
OBJECTIVE

To offer NOCs the possibility of training the sports administrators of their NOC and its constituents by organising courses in sports administration and management.

BENEFICIARIES

The programme is open to all NOCs. The NOCs that have never organised these courses and wish to start should communicate their intention to Olympic Solidarity, so they can receive the necessary support in order to train course conductors.

The courses target the volunteers and paid staff of NOCs, National Federations (NFs) and other bodies responsible for the development of sport in the country.

Olympic Solidarity strongly encourages NOCs to promote women sports administrators by providing them with professional training opportunities.

GENERAL DESCRIPTION

Olympic Solidarity provides support to NOCs wishing to organise courses by training their course conductors and providing course support materials as well as a financial subsidy. Two levels of courses are available:

- **Sports Administrators Courses** – introductory courses including elements on the Olympic Movement, sports administration, athlete development, and other topics of interest.
- **Advanced Sports Management Courses** – in-depth sports management courses that cover the following six sports management areas: organisation/governance, strategic management, human resources management, financial management, marketing and event organisation.

DESCRIPTION: SPORTS ADMINISTRATORS COURSES

The Sports Administrators Courses enable NOCs to set up course structures that facilitate quality teaching under the direction of National Course Directors (NCDs) in order to spread knowledge of sports administration and the Olympic Movement in all the regions of their country.

The recommended duration of the course is 20-30 hours. NOCs may choose to organise the entire course over a consecutive period of time or to extend it over a longer period with regularly scheduled sessions.

Sports Administration Manual and course content

The **Sport Administration Manual**, published and supplied by Olympic Solidarity, provides the basis for Sports Administrators Courses. It covers the main themes linked to the Olympic Movement and to the management of sports organisations. NOCs are free to select topics to be studied during the course.



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It is recommended that the course programme comprise three core modules:

- History and structure of the Olympic Movement and the Olympic Games.
- Administration and management of a sports organisation.
- Selection of topics of special interest to the group of participants.

The Sport Administration Manual is available in English, French and Spanish. A revised version of the manual will be made available in the course of the year 2017. NOCs wishing to translate the manual into their language will receive Olympic Solidarity's support to do so and should contact Olympic Solidarity for instructions.

The manuals are sent to the NOCs each year according to the number of courses they plan to organise.

National Course Directors (NCDs)

The role of the NCDs is to prepare and deliver the content of the Sports Administrators Courses. The NCDs, in cooperation with the NOC, determine the course content (according to the specific needs of the participants attending the course), prepare the course timetable and select and invite course participants.

NOCs wishing to certify NCDs should contact Olympic Solidarity for further instructions.

Course Certificates

Certificates should be presented in principle only to those participants who have attended the full course. Olympic Solidarity provides an electronic version of the certificate, and each NOC is responsible for printing the required number of certificates.

More information about Sports Administrators Courses is available [here](#).

DESCRIPTION: ADVANCED SPORTS MANAGEMENT COURSES

Advanced Sports Management Courses (ASMC) are based on the **Managing Olympic Sport Organisations** manual.

Each course requires a minimum of 15 residential days and at least 18 distance-learning days. A course should be conducted over a maximum of 12 months. The delivery of the courses involves little teaching or lecturing. The courses are intended to create a learning community whose participants share their experiences during and after the course.

The NOCs that have not organised courses are encouraged to first assess the need for sports management training among their administrators. It is recommended to start with Sports Administrators Courses unless comparable training opportunities already exist in the country.

Managing Olympic Sport Organisations manual

Managing Olympic Sport Organisations covers six main areas: organisation, strategic management, human resources management, financial management, marketing and event organisation. In addition to the theoretical part, it contains illustrations and case studies depicting how a particular aspect of management is handled in a real-life organisation.



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The manual is available in English, French and Spanish. A revised version of the manual will be made available during the course of the year 2017. NOCs wishing to translate the manual into their language will receive Olympic Solidarity's support to do so and should contact Olympic Solidarity for instructions.

In addition to the manual, Olympic Solidarity provides a number of tools to assist PDs in the organisation of courses.

Programme Directors (PDs)

PDs are responsible for the overall organisation of the course.

In order to guarantee the quality of courses, PDs need to be carefully selected by their NOCs and then undergo training organised by Olympic Solidarity.

A list of PD responsibilities and a desired profile are available [here](#).

