



# WORLD PROGRAMMES 2025-208



## WORLD PROGRAMMES



**ATHLETES & SPORT  
DEVELOPMENT**



**ORGANISATIONAL  
CAPACITY AND  
COMMUNITY  
OUTREACH**

**IOC SUBSIDIES FOR NOCS'  
PARTICIPATION IN THE OG &  
YOG**



**OLYMPIC GAMES  
UNIVERSALITY**



**ENTOURAGE**



**SPORT  
DEVELOPMENT**



**NOC  
MANAGEMENT &  
KNOWLEDGE  
SHARING**



**OLYMPIC  
VALUES**



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# OLYMPIC SCHOLARSHIPS FOR ATHLETES LOS ANGELES 2028 – INDIVIDUAL Guidelines

World Programmes – Olympic Games Universality – Olympic Scholarships for Athletes

## What are the programme's objectives?

To assist athletes selected by their respective National Olympic Committees (NOCs) in their preparation and qualification for the Games of the XXXIV Olympiad, Los Angeles 2028.

Desired outcomes include:

- athletes benefit from improved training and competition experiences;
- athletes progress to the Olympic Games;
- contribute to the universality of the Games, especially in terms of smaller NOCs and female athletes.

## Who can apply?

NOCs that had 50 or fewer athletes in individual sports at the Olympic Games Paris 2024.

The following team sports are not included in the calculation: basketball (including 3x3 basketball), football, handball, hockey, rugby 7s, volleyball (including beach volleyball) and water polo.

## What sports are eligible?

Any individual sport included on the programme of the Olympic Games Los Angeles 2028.

## Who is this programme for?

Only athletes with the following profile may be put forward by their NOC as scholarship candidates:

- **Olympic sport:** athletes practising an individual sport included on the programme of the Olympic Games Los Angeles 2028 at an international level.
- **Minimum technical level:** athletes with the technical level to be able to qualify for the Olympic Games Los Angeles 2028. Proof of the athlete's technical sports level must be shown through results obtained at international competitions and recognised by the International Federations.



- **Limited access to training funds:** athletes for whom a scholarship would make a significant difference in their training, and who do not have access to alternative means of paying for their preparation.
- **Ethics:** athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## What activities are covered?

The individual scholarships give NOCs the possibility to obtain financial and technical assistance for a limited number of athletes who are training and attempting to qualify for the Olympic Games Los Angeles 2028.

In its decision to allocate an Olympic scholarship, Olympic Solidarity will strive to ascertain the optimum training environment for each athlete. Olympic Solidarity's decision as to whether athletes will train in their home country or abroad at a high-level training centre will be based exclusively on the needs of the athlete and the requirements of his/her sport. The principal partners in this decision process will be the NOC and training centres.

Two training options exist:

NOC training option – Olympic Solidarity recognises that most athletes train in an environment in which they feel comfortable, and which offers the necessary facilities. This environment can normally be found within their national territory; however, in certain circumstances it could be an independent training centre overseas that is not part of the Olympic Solidarity training centre network. In such cases, responsibility for the administration of the scholarship and training location lies exclusively with the NOC.

Training centre option – The choice of the high-level training centre will be determined by Olympic Solidarity in collaboration with the NOC. The decision will be based on the personal profile of the athletes and their sporting needs. In such cases, responsibility for the administration of the Olympic scholarship lies primarily with the training centre.

## Are any third parties involved?

Olympic Solidarity has service agreements with high-level international training centres that can accommodate certain scholarship-holders in some sports.

Three options are available: 1) partner NOCs with well-developed training structures, 2) partner IFs, and 3) individual training centres.

Further information on the training centre network is available upon request from Olympic Solidarity at the start of the application process.

## Are there any restrictions?

NOCs will be offered a maximum of six individual Olympic scholarships (three for men and three for women).

NOCs may propose to modify the number of scholarships, if the maximum available monthly budget and gender split are respected.

The programme is designed to be a long-term investment in a limited number of athletes for their preparation for the Olympic Games Los Angeles 2028. The replacement of scholarships during the programme is not envisaged.

## Is there a deadline for submissions?

This programme will be operational from 1 September 2025 until 31 August 2028:

- **As from May 2025:** NOCs can submit applications on RELAY.



- **30 June 2025:** Deadline for submitting applications to Olympic Solidarity to be included in the first batch of allocations (starting on 1 September 2025).
- **1 September 2025:** Programme operational and first batch of scholarships activated.
- **14-30 July 2028:** Games of the XXXIV Olympiad.

Olympic Solidarity will allocate all the scholarships for an NOC at the same time. It is therefore essential that NOCs respect the above deadline and submit applications for all their candidates together.

For NOCs that fail to submit their requests in time to benefit from the first allocation batch, Olympic Solidarity may add new allocation dates. These dates will be dependent on the number and timing of applications received.

## What is the application procedure?

NOCs with athletes who fulfil the eligibility criteria may submit candidatures on RELAY using the individual scholarship application form.

NOCs should submit an equal number of male and female candidates and in order of priority.

Olympic Solidarity will analyse each candidature submitted, in collaboration with the respective International Federation.

Given the complexity of the analysis process and the number of candidatures expected, please note that a minimum of two months will be needed to analyse each NOC's application for this programme.

Olympic Solidarity will be responsible for the final approval of the scholarships.

Each athlete awarded a scholarship will be required to sign an agreement with his/her NOC and NF listing the responsibilities of each party.

NOCs should apply only for athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

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

NOCs will be offered a maximum monthly budget of USD 9,000, which is to support six athletes (three men and three women). The standard individual scholarship budget is USD 1,500 per month per scholarship-holder.

## What expenses are covered?

The scholarship offers selected athletes a fixed monthly grant for their training and qualification costs, which may cover:

- access to appropriate training facilities/training camps;
- a coach specialised in the relevant sporting discipline;
- regular medical and scientific assistance and monitoring;
- accident and illness insurance, as medical interventions are not covered by Olympic Solidarity;
- board and lodging costs;
- pocket money (amount to be established with the NOC or training centre);
- travel costs for the athlete to participate in competitions, including Olympic qualification events.



Once a scholarship is awarded by Olympic Solidarity, the athlete's NOC is responsible for agreeing with the athlete on the use of the scholarship and the subsequent management of the funds, as well as reporting to Olympic Solidarity.

Since an objective of this programme is participation by the Olympic scholarship-holders in the Olympic Games Los Angeles 2028, part of the monthly scholarship grant should also be used to cover transport costs (including transport of equipment) to take part in Olympic qualification competitions.

For athletes benefitting from the training centre option, the funds will be managed directly by the centre. The scholarship-holders and their training centres are responsible for coordinating with the athletes' NF/NOC to ensure entry in the relevant qualification competitions.

## What are the payment options for this programme?

Two scholarship payment options exist for NOC training. One of these should be selected in the application form:

- Payment to the NOC; or
- Payment to the scholarship-holder.

For the training centre option, Olympic Solidarity will negotiate a fixed monthly rate with the partner training centres, and will make all payments for the athletes directly to the centre (including for airline tickets for travel to and from the centre).

## What are the reporting requirements?

NOCs are exclusively responsible for the administration (technical and financial) of Olympic scholarships with the NOC training option.

Should Olympic Solidarity place scholarship-holders in an overseas training centre, it is the responsibility of the training centre to ensure proper administration and reporting.

Olympic Solidarity requests regular feedback from the NOCs on NOC training option scholarships regarding each athlete's progress towards Olympic qualification. This includes:

- an evaluation form for each scholarship-holder, signed by the athlete, NF and NOC, which the NOC uploads to RELAY every four months; and
- an individual financial report for each scholarship-holder, to be completed by the NOC in RELAY every four months if the scholarship is paid to the NOC.

In accordance with the Olympic Solidarity financial procedures and for the Olympic Solidarity control of funds programme, as a minimum an acknowledgement of receipt, bank statements evidencing the bank transfer or cheque disbursement to the athlete must be kept as supporting documentation in your NOC accounting. Olympic Solidarity does not require athletes' expense details (copies of invoices, receipts, etc.) if the scholarship funds are paid directly to the athlete by Olympic Solidarity or by the NOC.

If the scholarship is not paid directly to the athlete, full details of expenses (invoices, receipts, etc.) to third parties must be kept in the NOC's accounts. Each NOC is solely and entirely responsible for any additional justification demanded by national laws.

It is the responsibility of each NOC to ensure that all evaluation forms and financial reports are fully and correctly completed and submitted for all scholarship-holders at the end of each scholarship period. The scholarship payment will be released by Olympic Solidarity only after all the documents have been accepted.



In order not to penalise scholarship-holders who have reported on time, should the bulk reporting be delayed by one or more scholarship-holders, the athlete(s) concerned must be warned by their NOC. If their reports are still not submitted, Olympic Solidarity must be informed and appropriate measures will be taken (final warning, scholarship cancellation, etc.).

If an NOC has not submitted the scholarship reports to Olympic Solidarity by the end of the following scholarship period (i.e. a four-month delay), the scholarships may be cancelled by Olympic Solidarity.

## Are there any other instructions?

Since one of the objectives of awarding an Olympic scholarship is the athlete's qualification for LA28, Olympic Solidarity reserves the right to withdraw the scholarship from any athlete in the following cases:

- failure to qualify for LA28;
- a decline in technical level making it unlikely the athlete will qualify for LA28;
- any reason that will prevent the athlete from participating at LA28;
- unethical behaviour (doping, disciplinary, etc.);
- contravention of the athlete/NF/NOC scholarship agreement or the Olympic Charter;
- failure to comply with scholarship reporting procedures;
- competing for an NOC other than the scholarship applicant NOC; or
- any other reason deemed to be in violation of the spirit of the programme (in agreement with the NOC).



# OLYMPIC SCHOLARSHIPS FOR ATHLETES LOS ANGELES 2028 – INDIVIDUAL

## Guidelines

World Programmes – Olympic Games Universality – Olympic Scholarships for Athletes

### What are the programme's objectives?

To assist athletes selected by their respective National Olympic Committees (NOCs) in their preparation and qualification for the Games of the XXXIV Olympiad, Los Angeles 2028.

Desired outcomes include:

- athletes benefit from improved training and competition experiences; and
- athletes progress to the Olympic Games.

### Who can apply?

NOCs that had more than 50 athletes in individual sports at the at the Olympic Games Paris 2024.

The following team sports are not included in the calculation: basketball (including 3x3 basketball), football, handball, hockey, rugby 7s, volleyball (including beach volleyball) and water polo.

### What sports are eligible?

Any individual sport included on the programme of the Olympic Games Los Angeles 2028.

### Who is this programme for?

Only athletes with the following profile may be put forward by their NOC as scholarship candidates:

- **Olympic sport:** athletes practising an individual sport included on the programme of the Olympic Games Los Angeles 2028 at an international level.
- **Minimum technical level:** athletes with the technical level to be able to qualify for the Olympic Games Los Angeles 2028. Proof of the athlete's technical sports level must be shown through results obtained at international competitions and recognised by the International Federations.
- **Access to training funds:** athletes for whom a scholarship would make a significant difference in their training, and who do not have access to alternative means of paying for their preparation.





- **Ethics:** athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## What activities are covered?

The tailor-made programme allows for the flexible use by NOCs of a fixed budget for athlete preparation and qualification for the Olympic Games Los Angeles 2028.

## Are there any restrictions?

To ensure that the assistance significantly impacts the athletes' preparation for LA28, a maximum of 15 athletes should be put forward in your application. The approved athletes will be publicly recognised as scholarship-holders and their results tracked and communicated on in the lead-up to and during the Games.

NOCs should apply only for athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## Is there a deadline for submissions?

This programme will be operational from 1 September 2025 until 31 August 2028:

- **As from May 2025:** NOCs to submit applications on RELAY.
- **1 September 2025:** Programme operational.
- **14-30 July 2028:** Games of the XXXIV Olympiad.

## What is the application procedure?

NOCs that fulfil the eligibility criteria may submit a tailor-made application on RELAY.

NOCs should submit an equal number of male and female candidates.

Olympic Solidarity will analyse the application in collaboration with the relevant International Federations if necessary.

Olympic Solidarity is responsible for the final approval of the application.

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

The tailor-made programme offers a maximum budget of USD 150,000 per NOC.

## What expenses are covered?

The tailor-made grant may contribute to the following items:

- access to appropriate training facilities/camps;
- a coach specialised in the relevant sporting discipline;
- regular medical and scientific assistance and monitoring;
- accident and illness insurance, as medical interventions are not covered by Olympic Solidarity;
- board and lodging costs;



- pocket money (amount to be established with the NOC);
- travel costs for the athlete to participate in competitions, including Olympic qualification events.

## What are the payment options for this programme?

Upon approval of the application, an advance payment will be made. The balance payment will be made at the end of the programme after approval of the reports.

Once the grant is awarded, the NOC is responsible for agreeing with the athletes on its use and the subsequent management of the funds, as well as reporting to Olympic Solidarity.

## What are the reporting requirements?

At the end of the programme, the NOC is responsible for completing a technical and financial report on RELAY.

In accordance with Olympic Solidarity financial procedures and for the Olympic Solidarity control of funds programme, at a minimum an acknowledgement of receipt, bank statements evidencing the bank transfer or cheque disbursement to the athletes must be kept as supporting documentation in the NOC's accounts. Olympic Solidarity does not require athletes' expense details (copies of invoices, receipts, etc.) if the scholarship funds are paid directly to the athlete by Olympic Solidarity or by the NOC.

If the scholarship is not paid directly to the athlete, full details of expenses (invoices, receipts, etc.) to third parties must be kept in the NOC's accounts. NOCs are solely and entirely responsible for any additional justification demanded by national laws.

## Are there any other instructions?

Since one of the objectives of awarding an Olympic scholarship is the athlete's qualification for LA28, Olympic Solidarity reserves the right to withdraw the scholarship from any athlete in the following cases:

- failure to qualify for LA28;
- a decline in technical level making it unlikely the athlete will qualify for LA28;
- any reason that will prevent the athlete from participating at LA28;
- unethical behaviour (doping, disciplinary, etc.);
- contravention of the programme guidelines or the Olympic Charter;
- failure to comply with scholarship reporting procedures;
- competing for an NOC other than the scholarship applicant NOC; or
- any other reason deemed to be in violation of the spirit of the programme (in agreement with the NOC).



# OLYMPIC SCHOLARSHIPS FOR ATHLETES OLYMPIC WINTER GAMES 2030– INDIVIDUAL Guidelines

World Programmes – Olympic Games Universality – Olympic Scholarships for Athletes

## What are the programme's objectives?

To assist athletes selected by their respective National Olympic Committees (NOCs) in their preparation and qualification for the XXVI Olympic Winter Games 2030.

Desired outcomes include:

- athletes benefit from improved training and competition experiences;
- athletes progress to the Olympic Games;
- contribute to the universality of the Games, especially in terms of smaller NOCs and female athletes.

## Who can apply?

NOCs that had 50 or fewer athletes in individual sports at the Olympic Winter Games Milano Cortina 2026.

The following team sports are not included in the calculation: curling and ice hockey.

## What sports are eligible?

Any individual sport included on the programme of the Olympic Winter Games French Alps 2030.

## Who is this programme for?

Only athletes with the following profile may be put forward by their NOC as scholarship candidates:

- Olympic sport: athletes practising an individual sport included on the programme of the Olympic Winter Games French Alps 2030 at an international level.
- Minimum technical level: athletes with the technical level to be able to qualify for the Olympic Winter Games French Alps 2030. Proof of the athlete's technical sports level must be shown through results obtained at international competitions recognised by the International Federations.



- Limited access to training funds: athletes for whom a scholarship would make a significant difference in their training, and who do not have access to alternative means of paying for their preparation.
- Ethics: athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## What activities are covered?

The individual scholarships give NOCs the possibility to obtain financial and technical assistance for a limited number of athletes who are training and attempting to qualify for the Olympic Winter Games French Alps 2030.

## Are there any restrictions?

Only NOCs that can present athletes with a proven winter sports record and technical level may apply for the programme.

NOCs will be offered a maximum of six individual Olympic scholarships (three for men and three for women).

NOCs may propose to modify the number of scholarships if the maximum available monthly budget and gender split are respected.

The programme is designed as a long-term investment in a limited number of athletes for their preparation for the Olympic Winter Games French Alps 2030. The replacement of scholarships during the programme is not envisaged.

## Is there a deadline for submissions?

This programme will be operational from 1 November 2027 until 28 February 2030:

- **As from July 2027:** NOCs to submit applications on RELAY.
- **31 August 2027:** Deadline for submitting applications to Olympic Solidarity to be included in the first batch of allocations (starting on 1 November 2027).
- **1 November 2027:** Programme operational and first batch of scholarships activated.
- **8-24 February 2030:** XXVI Olympic Winter Games.

Olympic Solidarity will allocate all the scholarships for an NOC at the same time. It is therefore essential that NOCs respect the above deadline and submit applications for all their candidates together.

