

# Communication No. 2310

## ISU Development Program

(effective immediately replacing Communication No. 2052)

### Index

<b>1. Introduction</b>	<b>1</b>
<b>2. Strategy</b>	<b>2</b>
2.1 <i>Mission</i>	2
2.2 <i>Goals of ISU Development Program</i>	2
2.3 <i>Principles of ISU Development Program</i>	2
2.4 <i>Implementation</i>	3
2.5 <i>Priorities</i>	4
<b>3. Implementation of Development Projects (Budget A)</b>	<b>5</b>
3.1 <i>Operating Structure</i>	5
3.2 <i>Application Process for Development Projects initiated by ISU Members</i>	6
3.3 <i>Evaluation Process for Development Projects</i>	6
3.4 <i>Monitoring of Development Projects</i>	7
3.5 <i>Reporting and Closure of Development Projects</i>	7
3.6 <i>General Conditions and Procedures</i>	8
3.7 <i>Direct Development Program Projects</i>	9
<b>4. Implementation of Council Projects (Budget B)</b>	<b>13</b>
4.1 <i>Operating Structure</i>	13
4.2 <i>Projects to be funded</i>	13
<b>5. Implementation of Annual Contribution to ISU Members (Budget C)</b>	<b>14</b>
<b>6. Appendices</b>	<b>17</b>

## 1. Introduction

The fundamental role of the ISU is to empower its Members and develop Skating worldwide across all disciplines and levels. The current Communication updates the strategy and procedures based on the experience of the Development Program operating structure during the period 2016-2019.

This updated Communication is based on the relevant parts of the 2018 ISU Constitution (in particular, but not limited to, Article 4 paragraph 2, Article 16 paragraph 3.c) & d), Article 17 paragraph 1.c) & e), Article 19 paragraph 2.c), and Article 24), the Four Year Plan for the Development Program and the priorities of the ISU Council 2018-2022.

### *Overview of ISU Development Program*

The following aspects summarize the current ISU Development Program:

- Providing a strategic plan, including goals, principles, strategies, and priorities.
- Providing a result-oriented approach with the focus on Projects with clear objectives and cost-effective implementation, based on monitoring and evaluation processes that help improve project performance and achieve results.
- Ensuring transparency and creating an ISU Development page on the ISU website, [www.isu.org](http://www.isu.org) (with information about Projects, online courses, etc.).
- Stimulating the exchange of knowledge, innovative ideas and best practices among ISU Members, e.g. by encouraging partnerships among ISU Members.
- Establishing ISU Centers of Excellence: “hubs” where Coaches taking part in an ISU education program can be educated and experience on-the-job training guided by top level Coaches, promising Skaters can find adequate training environment and have access to coaching service and excellent training facilities, and where a program of seminars, webinars and workshops for Skaters, Coaches and Officials is organized.
- Maintaining the structure of a Development Commission with three members .
- Operating an efficient and transparent application, review and decision-making procedure for Development Projects including a sufficient period of time between the application, an adequate review, the decision on the Project grant, and implementation. This shall stimulate a cohesive approach and avoid funding being distributed according to a “first come, first served” principle.
- Developing and implementing an online eLearning system and content for the education of Coaches, Officials and Skaters.
- Establishing an ISU structure for the education of Coaches including the long-term development of coaching qualifications and a focus on coaching as a career.
- Establishing other initiatives based on need, such as Visiting ISU Coaches to assist ISU Members in creating effective skating programs, supporting the transition of Skaters to becoming a Coach/Official/Administrator, links with academic institutions, transition from other sports (e.g. inline skating, ice hockey) to ice skating and transition between ice skating disciplines.
- Employing a Development Program Administrator to review each proposed Development Project budget for its value, rationale and cost-effectiveness and to check the use of ISU contributions.
- Distributing an annual Contribution to ISU Members based on a fixed amount of US Dollars 25'000 to ISU Members representing one Branch and US Dollars 50'000 to ISU Members representing both Branches. In return, ISU Members must submit an annual report on their most important initiatives to promote and improve their skating activities.
- Operating within the total annual development budget approved by the respective ISU Congress.

## 2. Strategy

### 2.1 Mission

The ISU regulates, governs and promotes the sports of Figure Skating and Speed Skating and their organized development on the basis of friendship and mutual understanding between sports men and women. The ISU is dedicated to broadening interest in Figure Skating and Speed Skating sports by increasing their popularity, improving their quality and increasing the number of participants throughout the world. The ISU shall ensure that the interests of all ISU Members are observed and respected.

### 2.2 Goals of ISU Development Program

The ISU Development Program was established in 1996 as an essential tool for the promotion and development of the ISU sports. It is the ISU's global initiative to improve the skating activities of ISU Members in a sustainable way. The ISU provides frameworks, funding and facilitation to ensure that Figure Skating and Speed Skating are meaningful sports activities for current and future generations worldwide. The Program has the following specific objectives:

- To increase the participation numbers and improve the quality of Skaters, Coaches and Officials engaged in competitive international Figure Skating and Speed Skating.
- To increase the number of ISU Members able to develop Skaters who are competitive at the international level and at the level of qualifying for ISU Events and ISU disciplines at the Olympic Winter Games.

### 2.3 Principles of ISU Development Program

- **Quality and result-oriented:** Focus on Projects with clear objectives (SMART<sup>1</sup>) and cost-effective implementation, based on effective monitoring and evaluation processes that help improve Project performance and achieve results.
- **Transparency:** Complete openness of the criteria for ISU financial support. Projects must provide full insight into their activities and results. The ISU will publish information about all approved Projects.
- **Sustainability:** Focus on Projects where initiated activities can continue over an extended period of time with continued effect, ***without being dependent on continual ISU financial support.***
- **Innovation:** Explore new development ideas and methods (including Pilot Projects) instead of only following existing models.
- **Inclusiveness:** Projects will have ISU Members and their Skaters, Coaches and Officials as key players. Teamwork and collaboration with partners are vital in providing the expertise and facilities necessary to achieve progress and success.

