career Transition** and **Refugee Athlete Support**, as well as a new unit dedicated to **Forums and Special Projects** in the World Programmes section. The international office will continue to manage all the World Programmes in coordination with the OS offices at the various NOC continental associations, which, for their part, will offer specific Continental Programmes.

We look forward to embarking on this new phase with you – NOCs, continental associations, ANOC and IFs – and with the many partners working on our programmes. Without your valuable and efficient collaboration, we would not be able to carry out the task entrusted to us. We should like to express our deep gratitude for your continued support.

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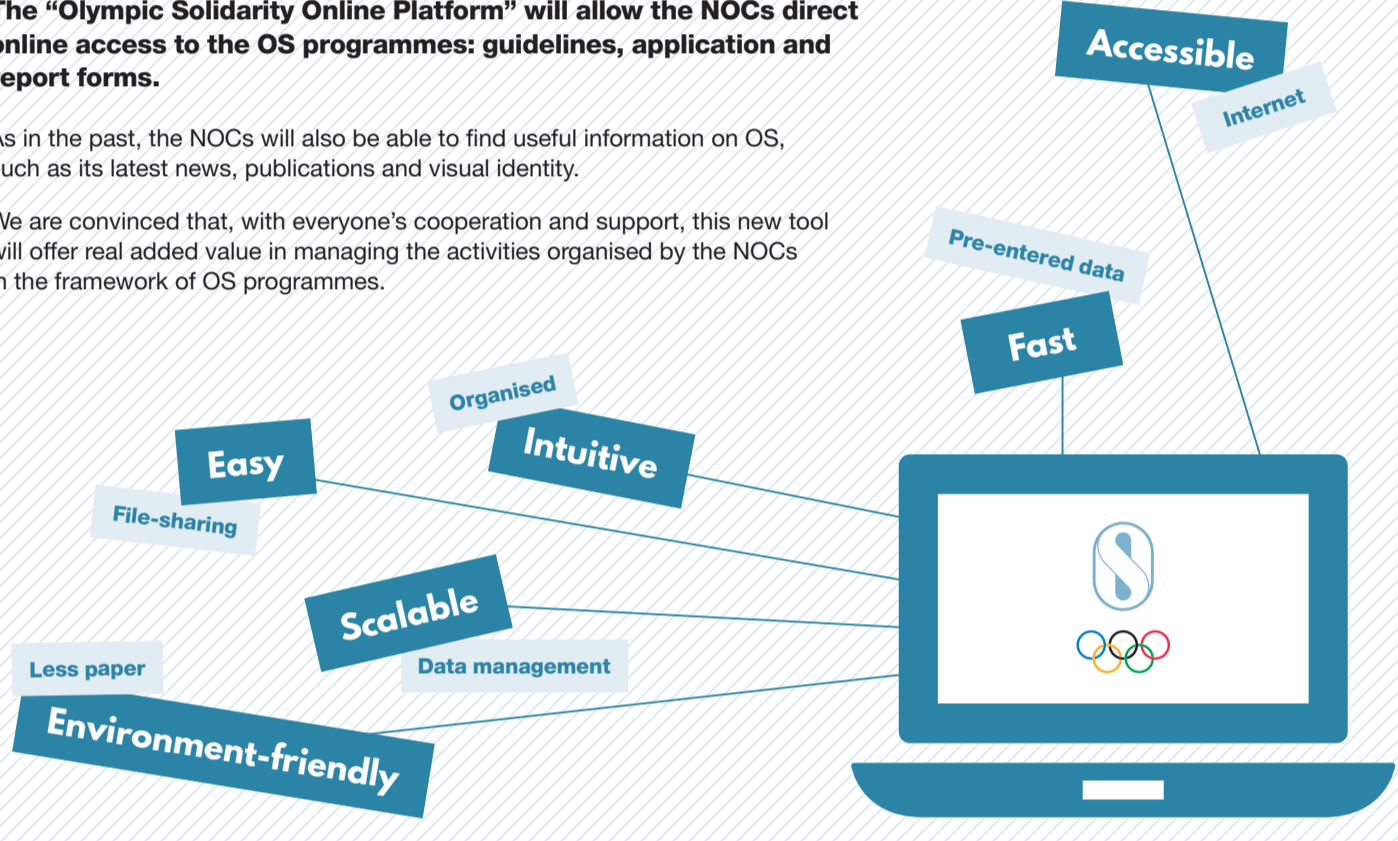
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OS Online Platform

The “Olympic Solidarity Online Platform” will allow the NOCs direct online access to the OS programmes: guidelines, application and report forms.

