



# OLYMPIC SOLIDARITY 2021-2024 PLAN



# INTRODUCTION

We are pleased to present to you in this leaflet the Olympic Solidarity (OS) objectives, budgets and programmes established for the 2021-2024 plan.

All the programmes from the previous OS plan have been reviewed, and new options added, in order to meet the objectives of the International Olympic Committee (IOC) and reflect the evolution of our sports environment. More than ever, athletes are at the heart of OS's mission: in a bid to meet their needs even more effectively and to support them throughout their careers, the budget of the programmes fully dedicated to them has been increased by 25 per cent.

Moreover, the OS delivery structure has been enhanced, with the creation of a development area entitled "Athletes and Sport Development", which includes three programme clusters focused on Olympic Games universality, the entourage and sports development.

The two other development areas, "Values" and "Capacity Building and Administration", have also undergone several adjustments in order to provide even more targeted support to the National Olympic Committees (NOCs).

With the aim of permanently optimising the services we offer to the NOCs, we have significantly upgraded the functionalities of the Olympic Solidarity Online Platform, resulting in a more efficient platform, which is now called RELAY.

On an organisational level, the OS international office in Lausanne continues to manage all the World Programmes in coordination with the OS offices at the various NOC Continental Associations, which, for their part, offer specific Continental Programmes. The OS international office in Lausanne also manages the

IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games.

We are glad to begin this new plan with you, dear NOCs, Continental Associations, Association of National Olympic Committees (ANOC), International Federations (IFs) and partners. You all play an essential role in the success of our programmes, and we are looking forward to working hand in hand with you to take on the challenges of the next four years!

The Director and Team of Olympic Solidarity

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## **RELAY**

The RELAY online platform gives the NOCs direct online access to all the information concerning the OS programmes, such as guidelines, application and report forms, and other useful information. Thanks to a major upgrade, new functionalities have been incorporated, with the new online platform now offering increased performance and an improved one-stop-shop service to NOCs.

# KEY PRIORITIES AND STRATEGIC OBJECTIVES FOR 2021–2024

Two key priorities will be guiding OS for the 2021-2024 period: further develop the opportunities offered to NOCs; and position OS as the Olympic Movement's main reference point for the development of sport. As a result, OS has set the following strategic objectives:

Empower NOCs to keep athletes at the heart of the Olympic Movement.

Ensure good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.

Strengthen the Olympic Movement's solidarity funding model.

Align with the IOC's strategy for the post-coronavirus world.

Enable NOCs to contribute to the promotion of the Olympic values.

Provide tailored services to NOCs.

Measure the real impact of OS programmes and funding on the worldwide development of sport.

# TARGETS FOR 2024

By implementing these key priorities for the 2021-2024 plan, OS, together with the Continental Associations and the NOCs, will, by the end of 2024, have impacted positively on the following:

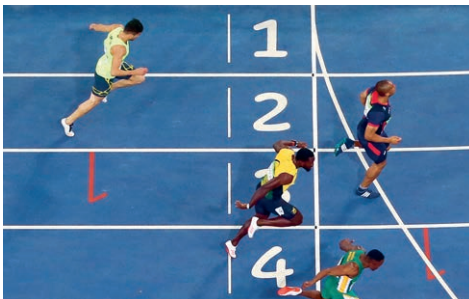
The universality of the Olympic Games.

The training and education of athletes' entourages, allowing them to further support the development of their athletes and their sport.

Helping NOCs to have solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members.

Enabling NOCs to contribute to the IOC's post-coronavirus global strategy at a national level.

Informing and engaging all 206 NOCs, increasing their capacity for good governance and effective management of sport.



# PROGRAMMES

**The World Programmes** provide NOCs with access to technical, financial and administrative assistance. They are divided into three development areas and five programme clusters for the organisation of specific activities.

**The IOC Subsidies** for NOCs' Participation in Olympic Games and Youth Olympic Games allow the NOCs to benefit from financial assistance before, during and after the Games.