---

<sup>1</sup> Objectives are: Specific, Measurable, Achievable, Relevant, Time-Oriented

**Specific:** An objective needs to be specific about the end results. People need to understand the Project's goal.

**Measurable:** In order to be able to measure the progression toward achieving the objective, you need to use a number.

**Achievable:** The goal should not be too easy but not too hard either. Find the right balance to make it motivating.

**Relevant:** The objective needs to be within something the person will have control over.

**Time-Oriented:** What is the timeframe to achieve the goal?

## 2.4 Implementation

The implementation of the ISU's Development Strategy is based on the following pillars.

### 1. *Key factors for ISU Members to make progress / achieve success*

Projects must be related to at least one of the following key success factors:

- i) Ice time availability
- ii) Education, training and (scientific) support for Coaches and/or Skaters
- iii) Availability of adequate International, regional and Inter-club Competitions and the possibility for Skaters to participate
- iv) Training camps for Skaters and Coaches
- v) Education and continuous learning activities for Officials (including seminars)
- vi) Ability to support, technically and financially, young and promising Skaters as well as elite Skaters
- vii) Availability of state-of-art equipment
- viii) Administrative capacity and professionalism
- ix) Effective programs for Grassroots Skating

Investment in infrastructure Projects (ice rink construction, renovation, etc.) will **not** be supported, either in the form of ISU loans or ISU contributions.

### 2. *ISU Centers of Excellence*

The ISU is identifying "ISU Centers of Excellence" for Figure Skating and Speed Skating, to recognize the quality of existing facilities, training opportunities and the overall environment. A Center ideally combines several activities in key development areas and brings together Skaters, Coaches, Officials and experts from several countries. The gained knowledge and experience contribute to long-term development for the countries involved. A Center of Excellence is a 'hub' where:

- Coaches taking part in an ISU-supported education program can gain experience and on-the-job training with the involvement of highly qualified Coaches and/or moderators
- Talented Skaters can find an adequate training environment, have access to coaching services as well as sufficient on-ice and off-ice training facilities and opportunities
- Seminars, webinars and workshops for Skaters, Coaches, and Officials are organized and the content made available and accessible for ISU education programs (e.g. regarding judging, training and coaching principles and approaches, sports science, performance analysis, nutrition, etc.).

The concept is to have ISU Centers of Excellence on different continents, making the opportunities provided by such Centers available to all ISU Members. The criteria for recognition, operational requirements and financial support of a Center of Excellence will be decided by the Council.

### 3. *eLearning*

The ISU is maintaining and further developing an eLearning program in order to make educational opportunities for Officials, Coaches, Skaters and others easily and efficiently available on a cost-effective basis. The eLearning program will consist of a suitable technology platform and the sourcing and creation of relevant, quality content as part of an overall education and training strategy.

### 4. *Cohesive and collaborative approach (partnerships)*

The ISU encourages ISU Members to combine efforts and to create win-win situations among Members. The ISU family should work together (smaller and larger ISU Members) in a cohesive approach and share innovative ideas, expertise, and resources. In this context, partnerships can be established between two or more ISU Members, for example, to introduce or develop an ISU discipline to a new ISU Member and/or geographic area or to engage in a mutual development activity. In particular, ISU Members that have a strong infrastructure and a lot of expertise can help other ISU Members.

## 5. Spreading over the world and disciplines

The Figure Skating and Speed Skating Branches are treated on equal terms. The budget for funding of Development Projects shall be divided equally between the Branches. Furthermore, Projects shall be spread over different regions. Special attention will be given to the needs of ISU Members that are geographically isolated within the ISU family.

### 2.5 Priorities

In the context of the goals, values, and strategies, the main focus is on the following priorities/themes.

Figure Skating Branch	<ul style="list-style-type: none"> <li>• Educating Coaches who train Skaters who participate in international/ regional camps and competitions.</li> <li>• Increasing competitive opportunities within the same geographic areas for junior and novice Skaters, including training seminars.</li> <li>• Increasing the number of participants in International Competitions Pair Skating at Senior, Junior and Novice levels.</li> <li>• Creating a larger base of Skaters; especially encouraging boys to take part in Pair Skating and Ice Dance.</li> <li>• Increasing opportunities for training and continuous learning for Judges and Officials (e.g. more seminars especially regarding Pair Skating).</li> <li>• Increasing the number of Synchronized Skating Coaches and Officials and providing them with up-to-date information to keep up with the development of the discipline.</li> </ul>
Speed Skating Branch	<ul style="list-style-type: none"> <li>• “Coaching Coaches” programs (incl. the application of scientific knowledge).</li> <li>• Increasing opportunities for Skaters to find an (international) training group.</li> <li>• Increasing competitive opportunities in a region/geographical area.</li> <li>• Increasing opportunities for athletes to make a transition from e.g. Inline Skating and Ice Hockey to Speed Skating.</li> <li>• Stimulating a multidisciplinary approach within the Branch.</li> </ul>
General/ overall	<ul style="list-style-type: none"> <li>• Identifying ISU Centers of Excellence.</li> <li>• Maintaining, further developing and providing content for the ISU online eLearning platform.</li> <li>• Using the Long-Term Athlete Development (LTAD)* model as a guideline to define and describe the development stage(s) of the Skaters that the project aims to focus on.</li> <li>• Focussing on transition between ISU sports and disciplines (e.g. Short Track to Speed Skating , Figure Skating to Short Track, Single Skating to Pair Skating/Ice Dance/Synchronized Skating).</li> <li>• Awarding ISU Scholarships.</li> <li>• Establishing an ISU structure for the education of Coaches, focusing on the long-term development of coaching qualifications and on coaching as a career.</li> <li>• Supporting former Skaters to become a Coach, Official or Administrator.</li> <li>• Focusing on innovative Projects and support measures to improve ice time availability.</li> <li>• Ensuring transparency and knowledge sharing by publishing information about approved Projects.</li> <li>• Maintaining an effective Operating Structure for the ISU Development Program and its Projects (setting goals, measuring performance, monitoring, reporting, evaluating and transparency).</li> </ul>

\* There are various Long-Term Athlete Development (LTAD) models but the main stages are: Awareness & First involvement; Active Start; FUNdamentals; Learn to train; Train to train; Train to compete; Train to win.