For NOCs that fail to submit their requests in time to benefit from the first allocation batch, Olympic Solidarity may add new allocation dates. These dates are dependent on the number and timing of applications received.

## What is the application procedure?

NOCs with athletes who fulfil the eligibility criteria may submit candidatures on RELAY using the individual scholarship application form.

NOCs should submit an equal number of male and female candidates and in order of priority.

Olympic Solidarity will analyse each candidature submitted in collaboration with the respective International Federation.

Given the complexity of the analysis process and the number of candidatures expected, please note that a minimum of two months will be needed to analyse each NOC's application for this programme.



Olympic Solidarity will be responsible for the final approval of the scholarships.

Each athlete awarded a scholarship will be required to sign an agreement with his/her NOC and NF listing the responsibilities of each party.

NOCs should apply only for athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

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

NOCs will be offered a maximum monthly budget of USD 9,000, which is to support six athletes (three men and three women). The standard individual scholarship budget is USD 1,500 per month per scholarship-holder.

## What expenses are covered?

The scholarship offers selected athletes a fixed monthly grant for their training and qualification costs, which may cover:

- access to appropriate training facilities/camps;
- a coach specialised in the relevant sporting discipline;
- regular medical and scientific assistance and monitoring;
- accident and illness insurance, as medical interventions are not covered by Olympic Solidarity;
- board and lodging costs;
- pocket money (amount to be established with the NOC or training centre);
- travel costs for the athlete to participate in competitions, including Olympic qualification events.

Once a scholarship is awarded by Olympic Solidarity, the NOC is responsible for agreeing with the athlete on the use of the scholarship and subsequent management of the funds, as well as reporting to Olympic Solidarity.

Since one of the objectives of this programme is participation by the Olympic scholarship-holders in the Olympic Winter Games French Alps 2030, part of the monthly scholarship grant should be used to cover transport costs (including transport of equipment) to take part in Olympic qualification competitions.

## What are the payment options for this programme?

Two scholarship payment options exist, and one of these should be selected in the application form:

- Payment to the NOC; or
- Payment to the scholarship-holder.

## What are the reporting requirements?

NOCs are exclusively responsible for the administration (technical and financial) of Olympic scholarships.

Olympic Solidarity requests regular feedback from the NOCs regarding each athlete's progress towards Olympic qualification. This includes:

- an evaluation form for each scholarship-holder, signed by the athlete, NF and NOC, which the NOC uploads to RELAY every four months; and



- an individual financial report for each scholarship-holder, to be completed by the NOC in RELAY every four months if the scholarship is paid to the NOC.

In accordance with Olympic Solidarity financial procedures and for the Olympic Solidarity control of funds programme, as a minimum an acknowledgement of receipt, bank statements evidencing the bank transfer or cheque disbursement to the athlete must be kept as a supporting documentation in your NOC accounts. Olympic Solidarity does not require athletes' expense details (copies of invoices, receipts, etc.) if the scholarship funds are paid directly to the athlete by Olympic Solidarity or by the NOC.

If the scholarship is not paid directly to the athlete, full details of expenses (invoices, receipts, etc.) to third parties must be kept in the NOC's accounting. NOCs are solely and entirely responsible for any additional justification demanded by national laws.

It is the responsibility of each NOC to ensure that all evaluation forms and financial reports are fully and correctly completed and submitted for all scholarship-holders at the end of each scholarship period. The scholarship payment will be released by Olympic Solidarity only after all the documents have been accepted.

In order not to penalise scholarship-holders who have reported on time, should the bulk reporting be delayed by one or more scholarship-holders, the athlete(s) concerned must be warned by their NOC. If their reports are still not submitted, Olympic Solidarity must be informed and appropriate measures will be taken (final warning, scholarship cancellation, etc.).

If an NOC has not submitted the scholarship reports to Olympic Solidarity by the end of the following scholarship period (i.e. a four-month delay), the scholarships may be cancelled by Olympic Solidarity.

## Are there any other instructions?

Since one of the objectives of awarding an Olympic scholarship is the athlete's qualification for the Olympic Winter Games French Alps 2030, Olympic Solidarity reserves the right to withdraw the scholarship from any athlete in the following cases:

- failure to qualify for the Olympic Winter Games French Alps 2030;
- a decline in technical level making it unlikely the athlete will qualify for the Olympic Winter Games French Alps 2030;
- any reason that will prevent the athlete from participating at the Olympic Winter Games French Alps 2030;
- unethical behaviour (doping, disciplinary, etc.);
- contravention of the athlete/NF/NOC scholarship agreement or the Olympic Charter;
- failure to comply with scholarship reporting procedures;
- competing for an NOC other than the scholarship applicant NOC; or
- any other reason deemed to be in violation of the spirit of the programme (in agreement with the NOC).



# OLYMPIC SCHOLARSHIPS FOR ATHLETES OLYMPIC WINTER GAMES 2030 – TAILOR MADE Guidelines

World Programmes – Olympic Games Universality – Olympic Scholarships for Athletes

## What are the programme's objectives?

To assist athletes selected by their respective National Olympic Committees (NOCs) in their preparation and qualification for the XXVI Olympic Winter Games 2030.

Desired outcomes include:

- athletes benefit from improved training and competition experiences; and
- athletes progress to the Olympic Games.

## Who can apply?

NOCs that had more than 50 athletes in individual sports at the Olympic Winter Games Milano Cortina 2026.

The team sports of curling and ice hockey are not included in the calculation.

## What sports are eligible?

Any individual sport included on the programme of the Olympic Winter Games French Alps 2030.

## Who is this programme for?

Only athletes with the following profile may be put forward by their NOC as scholarship candidates:

- **Olympic sport:** athletes practising an individual sport included on the programme of the Olympic Winter Games French Alps 2030 at an international level.
- **Minimum technical level:** athletes with the technical level to be able to qualify for the Olympic Winter Games French Alps 2030. Proof of the athlete's technical sports level must be shown through results obtained at international competitions recognised by the International Federations.
- **Access to training funds:** athletes for whom a scholarship would make a significant difference in their training and who do not have access to alternative means of paying for their preparation.



- **Ethics:** athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## What activities are covered?

The tailor-made programme allows for the flexible use of a fixed budget for athlete preparation for the Olympic Winter Games French Alps 2030.

## Are there any restrictions?

To ensure that the assistance significantly impacts the athletes' preparation for the Olympic Winter Games French Alps 2030, a maximum of 15 athletes should be put forward in your application. The approved athletes will be publicly recognised as scholarship-holders, and their results tracked and communicated on in the lead-up to and during the Games.

NOCs should apply only for athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## Is there a deadline for submissions?

This programme will be operational from 1 November 2027 until 28 February 2030:

- **As from July 2027:** NOCs to submit applications on RELAY.
- **1 November 2027:** Programme operational.
- **8-24 February 2030:** XXVI Olympic Winter Games.

## What is the application procedure?

NOCs that fulfil the eligibility criteria may submit a tailor-made application on RELAY.

NOCs should submit an equal balance of male and female candidates.

Olympic Solidarity will analyse the applications in collaboration with the relevant International Federations, if necessary.

Olympic Solidarity is responsible for the final approval of the application.

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

The tailor-made programme offers a maximum budget of USD 150,000 per NOC.

## What expenses are covered?

The tailor-made grant may contribute to the following items:

- access to appropriate training facilities/camps;
- a coach specialising in the relevant sporting discipline;
- regular medical and scientific assistance and monitoring;
- accident and illness insurance, as medical interventions are not covered by Olympic Solidarity;





- board and lodging costs;
- pocket money (amount to be established with the NOC);
- travel costs for the athlete to participate in competitions, including Olympic qualification events.

## What are the payment options for this programme?

Upon approval of the application, an advance payment will be made. The balance payment will be made at the end of the programme after approval of the reports.

Once the grant is awarded, the NOC is responsible for agreeing with the athletes on the use of the grant and the subsequent management of the funds, as well as reporting to Olympic Solidarity.

## What are the reporting requirements?

At the end of the programme, the NOC is responsible for completing a technical and financial report on RELAY.

In accordance with Olympic Solidarity financial procedures and in view of the Olympic Solidarity control of funds programme, at minimum an acknowledgement of receipt, bank statements evidencing the bank transfer or cheque disbursement to the athletes must be kept as supporting documentation in your NOC accounts. Olympic Solidarity does not require athletes' expense details (copies of invoices, receipts, etc.) if the scholarship funds are paid directly to the athlete by Olympic Solidarity or by the NOC.

If the scholarship is not paid directly to the athlete, full details of expenses (invoices, receipts, etc.) to third parties must be kept in the NOC's accounts. NOCs are solely and entirely responsible for any additional justification demanded by national laws.

## Are there any other instructions?

Since one of the objectives of awarding an Olympic scholarship is the athlete's qualification for the Olympic Winter Games French Alps 2030, Olympic Solidarity reserves the right to withdraw the scholarship from any athlete in the following cases:

- failure to qualify for the Olympic Winter Games French Alps 2030;
- decline in technical level making it unlikely that the athlete will qualify for the Olympic Winter Games French Alps 2030;
- any reason that will prevent the athlete from participating in the Olympic Winter Games French Alps 2030;
- unethical behaviour (doping, disciplinary, etc.);
- contravention of the programme guidelines or the Olympic Charter;
- failure to comply with scholarship reporting procedures;
- competing for an NOC other than the scholarship applicant NOC; or
- any other reason deemed to be in violation of the spirit of the programme (in agreement with the NOC).



# REFUGEE ATHLETE SUPPORT

## Guidelines

World Programmes – Olympic Games Universality – Refugee Athlete Support

### What are the programme's objectives?

To assist National Olympic Committees (NOCs) identify refugee athletes living in their countries and support them for high-level competitions.

Desired outcomes include:

- refugee athletes benefit from improved training and competition experiences;
- refugee athletes take part in international competitions, the Olympic Games being the ultimate goal; and
- contribute to the universality of the Olympic Games.

### Who can apply?

The programme is open to all NOCs whose countries host refugees and wish to join the IOC in its effort to support and protect refugee athletes.

### What sports are eligible?

Any individual sport included on the programme for the Olympic Winter Games Milano Cortina 2026, Youth Olympic Games Dakar 2026 or Olympic Games Los Angeles 2028.

### Who is this programme for?

Refugee athletes around the world. NOCs must ensure that candidates fulfil the following conditions:

- be recognised refugees or beneficiaries of international protection according to the United Nations High Commissioner for Refugees (UNHCR) agency;
- have proven high-level competition results in an individual sport, recognised by the respective International Federation.



- have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

## What activities are covered?

The individual scholarships give host NOCs the possibility to obtain financial and technical assistance for a limited number of refugee athletes who are training and attempting to participate in international competitions and/or the Olympic Games.

In its decision to allocate a Refugee Athlete Scholarship, Olympic Solidarity will strive to ascertain the optimum training environment for each athlete. Olympic Solidarity's decision on whether athletes will train in their host country or abroad in a high-level training centre will be exclusively based on the needs of the athlete and the requirements of his/her sport. The principal partners in this decision process will be the host NOC and the training centres. Two training options exist:

### Host NOC Training Option

Olympic Solidarity recognises that a majority of athletes are training in an environment in which they feel comfortable, and which offers the necessary facilities. This environment can normally be found in their host country. In such cases, responsibility for the administration of the scholarship and training location lies exclusively with the host NOC.

### Training Centre Option

The choice of high-level training centre will be determined by Olympic Solidarity in collaboration with the host NOC. The decision will be based on the personal profile of the athletes and their sporting needs. In such cases, responsibility for the administration (technical and financial) of the Olympic scholarship will lie primarily with the training centre.

## Are any third parties involved?

Olympic Solidarity has service agreements with high-level international training centres that can accommodate certain scholarship-holders in some sports.

Three options are available: Partner NOCs with well-developed training structures, Partner IFs and individual training centres.

## Is there a deadline for submissions?

Applications can be submitted at any time during the 2025-2028 plan.

## What is the application procedure?

Host NOCs with refugee athletes that fulfil the eligibility criteria may submit candidatures on RELAY using the refugee scholarship application form.

Olympic Solidarity will analyse each candidature submitted in collaboration with the Olympic Refugee Foundation, UNHCR, and the respective International Federation.

Given the complexity of the analysis process, please note that a minimum of one month will be needed to analyse a host NOC's application for this programme.

Olympic Solidarity and the Olympic Refugee Foundation will be responsible for the final approval of the Refugee Athlete Scholarships.



Each athlete that is awarded a scholarship will be required to sign an agreement with his/her host NOC listing the responsibilities of each party.

NOCs must apply only for athletes who have not been convicted of a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

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

The standard individual scholarship budget is USD 1,500 per month per recipient.

Extra support may be considered on a case-by-case basis for elite athletes who:

- have won an Olympic medal;
- have obtained an Olympic diploma; and/or
- have the potential to win a medal at the Olympic Games.

## What expenses are covered?

The scholarship offers selected refugee athletes a fixed monthly grant for their training and competition costs, which may cover:

- access to appropriate training facilities/camps;
- a coach specialised in the relevant sporting discipline;
- regular medical and scientific assistance and monitoring;
- accident and illness insurance, as medical interventions are not covered by Olympic Solidarity;
- board and lodging costs;
- pocket money (amount to be established with the host NOC or training centre); and
- travel costs for the athlete to take part in competitions, including Olympic qualification events.

Once a scholarship is awarded by Olympic Solidarity, the athlete's host NOC is responsible for agreeing with the athlete on the use of the scholarship and the subsequent management of the funds, as well as reporting to Olympic Solidarity.

For refugee athletes benefitting from the training centre option, this will be managed directly by the centre. The scholarship-holders and their training centres are responsible for coordinating with the athletes' NOC to ensure entry in the relevant qualification competitions.

## What are the payment options for this programme?

Two scholarship payment options exist for NOC training. One of these should be selected in the application form:

- Payment to host NOC; or
- Payment to scholarship-holder.

For the training centre option, Olympic Solidarity will negotiate a fixed monthly rate with the partner training centres and will make all payments for the athletes directly to the centre (including for air tickets for travel to and from the centre)



## What are the reporting requirements?

Responsibility for the administration (technical and financial) of NOC training option refugee scholarships lies exclusively with the NOC.

If Olympic Solidarity places refugee scholarship-holders in a training centre, it is the responsibility of the centre to ensure proper administration and reporting.

Olympic Solidarity requests regular feedback from the NOCs and training centres to monitor each athlete's progress. This includes:

- an evaluation form for each scholarship-holder, signed by the athlete and host NOC, which the NOC uploads to RELAY every four months; and
- an individual financial report for each scholarship-holder, to be completed by the NOC on RELAY every four months if the scholarship is paid to the host NOC.

In accordance with the Olympic Solidarity financial procedures and for the Olympic Solidarity control of funds programme, as a minimum an acknowledgement of receipt, bank statements evidencing the bank transfer or cheque disbursement to the athlete must be kept as a supporting documentation in your NOC accounts. Olympic Solidarity does not require athletes' expense details (copies of invoices, receipts, etc.) if the scholarship funds are paid directly to the athlete by Olympic Solidarity or by the NOC.

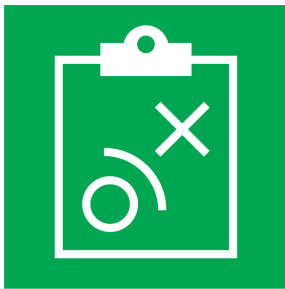
If the scholarship is not paid directly to the athlete, full details of expenses (invoices, etc.) to third parties must be kept in the host NOC's accounts. Host NOCs are solely and entirely responsible for any additional justification demanded by national laws.

It is the responsibility of each host NOC to ensure that all evaluation forms and financial reports are fully and correctly completed and submitted for all refugee scholarship-holders at the end of each scholarship period. The scholarship payment will be released by Olympic Solidarity only after all the documents have been accepted.

## Are there any other instructions?

Olympic Solidarity reserves the right to withdraw the scholarship from any refugee athlete in the following cases:

- change in refugee status (e.g. obtaining a new nationality);
- decline in technical level;
- unethical behaviour (doping, discipline, etc.);
- contravention of the athlete scholarship agreement or Olympic Charter;
- failure to comply with scholarship reporting procedures;
- competition participation for a host NOC other than the scholarship applicant host NOC; and/or
- any other reason deemed to be in violation of the spirit of the programme (in agreement with the NOC).



# TECHNICAL COURSES FOR COACHES AND ATHLETES' ENTOURAGE

## Guidelines

World Programmes – Entourage – Technical Courses for Coaches and Athletes' Entourage

### What are the programme's objectives?

To offer short-term training opportunities at different levels to active coaches and athletes' entourage members who are officially recognised by a National Federation (NF) and working in their own country. Training is designed to:

- support athletes at different levels by strengthening the skills, knowledge and competencies of active coaches and entourage members; and
- contribute, in collaboration with IFs, to an increase in the sport-specific technical knowledge and competencies of coaches and entourage members within a country.