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

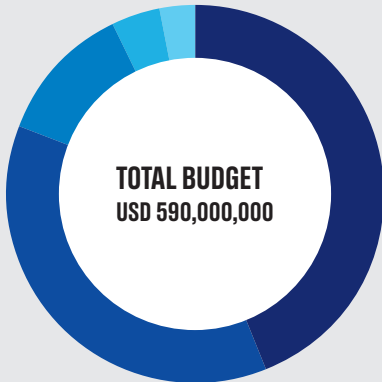
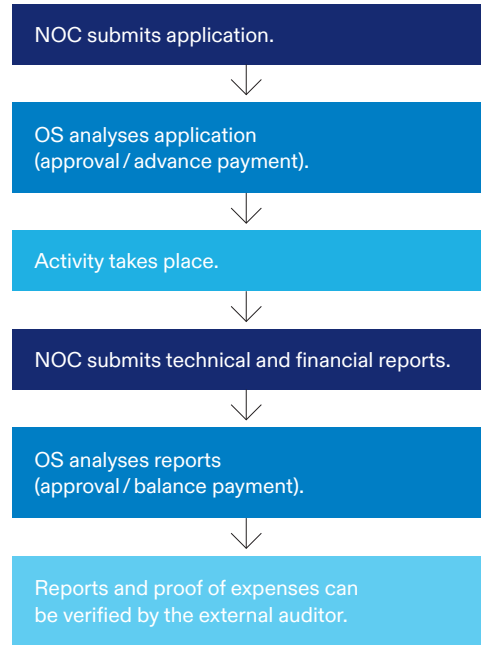
# BUDGET

16%

**INCREASE COMPARED TO THE 2017-2020 INITIAL BUDGET**

USD 509,000,000 to USD 590,000,000

# GENERAL LIFE CYCLE OF AN APPLICATION FOR OS WORLD PROGRAMMES



- World Programmes**  
USD 258,270,000 (44%)
- Continental Programmes and ANOC**  
USD 222,100,000 (37%)
- IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games**  
USD 70,500,000 (12%)
- Administration**  
USD 22,600,000 (4%)
- Technical Support Services**  
USD 16,530,000 (3%)

3 DEVELOPMENT AREAS	5 PROGRAMME CLUSTERS	20 WORLD PROGRAMMES
<p><b>Athletes &amp; Sport Development</b></p>	<p> <b>Olympic Games Universality</b></p> <p> <b>Entourage</b></p> <p> <b>Sport Development</b></p>	<p>Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 Team Support Grant</p> <p>Technical Courses for Coaches Olympic Scholarships for Coaches Athlete Career Transition NOC Athletes' Commission Activity Grant</p> <p>Development of National Sports System Continental Athlete Support Grant Youth Athlete Development Refugee Athlete Support</p>
<p><b>Values</b></p>	<p> <b>Olympic Values</b></p>	<p>Olympic Values</p>
<p><b>Capacity Building &amp; Administration</b></p>	<p> <b>NOC Management &amp; Knowledge Sharing</b> (incl. Forums &amp; Special Projects)</p>	<p>NOC Administration Development National Courses for Sports Administrators International Executive Courses in Sports Management NOC Exchanges Forums for NOCs and their Athletes Special Projects</p>



# IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIC GAMES

To provide NOCs with technical and financial assistance in order to contribute to their participation in the Olympic Games and Youth Olympic Games. **WHAT** Games of the XXXII Olympiad Tokyo 2020, XXIV Olympic Winter Games Beijing 2022, Games of the XXXIII Olympiad Paris 2024, 4<sup>th</sup> Winter Youth Olympic Games Gangwon 2024. **WHO** All NOCs. **WHEN** Deadlines depend on the editions of the Games. **HOW MUCH** Subsidies depend on the editions of the Games. **HOW** Guidelines for the different editions of the Games and subsidies on RELAY.

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## Olympic Scholarships for Athletes “Tokyo 2020”

Following the postponement of the Games of the XXXII Olympiad Tokyo 2020 to 2021, this programme has been extended by one year. It follows the same initial goal: assisting the athletes in their preparation and qualification for these Games.

