

INTERNATIONAL SKATING UNION

Communication No. 2052

ISU Development Program

(effective immediately replacing Communication No. 1531, and including the amendments approved by the Council on November 17th – reflected on page 6 as per the footnote 2).

Index

| | |
|--|-----------|
| 1. Introduction | 1 |
| 2. Strategic Plan | 2 |
| 2.1 Mission | 2 |
| 2.2 Goals of ISU Development Program | 2 |
| 2.3 Principles of ISU Development Program | 2 |
| 2.4 Strategy | 3 |
| 2.5 Priorities | 4 |
| 2.6 Budget 2016-2018 | 5 |
| 3. Implementation of Development Projects (Budget A) | 6 |
| 3.1 Operating Structure | 6 |
| 3.2 Conditions and procedures for Member applications for funding and implementation | 8 |
| 3.3 Direct Development Program Projects | 10 |
| 4. Implementation of Council Projects (Budget B) | 13 |
| 4.1 Operating Structure | 13 |
| 4.2 Projects to be funded 2016/17-2017/18 | 13 |
| 5. Implementation of Annual Contribution to ISU Members (Budget C) | 14 |
| 6. Annexes | 15 |

1. Introduction

The ISU has the fundamental role of empowering its Members and developing skating worldwide across all disciplines and levels. Since the 2016 Congress, the Council reviewed the policy and operating structure of the ISU Development Program. This Communication provides the updated ISU Development Program.

In July, the ISU Council initiated a survey among all ISU Members, to which 52 ISU Members provided valuable feedback about their situation and most significant needs for development support. The Council has also taken into account the experience gained during the past years. Furthermore, this updated Communication is based on the ISU Congress approved Budget 2016-2018 and relevant parts of the 2016 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), Article 24.

Overview of Main Updates

The following aspects summarize the updated 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 achieving results.
- Increasing transparency and creating an online ISU Development platform on the ISU website, www.isu.org (with information about all Projects, online courses, etc.).
- Stimulating the exchange of knowledge, innovative ideas and best practices among ISU Members. The ISU encourages partnerships among ISU Members.
- Possibly establishing ISU Centers of Excellence. A “hub” where Coaches can be educated and experience on-the-job training guided by top level Coaches, talented Skaters can join an adequate training group and have access to excellent training facilities, and where a program of seminars and workshops for Skaters, Coaches and Officials are organized.
- Implementing the Development Commission with three members replacing one Development Coordinator.
- Implementing an efficient and transparent application-review-decision making procedure for Development Projects including a sufficient period of time between the application, an adequate review, the decision on Project grant, and the implementation. This shall stimulate a cohesive approach and avoid that the funding is distributed according to the principle “first come, first served”.
- Employing a Development Administrator/Internal Controller probing each proposed Development Project budget for its value, rationale and cost-effectiveness, and checking the use of ISU contributions. This approach can be more efficient and less costly than a procedure based on audits of already completed Projects.
- Distributing an increased and fixed amount of an annual Contribution to ISU Members: US Dollars 25’000 to all ISU Members representing one Branch and US Dollars 50’000 to all 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 2016 ISU Congress increased from CHF 6.7 million to CHF 8 million.

2. Strategic Plan

2.1 Mission

The ISU stands for regulating, governing and promoting the sports of Figure Skating and Speed Skating and their organized development on the basis of friendship and mutual understanding between sportsmen. 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 (*based on the ISU Constitution, Article 3*).

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 for current and future generations worldwide. The Program has the following specific objectives:

- To increase the 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, both at the highest 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 (SMART¹) 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 that can continue over an extended period of time and have continued results, without being dependent on continuous ISU financial support.
- **Innovation:** Explore new development ideas and methods (including Pilot Projects) instead of purely holding on to what is known.
- **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.

¹ 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 Strategy

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
- 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.) shall not be supported, neither in the form of ISU loans nor ISU contributions.