### 3. Implementation of Development Projects (Budget A)

#### 3.1 Operating Structure

- i) The Vice Presidents supervise the work of the Development Commission (see Article 16, paragraphs 3.c) and d) of the ISU Constitution).
- ii) The Development Commission collaborates with the Vice Presidents, Sport Directors and Technical Committees in order to come to decisions about projects and initiatives such as education for Coaches, competitions, scholarships, seminars, etc., with related budgets that, in total, are within the ISU Budget (see Article 24, paragraph 4.a) of the ISU Constitution).
- iii) The budget covering Development Projects shall be divided equally between the Figure Skating Branch and Speed Skating Branch.

#### 3.2 Application process for Development Projects initiated by ISU Members

- i) In order for an adequate review of submitted Development Project Applications and a timely preparation of the Project implementation, proposals must be received:
  - at least **6 months** prior to the start of the implementation of the Project for Projects with a **total cost of more than CHF 50'000**
  - at least **4 months** prior to the start of the implementation of the Project for Projects with a **total cost of less than CHF 50'000**.
- ii) Applications must be made on the Application form Appendix B1 and must be sent by e-mail to both the Development Commission ([dvcommission@isu.ch](mailto:dvcommission@isu.ch)) and the ISU Secretariat ([development@isu.ch](mailto:development@isu.ch)).
- iii) Applications must contain complete information on the proposed Project, including: SMART goals and performance indicators, a clear timeline, a detailed description of the Project activities, target group, list of resources, and an accurate and detailed budget in Swiss Francs. The amount of the contribution of the participating ISU Member(s) and the requested ISU contribution towards the Project must be shown on the application. Failure to provide this information will lead to rejection of the application.
- iv) Projects must be in line with the ISU Development Program Strategy (Section 2 above). Priority will be given to Development Projects targeting development of Coaches and of Skaters in the Junior and Novice age categories as defined in the ISU Regulations.
- v) Every Project must have at least two partners: the lead ISU Member, which has the responsibility for the Project, and the ISU. Other ISU Members and partners (such as a sponsor or a government agency) are welcome to participate in the Project.
- vi) Development Projects involving two (2) or more ISU Members are encouraged.
- vii) Usually the relevant ISU Member in the country where an ISU Development Project is performed shall be involved in the Project and actively participate in the activities and the execution of the Project.
- viii) The lead ISU Member (and other participating ISU Members) of the Project must cover a significant part of the Project costs. The ISU will never fund a Project entirely.
- ix) The Development Program will support only economy class travel. Fees for moderators, project managers and other project staff should be kept within reasonable limits. Fees will not be paid for moderator travel days. Funding cannot be provided for gifts for participants or moderators of projects or for social events (outings, special meals etc.) taking place during a project.

x) A letter will be sent by the ISU Secretariat to acknowledge receipt of Project applications.

### 3.3 Evaluation process for Development Projects

i) Upon receipt of an application, the ISU Development Commission evaluates the operational aspects of the application and the ISU Development Program Administrator performs a financial assessment for the value, rationale and cost-effectiveness of the Project.

ii) The Development Commission will give basic feedback to the applicant at the latest 2 months after receipt of the application. This feedback may include questions about the financing or content of the project or recommended adjustments, if deemed necessary.

iii) The final decision on a Project grant or rejection of an application is taken by the Vice President of the respective ISU Branch on the recommendation of the ISU Development Commission and ISU Development Program Administrator. This final decision and any related conditions, including the financial contribution, will be communicated to the applying ISU Member in writing by the ISU Development Program Administrator.

iv) In order to receive the grant, the lead ISU Member must provide written payment instructions, signed by its President and General Secretary/Executive Director/Director General/CEO (see Rule 104, paragraph 4). These payment instructions shall include the amount to be paid and exact bank details (bank name, address, account number, name of the account holder). Payments will be made to the lead ISU Member only. Although the budget and applications are in Swiss Francs, the lead ISU Member may request that the payment be made in US\$, Euro, or another currency. It is understood that the amount paid is gross and any applicable taxes are not the responsibility of the ISU.

v) The organizing ISU Member may ask for the payment of a first instalment of 70% of the approved ISU support before the start of the Project. The final payment is made after the required final Project report and accounting documents have been submitted and reviewed by the ISU. The Development Commission may specify that the support shall be paid in more than two instalments, tied to specific Project timings or goals.

	<b>Responsibility</b>	<b>Activity</b>
1	ISU Members (or ISU internal bodies)	Submission of Project proposals within the required deadline (see paragraph 3.2.i) for criteria)
2	ISU Development Commission	Review of all proposals in close cooperation with the Sports Directors and Technical Committees. Additional information may be requested.
	ISU Development Program Administrator	Probing each proposed Development Project budget for its value, rationale and cost-effectiveness. Additional information may be requested.
3	ISU Development Commission	Recommendations on which Projects to accept/support. The advice includes the considerations for each submitted Project and the review of the Development Program Administrator. The Development Program Administrator will report to the respective Vice President on behalf of the Development Commission.
4	Vice Presidents	Decision upon the approval of Projects in the respective Branch
5	ISU Development Program Administrator	Contact with applying Members (or ISU internal bodies) about the decisions in close cooperation with the ISU Development Commission. If an application is not accepted or remains pending, the applicants will be advised of the reasons. Publishing approved Projects on the ISU website.

### 3.4 Monitoring of Development Projects

- i) The ISU Development Commission monitors the approved Projects. The Commission agrees on performance and success indicators proposed by the applying ISU Member for each approved Project or activity and requires the collection of necessary data to identify successes and failures in meeting the indicators.
- ii) While the Project is ongoing, the ISU Development Commission is entitled to provide guidance and give advice to Project organizers or to propose corrective actions to ensure the Project goals are reached.
- iii) The ISU Development Commission may decide to visit the Project during implementation. The Commission is not obliged to communicate the visit in advance.
- iv) ISU delegates, as directed by the Council, may also visit ISU Members to gain an overview of how the ISU funded Projects are developing, and to determine whether the financial support from the ISU will result or has resulted in an improvement of skating in the country.
- v) The ISU Development Commission reports periodically to the Vice Presidents and Council on the work and progress of the Projects with the emphasis on Project performance and results.