**WHAT** Individual scholarships: monthly training grant + fixed travel subsidy for qualification events. Training options: under NOC responsibility or in an international training centre. **WHO** All NOCs. Focus on athletes and NOCs with the greatest need. **WHEN** 1 September 2017 to 31 August 2021. **HOW MUCH** Varies depending on the training option, number of scholarships, past Olympic Summer Games participation numbers and cost of living in the country. Fixed travel subsidy. **HOW** Individual athlete application.

## Olympic Scholarships for Athletes “Beijing 2022”

To offer scholarships to athletes preparing and attempting to qualify for the XXIV Olympic Winter Games Beijing 2022.

**WHAT** Individual scholarships: monthly training grant + travel subsidy for qualification events, or tailor-made option offering flexible use of a fixed budget. **WHO** NOCs that can present athletes with a proven winter sports record and technical level, and who have a realistic chance of qualifying for the Olympic Winter Games Beijing 2022. **WHEN** 1 November 2019 to 28 February 2022. **HOW MUCH** Variable number of individual scholarships or tailor-made option according to past Olympic Winter Games participation numbers. **HOW** Individual athlete application or request for tailor-made option on RELAY.

## Olympic Scholarships for Athletes “Paris 2024”

To assist athletes in their preparation and qualification for the Games of the XXXIII Olympiad Paris 2024.

**WHAT** Individual scholarships: monthly training grant + travel subsidy for qualification events, or tailor-made option offering flexible use of a fixed budget. **WHO** All NOCs. Focus on athletes and NOCs with the greatest need. **WHEN** 1 January 2022 to 31 August 2024. **HOW MUCH** Variable number of individual scholarships or tailor-made option according to past Olympic Summer Games participation numbers: maximum five individual scholarships of USD 1,500 (possibility to divide scholarships between greater number of athletes, keeping within total monthly budget), or maximum USD 150,000 for the tailor-made option. **HOW** Individual athlete application or request for tailor-made option on RELAY.

## Olympic Scholarships for Athletes “Milano Cortina 2026”

To offer scholarships to athletes preparing and attempting to qualify for the XXV Olympic Winter Games Milano Cortina 2026.

**WHAT** Individual scholarships: monthly training grant + travel subsidy for qualification events, or tailor-made option offering flexible use of a fixed budget. **WHO** NOCs that can present athletes with a proven winter sports record and technical level, and who have a realistic chance of qualifying for the Olympic Winter Games Milano Cortina 2026. **WHEN** 1 November 2023 to 28 February 2026. **HOW MUCH** Variable number of individual scholarships or tailor-made option according to past Olympic Winter Games participation numbers: maximum five individual scholarships of USD 1,500 (possibility to divide scholarships between greater number of athletes, keeping within total monthly budget), or maximum

USD 150,000 for the tailor-made option.

**HOW** Individual athlete application or request for tailor-made option on RELAY.

## Team Support Grant

To offer support to national teams to prepare for and participate in regional, continental or world level competitions. **WHAT** Grant for one summer sport or one winter sport team. Possibility to split the available budget between two teams provided one is a women's team. **WHO** International level teams that practise a summer or winter sport on the Olympic Games' programme. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** Annual maximum budget of USD 25,000 per NOC. **HOW** Two-step application on RELAY: quadrennial plan and annual preparation project.

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# ENTOURAGE



## Technical Courses for Coaches

To offer short training options at different levels for coaches. **WHAT** Training for coaches led by an expert appointed by the IF or by the OS partner. **WHO** All NOCs. Focus on the NOCs with the greatest need. **WHEN** Operational throughout the 2021-2024 plan.

**HOW MUCH** Average budget: USD 8,000-10,000 per course. In principle, max. 10 courses during the plan 2021-2024 (max. USD 80,000). **HOW** Individual course application. Content in line with IFs' / OS partners' guidelines.