The courses are meant to enable NOCs to offer additional educational opportunities that meet the specific needs of their coaches. They include a core sports sciences and coaching leadership education curriculum delivered virtually and/or through in-person practical sessions.

### Who is this programme for?

Each course in this programme is targeted at different participants.

- For the **sport-specific courses**, the participation criteria for coaches are established by the respective IFs.
- For the **sports sciences courses**, coaches and members of an athletes' entourage are the intended beneficiaries.
- **IF opportunities** are designed for coaches, technical officials, educators, technical directors, etc., depending on the activity.
- For the **courses for coach developers**, coaches and future coach developers are the intended beneficiaries.
- The **partners courses**, meanwhile, are targeted at coaches.

### What activities are covered?

There are five options available for this programme:



- sport-specific courses;
- sports sciences courses;
- IF opportunities;
- courses for coach developers; and
- partners courses.

**Sport-specific courses** for coaches are delivered in collaboration with the relevant IFs, with the possibility to include modules for coaches who work with athletes with disabilities.

These courses must follow the rules established by the respective IFs with regard to the expert's appointment, course duration, content, format, number of participants, number of hours of theory-based and practical training, assessment method, certification of the participants, etc.

An NOC may propose a local assistant (preferably a coach who has already benefitted from an Olympic scholarship), subject to approval by the IF concerned.

**Sports sciences courses** (multisport or sport-specific) concentrate on specific topics such as physical conditioning, training planning, mental preparation, nutrition, etc.

NOCs may also use this option for their coaches and the athlete's entourage members in preparation of continental or international events.

**IF opportunities** cater to coaches, judges and referees, technical officials, educators, technical directors and others.

After an evaluation of the various courses already organised in a specific sport in a particular country/region/continent, and depending on the results obtained by the participants, an IF may propose that a course be held for a targeted group. In these cases, Olympic Solidarity will approach the NOC of the country concerned and ask it to organise this training course. The decision on whether or not to organise the proposed course is entirely at the NOC's discretion.

**Courses for coach developers** are delivered in collaboration with the International Council for Coaching Excellence (ICCE).

Based on the ICCE framework, coach developers are trained to develop and support coaches and challenge them to continue honing and improving their knowledge and skills in order to provide positive and effective sports experiences for athletes. The coach developers can also help with the first steps towards creating a Development of the National Sport System (DNSS) project and identifying future coach educators who may also benefit from Olympic Solidarity scholarship opportunities. Experts for this course are appointed by the ICCE in line with the approved content.

**Partners courses** are also delivered in collaboration with Olympic Solidarity partners, which include, among others:

- USOPC and the University of Delaware;
- PAISAC; and
- the University of Hertfordshire.

## Who can apply?

All NOCs, with priority given to smaller NOCs without national coaching education systems.



## What sports are eligible?

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

While sports sciences courses are open to esports coaches from sports included in the Olympic Esports Games, the majority of the participants should come from sports/disciplines on the Summer and Winter Olympic Games or Youth Olympic Games.

## Are any third parties involved?

International Federations are responsible for the delivery of sport-specific courses and IF opportunities.

The ICCE is involved in the coach developers' courses.

A range of partners (including the USOPC and the University of Delaware, PAISAC and the University of Hertfordshire) help to deliver partners courses.

## Are there any restrictions?

NOCs are requested to ensure that at least 30 per cent of the participants in each course are women, when possible, in particular for the Intro/Level 1 courses. If this number is not reached, the NOC needs to justify the reason.

An NOC can request courses specifically aimed at female coaches in any of the above-mentioned options (excluding IF opportunities). The budget for this type of activity will be allocated in addition to the quota.

Olympic Solidarity usually supports one expert selected by the IF/partner/NOC per course, depending on the nature of the course. A second expert can be supported, if there is a specific reason (e.g. number of participants, security reasons, content, etc.). In this case, gender parity needs to be respected.

Olympic Solidarity does **not** cover the participation of coaches in short-term conferences or training camps outside their home countries.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. The deadline for submissions is no later than three months before the intended start date of the course.

## What is the application procedure?

**Usual procedure (e.g. for sport-specific and sports sciences courses):**

- NOCs apply through RELAY.
- While NOCs can submit a choice of dates, the IF/partner may ask for the chosen period to be changed depending on the availability of the expert or other course-related parameters.
- Olympic Solidarity seeks the advice of the IF or one of our partners, depending on the course selected.
- To speed up the administrative process, the NOC must ensure that all the details needed to organise the training course are provided to the IF/partner, in line with the pre-established course parameters.
- In some cases, IFs/other partners may appoint more than one expert, depending on the discipline involved/number of participants/nature of the course, or due to other special circumstances. The NOC will then have to revise the course budget accordingly, in order to include the additional costs.





- Once final confirmation is received by IFs/other partners, Olympic Solidarity approves the activity and budget.

#### **OS proactivity (e.g. for IF opportunities):**

- The IF provides Olympic Solidarity with the list of potential host NOCs.
- Olympic Solidarity selects the NOCs and begins due diligence (status of the NOC within the programme, political situation, etc.).
- Olympic Solidarity proposes that the selected NOCs support the organisation of the course. This type of course will be considered in addition to the total quota made available to the NOC within this programme.
- Upon agreement, the NOC submits the application through RELAY.
- Olympic Solidarity seeks the final confirmation of the IF.
- Once final confirmation is received, Olympic Solidarity approves the activity and budget.

Generally, Olympic Solidarity encourages the NOCs to set up an internal procedure for the organisation of the technical courses in collaboration with their NFs. This procedure will assist in clarifying the responsibilities of each party (e.g. HR and financial management, booking of venues, required material and available equipment, protocol, reporting deadlines, etc.).

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

The average budget ranges between USD 8,000 and USD 10,000. The amount may be increased to USD 12,000 based on need and only if justified.

NOCs must conduct an accurate assessment of the forecasted costs when they establish the budget for a course. For sport-specific courses, the IFs will be consulted with a view to validating the proposed budget, and the NOCs may be asked to make changes and/or provide additional information before a course is approved.

NOCs may organise up to a maximum of 10 technical courses during the four-year period. Additional activities may be considered depending on the specific needs of the NOCs and the available programme budget.

### **What expenses are covered?**

#### **Through the NOC:**

- Organisational costs in line with the detailed budget breakdown submitted by the NOC.
- A maximum of 10 per cent of the allocated budget can be used for the purchase of sports equipment necessary for the running of the course.
- A maximum of USD 200 per activity per person (two people maximum) can be allocated as indemnities for the coordinators, local experts, etc.
- If a gift is purchased for the expert(s), which is not mandatory, its value must not exceed USD 100.
- Purchase of IT equipment is typically **not** covered by Olympic Solidarity.
- 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.

#### **Through the IF:**



- A per diem for the expert (as per the initial agreement) for the duration of the course plus two days of travel.
- An airline ticket (standard economy class, most direct route possible).
- Visa and vaccination costs, if any.
- The expert's insurance is **not** covered by Olympic Solidarity.

## What are the payment options for this programme?

An advance payment of 75 per cent of the allocated budget is released once the course is approved, usually at least one month before the start of the course.

The balance payment, if any, is released after analysis and approval of the financial and technical reports submitted by the NOC.

## What are the reporting requirements?

The deadline for submitting financial, technical and expert reports is no later than two months after the end of the course.

NOCs are responsible for submitting financial, technical and expert reports through RELAY.

For sport-specific courses and IF opportunities, experts may send their reports directly to the IF, which is then responsible for submitting the report on RELAY.

For sports sciences courses, the NOC must provide OS with a thorough expert report that includes the agenda of the course, the evaluation process, the results, the recommendations, etc. Please note that there is no template. The expert is free to use whatever format they find useful.

## Are there any other instructions?

NOCs are encouraged to plan their activities on the basis of a strategic plan with concrete objectives for the training of their coaches over the four-year period. As such, the courses will have to be prioritised, following a logical structure that considers different levels and needs, as well as the technical and financial planning for the entire period.

### **E-certificates**

An electronic version of the certificate can be downloaded at any time through RELAY.

Each NOC is responsible for distributing the exact number of certificates required. Olympic Solidarity certificates of participation should only be awarded to participants who have completed the entire course.

The certificate provided by Olympic Solidarity is solely a certificate of participation. It is up to the IF/partner to decide whether or not to officially certify participants, in accordance with their own policies.

### **T-shirt policy**

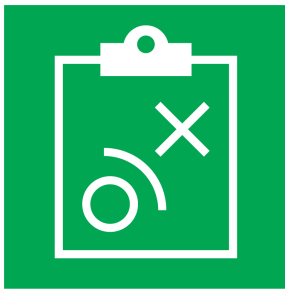
To indicate Olympic Solidarity's support, we encourage NOCs to distribute T-shirts to the course participants that display the Olympic Solidarity corporate identity as per the corresponding guidelines.

### **Protecting the integrity of sport**

Olympic Solidarity advises NOCs/IFs to stay up to date with the latest policies/rules in force regarding safeguarding, anti-doping, prevention of competition manipulation, etc., and to disseminate them to their coaches. To do so, NOCs can also organise a specific module during a Technical Course for Coaches.



When required, Olympic Solidarity puts NOCs/IFs/partners in contact with the related IOC departments for further information or guidance, and/or provides additional resources.



# OLYMPIC SCHOLARSHIPS FOR COACHES

## Guidelines

World Programmes – Entourage – Olympic Scholarships for Coaches

### What are the programme's objectives?

- To enable coaches to benefit from high-level training;
- To improve coaching experiences and know-how; and
- To raise overall coaching levels for the benefit of the national sports system.

### Who is this programme for?

This programme is for coaches who are officially recognised by their National Federations (NFs) and active in their countries.

Candidate coaches for an Olympic scholarship must:

- belong to federations whose sport/discipline is on the Olympic programme;
- have official coaching qualifications recognised in their country of origin, and/or by the International Federation concerned, or have equivalent experience;
- be active and able to show proof of practical experience as a national-, regional-, continental- and/or international-level coach;
- agree to pass on their knowledge and continue to develop their sports in their home countries after the completion of training; and
- regularly improve their digital skills to stay current with emerging technologies.

Candidates must not have been involved in a doping offence or sanctioned for actions contrary to the standards of sporting ethics as established by the Olympic Charter, the IOC or the NOC.

Esports coaches from a sport included in the Olympic Esports Games can be supported through training options proposed by NOCs. However, priority should be given to coaches involved in a sport on the programme of the Summer or Winter Olympic Games.



## What activities are covered?

Three options are provided within this programme: training in sports sciences, sport-specific training, and training options proposed by NOCs.

### 1. Training in sports sciences

Individual scholarships that allow coaches to acquire training in the field of sports sciences at a high-level sports centre or university with the goal of obtaining official recognition (diploma or certificate).

The content of the training, its format (in person, online, blended), duration, evaluation method, etc., are determined by the centre/university. Our partners will ensure the participants are exposed to topics such as:

- the protection of clean athletes;
- prevention of competition manipulation;
- athlete safeguarding/prevention of harassment and abuse in sport;
- prevention of injuries (physical and mental);
- promotion of gender equality, diversity and inclusion; and
- any other emerging topics that may be of interest to them.

### 2. Sport-specific training

The various technical training courses available are designed to allow coaches to update their knowledge and expand their practical experience in a specific sport.

Olympic Solidarity will continue to work closely with the IFs to identify a range of courses offering specific training.

For further details, please refer to the list of partner centres.

### 3. Training options proposed by NOCs

NOCs may propose training institutions other than those indicated by Olympic Solidarity if they provide content that is deemed to be better adapted to the needs of their coaches. Short-term training may also be supported by Olympic Solidarity if properly justified.

In addition to the proposed sport-specific training, NOCs can consult the opportunities available through the development programmes of the IFs, if any.

## Who can apply?

All NOCs, with priority given to smaller NOCs without national coaching education systems.

## Which sports are eligible?

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

## Are any third parties involved?

The main centres with which Olympic Solidarity collaborates for the **sports sciences training** are (in alphabetical order):

- CAR (ESP);
- Hungarian University of Sports Science Budapest (HUN);



- PAISAC Montreal (CAN) and Lausanne (SUI);
- United States Olympic and Paralympic Committee/University of Delaware (USA); and
- University of Hertfordshire (GBR).

For further details, please refer to the [list of partner centres](#).

The relevant International Federations play a role in delivering the **sport-specific training** through their recognised centres. Sport-specific training is available for: archery, basketball, biathlon, cycling, ice hockey, sailing and tennis.

For the **training options proposed by NOCs**, Olympic Solidarity requests that all third parties are appraised by the relevant IF.

## Are there any restrictions?

Certain trainings have limited participation numbers.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. The deadline for applying is no later than three months before the start of training. Dates of available training and related deadlines are published on NOCnet.

Olympic Solidarity and/or the training centre reserve the right to refuse late requests.

## What is the application procedure?

Sports sciences option:

- The NOC must apply on RELAY and through the training centre directly. Both procedures are mandatory but independent.
- Olympic Solidarity requests approval by the training centre and technical advice from the IF for each coach.
- Olympic Solidarity allocates the scholarships after joint discussion with the training centre.
- Contracts are signed between the NOC and the coach selected for the scholarship.

**Sport-specific option:**

- The IF provides Olympic Solidarity with the list of the potential candidates.
- Olympic Solidarity proposes to the respective NOCs that they support the coaches selected.
- Upon agreement, the NOC submits applications for the coach or coaches through RELAY.
- Olympic Solidarity allocates the scholarships after joint discussion with the IF.
- Contracts are signed between the NOC and the coach selected for the scholarship.

Applications for sport-specific training may also come directly from the NOCs. However, each candidate is still subject to IF appraisal.

**Training options proposed by NOCs:**

- The NOC applies through RELAY.



- The NOC must include in the application a detailed training programme (content, format, agenda, evaluation process, type of certification, etc.) and a detailed budget breakdown, including all the relevant costs (board and lodging, training and international/domestic transport, etc.).
- Olympic Solidarity requests IF technical advice on the coach and on the chosen training.
- Olympic Solidarity allocates the scholarships.
- Contracts are signed between the NOC and the coach selected for the scholarship.

Approval of a candidature by the centre/university/IF is imperative and forms part of the application process. However, it should be noted that this approval does not in any way represent automatic scholarship allocation by Olympic Solidarity.

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

NOCs can request two scholarships per year, and gender parity should take precedence.

For the **sports sciences** and **sport-specific** training, the amount is determined by the agreement Olympic Solidarity has with the relevant training centre or IF.

For the **training options proposed by NOCs**, the amount is determined by Olympic Solidarity on a case-by-case basis according to the budget breakdown submitted in the application.

Additional scholarships may be considered depending on the NOC's needs, with priority given to female candidates.

## What expenses are covered?

- Transport costs: return international airline ticket and/or train ticket in standard economy class, the most direct route possible, and/or return national airline ticket, where applicable;
- Visa costs;
- Training costs;
- Board and accommodation costs;
- Weekly allowance of USD 100 (or amount agreed to with the relevant training centre) paid on site to the coach by the centre/IF for the duration of the time he/she spends abroad as part of the programme. Daily allowances are not covered by Olympic Solidarity through the NOC;
- A fixed amount of USD 200 maximum (if there is an online module in the sports sciences training) to cover internet connection costs, if necessary; and
- Health and accident insurance for the module abroad, if necessary.

## What are the payment options for this programme?

For the **sports sciences** and **sport-specific training**, costs related to the stay at the training centre (training, board, weekly allowance (if any), health and accident insurance, etc.) are managed in principle by Olympic Solidarity directly with the relevant training centre.

For **training options proposed by NOCs**, costs related to the stay at the training centre (training, board, health and accident insurance, etc.) are managed directly by the NOC with the relevant training centre, based on the budget



approved by Olympic Solidarity. Advance payment of 75 per cent is available. The balance payment will be made following receipt and approval of the financial report, the end-of-training results and the coach's personal report.

For **all three training options**, international/national transport costs (standard economy class, direct route) will be reimbursed to the NOC upon submission and approval of a financial report.

## What are the reporting requirements?

A financial report for all training options is to be submitted by the NOC on RELAY.

Coach reports should also be submitted via RELAY by the NOC.

Each coach's results will be submitted by the relevant training centre for the sports sciences and sport-specific training, while those for training options proposed by NOCs must be submitted via RELAY by the NOC.

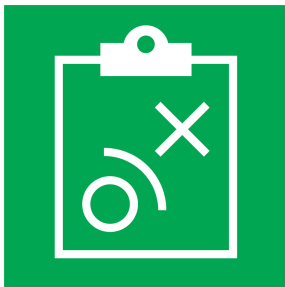
## Are there any other instructions?

Olympic Solidarity advises the NOCs to work closely with their NFs to create or update a detailed database of their coaches, particularly those who have benefited from a scholarship.