### 3.5 Reporting and Closure of Development Projects

- i) Project organizers must provide interim and/or final written and financial reports as required by the Development Commission in the Project approval letter. Reports must be made on the form **Appendix B2**. Final reports must be made within 60 days of the end of the Project. As per Article 16/3.d) iii) of the ISU Constitution, the correctness of the final accounts of the Projects will be checked. For this purpose, the ISU may request the submission of original records which provide evidence of financial transactions, such as vouchers, invoices, receipts and accounting details.
- ii) The ISU Development Commission reviews the final Project report and makes an assessment of the operation and outcomes of the Project. The ISU Development Program Administrator checks the financial reports of Projects, including the respective invoices, to verify that the use of the ISU financial contributions, based on the approved budget, was valid and appropriate.
- iii) After review by the Development Commission and Development Program Administrator, the final Project reports are sent to the Vice Presidents for approval.
- iv) After the financial review of the final accounts, the ISU Development Program Administrator or the ISU Internal Controller may decide, in agreement with the respective Vice President, to conduct a financial audit of the project. Such an audit may be conducted by the ISU or by a contracted auditing company in the country where the Project has taken place.
- v) The final payment will be made once the respective Vice President has approved the final Project report.
- vi) If the actual costs incurred are less than the amount budgeted, or other conditions for the financial support have not been fulfilled, the ISU may decrease its financial support. Should the actual costs be more than the amount budgeted, the ISU will not increase its financial support.
- vii) In case the actual costs incurred are less than the first instalment paid by the ISU to the organizing ISU Member, the ISU Member shall reimburse the unused portion of the financial contribution to the ISU.

### **3.6 General Conditions and Procedures**

- i) All financial support made available through the ISU Development Program must be used by the concerned ISU Member for the ISU sports disciplines and for the approved Project only.
- ii) The 'Supported by ISU Development' logo shall be used on relevant materials for all Development Projects that have been approved by the ISU Development Commission. The logo is provided and details are explained in Guidelines that are sent with Project approval letters.
- iii) In case of successfully executed Development Projects, the ISU Development Commission may encourage submission of applications for follow-up Projects.
- iv) The ISU Development Commission reports to the ISU Congress on the work and progress of the Projects during the period between Congresses with an emphasis on the performance results. The ISU website may also be used for this purpose.
- v) The above-mentioned conditions and procedures are subject to review by the ISU.

### 3.7 Direct Development Program Projects

Direct Development Program Projects do not necessarily require a Project application from ISU Members as described in 3.2 above. The following categories of support may be initiated by the Development Commission in cooperation with the concerned ISU Members or internal bodies, in particular the Sports Directors and the Technical Committees:

- a) ISU Junior Skater Scholarship Program.
- b) Coach/Sports Administrator Scholarships.
- c) Any type of Project, if the ISU considers that there could be potential for successful development, but no application has been received from an ISU Member.
- d) ISU Development Program initiatives which require a more centralized approach.

#### a) ISU Junior Skater Scholarship Program

Within the context of the Development Program goals, Scholarships may be given to Skaters from ISU Members lacking the necessary resources to provide adequate opportunities for their Skaters to develop and reach world class level.

i) Annually **by April 1**, ISU Members may make ISU Scholarship applications for Junior Skaters who fulfil the following requirements:

- fall into the Junior age category, as defined in the ISU General Regulations (Rule 108)
- are participating in International Competitions and aiming to compete or already competing at ISU World Junior Championships level
- require financial support to achieve their potential

ii) Applications must be sent by ISU Members to [development@isu.ch](mailto:development@isu.ch) and must include the following:

- a CV, including a summary of Skating experience
- a statement of why financial support is needed
- EITHER
  - a plan for the Skater(s) skating development over the next 2 years and a detailed summary of the steps to fulfil their plan and how and when it is proposed to use the financial help (e.g. course/seminar names, dates and approximate costs; travel/coaching/other needs and approximate costs)
  - OR
  - a detailed proposal for use of the Scholarship for a specific purchase (e.g. skating equipment) or expense (travel/accommodation/fees for a camp, seminar or competition)
- a letter of support from the respective ISU Member
- a summary of previous ISU Junior Scholarship support

iii) In case of need, applications may be made for, and support given to, a Junior Skater in more than one year.

iv) The ISU Development Commission/Technical Committees may propose Skaters for Scholarships if they see a need, or may suggest to ISU Members to make applications for Skaters from their country or for specific Skaters.

v) After review of applications the ISU Development Commission, in cooperation with the competent Directors and Technical Committees recommends to the respective Vice President:

- names of Skaters to be accepted for Scholarships
- the amount of each Scholarship
- where appropriate, the specific use of the allotted Scholarship (e.g. travel to a competition or seminar or camp, purchase of equipment)

vi) The final selection of scholarship recipients is made by the respective Vice President based on the recommendations submitted by the Development Commission.

vii) Each ISU Scholarship awarded amounts to:

- Between US\$ 1'000 and US\$ 6'000 per individual Skater
- Between US\$ 2'000 and US\$ 7'200 per pair/couple.
- Between US\$ 2'000 and US\$ 7'200 per Synchronized Skating team

The number of ISU Scholarship Awards is limited to the available budget, as decided by the Council.

viii) ISU Members will be informed by the Development Program Administrator of ISU Scholarship awards for their Skater(s).