## Olympic Scholarships for Coaches

To allow coaches to benefit from high-level training. **WHAT** Sports science or sport-specific training programmes in high-level training centres, universities or clubs, in person or through e-learning, or a combination of both. NOCs can propose training locations outside the OS network. **WHO** All NOCs. Coaches officially recognised by their National Federation (NF) and working in their own country. **WHEN** Based on an agenda suggested by the centres / partner IFs or on individual arrangements. **HOW MUCH** In principle, one or two scholarships per year per NOC, covering tuition, transport, full-board accommodation costs, weekly allowance (based on agreement), and health and accident insurance. **HOW** Application per scholarship + approval from IF and training centre.

## Athlete Career Transition

To offer assistance to support athletes throughout their careers in view of a successful post-sport career. **WHAT** Technical and financial assistance to provide educational opportunities to athletes and to deliver the IOC Athlete365 Career+ Power Up Outreach Programme. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** Maximum budget of USD 10,000 per NOC for the individual education project. **HOW** Application on RELAY. Managed and financed in cooperation with the IOC Sports Department, Consortium Master MAiSI or Yunus Sports Hub.



## NOC Athletes' Commission Activity Grant

To empower athletes and contribute to the development of an effective global athletes' representation network at national level by strengthening direct financial support for NOC Athletes' Commission activities.

**WHAT** To fund activities proposed by active NOC Athletes' Commissions or to offer support to NOCs without an Athletes' Commission so that they can create one.

**WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan.

**HOW MUCH** Annual maximum budget of USD 10,000 per NOC. **HOW** Application on RELAY. Managed in cooperation with the IOC Sports Department.

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## SPORT DEVELOPMENT



### Development of National Sports System

To allow NOCs to develop and strengthen their coaching structure and 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. The main IF expert or OS partner's expert works with the national coach(es) to implement

an action plan. **WHO** All NOCs. Focus on the NOCs with the greatest need.

**WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** In principle, one project per year per NOC depending on NOC needs. USD 25,000-30,000 including the expert's expenses, e.g. international travel, full-board accommodation, indemnities, etc. **HOW** Application per project + IF / OS partner approval.

### Continental Athlete Support Grant

To offer financial and technical assistance to NOCs to prepare their athletes for regional, continental and world competitions. **WHAT** Grant to assist NOCs in preparing their athletes for international competitions. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** Annual maximum budget of USD 25,000 per NOC. **HOW** Two-step application on RELAY: quadrennial plan and annual preparation project.

### Youth Athlete Development

To offer assistance to identify and prepare young athletes to participate in youth competitions and qualifying competitions for the Youth Olympic Games. **WHAT** Three grant options: identification, Youth Olympic Games qualification, and training opportunities for young athletes organised in cooperation with the IFs. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** Identification: annual maximum budget of USD 25,000 per NOC. Qualification: maximum budget of USD 30,000 per NOC for the Youth Olympic Games Gangwon 2024. Training opportunities with the IFs: in line with the IF project and upon invitation by OS. **HOW** Separate application for identification project and qualification project on RELAY. Upon invitation by OS for training opportunities with the IFs.

## Refugee Athlete Support

To identify and support a limited number of refugee athletes to help them prepare for and participate in international competitions. **WHAT** Scholarships: monthly grant for training + travel subsidy for participation in international competitions. 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 2021-2024 plan. **HOW MUCH** Standard individual scholarship: monthly USD 1,500 per athlete. Variable scholarship amount according to training option. **HOW** Individual athlete application on RELAY. Identification project to be organised in collaboration with UNHCR.

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## OLYMPIC VALUES



The five programmes of the 2017-2020 plan have been merged into one single programme for 2021-2024, covering the same areas and offering a more holistic approach and lighter procedure at administrative level. The application procedure is now more straightforward, with the three activity, project / seminar and strategy, forms now combined into a single “initiative” form. The Olympic Values Programme offers NOCs three

main types of financial assistance: NOC initiatives, training scholarships and an Olympic Day subsidy. The activities implemented by the NOCs within the scope of this programme should contribute to one of the following overarching objectives:



**A change at organisational level** within the NOCs, NFs, clubs, etc., creating the necessary structures for a safe, sustainable and inclusive sporting movement; or



**A change at community level**, for example by encouraging more people to be physically active and practise sport, by giving them access to Olympic and values-based education, or by promoting and developing Olympic culture and heritage.