The NOCs are also encouraged to remain in contact with the scholarship-holders and inform Olympic Solidarity of any significant results obtained at national, regional and/or international competitions; any change in the coach's position in her/his NF; or participation as a coach at the Olympic Games, etc.

During the four-year period, following a thorough analysis with the partners concerned, Olympic Solidarity may select some of the best research projects developed by former Olympic Solidarity scholarship-holders and propose to the NOCs concerned that they be subsidised through the Development of National Sports System (DNSS) programme. If endorsed by the IF/partner concerned, the former Olympic Solidarity scholarship-holder may have the opportunity to conduct the project or to act as an assistant to the main expert.





# ATHLETE EDUCATION GRANT

## Guidelines

World Programmes – Entourage – Athlete Career Transition

### What are the programme's objectives?

To equip athletes and Olympians at various stages of their careers with the skills, knowledge, and opportunities to pursue successful post-sporting careers.

### Who is this programme for?

Priority is given to Olympians, but athletes who participated at the Youth Olympic Games or continental/international competitions may also be eligible.

### What activities are covered?

The Athlete Education Grant is offered to individual athletes pursuing training and education in a field of their choice.

The content, duration, location, cost and evaluation methods of the education projects are determined by the beneficiaries and NOCs in agreement with Olympic Solidarity.

### Who can apply?

All NOCs.

### Which sports are eligible?

Athletes from any sport on the programmes of previous editions of the Olympic Games or Youth Olympic Games.

### Are any third parties involved?

Each application must be validated/endorsed by the respective NOC's Athletes' Commission Chair. This process can be done via a dedicated field on the application form on RELAY.

NOC Athletes' Commissions may also manage the selection of beneficiaries in collaboration with their NOC or simply spread the word about this opportunity.



## Are there any restrictions?

N/A

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. Applications should be submitted at least two months before the intended start date of the activity requested.

## What is the application procedure?

NOCs submit the application (which must be validated/endorsed by the NOC Athletes' Commission Chair, the process for which is explained in the application) on RELAY.

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

The maximum budget per NOC for the 2025-2028 period is USD 10,000 and may cover support for one or a number of athletes.

## What expenses are covered?

Costs related to athletes' participation in formal school education of any level or professional training which should be itemised in the budget breakdown submitted to and approved by Olympic Solidarity.

## What are the payment options for this programme?

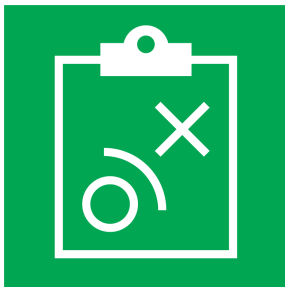
An advance payment of 75 per cent is available. The balance payment will be made following receipt and approval of the technical and financial reports, which should be submitted no later than two months after the completion of the activity.

## What are the reporting requirements?

NOCs must submit technical and financial reports no later than two months after the completion of the activity.

## Are there any other instructions?

N/A



# ATHLETE EDUCATION PROJECT – MASTER’S LEVEL STUDIES

## Guidelines

World Programmes – Entourage – Athlete Career Transition

### What are the programme’s objectives?

To equip athletes and Olympians with skills, knowledge and opportunities to pursue a successful post-sporting career.

### Who is this programme for?

This option is available exclusively for Olympians.

### What activities are covered?

This programme supports three types of learning opportunities:

- **Master’s in Sports Ethics and Integrity (MAiSI):** A two-year scholarship offered to Olympians holding a Bachelor’s degree and English language certificate (Cambridge certificate of proficiency, IELTS score 6.5, TOEFL score 90 minimum) to complete a two-year Master’s degree in Sports Ethics and Integrity. More information can be found here: <http://www.maisi-project.eu/>
- **Short Course in Sport Ethics and Integrity (ACTSI) :** A one month hybrid course (1 week online and 3 weeks on site) : for Olympians who want to know more about ethics and integrity policies and practices in sport.
- **Other Master’s studies:** Beneficiaries are chosen based on the requirements of the selected Master’s programme and university criterion.

### Who can apply?

All NOCs.



## Which sports are eligible?

Olympians from any sport are eligible.

## Are any third parties involved?

The University of Leuven in Belgium is responsible for assessing each candidate’s academic and linguistic levels for the MAiSI and the ACTSI .

## Are there any restrictions?

There are a limited number of scholarships available due to budget limitations. As a result, each NOC is restricted to one scholarship during the 2025-2028 period for the MAiSI and other Masters and to one scholarship per session for the ACTSI.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. The deadline for applications is typically at least three months before the intended start date of the desired studies unless the university’s criteria state otherwise.

## What is the application procedure?

**The steps for applying for the MAiSI and the ACTSI are:**

- NOCs apply through RELAY and the University of Leuven. Both procedures are mandatory but independent.
- The University of Leuven provides Olympic Solidarity with a list of potential candidates that have applied and that meet the academic requirements for the Master’s.
- Olympic Solidarity selects the candidates’ NOCs that it will contact proactively (dependent on the status of the NOC within Olympic Solidarity programmes, political situation, and other factors).
- Olympic Solidarity invites each selected NOC individually to support their candidate.
- If in agreement, the NOC submits the application on behalf of the candidate through RELAY.

**Other Master’s studies:**

- Athletes should apply and have been accepted to the chosen Master's programme beforehand;
- NOCs must then apply for the scholarship through RELAY;
- Olympic Solidarity will analyse the application internally before notifying the NOC of its decision.

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

For the MAiSI, a two-year scholarship of USD 50,000 is available. For the ACTSI and the other Master’s studies, the budget is defined on a case-to-case .

## What expenses are covered?

For the MAiSI, the full costs of a two-year scholarship (full board, university fees, transport costs, etc.) are covered.



For the ACTSI, the full costs of the onsite course (full board, tuition’s costs and travel costs) are covered

For other Master’s studies, the amount is determined by Olympic Solidarity on a case-by-case basis according to the budget breakdown submitted in the application.

### What are the payment options for this programme?

For the MAiSI, a yearly payment will be sent by Olympic Solidarity directly to the University of Leuven upon receipt of the academic performance review. The second year of studies will be confirmed only after receipt of the academic performance review from year one and satisfactory scholastic standing.

For the ACTSI, all costs are paid directly to the University of Leuven and the participants travel costs reimbursed to the NOC upon receipt of a financial report.

For other Master’s studies, the NOC is responsible for managing the funds. The scholarship is allocated per academic year, with 75 per cent submitted at the beginning of the academic year and 25 per cent at the end of the year following the submission of the financial report and academic results.

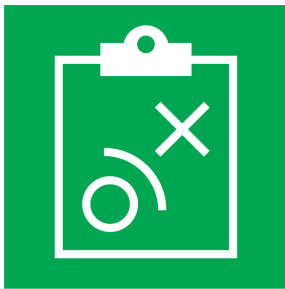
### What are the reporting requirements?

For the MAiSI and the ACTSI the NOC is responsible for submitting the participant’s report, while the participant’s results and financial report will be completed by the University.

For other Master’s studies, the NOC is responsible for submitting the participant’s report and results, as well as the financial report.

### Are there any other instructions?

Olympic Solidarity encourages NOCs to ensure that participants are aware of the leading issues in sport, such as the protection of clean athletes, competition manipulation, harassment and abuse, injury prevention (physical and mental), the promotion of gender equality, diversity, inclusion, etc. Should NOCs or participants wish to learn more on any subject, we are happy to put them in contact with the relevant IOC department where needed.



# ATHLETE365 CAREER+ WORKSHOPS

## Guidelines

World Programmes – Entourage – Athlete Career Transition

### What are the programme's objectives?

To equip athletes and Olympians with the skills, knowledge and opportunities necessary to pursue successful post-sporting careers. The workshops encourage athletes to:

- reflect on the need to plan early for a career beyond sport;
- realise the need to balance sport with studies and other activities;
- develop their self-knowledge;
- discover how to transfer the skills learned in sport to the labour market;
- begin to set a plan for their career development; and
- identify learning and development opportunities.

### Who is this programme for?

All athletes and Olympians over 16 years old.

### What activities are covered?

This programme offers online or on-site workshops aimed at encouraging athletes to start thinking about their journey after sport, explore their potential, and learn, prepare, connect and find their way to career success. Workshop topics include self-discovery, CV/résumé writing, etc.

### Who can apply?

Athlete365 Career+ Workshops are open to all NOCs with active Athletes' Commissions and especially those with no national athlete career programme.



## What sports are eligible?

N/A

## Are any third parties involved?

Olympic Solidarity manages this programme in cooperation with the IOC Athletes' Department, which is responsible for liaising with each NOC regarding the organisation of the workshops.

## Are there any restrictions?

NOCs can organise one workshop per year. Olympic Solidarity may limit approvals depending on the available budget and number of applications.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028.

NOCs can submit applications during two periods: from 1 January - 1 March and from 1 July – 1 August. Applications must be received at least three months before the chosen date of the workshop to ensure alignment with the overall Athlete365 Career+ calendar. The NOC can propose preferred dates, but they may have to be modified depending on the availability of experts or other reasons.

## What is the application procedure?

- The application procedure is available “Organising a workshop” available here .
- NOCs should apply through the Workshop Request form and then submit their budget application through RELAY within the deadline.
- Olympic Solidarity liaises with the IOC Athletes' Department to approve and allocate the final budget.

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

The maximum amount available for NOCs is USD 4,000 per day

## What expenses are covered?

The following costs related to the organisation of workshops can be covered:

- room rental (if the workshop is held outside of the NOC);
- IT equipment rental;
- stationery;
- printing of educational material;
- event kit printing (including banners);
- translation of material;
- photographer and videographer; and
- catering, snacks and refreshments (non-alcoholic beverages only).



- local educator fees (if there is an Athlete365 Career+ certified Educator at the NOC)

The following items **are not covered** by the programme:

- promotional articles, giveaways (including clothing and accessories);
- administrative/management fees and/or transport expenses;
- stipends for athletes, staff and volunteers;
- tokens of appreciation;
- welcome/farewell events;
- media or press services;
- dinner or meals for the instructors (except those offered during the workshop sessions);
- items not directly related to the logistics of the Athlete365 Career+ workshop;
- repairs or improvements to current facilities

### What are the payment options for this programme?

An advance payment of 75 per cent is available. The balance payment will be made following receipt and approval of the technical and financial reports.

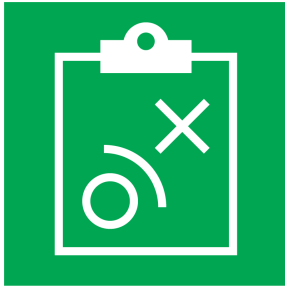
### What are the reporting requirements?

NOCs must submit technical and financial reports on RELAY no later than two months after the completion of the workshops.

### Are there any other instructions?

N/A





# ATHLETE365 BUSINESS ACCELERATOR

## Guidelines

World Programmes – Entourage – Athlete Career Transition

### What are the programme's objectives?

The Athlete365 Business Accelerator programme is designed to assist Olympians in developing their business ideas and supporting their post-sporting careers and entrepreneurial efforts.

### Who is this programme for?

This programme is available exclusively to Olympians.

### What activities are covered?

This initiative offers a combination of virtual sessions, online learning and in-person mentoring to help Olympians build a second career away from the sporting field, including the launch of their own businesses.

The online course is hosted on the [IOC's Athlete365 platform](#), with monthly workshops led by global business experts from the Yunus Sports Hub and Alibaba.com, and the chance to receive bi-weekly mentorship from local experts also available.

The Athlete365 Business Accelerator programme comprises three phases, with Olympic Solidarity providing financial assistance for Phase 3 only.

- **Phase 1 – Engagement:** A virtual bootcamp to introduce athletes to the Athlete365 Business Accelerator and its benefits for their businesses. The bootcamp is free and available to all athletes, Olympians and non-Olympians alike.
- **Phase 2 – Incubation:** An online course with weekly activities. At the end of this phase, participants will be ready to submit a simplified business plan (further details can be found on Athlete365). The online course is available to all athletes, Olympians and non-Olympians alike.

At this stage, a maximum of 30 Olympians are selected by Olympic Solidarity and the IOC Athletes' Department for advancement to Phase 3. NOCs will be contacted directly to start the application process for their selected Olympians.



- **Phase 3 – Acceleration:** Olympic Solidarity supports the selected Olympians with financial assistance. For the selected athletes, this phase will provide one-on-one coaching from a local mentor in their region, and monthly online training from experts around the world. Further information can be found on the Athlete365 website.

## Who can apply?

All NOCs.

## Which sports are eligible?

N/A

## Are any third parties involved?

Olympic Solidarity manages this programme in cooperation with the IOC Athletes' Department, the Yunus Sports Hub and Alibaba.com.

## Are there any restrictions?

N/A.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. Specific application dates will be communicated to the NOCs via NOCnet and Athlete365.

## What is the application procedure?

Once a list of potential Olympian beneficiaries has been identified by the IOC Athletes' Department, Olympic Solidarity will contact the respective NOCs directly to propose that they endorse the selected candidates for this programme.

If the NOC agrees, they must submit an application on behalf of their athlete (one candidate per session) on RELAY. Olympic Solidarity will then confirm the budget to the NOC.

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

For this programme, there are no payments to the NOC.

## What expenses are covered?

Olympic Solidarity covers all training and mentorship costs directly with the providers.

## What are the payment options for this programme?

Olympic Solidarity has an agreement in place with its partners. There is no direct NOC involvement.

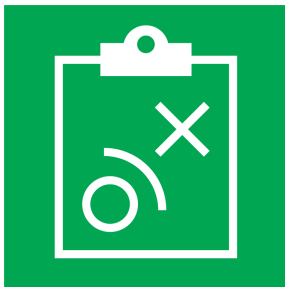


### What are the reporting requirements?

NOCs are required to submit a participant report. After the end of Phase 3, the results of the participants will be shared on RELAY.

### Are there any other instructions?

N/A



# NOC ATHLETES' COMMISSION ACTIVITIES GRANT

## Guidelines

World Programmes – Entourage – Athletes' Commission Support

### What are the programme's objectives?

- To empower athletes and amplify their voices within the global sports movement;
- To develop effective global athletes' representation networks at continental and national levels; and
- To increase awareness of athlete resources.

### Who is this programme for?

This grant is designed specifically for NOC Athletes' Commissions, where they exist, and for NOCs that wish to establish one.

### What activities are covered?

NOCs are encouraged to use their budgets to:

- fund athlete-based activities proposed by active NOC Athletes' Commissions;
- create an NOC Athletes' Commission where none currently exists (including facilitating election processes and organising annual meetings);
- organise National Athletes' Forums or other national gatherings of athletes; and
- promote athletes' awareness of set topics from the Athlete365 platform and encourage them to access resources for use in workshops (Athletes' Commission, Athlete365 resources, outreach, etc.).

### Who can apply?

All NOCs.



## Which sports are eligible?

N/A

## Are any third parties involved?

Olympic Solidarity manages this programme in cooperation with the IOC Athletes' Department, working on behalf of the IOC Athletes' Commission.

## Are there any restrictions?

Annual applications/reports must be closed before an NOC can access the following year's grant.

## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. NOCs can submit one application a year at least two months before the intended start of the first activity.

## What is the application procedure?

- NOCs apply through RELAY (each application must be validated/endorsed by the respective NOC Athletes' Commission, the steps for which are explained in the application); and
- Olympic Solidarity will then liaise with the IOC Athletes' Department to approve and allocate the final budget.

NOCs are limited to submitting one application a year, although the application may include one or several activities/projects.

NOCs should request this grant from Olympic Solidarity first before benefitting from similar grants from Continental Associations.

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

The maximum annual budget per NOC is USD 10,000.

## What expenses are covered?

NOCs can allocate their budgets to cover costs related to:

- the creation of an NOC Athletes' Commission (where none exists), facilitation of an Athletes' Commission election process, and organisation of annual Athletes' Commission meetings;
- the organisation of a National Athletes' Forum or other national gathering of athletes;
- the promotion of athletes' awareness of set topics from the Athlete365 platform; and
- expert interventions (up to a maximum of USD 1,500).

The purchase of office or IT equipment is not covered by this programme.

Any expenses not listed in the approved budget breakdown must be submitted to Olympic Solidarity for pre-approval or they may not be covered.



### What are the payment options for this programme?

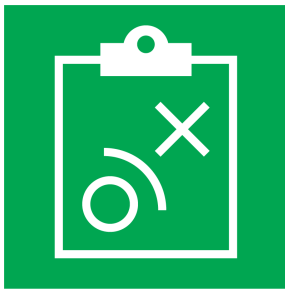
An advance payment of 75 per cent is available. The balance payment will be made following receipt and approval of the technical and financial reports.

### What are the reporting requirements?

NOCs must submit technical and financial reports on RELAY no later than two months after the end of the project.

### Are there any other instructions?

NOCs are encouraged to work with their NOC Athletes' Commissions to develop a strategic plan and concrete objectives for their activities.