ISU Members must:

- inform the awarded Skater(s) of the award(s) at their earliest convenience (see the example as per **Appendix A4**)
- fill in their part of the Forms **Appendix A1 and A2** "Confirmation of Scholarship Funding"
- obtain from the awarded Skater(s) confirmation on the Form **Appendix A3** that their ISU eligible skating activity will continue in the next two competition seasons.
- obtain from the Skater(s) confirmation on the Form **Appendix A3** of the use of the scholarship amount (e.g. training plans, attendance at specified competitions or camps, purchase of equipment)
- obtain from the Skater(s) payment instructions for a transfer directly to his or her personal account, or if not of legal age (over 18), to the account of his or her parent/guardian. These instructions should be signed by the Skater and the ISU Member President and General Secretary
- within 6 months of payment of the awarded amount, forward the report of the Skater(s) on the use of the Scholarship on the Form **Appendix A5** (including invoices where appropriate).

ix) If required in the letter informing the ISU Member of the Scholarship, for the supported Skater/Couple/team, the ISU Member concerned must nominate a Mentor who is located near the training site of the Skater(s) being awarded the Scholarship, and who will monitor the training plans and help in the daily organization of the training. The Mentor may be the Skater's Coach. The Mentor must also sign all reports issued by the ISU Member regarding the Scholarship.

x) If the awarded Skater(s), despite previously confirming the continuation of their international competitive skating career (**see Appendix A3**), does not continue a competitive (ISU eligible) skating career for the two competition seasons following the award of an ISU Scholarship, then the ISU Member of such Skater(s) must inform the ISU Secretariat without delay and, at the discretion of the Development Commission and respective Vice President, and on a case by case basis, the ISU Member must transfer some or all of the amount of the awarded ISU Scholarship back to the ISU.

xi) Submitting completed and duly signed Forms as per **Appendix A2 and A3** is an essential condition for the payment of the awarded amount.

## **b) Coach/Sports Administrator Scholarship Program**

ISU Members that are actively developing ISU disciplines with little current or previous activity in their country and which consequently require support to develop their Coaches and Sports Administrators, may apply for this type of ISU Development Program support. Consideration shall be given to the following criteria:

- i) Evidence showing a minimum of 2 years of international activity indicating progress in a developing ISU discipline for the applying ISU Member. Such progress must be demonstrated by improving results achieved by the ISU Member's Skaters in the respective ISU Junior World Championships or ISU Junior Grand Prix of Figure Skating or in other International Junior Competitions.
- ii) Upon request by the ISU Development Commission, financial background information of the ISU Member concerned, demonstrating the limited financial resources of the ISU Member.
- iii) Potential ISU Members eligible for this support, and concerned Coaches or Sports Administrators, may be identified by the ISU Development Commission in co-operation with the respective Sports Directors and Technical Committees or may be selected based on applications requested from the ISU Member concerned. The decision for support is made by the respective Vice President based on the recommendations submitted by the Development Commission.
- iv) The Coaches/Sports Administrators Scholarship may be a one-time grant of up to US\$ 10'000 (or equivalent in another currency) to cover the costs of development activities for the Coach/Sports Administrator. On the recommendation of the ISU Development Commission and respective Technical Committee, and with the agreement of the respective Vice President, the budgeted amount of the support may be used in alternative ways, such as to support a number of Coaches to attend seminars, courses or other development activities or to support Junior Skater Scholarships.
- v) ISU Members benefiting from the ISU Development Program support for Coaches/Sports Administrators will be requested to inform the ISU Development Commission and ISU Secretariat of the full contact details of the Coach or Sports Administrator concerned.
- vi) In the case that the Coach/Sports Administrator Scholarship grant is awarded to one individual, the amount shall be transferred to the Coach or Sports Administrator in two instalments, with half of the amount for each instalment:
  - The first instalment shall be transferred to the selected Coach or Sports Administrator upon receipt of their full contact details and the payment instructions to their personal bank account, duly signed by the ISU Member's President and General Secretary.
  - The second instalment shall be transferred following the submission via the ISU Member of a report from the Coach/Sports Administrator (**Form as per Appendix D**) to the ISU Development Commission and the ISU Development Program Administrator not later than 12 months following the payment of the first instalment. This report should detail the use of the Scholarship and resulting activity of the supported Coach/Sports Administrator. A final report shall be submitted not later than 12 months following the payment of the second instalment.
- vii) In the case that the Coach/Sports Administrator Scholarship grant is allocated to support several Coaches or Sports Administrators, the respective ISU Members shall be reimbursed the designated amount on the basis of submitted receipts/invoices in line with the conditions of the Scholarship set out in the approval letter.

- viii) In the case that the Coach Scholarship is allocated to support several Coaches or Sports Administrators a report (**Form Appendix D**) must be submitted by the respective ISU Member of each Coach or Sports Administrator to the ISU Development Commission and ISU Development Program Administrator no later than 60 days after the activity that was supported. In the case that the Coach Scholarship is used in a different way, reporting requirements will be set out in the approval letter.
- ix) Failure to submit an acceptable report in due time may result in the cancellation, reduction or delay of the payment of the second instalment or of future ISU Development Program support.
- x) If the awarded Coach or Sport Administrator does not continue their coaching/administrative career for 24 months after the award of an ISU Scholarship, then the ISU Member of the Coach/Sport Administrator must inform the ISU Secretariat without delay. At the discretion of the Development Commission and respective Vice President, and on a case by case basis, the Coach/Sport Administrator must then transfer some or all of the amount of the awarded ISU Scholarship back to the ISU.

**c) Development Projects initiated and managed by ISU internal bodies**

Project proposals and Development Commission recommendations for Project funding shall be submitted to the respective Vice President for decision and shall be monitored according to the same basic procedure as for Development Projects initiated by ISU Members.

**d) ISU Development Program initiatives**

Proposals for initiatives shall be presented by the Development Commission to the respective Vice President for decision. Proposals shall be described with SMART goals and performance indicators. A proposal shall include a specific implementation plan and a budget.

## **4. Implementation of Council Projects (Budget B)**

### **4.1 Operating Structure**

#### **Selection process**

The ISU Council decides upon the Projects to be funded under this part of the Development Program budget. The Projects must be in line with the ISU Development Strategy (Section 2). Depending on experience gained, Projects may be changed in scope and budget, discontinued or new Projects may be added at the discretion of the Council.