PDs are assisted in organising courses by Course Facilitators, who are selected and trained by the PD. The primary role of the PD and Course Facilitators is to facilitate the learning experience, rather than to tell participants what the book covers.

Programme Director Training

The first step to organising ASMC is to train a PD. Olympic Solidarity selects NOC-nominated PD candidates to attend a training session, which is conducted over three days by international experts (mentors), including experienced PDs. The dates of each training session are subject to demand and vary from one year to another.

Candidates who have successfully followed the entire training session and have been positively evaluated by their mentors are recognised by Olympic Solidarity as PDs. In principle, Olympic Solidarity trains up to two PDs per NOC, but more may be authorised in special circumstances.

Course Diplomas

Successful completion of the course requires 100 per cent course attendance, completion of case studies for each module and a final report on the impact of the learning process on the participant and his or her organisation.

Participants who have successfully met all the course requirements receive nominative diplomas from Olympic Solidarity via their NOC.

More information about the ASMC is available [here](#).

APPLICATION PROCEDURE

Sports Administrators Courses

At the beginning of each year and prior to the organisation of the courses, NOCs should confirm to Olympic Solidarity the calendar of the Sports Administrators Courses for the current year through an application form.

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NOCs that have identified the need to certify (additional) NCDs responsible for the organisation of Sports Administrators Courses should contact Olympic Solidarity for further instructions.

Advanced Sports Management Courses

At least two months before the start of each course, the NOC and the PD must communicate the details of the upcoming course to Olympic Solidarity through an application form. In case of late application, we cannot guarantee to approve the course and send the advance payment before it starts.

NOCs wishing to train an ASMC PD should nominate a candidate responsible for conducting the advanced courses. The candidate must submit the following:

- Candidature form;
- A copy of his or her curriculum vitae (CV);
- A letter of support from the NOC.

As part of the application process, candidates must have read *Managing Olympic Sport Organisations* and completed a self-assessed multiple-choice test based on the content of the book.

ANALYSIS AND APPROVAL

Olympic Solidarity will analyse each application and confirm to the NOC the number of courses it will support. The number of courses organised by the NOC during the previous quadrennials may be taken into consideration as part of the request analysis and decision-making process (in addition to the budgetary constraints). A number of manuals, as per the NOC's needs per course, will be sent out upon the approval of the course application.

FINANCIAL CONDITIONS

The quadrennial budget allocated to the programme of National Training Courses for Sports Administrators is USD 3,860,000. Olympic Solidarity's contribution towards the organisation of National Training Courses for Sports Administrators is:

- Up to USD 3,500 per Sports Administrators Course of minimum 20 hours and with 60/40 gender balance (participation of minimum 40% women sports administrators) – paid in full after the course and upon the receipt of the course report and the financial report. For courses that do not fully meet the stipulated requirements, a contribution of up to USD 3,000 will be made.
- Up to USD 14,000 per Advanced Sports Management Course with 60/40 gender balance (participation of minimum 40% women sports administrators). An advance payment of 75 per cent is available; balance payment is made after the course and upon the receipt of the course report and the financial report. For courses that do not fully meet the participation requirement, a contribution will be up to USD 12,000.
- Additional funding may be available in case of well documented special needs and circumstances, which should be communicated to Olympic Solidarity at the time of application for the course.

The course subsidies include course conductors' fees (NCDs, PDs, Course Facilitators, etc.), with the exact amounts determined by the NOC, based on the distribution of time and work dedicated to the organisation of the course and any other local considerations.



FOLLOW-UP AND CONTROL

Sports Administrators Courses

Upon the completion of each course, NOCs should submit to Olympic Solidarity the following:

- Course report;
- Course timetable;
- Financial report;
- Selection of course photos.

NOCs may also submit the reports of all the courses organised in one year together, within two months of the year end. Courses for which reports have not been received by the end of February of the following year will be cancelled and the corresponding budgets will be reallocated to other courses.

Advanced Sports Management Courses

NOCs must submit to Olympic Solidarity the following at the latest two months after the completion of each course:

- ASMC course report, including a recommendation regarding the certification of the participants who have successfully met all the course requirements;
- One case study prepared by each of the participants, translated into English, French or Spanish if necessary;
- Financial report;
- Selection of best course photos.

DEADLINES

- Annual application for Sports Administrator Courses – at least two months before the start of the first course.
- Application for ASMC – at least two months before the start of the course.