**WHAT** Initiatives: financial support for initiatives that promote the Olympic values. Olympic Values Training Scholarships: assistance for a person pursuing one of the Olympic values-related training and educational opportunities. Olympic Day: annual subsidy to support the organisation of Olympic Day celebrations. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. For training scholarships: a deadline is specified for each training opportunity. **HOW MUCH** Depends on the nature and needs of the NOC initiative or training course proposed within the scope of the scholarship. **HOW** Application on RELAY.

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# NOC MANAGEMENT AND KNOWLEDGE SHARING



(INCL. FORUMS AND SPECIAL PROJECTS)

## NOC Administration Development

To help NOCs develop and maintain solid and sustainable administrative structures that are able to deliver the support needed by their athletes and members.

### Administrative Subsidy

**WHAT** Contribution towards NOCs' running costs. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** USD 45,000 per year. Additional USD 15,000 for NOCs with limited sources of funding. **HOW** Annual application on RELAY.

### NOC Management Initiatives

**WHAT** Contribution to one-off projects to improve NOCs' management, with a focus on putting in place a strong financial management structure and strategic planning, and having properly trained staff, appropriate IT equipment and communication tools. **WHO** All NOCs. **WHEN** Operational throughout the 2021-2024 plan. **HOW MUCH** Contribution will depend on the project scope and budget. **HOW** Application per project.

## National Courses for Sports Administrators

To offer NOCs the possibility to train sports administrators by organising courses in sports administration and management. **WHAT** Sports Administrators Courses: 20-hour basic level courses based on the Sport Administration Manual. Advanced Sports Management Courses: focus on six areas of management, 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 2021-2024 plan. **HOW MUCH** Sports Administrators Courses: up to USD 3,500 per gender-balanced course. Advanced Sports Management Courses: up to USD 14,000 per gender-balanced course. **HOW** Courses are delivered by NOC instructors recognised by OS.

## International Executive Courses in Sport Management

To provide sports managers with access to internationally recognised higher-education training courses. **WHAT** MEMOS (Executive Masters in Sport Organisation Management) in English, French and Spanish. Six modules in 3-4 sessions spanning a year. Development of a practical project meant to improve the participant's sports organisation, under the supervision of an assigned tutor. **WHO** Staff and executives of NOCs, affiliated NFs or other national sports organisations, who are selected by their NOC and meet MEMOS admission criteria. **WHEN** MEMOS in English: every year. MEMOS in French and MEMOS in Spanish: every two years on an alternating basis. Deadline for applications: 15 June each year. **HOW MUCH** Scholarships cover tuition and travel to all the modules, and include a contribution towards accommodation costs. **HOW** Programme delivered by a network of universities.

## NOC Exchanges

To build the capacity of NOCs by promoting and facilitating the exchange of knowledge and experiences among NOCs. **WHAT** NOCs with specific expertise share their experience, knowledge and resources with the NOCs in the greatest need. Workshops can also be

put together by NOCs or OS for specific NOCs. **WHO** All NOCs. **WHEN** Depends on proposals. **HOW MUCH** Financial contributions depend on the nature of each exchange and are determined on a case-by-case basis. **HOW** NOCs willing to share their experience or put together a workshop can apply on RELAY.

### Forums for NOCs and their Athletes

To promote concepts and ideas to NOCs. **WHAT** Annual forums on each continent addressing topics of interest. Biennial forums for the Continental Association Athletes' Commissions. **WHO** All NOCs. **WHEN** Dates to be announced prior to the event. **HOW MUCH** Costs related to travel and full-board accommodation. **HOW** OS/ Continental Associations to coordinate with 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 an NOC's detailed request. **HOW MUCH** Depending on the nature of the needs and request. **HOW** NOCs submit a request backed up by a detailed explanation and budget breakdown.

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