As in the past, the NOCs will also be able to find useful information on OS, such as its latest news, publications and visual identity.

We are convinced that, with everyone's cooperation and support, this new tool will offer real added value in managing the activities organised by the NOCs in the framework of OS programmes.

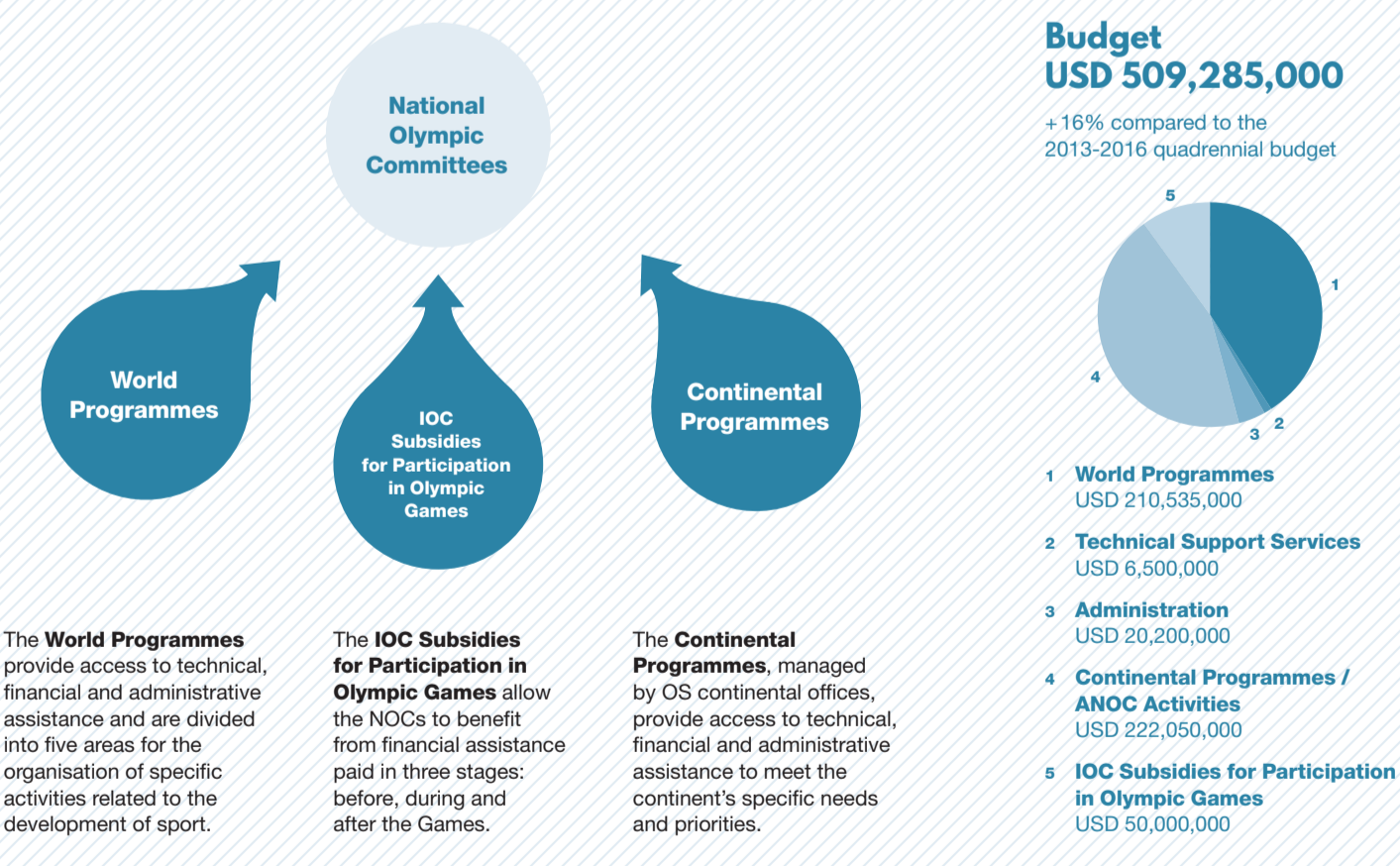


Objectives



Strategies

Programmes



The **World Programmes** provide and administrative assistance and are divided into five areas for the organisation of specific activities related to the development of sport.

The **IOC Subsidies for Participation in Olympic Games** allow the NOCs to benefit from financial assistance paid in three stages: before, during and after the Games.

The **Continental Programmes**, managed by OS continental offices, provide access to technical, financial and administrative assistance to meet the continent's specific needs and priorities.

World Programmes

- 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 **NEW**
 - Refugee Athlete Support **NEW**
- Coaches**
 - Technical Courses for Coaches
 - Olympic Scholarships for Coaches
 - Development of National Sports System
- NOC Management & Knowledge Sharing**
 - NOC Administration Development
 - National Courses for Sports Administrators
 - International Executive Courses in Sport Management
 - NOC Solidarity Exchanges
- 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
- Forums & Special Projects**
 - Forums & Workshops
 - Special Projects

General Life Cycle of an Application for an OS Programme



Athletes

Olympic Scholarships for Athletes “PyeongChang 2018”

To offer scholarships to athletes preparing and attempting to qualify for the XXIII Olympic Winter Games PyeongChang 2018.

WHAT Scholarship: monthly training grant + fixed travel subsidy for qualification events.

WHO NOCs with strong winter sports tradition (participation in Sochi) and whose athletes have a proven PyeongChang qualification chance.

WHEN 1 November 2016 to 28 February 2018.

HOW MUCH Variable scholarship amount according to number of scholarships, past Games participation numbers and country cost of living. Fixed travel subsidy.