2. *ISU Centers of Excellence*

The ISU is considering establishing "ISU Centers of Excellence" for Figure Skating and Speed Skating, which have received recognition for the quality of their facilities and overall environment. A Center would combine several activities in key development areas. They would bring together Skaters, Coaches, Officials and experts from several countries. The gained knowledge and experience would contribute to long-term development on a national level for the countries involved. It would be a 'hub' where:

- Coaches can be educated and experience on-the-job training guided by top level Coaches who act as a mentor ("Coach the Coach")
- Talented Skaters can find an adequate training group, have access to excellent training facilities and be offered an on-and-off-ice program
- A program of seminars and workshops for Skaters, Coaches and Officials will take place on a regular basis (e.g. regarding judging, sports science, performance analysis, nutrition)
- Sufficient ice-time and off-ice training facilities are available.

The idea 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 establishment, operational requirements and financial support of a Center of Excellence will be decided by the Council.

3. 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.

4. Spreading over the world and disciplines

The Figure Skating and Speed Skating Branches are treated equally. 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 geographically isolated countries.

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"> • Educating coaches who train Skaters during international/regional camps and competitions. • Increasing competitive opportunities within the same geographic areas for junior and novice Skaters, including training seminars. • Increasing the number of participants in International competitions Pair Skating at Senior, Junior and Novice levels. • Creating a larger base of Skaters; especially encouraging boys to take part in Pair Skating and Ice Dance. • Increasing opportunities for training and continuous learning for Judges and Officials (e.g. more seminars especially regarding Pair Skating, and training for organizing events with the ISU Judging System). • Increasing Synchronized Skating Coaches and Officials and providing them with up-to-date information to keep up with the development of the discipline. |
| Speed Skating Branch | <ul style="list-style-type: none"> • “Coaching coaches” programs (incl. the application of scientific knowledge). • Increasing opportunities for Skaters to find an (international) training group. • Increasing competitive opportunities in a region. • Increasing opportunities for athletes to make a transition from e.g. Inline Skating and Ice Hockey to Speed Skating. |
| General/overall | <ul style="list-style-type: none"> • Establishing at least one ISU Center of Excellence per year. • Focusing on innovative Projects/support regarding ice issues experienced by many ISU Members. • Awarding ISU Scholarships (well-timed). • Increasing transparency and creating an online ISU Development platform on the ISU website www.isu.org (with information about all Projects, online courses, etc.). • Implementing an effective Operating Structure for the ISU Development Program and its Projects (regarding setting goals, measuring performance, monitoring, reporting, and evaluating). |

2.6 Budget 2016-2018

In line with the Congress approved Budget proposal 2016-2018, the ISU Development Program consists of the following categories, responsible bodies, and budgets.

| | Category | Monitoring responsibility | Annual Budget amount |
|---|------------------------------|---------------------------|----------------------|
| A | Development Projects | Development Commission | CHF 2 million |
| B | Council Projects | Council | CHF 3 million* |
| C | Contributions to ISU Members | ISU Secretariat | CHF 3 million |

* The ISU Council may decide to transfer part of this budget to category A.

3. Implementation of Development Projects (Budget A)

3.1 Operating Structure

- i) The Vice Presidents supervise the work of the Development Commission (see Art 16, paragraph 3.c) & d) of the ISU Constitution).
- ii) The Development Commission collaborates with the Sport Directors and Technical Committees in preparing an annual proposal of activities considered in general categories, e.g. education for Coaches, competitions, scholarships, seminars, etc., with related budgets that, in total, are within the ISU Budget (see Art. 24, paragraph 4.a) of the ISU Constitution). The proposal corresponds with the Strategic Plan, as outlined in Chapter 2 above.
- iii) The budget covering Development Projects shall be divided equally between the Figure Skating Branch and Speed Skating Branch.

Application and selection process for Development Projects

In order for an adequate review of submitted Development Project Applications and a timely preparation of the Project implementation, proposals must be received at the ISU Secretariat at least 6 months ² prior to the start of the implementation of the Project. The Development Commission will give basic feedback to the applicant latest 2 months after receipt of the application. This feedback can include recommended adjustments of the Project, if deemed necessary. The decision on a Project grant or rejection of an application and further conditions for the implementation of an approved Project will be specified in a final confirmation letter. During a transition period until the end of 2016, applications may be submitted 4 months prior to the start of the implementation of the Project.