# CONTINENTAL ATHLETES' FORUMS

## Guidelines

World Programmes – Entourage – Athletes' Commission Support

### What are the programme's objectives?

- To empower athletes and amplify their voices within the global sports movement;
- To develop effective global athletes' representation networks at the continental and national levels; and
- To facilitate learning and knowledge-sharing among athletes.

### Who is this programme for?

Athletes and former athletes who are members of NOC Athletes' Commissions.

### What activities are covered?

Organisation of and participation in biennial Continental Athletes' Forums.

### Who can apply?

All Continental Associations have the possibility to organise biennial forums.

### Which sports are eligible?

N/A

### Are any third parties involved?

Olympic Solidarity manages this programme in cooperation with the IOC Athletes' Department and with each respective Continental Association.

### Are there any restrictions?

Maximum of two forums per four-year plan will be funded per continent.



## Is there a deadline for submissions?

This programme is open from 1 January 2025 to 31 December 2028. Applications must be submitted at least six months in advance of the intended start date of each forum.

## What is the application procedure?

Continental Associations should apply for each Continental Athlete Forum on RELAY. Olympic Solidarity and the IOC Athletes' Department will then work with the Continental Associations to determine suitable dates and specific content for the forums.

## What expenses are covered?

- organisational costs for Continental Athletes' Forums as per the initial agreement between Olympic Solidarity, the IOC Athletes' Department and each Continental Association;
- cost of participants' accommodation;
- flights for two members of the NOC Athletes' Commission (one male, one female), to be paid directly to the respective NOCs by the Continental Associations (unless another agreement has been reached between the parties prior to the forum).

## What are the payment options for this programme?

A single, lump-sum payment is sent directly to each Continental Association once a complete financial report has been submitted and approved at the conclusion of each forum.

## What are the reporting requirements?

Continental Associations are required to submit technical and financial reports on RELAY no later than two months after the conclusion of each forum.

## Are there any other instructions?

N/A





# 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.



# SUPPORT GRANT FOR CONTINENTAL ATHLETES

## Guidelines

World Programmes – Sport Development – Support Grant for Continental Athletes

### What are the programme's objectives?

To assist National Olympic Committees (NOCs) with preparing their athletes for regional, continental or world-level competitions, multi-sport Games (including the Commonwealth Games and Jeux de la Francophonie), and/or the Olympic Games through qualification events.

### Who is this programme for?

To be included for consideration in this programme, athletes must be recognised as being at the continental elite level or be preparing for the Olympic Games and/or continental or regional competitions.

### What activities are covered?

This programme offers NOCs technical and financial assistance for the preparation and participation of athletes in regional, continental or world-level competitions, including the Olympic Games. The activities covered focus specifically on training these athletes during their preparation for these competitions.

### Who can apply?

All NOCs.

### Which sports are eligible?

Sports on the programmes of regional and continental competitions, the Summer and Winter Olympic Games and Youth Olympic Games.

### Are any third parties involved?

N/A



## Are there any restrictions?

One application per NOC, per quadrennial plan. For any athletes receiving direct individual support, a contract between the NOC/NF and the athlete must be established, listing the name of the athlete and their legal guardian (if required), the NOC officer, the time period, the budget amounts and the responsibilities of all parties. Examples are available upon request.

## Is there a deadline for submissions?

Applications will be accepted as of 1 January 2025.

## What is the application procedure?

There are two separate application phases for programmes proposed by NOCs, which should adhere to the guidelines outlined below when applying.

Olympic Solidarity recommends that NOCs meet as early as possible with NFs to ask them to propose activities and provide budget estimates for qualification processes for the different events. The events should be targeted, based on official sports calendars and selection systems.

**Step 1: General Four-Year Plan – Planning over the 2025-2028 period of all the major competitions in which the NOC expects its athletes to participate, as well as the preparatory activities envisaged for each. The NOCs can then prioritise the competitions they consider the most important and plan their budget accordingly. The plan should include a brief description of the activities that will be organised and the amount of the grant that the NOC wishes to use each year.**

**Step 2: Annual Preparation Project – Following approval of the four-year plan and allocation of the budget, the NOC should submit an annual preparation project detailing the activities that were listed in the plan. The annual preparation project should include:**

- a description of the activities to be supported by Olympic Solidarity;
- a budget proposal, taking into consideration the maximum available amount; and
- a list of names of the athletes, date of birth and sports discipline who will take part.

Please note that Olympic Solidarity recognises that plans can change over the course of four years, and as a result, this programme allows for modifications if communicated via each annual preparation project.

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

A maximum annual grant of USD 25,000 per NOC will be available for the 2025-2028 plan, for a four-year maximum total of USD 100,000 per NOC.

Budgets not allocated during a specific year will be reinvested back into the programme and will therefore not be retroactively allocated or carried forward.

## What expenses are covered?

The budget allocated for this programme can be used to finance the following activities:

- the organisation of national or international training camps for athletes preparing for specific competitions;
- coaching and training for athletes; and



- the participation of athletes in competitions that are useful to their general training programme.

The following expenses will not be taken into consideration within the scope of this programme:

- costs relating to the participation of athletes in competitions that may be covered by another organisation, such as a Continental Association or the organising committee;
- purchase of team delegation uniforms (for regional events) – however, the purchase of sporting equipment necessary for a specific activity may be considered by Olympic Solidarity on a case-by-case basis if the cost is considered reasonable in the context of the overall annual budget.

### What are the payment options for this programme?

The follow-up, control and payment process will be as follows:

- an advance payment of 75 per cent will be made upon receipt and approval of the annual preparation project; and
- the balance payment will be made upon receipt and approval of the annual technical and financial reports.

The NOC will receive the maximum grant only if all preparation projects are carried out and the administrative requirements are fulfilled.

### What are the reporting requirements?

NOCs are required to submit their annual preparation project to Olympic Solidarity via RELAY no later than two months before the intended start of the project.

The ongoing annual preparation project must be closed (reports approved) before NOCs can apply for the subsequent annual preparation project.

Technical and financial reports must be submitted by NOCs via RELAY no later than two months following the conclusion of the project each year.

### 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, anti-doping 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.





## TEAM SUPPORT GRANT

### Guidelines

World Programmes – Sport Development – Team Support Grant

### What are the programme's objectives?

To offer financial and technical support to national teams preparing for and participating in regional, continental or world-level competitions, with a view, for elite teams, to attempting to qualify for the Olympic Games.

Desired outcomes include:

- athletes benefit from improved training and competition experiences; and
- NOCs support and nurture athletes as they progress from youth/regional/ continental level to international elite and ultimately the Olympic Games.

### Who is this programme for?

To be considered for this programme, national teams must be recognised as being at the international level (with proof of regional or continental participation). Junior teams will not be accepted for this programme.

Each NOC can submit applications for one of the following:

- 1 summer sports team;
- 1 winter sports team;
- 1 summer and 1 winter sports team;
- 2 summer sports teams; or
- 2 winter sports teams.

If an NOC decides to split the budget between two teams, one of the teams must be a women's team and both applications must be submitted at the same time on RELAY.

### What activities are covered?

The focus of this programme is specifically on training camps, coaching and training costs and competitions for national teams.



## Who can apply?

All NOCs can put forward either one or two national teams (summer or winter sports) for this programme. If two are proposed, one must be a women's team.

## Which sports are eligible?

**Summer sports:** basketball (including 3x3 basketball), baseball/softball, cricket, football, flag football, handball, hockey, lacrosse, rugby 7s, volleyball (including beach volleyball) and water polo.

**Winter sports:** curling and ice hockey.

## Are any third parties involved?

International Federations (IFs) will assist Olympic Solidarity in the analysis of the NOC proposals, offer technical advice, and monitor the results of the teams selected for this programme.

## Are there any restrictions?

Junior teams will not be accepted for this programme.

## Is there a deadline for submissions?

The programme will be operational from 1 January 2025. NOCs can apply at any time during the four-year period, but applications should be submitted in year one to benefit from the full budget.

## What is the application procedure?

There are two separate application phases for this programme.

**Phase 1:** NOCs are required to submit (during the first year of the period) a **General Four-Year Plan** that outlines:

- the major competitions the national team(s) expect(s) to participate in over the four years;
- a brief description of the preparatory activities; and
- a budget breakdown illustrating how the NOC plans to allocate the grant each year.

NOCs should prioritise the most important competitions and allocate their budgets accordingly.

**Phase 2:** After the General Four-Year Plan and budget are approved, NOCs must submit (two months ahead of the anticipated start of activities) an **Annual Preparation Project** providing greater insight into the activities listed in Phase 1, including:

- a detailed description of the activities to be supported by the programme;
- a budget proposal based on the available funds; and
- the estimated number of athletes, coaches and officials who will participate.

Please note that Olympic Solidarity recognises that plans can change over the course of four years, and as a result, this programme allows for modifications if communicated via each annual preparation project.

It is recommended that NOCs meet with their National Federations as early as possible to discuss the targeted activities and potential expenses/budgets before applying.



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

A maximum annual grant of USD 25,000 per NOC is available for the 2025-2028 period, for a maximum four-year total of USD 100,000.

NOCs can propose various budget distributions, depending on the specific team requirements, such as number of competitions in the calendar year, etc. Some examples include:

- **Example 1** – Year 1: USD 25,000; Year 2: USD 25,000; Year 3: USD 25,000; Year 4: USD 25,000
- **Example 2** – Year 1: USD 0; Year 2: USD 0; Year 3: USD 50,000; Year 4: USD 50,000
- **Example 3** – **Summer team** Year 1: USD 10,000; Year 2: USD 10,000; Year 3: USD 20,000, Year 4: USD 10,000 / **Winter team** Year 1: USD 10,000; Year 2: USD 30,000; Year 3: USD 5,000; Year 4: USD 5,000

Budgets not allocated during a specific year will be reinvested back into the programme and will therefore not be retroactively allocated or carried forward.

The NOC will receive the maximum grant only if all preparation projects are carried out and the administrative requirements are fulfilled.

## What expenses are covered?

The grant can be used to offset costs relating to:

- the organisation of national or international training camps for teams preparing for a specific competition;
- coaching and training for the team;
- the organisation of friendly matches that are useful to the team's general training programme; and
- participation in competitions.

The following expenses **DO NOT** fall within the scope of this programme:

- those relating to the participation in competitions where relevant International Federation are already covering them; and
- the purchase of team delegation uniforms. (The purchase of necessary sporting equipment for a specific activity, however, may be considered by Olympic Solidarity on a case-by-case basis.)

## What are the payment options for this programme?

An advance payment of 75 per cent is available and will be made upon receipt and approval of the Annual Preparation Project.

The balance payment will be made following receipt and approval of the annual technical and financial reports.

## What are the reporting requirements?

NOCs are required to submit their annual preparation project to Olympic Solidarity via RELAY no later than two months before the intended start of the project.

The ongoing annual preparation project must be closed (reports approved) before NOCs can apply for the subsequent annual preparation project.



Technical and financial reports must be submitted by NOCs via RELAY no later than two months following the conclusion of the project each year.

### Are there any other instructions?

Athlete well-being, safeguarding, anti-doping and prevention of manipulation in competition education must be shared with all beneficiaries through links provided in the Olympic Solidarity – Preface to Programme Guidelines. All beneficiaries have the responsibility to access the information and to observe the guidelines.

NOCs are encouraged to put forward teams with strong anti-doping practices already in place.

Should another national team qualify for the Olympic Games instead of the beneficiary team, the NOC may apply to switch the support grant to the qualified team using the remaining budget. Such requests must be fully documented and sent to Olympic Solidarity for approval.



# YOUTH ATHLETE DEVELOPMENT - IDENTIFICATION AND TRAINING

## Guidelines

World Programmes – Sport Development – Youth Athlete Development

### What are the programme's objectives?

To assist National Olympic Committees (NOCs) with identifying promising young athletes and supporting them in their training as they prepare to qualify for the Youth Olympic Games and other youth competitions.

### Who is this programme for?

- Young athletes with the potential to participate in national, continental or international youth competitions and/or the Youth Olympic Games;
- Athletes who practise sports that are included on programme of the Summer or Winter Youth Olympic Games;
- Athletes identified by an NOC or International Federation (IF) following promising sporting results at international or continental youth competitions; and
- Athletes either qualified or identified by their NOCs to benefit from Universality Places to participate at the Youth Olympic Games.

Athletes should be 23 or younger as it relates to continental and world events, or eligible within the qualification criteria set for each sport on the programme of the 2026 Summer Youth Olympic Games or 2028 Winter Youth Olympic Games.

### What activities are covered?

Activities for this programme relate to the identification and training of young athletes as well as the development of the entourage members who support them. This includes:

- the creation of a national talent identification structure;
- the development of existing long-term athlete development programmes in collaboration with International Federations and National Federations;
- collaboration with existing national programmes;



- the organisation of short-term national or international talent identification projects and training camps;
- the training of youth athletes and development of their entourage members with a view to the athletes eventually being selected for youth competitions; and
- the implementation of learn-and-share initiatives.

## Who can apply?

All NOCs.

## Which sports are eligible?

Sports on the programme for regional and continental competitions, the Olympic Games, and the Youth Olympic Games.

## Are any third parties involved?

N/A

## Are there any restrictions?

For any athletes receiving direct individual support, a contract between the NOC and the athlete must be established listing the name of the athlete, legal guardian (if needed), and NOC officer, as well as the time period, budget and the responsibilities of both parties.

## Is there a deadline for submissions?

This programme opens on 1 January 2025 and closes in November 2028. NOCs should apply through RELAY at least two months prior to the start of the activities.

## What is the application procedure?

NOCs must apply through RELAY with a detailed proposal and budget breakdown. If targeted athletes will be supported over several years, this should be mentioned in the initial application.

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

A maximum annual grant of USD 25,000 per NOC is available for the 2025-2028 plan. Budgets not allocated for a specific year will be forfeited by the NOC and reinvested back into the programme. They will not be retroactively allocated or carried forward.

## What expenses are covered?

A range of items and activities are covered, including:

- the development of materials;
- training activities;
- accommodation;



- transport;
- meals; and
- per diems for athletes and coaches.

The purchase of necessary sporting equipment and clothing for a specific activity (such as team delegation uniforms for regional events, for example) may be considered by Olympic Solidarity on a case-by-case basis as long as the costs are considered reasonable within the context of the overall budget.

### What are the payment options for this programme?

Advance payment of 75 per cent is available upon confirmation of each project. The balance payment will be made upon receipt and approval of the technical and financial reports detailing the activities carried out and the budget used.

### What are the reporting requirements?

The NOC must submit a final technical and financial report no later than two months following the conclusion of the activities. These reports must be accepted by Olympic Solidarity before an NOC can apply to take part in the programme the following year.

### Are there any other instructions?

NOCs should involve a gender equal balance of female and male athletes (50 per cent each). For coaches and administrators related to this programme, 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, anti-doping 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.



# YOUTH ATHLETE DEVELOPMENT - YOG QUALIFICATION

## Guidelines

World Programmes – Sport Development – Youth Athlete Development

### What are the programme's objectives?

To assist National Olympic Committees (NOCs) with supporting athletes attempting to qualify for the Youth Olympic Games.

### Who is this programme for?

Athletes who compete in sports included on the programme of the Summer or Winter Youth Olympic Games and who are either part of or will be part of the qualification process for either event.

### What activities are covered?

This programme is designed to help athletes with their qualification process for the Summer or Winter Youth Olympic Games.

### Who can apply?

All NOCs.

### Which sports are eligible?

Sports on the programme for the Winter or Summer Youth Olympic Games.

### Are any third parties involved?

N/A

### Are there any restrictions?

N/A





## Is there a deadline for submissions?

NOCs must submit applications via RELAY no later than two months prior to the start of a targeted qualification event. Olympic Solidarity will begin accepting applications 18 months ahead of each event.

## What is the application procedure?

NOCs should submit one application covering all the qualifying events.

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

Each NOC can apply for total assistance amounting to USD 60,000. This covers a maximum USD 30,000 for the Summer Youth Olympic Games Dakar 2026 (dependent on number of athletes, qualification events, etc.), and an additional maximum grant of USD 30,000 for the Winter Youth Olympic Games in 2028.

## What expenses are covered?

The following items and activities may be covered by the grant:

- travel to qualification event(s);
- accommodation;
- meals;
- rental equipment or access to equipment for competitions;
- insurance (with invoices); and
- support for coordination, delivery, reporting and recommendations.

Note: Costs related to athletes who attend training activities in the same venue as a qualification event immediately preceding the competition may also be considered.

## What are the payment options for this programme?

There is no advance payment option for this programme. Expenses agreed to in the application phase will be reimbursed by Olympic Solidarity once the final technical and financial reports have been submitted by the NOC on RELAY. A single payment will be made covering all sports.

## What are the reporting requirements?

NOCs must submit final technical and financial reports no later than two months after the last qualification event (all sports combined).

## Are there any other instructions?

NOCs should involve a gender equal balance of female and male athletes (50 per cent each). For coaches and administrators related to this programme, 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, anti-doping 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.