#### **Monitoring and evaluation process**

- i) The Council appoints Council members to monitor the Council Projects.
- ii) The appointed Council members will report periodically to the Council on the work and progress of the Projects with an emphasis on performance and results. A report includes: a statement on the progress regarding the results based on the SMART goals and performance indicators, a summary of the Project and its completed activities and milestones, an overview of participants involved, updated timelines and the status of the allocated resources and budget.
- iii) The Council evaluates the Projects and checks, with the assistance of the ISU Development Program Administrator, that the financial contributions from the ISU are being used properly.

### **4.2 Projects to be funded in the seasons 2020/21-2021/22**

- ISU Junior Grand Prix of Figure Skating.
- ISU Junior World Cup Speed Skating.
- International Junior Competition Series in Short Track Speed Skating.
- Worldwide Seminars for Ice Dance and Pair Skating.
- ISU Centers of Excellence.
- ISU eLearning program.
- The remaining budget (Budget B) is reserved for additional Council Projects or, by decision of the Council, may be transferred to Budget A of the Development Program.

## 5. Implementation of Annual Contribution to ISU Members (Budget C)

The situation and challenges of each ISU Member are unique, requiring flexible and customized means and solutions. Therefore, all ISU Members shall be considered for an annual development Contribution.

ISU Members representing one Branch may receive up to US Dollars 25'000. ISU Members representing both Branches may receive up to US Dollars 50'000. This annual Contribution shall be paid to all ISU Members which fulfill the following criteria:

- i) The financial support must be used by the ISU Members to improve their skating activities in the ISU disciplines only. The activities must be in line with the ISU Development Program Strategy (see Section 2). In particular, the activities must be related to the described key factors for ISU Members to make progress/achieve success (paragraph 2.4). For example, ISU Members may use the financial support for the education of Coaches and Officials, sending Skaters to Competitions and training camps, improving ice-time availability, acquiring sports equipment and establishing programs for grassroots skating.
- ii) An evaluation of whether an ISU Member will receive the Contribution in full, partially or not at all, will be carried out at the end of each competition season. Each ISU Member will be categorized separately for the Figure Skating and Speed Skating Branches based on their participation in ISU Events (ISU Championships, ISU Grand Prix of Figure Skating (Senior and Junior Series), ISU World Cup Speed Skating and Short Track Speed Skating). The categories will be as follows:

Group A = ISU Members that have had NO Skaters participating in any ISU Event during the past three seasons.

Group B = ISU Members that have participated in senior ISU Events but have not had any junior Skaters participating in a junior ISU Event (ISU Junior World Championships, Junior World Cups, Junior Grand Prix of Figure Skating) during the past three seasons.

Group C = All remaining ISU Members.

Group C Members will receive the Contribution in full. ISU Members listed in Group A and B will be identified by the ISU Secretariat and referred to the ISU Development Commission for evaluation. The ISU Development Program Administrator shall make a proposal to the Council indicating what amount (if any) of the Contribution should be paid to the concerned ISU Members. Additionally, the Development Commission within its given mandate, may provide additional advice and/or ISU Development Program support to the A and B group of ISU Members.

- iii) After every season, the ISU Members having received a Contribution must send a report as per **Appendix C (Contributions)** specifying how the money was used during the season. This report must be received at the ISU Secretariat not later than November 1 of each year. The Development Program Administrator will review these reports, in particular examining whether the financed activities are in line with the ISU Development Program Strategic Plan.
- iv) In order to receive the C Contribution, ISU Members must submit in due time the Prize Money Forms confirming that ISU Prize Money related to ISU Events in the preceding season has been received by their rewarded Skaters.

- v) Payment of the C Contribution will be made no earlier than January 1 of each year. The ISU Secretariat must receive the written payment instructions from the ISU Members signed by the ISU Member's President and General Secretary. The payment instructions shall include the amount as well as the exact bank details (bank name, address, IBAN, account number, name of account holder).
- vi) For the convenience of ISU Members and the ISU, the ISU Members' annual subscription fee (CHF 300) will be deducted automatically from the C Contribution if paid before July 1, of the respective year. If an ISU Member is not awarded a C Contribution, for whatever reason, the annual fee (net for the ISU, any bank charges are for the ISU Member's account) must be paid to the ISU in accordance with Rule 104, paragraphs 7 and 8 of the ISU General Regulations.

## **6. Appendices**

In attachment to this Communication are various templates and forms to be used for submission of applications, declarations and reports. All these forms are available on the ISU website. If considered necessary, these forms may be adjusted or new forms may be added, in which case information on the changes will be given on the ISU website. The references given in this Communication to specific forms (numbered Appendices) for particular types of applications and grants will remain valid, in accordance with the adjusted forms.

Tubbergen,  
Lausanne,  
February 18, 2020

**Jan Dijkema**, President  
**Fredi Schmid**, Director General

<b>JUNIOR SKATER SCHOLARSHIP FUNDING APPLICATION</b>
----------------------------------------------------------

**For ISU Members**

This form is to be completed by the ISU Member of the Skater(s) applying for Scholarship funding.

Name(s) of  
Skater(s) / Team: \_\_\_\_\_

Date(s) of birth \_\_\_\_\_

ISU Member \_\_\_\_\_

- Discipline**
- |                                               |                                        |
|-----------------------------------------------|----------------------------------------|
| <input type="checkbox"/> Single Skating       | <input type="checkbox"/> Short Track   |
| <input type="checkbox"/> Pair Skating         | <input type="checkbox"/> Speed Skating |
| <input type="checkbox"/> Ice Dance            | <input type="checkbox"/> Speed Skating |
| <input type="checkbox"/> Synchronized Skating | <input type="checkbox"/> Other support |

**Application Documents**

- CV, including a summary of Skating experience
- a statement of why financial support is needed
- a plan for the Skater(s) skating development over the next 2 years and a detailed summary of the steps to fulfil the plan **OR**
- a detailed proposal for the use of the Scholarship for a specific purpose or expense
- a letter of support from the ISU Member