The Development Commission will give basic feedback to the applicant latest 2 months after receipt of the application. This feedback can include recommended adjustments of the Project, if deemed necessary. The decision on a Project grant or rejection of an application and further conditions for the implementation of an approved Project will be specified in a final confirmation letter. During a transition period until the end of 2016, applications may be submitted 4 months prior to the start of the implementation of the Project.

² As per Council Decision, on November 17th 2017, the deadlines have been revised as follows.

In order for an adequate review of submitted Development Project Applications and a timely preparation of the Project implementation, proposals must be received at the ISU Secretariat according to the following deadlines:

- 4 months for projects with a planned duration of less than 8 months and amounting up to an overall cost of CHF 50'000 (regardless of the amount of financial support requested from the ISU)
- 6 months for all other projects.

| | Responsibility | Activity |
|---|---|---|
| 1 | ISU Members and ISU internal bodies | Submitting Project proposals (see paragraph 3.2 for criteria) |
| 2 | ISU Development Commission | Reviewing all proposals in close cooperation with the Sports Directors and Technical Committees. Additional information may be requested. |
| | ISU Development Administrator/Internal Controller | Probing each proposed Development Project budget for its value, rational and cost-effectiveness. Additional information may be requested. |
| 3 | ISU Development Commission | Recommending which Projects to select. The advice includes the considerations for each submitted Project and the review of the Development Administrator/Internal Controller. The Coordinator of the Development Commission will report to the Vice Presidents. |
| 4 | Vice Presidents | Deciding upon the approval of Projects in the respective branch |
| 5 | ISU Secretariat | Informing applying Members and 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. Furthermore, publishing the decisions and selected Projects on the ISU website. |

Monitoring and evaluation process

- i) The ISU Development Commission will monitor the Projects with the assistance of the Sports Directors and Technical Committees. The Commission establishes performance and success indicators for each approved Project or activity and collects necessary data to identify successes and failures in meeting the indicators. The Commission is entitled to give advice to the Projects on the need to revise plans or other corrective actions to meet the Project goals.
- ii) The ISU Development Commission will report periodically to the Vice Presidents and Council on the work and progress of the Projects with the emphasis on Project performance and results.
- iii) The Vice Presidents will approve reports on the implementation of the Projects.
- iv) The ISU Development Commission evaluates on a timely basis the Projects and, together with the ISU Development Administrator/Internal Controller, checks to verify that the use of the ISU financial contributions based on the approved budget was proper.
- v) The Vice Presidents, with the assistance of the ISU Development Commission and ISU Development Administrator/Internal Controller, check the correctness of the final accounts of the Projects.
- vi) The Vice Presidents report regularly to the Council on the matters stated above based on the input from the ISU Development Commission.

- vii) The ISU Development Commission reports to the Congress on the work and progress of the Projects during the period between Congresses with emphasis on the performance results. The ISU website can be used for this purpose.
- viii) It is important to acknowledge that the ISU Development Program is funded to improve the skating activities of ISU Members. The ISU Council, ISU Development Commission and ISU Sports Directors must have clear evidence that the Program's objectives will be achieved. For this purpose, ISU delegates, as directed by the Council may also visit ISU Members to gain an overview of how the ISU funded Projects may or will develop, and to determine whether the financial support from the ISU will result or has resulted in an improvement of skating in the country.