# YOUTH ATHLETE DEVELOPMENT - INTERNATIONAL FEDERATION OPPORTUNITIES

## Guidelines

World Programmes – Sport Development – Youth Athlete Development

### What are the programme's objectives?

To assist National Olympic Committees (NOCs) in the development of a limited number of talented young athletes (and in some cases also the coaches that support them) through training opportunities offered by the International Federations (IFs).

### Who is this programme for?

- Young athletes with the potential to participate in national, continental or international youth competitions and/or the Youth Olympic Games;
- Athletes who practise sports that are included on programme of the Summer or Winter Youth Olympic Games;
- Athletes identified by an NOC or IF following promising sporting results at international or continental youth competitions; and
- Athletes either qualified or identified by their NOCs to benefit from Universality Places to participate at the Youth Olympic Games.

Athletes should be 23 or younger as it relates to continental and world events, or eligible within the qualification criteria set for each sport on the YOG programme.

### What activities are covered?

Under this programme, athletes can benefit from access to:

- training camps;
- competitions; and
- annual support.



NOCs will receive invitations from Olympic Solidarity on behalf of the IFs to take part in the programme. NOCs are required to accept or decline the invitations. In some cases, NOCs will be asked to approve multiple opportunities across various sports.

### Which sports are eligible?

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

### Are any third parties involved?

International Federations play a leading role in this programme. With NOC approval, IFs will manage the costs for the delivery of this activity as outlined in the invitation. Projects are co-financed and managed by the IFs and, in some cases, target specific athletes and coaches who have been identified as having potential in the sport. IFs are also responsible for submitting all reports to Olympic Solidarity.

### Are there any restrictions?

Unless an IF provides a project proposal in 2025 that covers the entire four-year period, budgets that are not allocated in a specific year will be reinvested back into the programme and will not be retroactively allocated or carried forward.

### Is there a deadline for submissions?

This programme opens on 1 January 2025 and closes in November 2028.

### What is the application procedure?

Olympic Solidarity will invite selected NOCs to take part in the IF opportunities for the 2025-2028 period.

Approval of the NOCs is required before an athlete or coach can be confirmed to participate in any activity proposed by the IF.

Invitations will be sent to the NOCs by email. All details, such as athlete names, sporting CVs, arrival and departure dates, etc., must be communicated by the NOCs or National Federations directly to the International Federation as specified in the invitation.

For all activities organised for athletes under 18 years of age, NOCs/NFs must ensure that the consent of a parent and/or legal guardian is given before submitting an application to Olympic Solidarity.

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

An annual maximum grant of USD 50,000 per IF will be made available for the 2025-2028 plan.

### What expenses are covered?

Expenses typically covered under this programme include those for:

- travel;
- accommodation;
- meals;
- equipment and other related training costs; and



- delivery of the activity in a safe, inclusive and sustainable manner.

Visa costs, medical screenings, insurance, per diems and incidentals are **not covered**.

All expenses are managed by the IFs, and no payments are made directly to the NOC; however, a detailed breakdown of all the costs will appear on RELAY when the project has concluded.

### What are the payment options for this programme?

There are no payments made to NOCs for this programme.

For a project to be approved, IFs must provide Olympic Solidarity with a detailed project overview, timeline and budget breakdown per NOC.

For reimbursement of expenses, IFs must submit a final invoice with costs per NOC provided. Upon receipt and approval of all reports, including technical and financial, Olympic Solidarity will provide reimbursement through a purchase order.

### What are the reporting requirements?

Following the activities, the reporting and payment process will be carried out between Olympic Solidarity and the International Federation.

### Are there any other instructions?

NOCs should involve a gender-equal balance of female and male athletes (50 per cent each). For coaches and administrators related to this programme, 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, anti-doping 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.



# ADMINISTRATIVE SUBSIDY

## Guidelines

World Programmes – NOC Management and Knowledge Sharing – NOC Administration Development

### What are the programme's objectives?

- To help NOCs cover their running costs;
- To provide additional support to NOCs with limited financial capacities, i.e. those that rely primarily on Olympic Solidarity funding to cover their running costs.

### Who can apply?

All NOCs can apply for the Administrative Subsidy.

The Additional Administrative Subsidy is for NOCs that:

- rely primarily on Olympic Solidarity funding to cover their running costs;
- have limited staff.

### Are any third parties involved?

N/A

### Are there any restrictions?

For the Additional Administrative Subsidy, NOCs with limited financial capacities may request additional funding to help cover salaries of staff responsible for:

- administration of Olympic Solidarity programmes;
- financial management/accounting (or corresponding outsourced services);
- project management; and
- other key areas depending on needs.



NOCs that need to make improvements following the “Control on the Use of Olympic Solidarity Funds” (an external audit commissioned by Olympic Solidarity to verify financial governance and proof of payments) must first implement the corresponding recommendations before becoming eligible.

## Is there a deadline for submissions?

The deadline for both the Administrative Subsidy and the Additional Administrative Subsidy is 31 March each year.

## What is the application procedure?

NOCs must submit their Annual Review by 28 February each year and complete an annual Administrative Subsidy application form on RELAY. Applications for the Administrative Subsidy will not be considered unless the Annual Review has been submitted.

For the Additional Administrative Subsidy, NOCs must provide additional information and add the following documents on RELAY:

- The NOC’s latest audited financial statements;
- An up-to-date HR organisation chart (with the functions and names of all staff members); and
- A breakdown of the annual budget for running costs for the current year.

Please note that any subsidies – Administrative or Additional – not claimed during the year of application will be forfeited and the budget cancelled.

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

USD 50,000/year for the Administrative Subsidy.

USD 15,000/year for the Additional Administrative Subsidy.

## What expenses are covered?

Running costs, with priority for staff costs (salaries, social charges, etc.), office rent, utility bills and the annual financial audit.

The following expenses can be covered by the Administrative Subsidy:

- staff salaries and social charges;
- utility bills (electricity, water, heating, cooling, etc.);
- communications – telephone and Internet;
- purchase and upkeep of office and IT equipment;
- IT licences and website hosting fees;
- office rent or mortgage payments for premises;
- office supplies;
- financial audit costs;
- fees for outsourced professional services (e.g. legal counsel or IT);



- insurance;
- maintenance and repairs;
- transport or fuel costs; and/or
- organisation of meetings as required by the statutes.

The Additional Administrative Subsidy must be used for salaries of the staff responsible for:

- administration of Olympic Solidarity programmes;
- project management;
- financial management/accounting (or corresponding outsourced services); and/or
- other key areas depending on needs.

### What are the payment options for this programme?

Full advance payment (100 per cent) of the standard Administrative Subsidy is paid upon approval of the NOC's application (and completion of the Annual Review).

Payment of the Additional Administrative Subsidy may be delayed for the first year while the NOC's eligibility is being verified.

### What are the reporting requirements?

One combined financial report is required for the standard Administrative Subsidy of USD 50,000 and the Additional Subsidy of USD 15,000.

The financial report must be submitted no later than two months after the end of the calendar year for which the subsidy was granted (i.e. 28 February of the following year).

NOCs that receive an Additional Subsidy will be asked to report on whether it helped strengthen their administration and, if so, in what ways.





# NOC MANAGEMENT INITIATIVES

## Guidelines

World Programmes – NOC Management and Knowledge Sharing – NOC Administration Development

### What are the programme's objectives?

To enable NOCs to strengthen their management structures and capacities, while also addressing any identified management weaknesses.

The programme is aimed at ensuring that NOCs have:

- a strategic plan approved by the NOC Executive Board and ratified by the General Assembly, including an action plan;
- an adequate financial management and governance structure, in particular relating to the recommendations contained in the “Control on the Use of Olympic Solidarity Funds”, if applicable;
- an efficient organisational chart and properly trained accounting staff (or outsourced accounting services) and human resources personnel, including a project officer responsible for the management of Olympic Solidarity programmes (and other activities);
- IT tools commensurate with the size of the NOC (including hardware and software, cybersecurity, sufficient internet network and speed, document filing system and back-up, and accounting software); and
- communication tools, such as an up-to-date website and/or active social media presence.

### Who is this programme for?

All NOCs, although the programme is ultimately tailored to NOCs with administrative structures that need to be strengthened.

### What activities are covered?

NOCs interested in obtaining funding for Management Initiatives should have top-priority projects in mind that align with their overall strategic objectives. These should be one-time projects or activities aimed at improving the NOC's management and operations.



Examples include:

- The introduction of a new tool or concept with a view to increasing the NOC's efficiency, or an upgrade of an existing one (e.g. purchase of accounting software, implementation of an electronic filing system, etc.);
- Training of paid staff or elected officials in skills related to their professional duties (e.g. participation in local courses or seminars, or an exchange/internship with another NOC);
- Hiring external expert assistance on a limited-time basis to facilitate the development/audit/revision of strategies and action plans, policies, procedures, etc.;
- Upgrading of the NOC's IT equipment; and
- Organising bilateral exchanges between NOCs to share knowledge and best practices.

## Who can apply?

All NOCs, although the programme is geared towards NOCs with administrative structures that require strengthening.

## What sports are eligible?

N/A

## Are any third parties involved?

External experts may be involved in the delivery and implementation of the project.

## Are there any restrictions?

In principle, expenses NOCs incur on a regular and ongoing basis are not covered by this programme, as these are subsidised through the Administrative Subsidy.

In the event of programme oversubscription, applications from NOCs deemed in greatest need of support will be prioritised over NOCs with already established administrative capacities.

## Is there a deadline for submissions?

Applications can be made throughout the four-year period.

## What is the application procedure?

Applications should be submitted via RELAY at least two months before the start of the project. No retroactive approvals are possible.

Requests are analysed and approved based on the information provided by the NOC in the application and the supporting documentation. Wherever applicable, submit copies of related documents, such as proposals and contracts from service providers.

NOCs should demonstrate that they have a structure in place capable of sustaining the initiative once Olympic Solidarity's support ends (e.g. for a project to establish an NOC website, show how you will include website hosting fees in your annual budget and that you have personnel – either internal or external – responsible for updating it).



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

Funding can cover some or all of the project costs. The level of support will be decided in relation to the scope of the initiative, duration, budget requested and amount already allocated to the NOC for other projects in this programme.

## What expenses are covered?

Those corresponding to the approved initiative, as listed in the application form regarding the proposed budget breakdown and confirmed when the project is approved.

Expenses NOCs incur on a regular and ongoing basis are not covered.

## What are the payment options for this programme?

In principle, the allocated budget is transferred to the NOC, which is responsible for all payments, including experts' fees.

An advance payment of 75 per cent is available. The balance payment will be made following receipt and approval of the technical and financial reports at the end of the initiative.

## What are the reporting requirements?

Technical and financial reports must be submitted no later than two months after completion of the initiative.

Olympic Solidarity should be notified as soon as possible about any changes to the approved scope or schedule of the initiative.

## Are there any other instructions?

n/a



# SPORTS ADMINISTRATORS COURSES (SAC)

## Guidelines

World Programmes – NOC Management and Knowledge Sharing – National Courses for Sports Administrators

### What are the programme's objectives?

- To enable NOCs to set up course structures that facilitate high-quality teaching under the supervision of National Course Directors (NCDs) in order to spread knowledge of sports administration and the Olympic Movement in all the regions of their country;
- To build the capacity of NOCs and their constituents by delivering introductory sports management courses with aspects of Olympic education; and
- To provide insight about the Olympic Movement, sports administration, athlete development and other topics of interest.

### Who is this programme for?

Sports Administrators Courses are aimed at elected officials and paid staff of NOCs, National Federations (NFs) and other bodies responsible for the development of sport in their countries.

Olympic Solidarity strongly encourages NOCs to promote female sports administrators by ensuring equal access to professional training opportunities for men and women.

### What activities are covered?

Sports Administrators Courses are based on the content of the Sport Administration Manual (SAM), and last between 20 and 30 hours in total.

NOCs should select a number of topics from the manual and adapt them to their local situation and the needs and interests of the participants. This should be complemented with information about the organisation of sport in the country, together with the history of the NOC and its involvement in the Olympic Movement.

The course programme should comprise three core modules:

- History and structure of the Olympic Movement and the Olympic Games;
- Administration and management of a sports organisation; and



- Selection of topics of special interest to the group of participants.

## Who can apply?

All NOCs that have a certified National Course Director can apply to organise courses.

NOCs without National Course Directors can contact Olympic Solidarity by email and submit their selected future National Course Director application on RELAY for certification.

## What sports are eligible?

N/A

## Are any third parties involved?

The Sport Administration Manual is developed and updated in consultation with numerous academic and sports entities, including IOC departments and external organisations.

## Are there any restrictions?

Only NOCs with a National Course Director certified by Olympic Solidarity can organise courses.

A maximum of four courses can be held per year. Each course must last a minimum of 20 hours over a minimum of three days. The ideal number of participants is between 20 and 30.

## Is there a deadline for submissions?

Applications can be made at any time during the year provided they are submitted at least two months ahead of the intended start of the course.

## What is the application procedure?

One application per course should be submitted on RELAY at least two months before the intended start of the course.

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

A budget of up to USD 3,500 is allocated for each course of a minimum 20 hours and with a minimum of 40 per cent women. If the number of women certified is below 40 per cent, the budget is reduced to USD 3,000.

Additional funding may be available in cases of well-documented special circumstances and needs, which should be communicated to Olympic Solidarity at the time of application for the course.

## What expenses are covered?

Organisational costs such as for conference rooms, coffee breaks, meals, course directors and presenters' fees, printing of manuals, printing of certificates, certificate award ceremony, etc.

## What are the payment options for this programme?

There is no advance payment option. In principle, the full amount is paid to the NOC following completion of the course and upon approval of the technical and financial reports.



## What are the reporting requirements?

Technical and financial reports must be submitted via RELAY no later than two months after completion of the course. The technical report should include the course timetable and a selection of course photos.

## Is there training available for new National Course Directors?

In principle, if an NOC does not have a trained National Course Director (NCD), the NOC can either:

- send two or three people to be trained in a neighbouring country that organises such courses; or
- invite an experienced NCD to help organise their first Sports Administrators Course and train the new NCDs on the Olympic Solidarity standards and framework.

NOCs should complete the NCD application and include a copy of the candidate's CV on RELAY through the dedicated "National Course Directors" filter. NOCs are requested to propose gender-balanced pairs/teams of course instructors.

Olympic Solidarity will review each candidature and determine with the NOC the best option to train and certify future NCDs. NOCs should certify between two and six NCDs to ensure continuity in training opportunities.

If an experienced NCD is invited by another NOC to assist it in setting up their programme, the NCD's travel costs, accommodation and meals will be covered by Olympic Solidarity.

If an NOC sends up to two people for NCD training in a neighbouring country, their travel costs, meals and accommodation will also be covered by Olympic Solidarity.

If an NOC organises a training course for trainers and/or a refresher course for NCDs, additional funds may be available.

## Can the Sport Administration Manual be translated/printed?

The manual is available in English, French and Spanish. Additional versions translated by NOCs into other languages are also offered.

Should an NOC's specific national language not be available, it may apply for a contribution towards the cost of translation. The translated manual will then be added to the library on NOCnet and become available to other NOCs. Translation can be requested after every update of the manual.

Approval of the translation budget will be handled on a case-by-case basis. An advance payment of 75 per cent can be requested and will be paid upon approval of the application on RELAY. The balance payment will be made after approval of the financial report and receipt of a copy of the translated manual in the technical report. The deadline to report is no later than two months after the end of the translation project. If needed, a printing subsidy can also be requested for the translated manual and added to the translation application.

## Can the manual be printed locally?

NOCs using the manual in English, French or Spanish can request that copies be shipped to them by Olympic Solidarity. To avoid shipping and customs fees, NOCs can print the manual themselves and request funding to cover the expense once per four-year period. A printing contribution will be agreed upon between the NOC and Olympic Solidarity based on a quote provided by the NOC and added to the standard course budget. NOCs should print enough manuals to cover their needs for the entire period.

If an NOC wishes to print a translated manual, a request should be sent to Olympic Solidarity by email including a quote. A printing contribution will be agreed upon between the NOC and Olympic Solidarity based on the quote



provided and added to the standard course budget. NOCs should print enough manuals to cover their needs for the entire period.

A printed copy should be shipped or hand-delivered to Olympic Solidarity.

Approval of printing quote will be handled on a case-by-case basis. An advance payment of 75 per cent can be requested and will be paid upon approval of the application.

### Are there any other instructions?

Courses that are not organised or reported will be cancelled automatically two months after the planned end date of the course, and the course subsidy will no longer be available.

Ideally, courses should be organised during the calendar year in which the NOC applies for them.

Certificates issued at the end of the course by the NOC should be awarded only to participants who completed the entire course and all the assignments. Certificates are available for download on RELAY upon approval of the course application.

More detailed information about the Sports Administrators Courses and the resources can be found here ([link to be provided](#)).