**Requested Scholarship Amount**

- Between US\$ 1'000 and US\$ 6'000 per individual Skater  
Specify amount: \_\_\_\_\_
- Between US\$ 2'000 and US\$ 7'200 per Pair/Couple  
Specify amount: \_\_\_\_\_
- Between US\$ 2'000 and US\$ 7'200 per Synchronized Skating Team  
Specify amount: \_\_\_\_\_

**Previous Scholarship Support**

(specify year and amount) \_\_\_\_\_

\_\_\_\_\_  
Name of ISU Member President

\_\_\_\_\_  
Signature of ISU Member President

\_\_\_\_\_  
Name of ISU Member General Secretary

\_\_\_\_\_  
Signature of ISU Member General Secretary

\_\_\_\_\_  
Name of Mentor

\_\_\_\_\_  
Signature of Mentor

Date: \_\_\_\_\_

E-mail simultaneously to:

ISU Development Commission	ISU Secretariat
<a href="mailto:dvcommission@isu.ch">dvcommission@isu.ch</a>	<a href="mailto:development@isu.ch">development@isu.ch</a>

<b>CONFIRMATION OF JUNIOR SKATER SCHOLARSHIP FUNDING/ PAYMENT INSTRUCTIONS</b>
------------------------------------------------------------------------------------

ISU Member: \_\_\_\_\_  
 Name of Skater(s)/Team: \_\_\_\_\_  
 Date: \_\_\_\_\_  
 Amount: \_\_\_\_\_

The financial support for this Project is authorized to be released directly to the Skater(s) as follows *(except for Skaters under 18 years of age or Synchronized Skating Teams for which the payment shall be made through the respective ISU Member)*:

Bank: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Branch Number: \_\_\_\_\_  
 Account Holder Name: \_\_\_\_\_  
 Address Account Holder: \_\_\_\_\_  
 Account Number: \_\_\_\_\_  
 IBAN Number: \_\_\_\_\_  
 SWIFT Number: \_\_\_\_\_

**Statement:**

The ISU Member, the Skater(s), the Legal Guardian (if applicable) and the Mentor of the Skater(s) hereby guarantee that this scholarship money is being released directly to the named Skater(s):

\_\_\_\_\_  
 Signature of Skater(s)

\_\_\_\_\_  
 Name & signature of Mentor

\_\_\_\_\_  
 Name of Legal Guardian for Skaters  
 under 18 years of age

\_\_\_\_\_  
 Signature of Legal Guardian

\_\_\_\_\_  
 Name of ISU Member President

\_\_\_\_\_  
 Signature of ISU Member President

\_\_\_\_\_  
 Name of ISU Member General Secretary

\_\_\_\_\_  
 Signature of ISU Member General Secretary

E-mail simultaneously to:

ISU Development Commission	ISU Secretariat
<a href="mailto:dvcommission@isu.ch">dvcommission@isu.ch</a>	<a href="mailto:development@isu.ch">development@isu.ch</a>

<b>CONFIRMATION OF JUNIOR SKATER SCHOLARSHIP FUNDING OBLIGATIONS</b>
--------------------------------------------------------------------------

**For ISU Members & Skaters receiving Scholarship**

Name(s) Skater(s)  
/Team: \_\_\_\_\_

Date(s) of birth: \_\_\_\_\_

ISU Member: \_\_\_\_\_

**I (we), the undersigned hereby undertake to continue skating in the two skating seasons to come and to use the scholarship as indicated in the application and the approval letter.**

Signed Skater(s)/  
Team Captain: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Name of ISU Member President

\_\_\_\_\_  
Signature of ISU Member President

\_\_\_\_\_  
Name of ISU Member General Secretary

\_\_\_\_\_  
Signature of ISU Member General Secretary

\_\_\_\_\_  
Name of Mentor

\_\_\_\_\_  
Signature of Mentor

Date:

E-mail simultaneously to:

ISU Development Commission	ISU Secretariat
<a href="mailto:dvcommission@isu.ch">dvcommission@isu.ch</a>	<a href="mailto:development@isu.ch">development@isu.ch</a>

**[ISU Member stationary]**

Date

To: Name and Address of awarded Skater(s) [or Synchronized Skating Team Captain]

Dear [Skater(s) First Name(s)]:

The ISU, within its Development Program, has established a scholarship program to assist junior Skaters at the international level. The [ISU Member Name] is pleased to inform you that you have been selected as a recipient of a **Figure Skating, [or Speed Skating or Short Track Speed Skating or Synchronized Skating] ISU Scholarship** in the number of **US\$ [amount]**.

In order to receive these scholarship funds from the ISU, the attached ISU Scholarship Confirmation Forms A1 and A3 should be completed by you personally and returned through the national ISU Member Federation to the ISU. Therefore, please complete and sign these forms and return them to the undersigned at your earliest convenience.

Congratulations and best wishes for your future success!

Sincerely,

ISU Member President or General Secretary

Attachment: ISU Scholarship Confirmation Forms A2 and A3

<b>REPORT ON USE OF JUNIOR SKATER SCHOLARSHIP</b>
---------------------------------------------------

### For the Skater(s)/Team

This form is to be completed by the Skater(s) (Team Captain for Synchronized Skating) receiving the Junior Scholarship.

Name of Skater(s)/  
Team: \_\_\_\_\_

Date of birth: \_\_\_\_\_

ISU Member: \_\_\_\_\_

The following outlines how I/we used this scholarship to advance my/our training:

- Used for:
- Equipment purchase
  - Attendance camp/seminar
  - Competition participation
  - Coaching costs
  - Other support (must be specified below)

Details: *(fill in electronically or on a separate page)*

--

Outcomes: *(fill in electronically or on a separate page)*

--

List of attached invoices: *(fill in electronically or on a separate page)*

--

Signed Skater(s)/  
Team Captain:

Date:

E-mail simultaneously to:

ISU Development Commission	ISU Secretariat
<a href="mailto:dvcommission@isu.ch">dvcommission@isu.ch</a>	<a href="mailto:development@isu.ch">development@isu.ch</a>

**ISU DEVELOPMENT PROGRAM – DEVELOPMENT PROJECTS**

<p><b>ISU MEMBER APPLICATION FOR PROJECT-BASED DEVELOPMENT SUPPORT</b></p>
--------------------------------------------------------------------------------

**APPLICATION GUIDELINES**

Please refer to the “ISU Development Program” Communication, Paragraphs 3.1 and 3.2 regarding the procedures and conditions for application and implementation of Development Projects.