HOW Individual athlete application; analysis in consultation with the IF and based on NOC priority order.

Olympic Scholarships for Athletes “Tokyo 2020”

To assist elite athletes in their preparation and qualification for the Games of the XXXII Olympiad Tokyo 2020.

WHAT Scholarship: monthly training grant + fixed travel subsidy for qualification events. Training centre or NOC training options.

WHO All NOCs. Focus on athletes and NOCs with the greatest need.

WHEN 1 September 2017 to 31 August 2020.

HOW MUCH Variable scholarship amount according to training option, number of scholarships, past Games participation numbers and country cost of living. Fixed travel subsidy.

HOW Individual athlete application; analysis in consultation with the IF and based on NOC priority order.

Team Support Grant

To offer support to national teams to prepare and participate in regional, continental or world level competitions.

WHAT Grant for one summer sport and one winter sport team. Possibility to split the budget available between two teams provided one is a women’s team.

WHO Summer sport teams of international level and on the Olympic programme; ice hockey or curling teams qualified or taking part in the PyeongChang final qualification round.

WHEN Operational throughout the quadrennial.

HOW MUCH Dependent on level of team, scope and length of activities and budget availability.

HOW Two-step application: quadrennial plan and annual preparation projects.

Continental Athlete Support Grant

To offer financial and technical assistance to NOCs to prepare their athletes for multi-sport Games.

WHAT Grant to assist NOCs to prepare their athletes for multi-sport games.

WHO All NOCs.

WHEN Operational throughout the quadrennial.

HOW MUCH Dependent on scope and length of activities and budget availability.

HOW Two-step application: quadrennial plan and annual preparation projects.

Youth Olympic Games – Athlete Support

To offer assistance to identify, qualify and prepare young athletes to participate in the Summer and Winter Youth Olympic Games.

WHAT Three grant options for winter and summer YOG editions: Identification, YOG Qualification, YOG Preparation.