# ADVANCED SPORTS MANAGEMENT COURSES (ASMC)

## Guidelines

World Programmes – NOC Management and Knowledge Sharing – National Courses for Sports Administrators

### What are the programme's objectives?

- To build capacity of National Olympic Committees and their constituents through in-depth sports management training;
- To provide sports managers with hands-on training in six key areas: organisation/governance, strategic management, human resources management, financial management, marketing and event organisation.
- To empower sports managers to implement new and innovative strategies and make impactful changes within their organisations.

### Who is this programme for?

Course participants can be volunteers or paid staff who are either:

- elected or paid executives at the NOC, national federations or other bodies responsible for the development of sport; or
- staff members responsible for managing programmes at a sports organisation.

Olympic Solidarity strongly encourages NOCs to promote female sports administrators by ensuring equal access to professional training opportunities.

### What activities are covered?

Each course should cover the six chapters of the Managing Olympic Sport Organisations (MOSO) book, which relate to specific areas of management competence:

- organising an Olympic sports organisation;
- managing strategically;
- managing human resources;
- managing finance;





- managing marketing; and
- organising a major sports event.

Each chapter requires five days of studying. This includes:

- three distance learning (self-learning) days – reading the particular chapter, completing the corresponding Learners' Guide, and preparing a case study; and
- two residential (contact) days – general presentation and discussion of the chapter on Day 1, and presentation of case studies on Day 2.

Each course requires a minimum of 15 residential days (90 hours) and at least 18 distance-learning days (108 hours). In addition, each participant will need to allocate time for the final presentation on the impact of the learning process.

Each course should be conducted over a maximum of 12 months.

## Who can apply?

All NOCs with a certified Programme Director responsible for the overall organisation of the course.

All other NOCs must first certify a Programme Director before applying for the organisation of an ASMC. This includes NOCs that have:

- identified a gap in sports management training opportunities available locally;
- have already organised Sports Administration Courses; and/or
- have training comparable to Sports Administration Courses already available in their countries.

To certify a Programme Director, NOCs should follow the instructions outlined in the: "What is involved in Programme Director training?" section.

## Are any third parties involved?

The Managing Olympic Sport Organisations book is developed and updated in consultation with numerous academic and sports entities, including MEMOS, IOC departments and external organisations. The concept of Advanced Sports Management Courses was developed by Olympic Solidarity in cooperation with a steering committee composed of MEMOS professors and tutors.

## Are there any restrictions?

In principle, the programme should:

- be limited to one course per year per NOC;
- consist of 15 to 25 participants maximum per course; and
- be restricted to NOCs that have a certified Programme Director.

## Is there a deadline for submissions?

NOCs can apply at any time during the four-year period, as long as they do so at least two months before the intended start of the course.



## What is the application procedure?

NOCs need to submit their applications on RELAY, together with a course programme and proposed budget.

In principle, a new course will be approved only after any previous courses being conducted by an NOC have concluded and been reported on.

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

Up to USD 14,000 per Advanced Sports Management Course with a minimum 40 per cent of women certified.

For courses that do not fully meet this requirement, available funding will be capped at USD 12,000.

In addition, extra funding may be available for special circumstances or needs that are well documented and communicated at the time of applying for the course. This could include, for example, courses organised in remote areas (or in a country with multiple islands) where costs for participants' transport, accommodation or other organisational aspects may require a higher budget.

## What expenses are covered?

The NOC can use the funds to cover organisational costs such as fees for Programme Directors, facilitators and/or presenters, room rental, meals and coffee breaks, online tools, course materials, book printing, award ceremonies, etc.

## What are the payment options for this programme?

An advance payment of 75 per cent is available. The balance payment will be made after receipt and approval of the technical and financial reports at the end of the course.

## What are the reporting requirements?

NOCs must submit technical and financial reports no later than two months after completion of the course.

Technical reports should include a detailed review and schedule of the sessions and an assessment of each course participant.

NOCs wishing to use part of the course funding for the organisation of a diploma award ceremony may submit their technical report after the end of the course, and then submit the financial report after the diploma award ceremony.

The diplomas, available for download from RELAY after approval of the technical report by Olympic Solidarity, can be distributed during the ceremony, and any related expenses can then be added to the financial report.

## What is involved in Programme Director training?

Olympic Solidarity typically organises Programme Director training sessions online via the Programme Director Training Platform. The sessions are designed to train course deliverers on Olympic Solidarity standards and the framework for Advanced Sports Management Courses.

A minimum of two people per NOC, preferably one of them a woman, should be trained as Programme Directors to ensure continuity in training opportunities.

Candidates for Programme Director should:

- demonstrate strong leadership qualities;
- understand sports management principles;



- have experience in teaching or training sports management;
- be available to dedicate more than 100 hours to preparing and conducting the course;
- be fluent in English, French or Spanish; and
- hold an academic qualification such as MEMOS or have equivalent professional experience.

NOCs should submit applications to train Programme Director candidates via RELAY and specify which instruction language (English, French or Spanish) is preferred. Olympic Solidarity will then alert the NOC to the next available training opportunity in that language. NOCs should also include a copy of each candidate's CV and a letter of support from their NOC.

NOCs are requested to propose gender balanced pairs/teams of course instructors.

### Can the Managing Olympic Sports Organisations book be translated?

The book is available in English, French and Spanish. Additional versions translated by NOCs into other languages are also offered.

Should an NOC's specific national language not be found, they may request funding for translation (separate application in RELAY; once per four-year period or after each update of the book). The translated book will then be added to the library on NOCnet and become available to other NOCs.

Approval of the translation budget will be handled on a case-by-case basis. An advance payment of 75 per cent can be requested and will be paid upon approval of the application.

The balance payment will be made following approval of the financial report and receipt of a copy of the translated book in the technical report. If printed, a copy should be shipped or hand-delivered to Olympic Solidarity. The deadline to report is two months after the end of the translation project.

### Can the book be printed locally?

NOCs using the book in English, French or Spanish can request that copies be shipped to them by Olympic Solidarity. To avoid shipping and customs fees, NOCs can print the book themselves and request funding to cover the expense of doing so. We recommend that NOCs print enough books to cover their needs for the entire four-year period.

Should an NOC wish to print the translated book, a request can be submitted via RELAY together with a printing quote.

Approval of printing quotes will be handled on a case-by-case basis. An advance payment of 75 per cent can be requested, and will be paid upon approval of the application.

### Are there any other instructions?

More detailed information about the Advanced Sports Management Courses and resources for Programme Directors are available here ([link to be provided](#)).



# INTERNATIONAL EXECUTIVE COURSES IN SPORTS MANAGEMENT (MEMOS)

## Guidelines

World Programmes – NOC Management and Knowledge Sharing – International Executive Courses in Sports Management (MEMOS)

### What are the programme's objectives?

To build and strengthen the capacity of NOCs and their constituents by providing access to high-level international sports management training through the Executive Masters in Sport Organisations Management (MEMOS).

### Who is this programme for?

This programme is designed for NOC elected officials or staff, typically at managerial level, with the potential to contribute to the organisation for years to come.

Ideal candidates will have a vision to develop a practical project that can later be implemented at the national level and bring a desired long-term benefit to the organisation and broader sports community.

When recommending a MEMOS candidate for a scholarship, the NOC should consider the potential long-term impact of the candidate's training and project on sports development within the country. It is crucial that the NOC and candidate agree on a project topic together before submitting the application.

It is the NOC's responsibility to conduct the selection process using the most appropriate criteria relevant to the organisation and country, and to select a candidate whose participation in MEMOS, and the resulting project, will bring a desired long-term benefit to their organization.

Candidates endorsed by their NOCs will be assessed by the MEMOS selection committee, which will look at the candidate's:

- role in the sports organisation and professional experience;
- academic background and/or professional experience;
- proposed project and its potential impact; and
- commitment, motivation and potential to contribute to his or her sports organisation, the Olympic Movement and local sports community.

The selection committee will strive to create a gender-balanced group of participants representing all continents.

Gender parity is strongly recommended when considering applicants to put forward for scholarships. Female candidates will be prioritised if male candidates were previously selected for MEMOS from the same NOC.



## What activities are covered?

The MEMOS Association offers an executive master's degree to be pursued by participants on a part-time basis in four sessions over the course of one year.

Participants are tasked with developing a project aimed at improving one aspect of management at their respective sports organisation.

For more details, please refer to [the MEMOS website](#).

## Who can apply?

All NOCs can request support for one MEMOS candidate per year.

French- and Spanish-speaking NOCs are requested to prioritise French and Spanish MEMOS editions in the years when these are offered.

## What sports are eligible?

N/A

## Are any third parties involved?

The MEMOS Association, composed of sports management academics, international sports leaders and professionals, is responsible for the delivery of the MEMOS programme through its network of universities.

## Are there any restrictions?

NOCs are limited to one application per year.

Each course typically sees between 22 and 40 participants (36-40 in English; 22-28 in French and Spanish) accepted from the pool of candidates nominated by NOCs and other organisations such as IFs, Continental Associations of NOCs, other multisport event organisers, etc.

## Is there a deadline for submissions?

A call for applications is held between March and June each year. The dates and deadlines for MEMOS applications are published on the MEMOS website and circulated to NOCs each year through the NOCnet newsletter.

## What is the application procedure?

1. Candidates need to apply via the MEMOS website ([Candidature - MEMOS Association](#)) by the deadline communicated by MEMOS, and include all supplementary documents, including a letter of support from their NOC. After applying, the candidates are sent confirmation of receipt by email with a copy of their application.
2. NOCs are then required to submit an Olympic Solidarity scholarship application on RELAY with the copy of the MEMOS application and the NOC letter of support for the candidate.
3. If a candidate is granted an Olympic Solidarity scholarship, the participant and the NOC must sign an agreement and upload it to RELAY before Olympic Solidarity will distribute funding (including to cover tuition).



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

There is no maximum budget for this programme. Olympic Solidarity may, however, limit funding for travel costs if such expenses are deemed excessive.

## What expenses are covered?

Scholarships cover:

- tuition fees (paid directly to the university by Olympic Solidarity);
- economy class airfare (most direct route, purchased as early as possible in advance of all sessions) to attend in-person classes; and
- a contribution towards accommodation costs (for two of the four sessions).

If possible, NOCs are encouraged to support their MEMOS participants by covering expenses not included in the Olympic Solidarity scholarship. NOCs that are not in a position to provide such support may request special additional assistance from Olympic Solidarity.

## What are the payment options for this programme?

Most payments are made directly to the service provider. Travel expenses are reimbursed after participants' completion of a given session or all the sessions.

## What are the reporting requirements?

NOCs must submit a financial report via RELAY. Financial reports, including costs of all flights, can be submitted after each session or no later than two months after the end of the course.

## Are there any other instructions?

NOCs/participants are reminded that they should book flights (economy class, refundable/change permitted) to all sessions as early as possible, to avoid high prices.

If a participant fails to complete the course without providing a valid reason or advance notice, their NOC will be asked to reimburse Olympic Solidarity for the cost of tuition and any other expenses incurred.

NOCs should support MEMOS participants during the course by making it possible for them to focus on their assignments and providing them with any information they may require. This support should be extended afterwards by ensuring that the project developed by the MEMOS participant is implemented. If additional assistance is required, Olympic Solidarity will consider supporting the implementation of MEMOS projects through programmes (NOC Management, Olympic Values, Development of National Sports System, etc.) related to the topic of the participant's project or its outcomes/recommendations.

NOCs are encouraged to foster a network of MEMOS graduates and put their knowledge to good use by involving them in NOC projects, including educational and training initiatives organised locally (such as Sports Administrators Courses and Advanced Sports Management Courses).



## NOC EXCHANGES

### Guidelines

World Programmes – NOC Management and Knowledge Sharing – NOC Exchanges

### What are the programme's objectives?

To build the capacity of National Olympic Committees and their constituents by promoting and facilitating the exchange of knowledge.

Through two types of exchanges/workshops, **those proposed by NOCs and those proposed by Olympic Solidarity**, the aim is to provide NOCs with the opportunity to share best practices and experiences on a wide range of topics, including:

- financial management;
- strategic planning;
- human resources and people management;
- information technology;
- marketing and communications;
- sports development; and
- any of the objectives in the Olympic Values programme, including safeguarding, gender equality, etc.

Through these exchanges, NOCs can learn to operate more efficiently and more autonomously. They also provide NOCs with an excellent networking opportunity and a chance to strengthen relationships.

### Who is this programme for?

All NOCs. Those with specific expertise are particularly encouraged to share their knowledge, experience and resources with NOCs that are less experienced in certain areas.



## What activities are covered?

NOCs may propose practical workshops on topics of particular interest (see programme objectives for examples) to specific groups of NOCs, aimed at building the capacities of the participating NOCs and their representatives and achieving clearly identified desired outcomes and deliverables.

The NOC proposing the workshop is responsible for the overall organisation and follow-up of the workshop, including logistical arrangements, communication with participating NOCs, and reporting to Olympic Solidarity.

## Who can apply?

All NOCs.

## What NOCs are eligible to participate in exchanges/workshops?

The host NOC defines the eligibility requirements for the participating NOCs.

## Are any third parties involved?

Relevant IOC departments may be involved depending on the topic of the exchange/workshop.

## Are there any restrictions?

In principle, the NOC Exchanges programme is limited to one project per host NOC per four-year period. Special exceptions may be made on a case-by-case basis. Participants can be invited by either the host NOC or by Olympic Solidarity, based on assessment of the expertise provided and/or required. The programme does not cover continental or regional gatherings organised by continental or regional associations of NOCs.

**Note:** NOCs looking to use a bilateral exchange as a means of improving their management capacity should apply for Olympic Solidarity support through the NOC Management Initiatives.

## Is there a deadline for submissions?

Applications should be made via RELAY at least two months prior to the intended start date.

## What is the application procedure?

NOCs proposing a workshop should complete an application on RELAY clearly identifying the deliverables and desired outcomes, together with the eligibility requirements for participating NOCs.

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

There is no maximum amount defined for this programme. Instead, funding will be distributed on a case-by-case basis depending on the estimated number of participants and associated costs.

## What expenses are covered?

The financial conditions depend on the nature of each exchange/workshop and will be defined on a case-by-case basis.

Olympic Solidarity will make a partial contribution towards the organisational costs of workshops and to the participation costs of delegates from non-host NOCs.





Expenses covered include:

- Flight tickets (economy class and direct routing only, purchased as early as possible); and
- Organisational costs: accommodation, venue, catering, etc.

### What are the payment options for this programme?

An advance payment of 75 per cent is available. The balance payment will be made after receipt and approval of the technical and financial reports at the end of the exchange/workshop.

### What are the reporting requirements?

Technical and financial reports must be submitted via RELAY no later than two months after the end of the exchange/workshop. All supplementary information, including supporting documents such as photos and videos, should be submitted along with the technical report.

### Are there any other instructions?

Olympic Solidarity periodically identifies specific training and educational needs for specific groups of NOCs. To address these needs, Olympic Solidarity organises topical seminars for the identified NOCs and their related functional areas. The NOCs concerned will be invited directly by Olympic Solidarity.



## NOC FORUMS

### Guidelines

World Programmes – NOC Management and Knowledge Sharing – NOC Forums

### What are the programme's objectives?

- To create a platform where strategic and topical information and concepts can be directly communicated to NOCs; and
- To give NOCs on a given continent the unique opportunity to meet in person and strengthen the international sports community through networking and knowledge sharing.

### Who is this programme for?

NOC staff and/or elected officials responsible for specific areas, depending on the topic of the Forum.

An invitation letter sent to the NOCs will detail who (position/role within the NOC) should attend the Forums. Additional delegates can be invited to follow the Forums online.

### What activities are covered?

Forums bring together all the NOCs of a given region or continent, and include presentations and exchanges on topics of interest.

Topics to be discussed are determined in cooperation with the Olympic Solidarity Commission and the Continental Associations of NOCs.

During the first year of each four-year period, the Forums introduce the new Olympic Solidarity plan. Subsequent Forums typically focus on topics of particular interest to all NOCs, such as preparing delegations for participation in upcoming editions of the Olympic Games.

Other subjects may include safeguarding, anti-doping and prevention of competition manipulation.

### Who can apply?

All NOCs are eligible to participate in the Forums.



## What sports are eligible?

N/A

## Are any third parties involved?

Third parties may be involved in the delivery of the Forums depending on the subject matter. The Forums are typically organised in coordination with the corresponding Continental Association, and are hosted by an NOC.

## Are there any restrictions?

NOCs are invited to send one or two delegates, depending on the Forum.

## Is there a deadline for submissions?

Deadlines for NOCs (to register for the Forums, submit financial reports for reimbursement of travel expenses, etc.) are communicated in the invitation letters.

## What is the application procedure?

**Host NOC:** Once identified by Olympic Solidarity and the respective Continental Association, the host NOC is invited to submit an application in RELAY, including a detailed budget.