**All applications shall be submitted directly to:**

ISU Development Commission  
E-mail: [dvcommission@isu.ch](mailto:dvcommission@isu.ch)

and

ISU Development Program Administrator  
E-mail: [development@isu.ch](mailto:development@isu.ch)

**ISU MEMBER APPLICATION FOR  
PROJECT-BASED DEVELOPMENT SUPPORT**

**ISU MEMBERS**

ISU MEMBER: .....

NAME and CONTACT information of person completing the application:

Name: .....

Address: .....

E-mail: ..... Telephone: .....

- Application type:**
- |                                                  |                                                    |
|--------------------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Single and Pair Skating | <input type="checkbox"/> Short Track Speed Skating |
| <input type="checkbox"/> Ice Dance               | <input type="checkbox"/> Speed Skating             |
| <input type="checkbox"/> Synchronized Skating    | <input type="checkbox"/> Administrative support    |
|                                                  | <input type="checkbox"/> Other support .....       |

- Target audience:**
- |                                       |                                            |
|---------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Skaters only | <input type="checkbox"/> Skaters & Coaches |
| <input type="checkbox"/> Coaches only | <input type="checkbox"/> Other .....       |

**Age Category:**  
(for Skaters only) .....

**Third-Party Provider**  
Are you using any third-party provider to organize your Project?  
 No                       Yes (provide details) .....

**Note:**  
Normally, an application should be submitted for a Project focusing on one sports discipline only, and the relevant box above shall be marked. However, if a Project will cover several disciplines in the same ISU Branch (Figure Skating or Speed Skating) and the Project cannot easily be divided into separate Projects for each discipline, please check all the relevant boxes.

Please use the attached Application form to submit your **Application**.

We attest that this application has been reviewed and is supported by us as the ISU Member that will take the responsibility for implementation of the Project. Moreover, we attest that all information is true and accurate, and that other ISU Members listed as participants in the Project are fully informed about the application and are committed to taking part in and support the Project as indicated in the application. We agree to submit Project reports and accounting documentation and records when and as required.

.....  
\_\_\_\_\_  
Name & Signature of ISU Member President

.....  
\_\_\_\_\_  
Name & Signature of General Secretary

Place: .....

Date: .....

## Appendix B2

### ISU DEVELOPMENT PROGRAM – DEVELOPMENT PROJECTS

<b>ISU MEMBER REPORT ON THE USE OF PROJECT BASED DEVELOPMENT SUPPORT</b>
------------------------------------------------------------------------------

ISU Member: \_\_\_\_\_

Responsible Person Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Phone \_\_\_\_\_

E-mail \_\_\_\_\_

**A. The ISU grant for the Project (CHF)** \_\_\_\_\_

**B. Please use the attached Report form to make your Report.**

Place: \_\_\_\_\_

Date \_\_\_\_\_

\_\_\_\_\_  
Name & signature of ISU Member President

\_\_\_\_\_  
Name & signature of ISU Member General Secretary

<b>This report must be received by the ISU no later than 60 days after the Project is completed</b>
---------------------------------------------------------------------------------------------------------

E-mail simultaneously to:

ISU Development Commission	ISU Secretariat
<a href="mailto:dvcommission@isu.ch">dvcommission@isu.ch</a>	<a href="mailto:development@isu.ch">development@isu.ch</a>

**ISU DEVELOPMENT PROGRAM – CONTRIBUTIONS TO ISU MEMBERS**

**REPORT ON THE USE OF CONTRIBUTIONS TO ISU MEMBERS**

ISU Member \_\_\_\_\_

Contact Person \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Place \_\_\_\_\_

Date \_\_\_\_\_

Name of ISU Member President	Signature of ISU Member President
Name of ISU Member General Secretary	Signature of ISU Member General Secretary

A. The ISU Member received US\$ \_\_\_\_\_ for the year 20 \_\_\_\_\_

B. The ISU Member has used this amount to support the following: (Examples).

	Amount in <b>US\$</b> equivalent
Travel cost for attending competitions (please attach copies of the relevant protocol pages)	....
Cost for attending training camps or courses (please specify in an attachment)	....
Organizing/holding clinics, seminars, etc. (please specify in an attachment)	....
Other support (please specify in an attachment)	....
Unspent amount	....

**This report must be received at the ISU Secretariat ([development@isu.ch](mailto:development@isu.ch)) by November 1 of each year**

ISU DEVELOPMENT PROGRAM – ISU Member Report

**ISU MEMBERS REPORT ON THE USE OF  
COACH/ SPORT ADMINISTRATOR SCHOLARSHIP**

ISU Member: \_\_\_\_\_

Responsible Person Name  
(Project Manager) \_\_\_\_\_

Name of Coach/  
Sport Administrator \_\_\_\_\_

- Single and Pair Skating
- Ice Dance
- Synchronized Skating
- Speed Skating
- Short Track Speed Skating

Date of payment \_\_\_\_\_

**A. The Coach/Sport Administrator received USD \_\_\_\_\_**

**B. Use the following headings to report on the use of the Scholarship:**

The headings are as follows:

- i) Breakdown of initiatives carried out during the 12-month period
- ii) Participation in Coaches' seminars
- iii) Other educational activities
- iv) Summary of results achieved
- v) Statistics on skating activity (measurable increases in number of young skaters/ improved results)
- vi) Analysis for future initiatives/Areas of improvement

Place: \_\_\_\_\_

Date \_\_\_\_\_

\_\_\_\_\_  
Name & signature of ISU Member President

\_\_\_\_\_  
Name & signature of ISU Member General Secretary

**This report form must be received by the ISU ([development@isu.ch](mailto:development@isu.ch))  
no later than 12 months after the first instalment**