WHO All NOCs.

WHEN In time to carry out the activity before each edition of YOG.

HOW MUCH Dependent on project scope and budget availability for each edition of YOG.

HOW Separate application for each edition of YOG and each option.

Athlete Career Transition

To offer assistance to support athletes at various stages of their career in view of a successful post-athletic career.

WHAT Technical and financial assistance to provide educational opportunities to athletes and to deliver the IOC Athlete Career Programme.

WHO All NOCs.

WHEN Operational throughout the quadrennial.

HOW MUCH Dependent on scope and length of activities and budget availability.

HOW Application + copy of educational institution registration and agreement. Managed and financed in cooperation with the IOC Sports department.

Refugee Athlete Support

To identify and support a limited number of refugee athletes to prepare for and participate in international competitions.

WHAT Scholarships: monthly training grant and fixed travel subsidy for refugee athletes. Technical and financial assistance for the organisation of specific activities for the identification, training and education of refugee athletes.

WHO NOCs of countries hosting refugees.

WHEN Operational throughout the quadrennial.

HOW MUCH Variable scholarship amount according to training option, number of scholarships and country cost of living.

HOW Individual athlete application. Identification project to be organised in collaboration with the UNHCR.

Coaches

Technical Courses for Coaches

To offer training possibilities at different levels for coaches.

WHAT Training for coaches led by an expert appointed by the IF on a national or regional level.

WHO All NOCs. Focus on the NOCs with the greatest need.

WHEN Operational throughout the quadrennial.

HOW MUCH Average budget: USD 8,000-10,000 per course. Max. 10 courses per quadrennial (max. USD 80,000), 4 courses per year depending on NOC needs.

HOW Content in line with IF’s guidelines. Individual or grouped course application.

Olympic Scholarships for Coaches

Allow coaches to benefit from high-level further training.

WHAT Training programmes in high-level training centres, universities or IFs in sports sciences, sport-specific training or e-learning. NOCs can propose training locations outside the OS network.

WHO All NOCs, coaches officially recognised by their NF and working in their own country.

WHEN Two sessions per year (spring and autumn) for training at university, others based on individual arrangements or agenda.

HOW MUCH In principle, one or two scholarships per year per NOC covering tuition, transport, board and lodging costs, weekly allowance, health and accident insurance.

HOW Application per scholarship + approval from IF and training centre.

Development of National Sports System

Allow NOCs to develop and strengthen their sports system at local or national level.

WHAT Develop a national sports and coaching structure by implementing a mid- to long-term action plan for one or several sports. International IF expert works with the national coach(es) towards the implementation of an action plan.

WHO All NOCs. Focus on the NOCs with the greatest need.

WHEN Operational throughout the quadrennial.

HOW MUCH In principle, one project per year per NOC depending on NOC needs. USD 25,000-30,000 including all the expert’s expenses, e.g. international travel, board and lodging, indemnities, etc.

HOW Application per project + IF endorsement.

NOC Management & Knowledge Sharing

NOC Administration Development

To support the administrative structures of NOCs.

WHAT **Administrative Subsidy:** contribution towards NOCs’ running costs. **NOC Management Initiatives:** contribution to one-off projects to improve NOCs’ operations.

WHO All NOCs.

WHEN Operational throughout the quadrennial.

HOW MUCH **Administrative Subsidy:** USD 45,000 per year.

NOC Management Initiatives: contribution depending on the project scope and budget.

HOW **Administrative Subsidy:** annual application. **NOC Management Initiatives:** application per project.

NOC Solidarity Exchanges

To promote solidarity by coordinating NOCs’ offers of assistance with the demands of the NOCs in the greatest need.

WHAT Developed NOCs provide assistance to and share their knowledge and experience with developing NOCs.

WHO All NOCs.

WHEN Depending on individual offers.

HOW MUCH Depending on individual offers.

HOW Developed NOCs are encouraged to assist other NOCs and submit their proposals to OS.

National Courses for Sports Administrators

To offer the possibility to train sports administrators by organising courses in sports administration and management.