**Participating NOCs:** There is no application for participating NOCs. Registration procedures are explained in the invitation letter.

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

**Host NOC:** The budget for each Forum will be communicated to the Continental Association/host NOC.

**Participating NOCs:** Expenses will vary. NOCs are asked to book tickets well in advance to avoid excessive airfares.

## What expenses are covered?

**Host NOC:** Expenses covered under this programme will be confirmed directly to the host NOC as per the Forum requirements. They typically cover organisational costs such as rental of the conference room, audiovisual requirements, local transport, accommodation and meals (including coffee breaks).

**Participating NOCs:** Flight tickets (economy class, most direct routing, purchased as early as possible in advance of the Forum) can be reimbursed for a pre-determined number of NOC delegates. The details will be communicated to each NOC in the invitation letter.

## What are the payment options for this programme?

**Host NOC:** An advance payment of 75 per cent is available, if requested. The balance payment will be made after receipt and approval of the technical and financial reports (and receipt of the invoice from the Continental Associations).

**Participating NOCs:** Participating NOCs can submit their requests for reimbursement of their travel expenses via a financial report on RELAY. The reimbursement will be made after the Forum, once the financial report has been approved.



## What are the reporting requirements?

### Host NOCs:

- must submit technical and financial reports no later than two months after the end of the Forum; and
- are encouraged to share any photos taken during the Forum in the technical report.

### Host Continental Associations:

- must submit a technical report and invoice(s) no later than two months after the end of the Forum; and
- are encouraged to share any photos taken during the Forum in the technical report.

### Participating NOCs:

- must submit a financial report no later than two months after the end of the Forum. The deadline will be communicated in the invitation letter.

## Are there any other instructions?

In principle, NOCs are responsible for selecting and registering their delegates, purchasing air tickets and submitting refund requests.



# OLYMPIC VALUES INITIATIVES

## Guidelines

World Programme – Olympic Values – Olympic Values Initiatives

### What are the programme's objectives?

Advancing Olympism<sup>365</sup>, the IOC's strategy to strengthen the role of sport as a key enabler for the UN Sustainable Development Goals (SDGs), the Olympic Values Initiatives programme provides funding for projects that enable NOCs and national sports organisations to:

- lead a safe, sustainable and inclusive sports movement (organisation-level change); and
- help more people find community in sport and be physically active; build social, moral and transferable life skills through Olympic and values-based education; and create and experience Olympic culture and heritage (community-level change).

### Expected Results

NOCs are encouraged to creatively implement the Olympic values in their contexts, guided by these expected results:

#### *Organisation-Level Change*

- Safe Sports Environment:
  - Train and appoint a safeguarding officer, develop and implement a safeguarding policy, and raise awareness around safe sport.
  - Upskill sports medicine and mental health professionals through workshops and seminars.
  - Combat doping and competition manipulation through education and awareness.
- Sustainable Sports Organisations:
  - Develop sustainability strategies addressing social, environmental and economic aspects.
  - Join the UN Sports for Climate Action Framework and reduce carbon emissions.
  - Raise awareness around sustainability.



- Inclusive Sports Organisations:
  - Promote gender equality in decision-making and leadership roles (including achieving at least 30% of women representation in the NOC Executive Board).
  - Tackle discrimination to ensure all feel welcome in sport.
  - Advance gender-equal, fair and inclusive portrayal in sport.

#### Community-Level Change

- Promote Sport and Physical Activity:
  - Ensure more people, from more diverse backgrounds, benefit from participating in sport and physical activity.
  - Use sport as a tool for social development, enhancing life skills and nurturing connections.
- Olympic Values Education:
  - Develop Olympic education programmes and promote them in schools and with athletes.
- Culture and Olympic Heritage:
  - Preserve Olympic heritage and promote initiatives that blend sport and culture.

### Who is this programme for?

Beneficiaries can vary depending on the goals of each initiative. They can range from your NOC, National Federations and sports clubs to the general public, schoolchildren, underserved communities, etc. An underserved community in sport is a group with limited access to sports opportunities due to social, economic, or geographic barriers, often including girls, women, low-income individuals, minorities and people with disabilities.

### What activities are covered?

Projects supported include workshops and seminars, sport for all events, advocacy initiatives, community projects targeting underserved groups, Olympic values promotion in schools, safeguarding policy development, national Olympic history books, etc. See “Expected Results” above for more examples.

### Who can apply?

All NOCs. If demand exceeds available resources, priority will be given to NOCs with the greatest need for support in the specific area of their application. This will be assessed based on both the development level of the NOC and the NOC’s progress in the particular domain.

### What sports are eligible?

All sports, including local/traditional country-specific sports.

### Are any third parties involved?

NOCs are strongly encouraged to form partnerships to improve reach and scope, benefit from external expertise, and/or raise additional capital. NOCs can act either as sole implementers of their initiatives, partners (joint implementation) or funders (with another organisation implementing).



## Are there any restrictions?

Initiatives should last no more than one year. For multi-year projects, NOCs must submit separate applications for each year and provide annual technical and financial reports.

Please note that any activities that are continental in scope (such as continental conferences, workshops, etc.) **are not covered** under this programme. Regional meetings may be covered through the NOC Exchange Programme.

## Is there a deadline for submissions?

NOCs can apply year-round but must complete the dedicated application form on RELAY **at least two months prior** to the start of the proposed activity.

## What is the application procedure?

Please refer to the application form on RELAY: “Olympic Values Initiatives” (category: World Programmes; Programme Cluster: Olympic Values).

**TOP TIP** – If you are uncertain about certain aspects of your project proposal, contact the Olympic Values Unit to discuss your ideas prior to the submission, to help you frame the project and align it with the Programme objectives. The Unit can also connect you with other IOC departments on a need-by-need basis.

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

For this programme, there is no maximum amount defined. Each initiative will be evaluated on a case-by-case basis, with scope and intended impact also factored in.

**TOP TIP** – Creating a four-year roadmap of the activities your NOC aims to implement with the financial support from this programme will enhance your long-term planning and enable us to plan the funding allocation to NOCs more strategically.

## What expenses are covered?

In principle, all expenses that support the activities of the project can be covered (e.g. venues, expert fees, travel and accommodation, and awards). Salaries can be covered provided they are directly linked to the project. Costs to support the monitoring and evaluation of the project can also be included in the budget. Overheads must not account for more than 10 per cent of the budget.

Awards or prizes must not be distributed in cash. When awarding prizes, vouchers or value-in-kind gifts should be used instead. The NOC should keep a signed acknowledgement of receipt of the award or prize, along with evidence of a corresponding bank transfer.

If air travel is required, only economy-class tickets will be covered.

## What are the payment options for this programme?

If requested in the application form, an advance payment of 75 per cent of the allocated budget is possible. An advance payment can also be requested at a later stage by contacting Olympic Solidarity directly. The balance payment will be made after review and approval of the financial and technical reports.



## What are the reporting requirements?

NOCs must submit the corresponding financial and technical report forms on RELAY along with any complementary material (such as any audiovisual content and documents produced during the activity) **no later than two months after the end of the activity**. The balance payment covering the amount agreed to in the initial budget will be sent following approval of both reports.

## Are there any other instructions?

Any change in the implementation of the project, including cancellation, duration and budget, should be promptly communicated to the Olympic Values Unit, who will update the application on RELAY accordingly.

Please refer to the preface of the 2025-2028 Olympic Solidarity plan for more information on aspects relating to gender equality, safeguarding, sustainability and general reporting requirements.





# EDUCATION AND TRAINING SCHOLARSHIPS

## Guidelines

World Programme – Olympic Values – Education and Training Scholarships

### What are the programme's objectives?

To provide scholarship opportunities that enable NOCs and national sports organisations to build competences and capacities to:

- lead a sports movement that is safe, sustainable and inclusive (**organisation-level change**); and
- help more people find a community in sport and be physically active; build social, moral and transferable life skills through Olympic and values-based education; and preserve and experience Olympic culture and heritage (**community-level change**).

### Who is this programme for?

Specific scholarships are offered to NOC administrators, staff and athletes' entourage members to make use of training or other educational opportunities aimed at deepening their knowledge in a wide range of fields, including sports medicine, physiotherapy, nutrition, mental health, anti-doping, safeguarding, Olympic Values education and leadership. By boosting their skills and knowhow, Olympic Movement stakeholders will be better equipped to enable organisation- and community-level change.

### What activities are covered?

Participation in the following education and training courses (delivered in English only):

- IOC Certificate in Drugs in Sport (6 months; 2 intakes per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee)
- IOC Diploma in Sports Medicine (2 years, 1 intake per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee and travel expenses for mandatory residential week)
- IOC Diploma in Mental Health (1 year; 1 intake per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee)



- IOC Certificate in Mental Health (3 months; 1 intake per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee)
- IOC Diploma in Physical Therapies (2 years, 1 intake per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee)
- IOC Diploma in Sports Nutrition (2 years, 1 intake per year; 10 scholarships per intake, no more than 1 per NOC; tuition fee)
- IOC Certificate: Safeguarding Officer in Sport (1 year, 1 intake per year; 1 scholarship per NOC/year; tuition fee)
- IOC World Conference on the Prevention of Injury and Illness in Sport (1 week; 1 intake per 4-year period; 20 scholarships per intake, no more than 1 per NOC; registration fee and travel expenses)
- Master's Degree programme "Olympic Studies, Olympic Education, Organisation and Management of Olympic Events", offered by the International Olympic Academy in collaboration with the University of the Peloponnese (2 year; 1 intake per year; 10 scholarships, no more than 1 per NOC; enrolment fees; board, lodging and one-time lump sum for travel allocated on a case-by-case assessment)
- Master of Arts Olympic Studies degree programme by the German Sport University Cologne (2 years; 1 intake every 2 years; 10 scholarships, no more than 1 per NOC; enrolment fees; one-time lump sum for travel and lodging)
- Women's Sport Leadership Academy (WSLA), led by the University of Chichester, United Kingdom (1 residential week; 1 intake per year; 10 scholarships, no more than 1 per NOC; tuition fees, board and lodging; one-time lump sum for travel allocated on a case-by-case assessment)
- International Session for Young Olympic Ambassadors (2 weeks, 1 intake per year; board and lodging; reimbursement of 50 per cent of the cost of the flight ticket)
- International Session for National Olympic Academies' and National Olympic Committees' Delegates (1 week, 1 intake per year; board and lodging costs; travel expenses)

Further details on when and how to apply and any additional ad hoc training scholarship opportunities can be found on NOCnet and in the fortnightly "NOCnet UPDATES" newsletter.

## Who can apply?

All NOCs. In the event that demand exceeds available resources, priority will be given to NOCs with the greatest need for support in the specific area of their application. This will be assessed based on both the development level of the NOC and the NOC's progress in the particular domain. This programme is committed to ensuring gender equality in the awarding of scholarships, fostering equal representation and inclusion.

## What are the admission requirements?

Admission requirements differ for each education and training opportunity and are set by the respective institution (universities, training institutions, etc.). Please consult NOCnet for the specific requirements for each scholarship opportunity.



## Are any third parties involved?

In addition to the educational institutions, relevant IOC Departments work with Olympic Solidarity and NOCs to offer education and training that best reflect the needs and priorities of the Olympic Movement.

## Is there a deadline for submissions?

Each opportunity has its own deadlines and application instructions, which will be posted on NOCnet and in the fortnightly NOC newsletter.

## What is the application procedure?

It is of utmost importance that candidates apply both directly to the educational institution for admission and to Olympic Solidarity for scholarships. For the Olympic Solidarity scholarship, please refer to the application form on RELAY: “Olympic Values Training” (category: World Programmes; Programme Cluster: Olympic Values).

Again, please note that submitting an application on RELAY does not constitute enrolment in the selected training programme. Candidates must also apply directly to the institution offering the training.

## What is the maximum number of scholarships an NOC can apply for?

There is no set maximum limit, however priority will be given to NOCs deemed to have the greatest need in the specific area of the training, and to NOCs that have not yet benefitted from the programme. No more than one scholarship will be awarded to an NOC per intake of a specific course.

## What expenses are covered?

The type of support depends on each education and training opportunity. Coverage might include tuition fees, travel expenses and accommodation costs. Please see the list under “Activities Covered” for details. When travel expenses are covered, NOCs may include the cost of visas and local public transport. Only economy-class, direct-routing tickets are permitted.

When accommodation is covered, this is just for the permitted dates of the course, with any additional nights to be paid at the NOC’s/participant’s own expense. No other costs – including internet data fees, participation in graduation ceremonies, per diems, etc. – are covered.

For the IOA sessions, registration fees are not covered by the scholarship.

## What are the payment options for this programme?

No advance payment for travel or accommodation budgets is possible. Enrolment fees are paid directly to the course organiser by Olympic Solidarity on the NOC’s behalf.

## What are the reporting requirements?

For all scholarships, it is mandatory that NOCs submit the corresponding financial and technical report forms on RELAY along with any complementary material no later than two months after the end of the training.

Travel and accommodation expenses will be reimbursed to NOCs only after approval of the financial and technical reports.



## Are there any other instructions?

For the International Session for Young Olympic Ambassadors, a second scholarship may be granted provided that the two participants are not of the same gender. For the IOA sessions, there is no need to submit an application to Olympic Solidarity. Participants must register through the IOA website; reimbursement of travel expenses will be handled through a financial report that will be made available to the NOCs concerned on RELAY at the end of the sessions.

The NOC must ensure that their candidate fully understands the time and workload commitment required for each type of training and is committed to attending. Unjustified absences (e.g. non-medical reasons) or uncompleted mandatory tests/assignments might necessitate reimbursement to Olympic Solidarity by the NOC. Please note that if a candidate is awarded a scholarship, deferral of the scholarship to a future edition of the training is not permitted. In the event of deferral, the candidate will lose the scholarship, which will be reallocated to another NOC candidate.

**TOP TIP:** NOCs should sign a contract with each candidate receiving an Olympic Solidarity scholarship to define the expectations, rights and duties of both parties.



## OLYMPIC DAY

### Guidelines

World Programme – Olympic Values – Olympic Day

### What are the programme's objectives?

The Olympic Charter recommends that NOCs organise Olympic Day celebrations annually, ideally on 23 June, to promote the Olympic Movement and physical activity. Under the theme “Move, learn, discover – Together for a better world”, NOCs organise a range of sporting, cultural and educational activities that are open to all, regardless of age, gender, social background or ability.

Through these activities, NOCs contribute to community-level change by helping more people:

- find a community in sport and be physically active;
- build social, moral and transferable life skills through Olympic and values-based education; and
- create and experience Olympic culture and heritage.

### Who is this programme for?

Olympic Day is designed to benefit all individuals and communities, from schoolchildren to the elderly.

### What activities are covered?

Any activity that encourages people to get moving on Olympic Day. This can be almost any kind of physical activity, designed for people of all ages and abilities. Please refer to the [Olympic Day Toolkit](#) for inspiration and example activities.

### Who can apply?

All NOCs.

### What sports are eligible?

All sports and disciplines.



## Are any third parties involved?

A range of Olympic Movement stakeholders often get involved in Olympic Day celebrations. They include TOP Partners, NOC partners, National Federations, National Paralympic Committees, local associations, local suppliers, schools and universities, NGOs, Olympians and other athletes, IOC Young Leaders, etc.

## What is the application procedure and deadline for submission?

There is no application form for Olympic Day. NOCs simply need to submit financial and technical reports on RELAY before the end of September each year. Please consult the [Olympic Day Toolkit](#) for more details.

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

A subsidy of up to USD 5,000 is available once per year.

## What expenses are covered?

Those directly related to Olympic Day celebrations, such as operational costs, food and beverage, etc., can be covered. Awards or prizes, if given, cannot be distributed in cash and need to be converted into vouchers or value-in-kind gifts. If air travel is required, only domestic flights are allowed, and only direct-route, economy-class tickets will be covered.

## What are the payment options for this programme?

Advance payment is not available. Expenses of up to USD 5,000 will be reimbursed upon receipt and approval of the corresponding financial and technical reports.

## What are the reporting requirements?

NOCs must submit their financial and technical reports along with any additional material (photos, videos, agendas, deliverables produced, etc.) via RELAY before the end of September each year.

Please note that only expenses up to USD 5,000 need to be justified in the financial report, even if the total cost of the event exceeds this amount.

If your NOC is unable to meet the end-of-September reporting deadline, please inform the Olympic Values Unit of Olympic Solidarity at [os\\_olympicvalues@olympic.org](mailto:os_olympicvalues@olympic.org) to discuss whether an alternative date is possible.

## Are there any other instructions?

Should you plan to seek additional sponsorship for your Olympic Day event, please bear in mind that **only** TOP Partner and NOC domestic sponsor partnerships are authorised. Please refer to the [Olympic Day Toolkit](#) for more guidance on this subject.

Please refer to the preface of the 2025-2028 Olympic Solidarity plan for more information on aspects relating to gender equality, safeguarding, sustainability and general reporting requirements.