WHAT **Sports Administrators Courses:** 30-hour basic level courses based on *Sport Administration Manual*. **Advanced Sports Management Courses:** focus on six areas of competence, based on the *Managing Olympic Sport Organisations* manual, organised in modules, over several months.

WHO Staff and executives of NOCs, affiliated NFs, sports clubs and other sports organisations.

WHEN Operational throughout the quadrennial.

HOW MUCH **Sports Administrators Courses:** up to USD 3,500 per course with 40% women participants. **Advanced Sports Management Courses:** up to USD 14,000 per course with 40% women participants.

HOW Courses are delivered by NOC instructors trained by OS.

International Executive Courses in Sport Management

To provide sports managers with access to training courses of a higher education level and international significance.

WHAT **MEMOS** (Executive Master in Managing Sport Organisations) in English, French and Spanish. **6 thematic modules** in 3-4 sessions spanning a year.

Practical project meant to improve participant’s sports organisation, developed under the supervision of an assigned tutor.

WHO Staff and executives of NOCs, affiliated NFs or other national sports organisations, who are nominated by their NOC and meet MEMOS admission criteria.

WHEN **MEMOS in English:** every year, September to September of the following year. **MEMOS in French:** starts in October 2018 and October 2020. **MEMOS in Spanish:** starts in November 2017 and November 2019. **Deadline for applications:** 15 June each year.

HOW MUCH Scholarships cover tuition, travel to all the modules and contribution towards accommodation costs.

HOW Programme delivered by a network of universities.

Promotion of the Olympic Values

Sports Medicine and Protection of Clean Athletes

To encourage NOCs to disseminate knowledge, upskill the sporting community and run projects in the field of sports medicine, particularly with regard to the protection of the health and integrity of clean athletes and the prevention of injury/illness in sport.

Sustainability in Sport

To encourage NOCs to integrate sustainability principles into their policies and working practices and take leadership in terms of promoting sustainability within their national sporting community.

Gender Equality and Diversity

To provide assistance to NOCs towards the development and implementation of strategies, policies and activities promoting gender equality, inclusion and diversity in sports practice and governance.

Sport for Social Development

To assist NOCs in increasing physical activity in the population, giving access to sport as a right for all, and using sport as a means to promote health, development and peace, improving social cohesion and combining sports practice with education.

Additional option: **Olympic Day:** Annual contribution towards Olympic Day celebrations.

Olympic Education, Culture and Legacy

To provide assistance to NOCs to implement Olympic values-based education and life skills programmes, develop cultural activities, disseminate and gain knowledge on the fundamental principles of Olympism, and preserve the national Olympic and sporting legacy.

Procedures for the Promotion of the Olympic Values Programmes

WHAT **Strategy:** Development of an NOC strategy within the field concerned. **Seminar:** On the theme linked to the field concerned.

Projects: Run projects in the field concerned. **Training:** Offered to NOCs by OS via third parties.

WHO All NOCs.

WHEN Operational throughout the quadrennial. **Training:** By the deadline indicated for each training opportunity.

HOW MUCH Dependent on nature and scope of activity/training and budget availability.

HOW Application per project/training.

Forums & Special Projects

Forums & Workshops

To promote concepts and ideas to NOCs and to provide specific training opportunities to targeted groups of NOCs.

WHAT Annual forums in each continent addressing topics of interest. Olympic Marketing Seminars. Topical training seminars for groups of NOCs. Bi-annual meetings of the Continental Associations’ Athletes’ Commissions.

WHO All NOCs.

WHEN Dates to be announced prior to the event.

HOW MUCH Costs related to travel, room and board.

HOW OS/Continental Association to coordinate and inform the NOCs.

Special Projects

To respond to special requests from NOCs as a result of extraordinary or unexpected circumstances.

WHAT Special assistance granted by the OS Commission.

WHO NOCs in extraordinary or unexpected circumstances.

WHEN Upon analysis of NOC’s detailed request.

HOW MUCH Depending on the nature of need and request.

HOW NOCs submit a request backed up by a detailed explanation and budget breakdown.