3.2 Conditions and procedures for Member applications for funding and implementation

General conditions and procedures

- i) Projects must be in line with the ISU Development Program Strategic Plan (Chapter 2). Priority will be given to Development Projects targeting development of Skaters in the junior or lower age categories as defined in the ISU Regulations.
- ii) Every Project must have at least two partners: the leading 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.
- iii) Development Projects involving two (2) or more ISU Members (Partnerships) are encouraged.
- iv) The relevant ISU Member in the country where an ISU Development Project is performed must be involved in the Project and must actively participate in the activities and the execution of the Project.
- v) The leading 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.
- vi) The ISU leading Member may ask for a prepayment of the Project of 35% of the approved ISU support before the start of the Project. The second payment of again 35% can be made immediately after the beginning of the Project. The final payment is made after the required final Project report and accounting documents have been submitted and reviewed by ISU.
- vii) In case the actual costs incurred are less than the amount budgeted, or other conditions for the financial support have not been fulfilled, the ISU can decrease its financial support. Should the actual costs be more than the amount budgeted, the ISU will not increase its financial support.
- viii) All financial support made available through the ISU Development Program must be used by the concerned ISU Member for the ISU sports disciplines only, and it must be used only for the approved Projects.

- ix) In case of successfully executed Development Projects, the ISU will encourage submission of applications for follow-up Projects.

Administrative conditions and procedures

- i) Applications must contain complete information on the proposed Project, including: SMART goals and performance indicators, a clear timeline, 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 Member(s) and the requested ISU contribution towards the Project must be shown on the application. Failure to provide this data will lead to rejection of the application.
- ii) The Form as per **Appendix B1** must be used when applying and must be sent by e-mail to both the Development Commission and the ISU Secretariat.
- iii) If development funds are allocated to an ISU Member, the ISU Member will be informed in writing by the ISU Secretariat, and in order to receive the grant the ISU Member must provide written payment instructions, signed by its President and General Secretary/Executive Director/Director General/CEO (see Rule 104/4). These payment instructions shall include the amount to be paid and exact bank details (bank name, address, account number, name of the account holder). Any payments will be made to the ISU Member only. Even though the budget and applications are in Swiss Francs, the payment may be made in US\$ or another currency. It is understood that the amount paid is gross and any applicable taxes are not the responsibility of the ISU.
- iv) At the time of approval of a Project or grant, the Development Commission/ISU Secretariat will outline reporting requirements and their timelines. All ISU Members who receive ISU financial support for a Project shall send their report to the Development Commission and ISU Secretariat, specifying how the money has been used. The reports (**Appendix B2**) are a necessary requirement for the ISU to evaluate future Project proposals and for an ISU Member to remain eligible for future ISU Development Program financial support. Furthermore, as per Article 16/3.d)iii), 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 actual vouchers, invoices, receipts and accounting details.
- v) The above-mentioned conditions and procedures are subject to review from time to time by the ISU.

3.3 Direct Development Program Projects

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

- a) ISU Junior Scholarships;
- b) Coaches/Sports Administrators support;
- c) Any type of Project that could be proposed by ISU Members, if the ISU considers that there would be a great potential for successful development, but where ISU Member(s) concerned are not taking the necessary initiatives in an appropriate and timely manner.

The Junior Scholarships and Coaches/Sports Administrators categories of Direct Development Program Projects are explained in more detail as follows.

a) ISU Junior Scholarship Program

The ISU aims to provide support for young Skaters of outstanding talent coming from ISU Members with limited resources to provide adequate opportunities for the Skater to develop and reach world class level.

- i) The ISU Development Commission prepares each year the exact criteria and conditions for the ISU Junior Scholarship program and identifies Skaters as candidates for a Scholarship. In this process, the Commission will co-operate with the ISU Sports Directors and the respective Technical Committees. The final selection of scholarship recipients is made by the ISU President based on recommendations of the ISU Vice Presidents.
- ii) ISU Junior Scholarships will be awarded mainly based on the participation and results of Skaters in recent ISU Junior World Championships, ISU Junior World Cup or ISU Junior Grand Prix Competitions, or other ISU sanctioned Junior competitions.
- iii) Scholarships are awarded once in a calendar year (during the period April through June).

Each ISU Scholarship awarded amounts to:

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

The number of ISU Scholarship Awards is limited to the available budget.

- iv) ISU Members will be informed of ISU Scholarship awards for their Skater(s). ISU Members are requested to fill in their part of the Form as per **Appendix A1 and A2** "Confirmation of Scholarship Funding". ISU Members must inform the awarded Skater(s) of the award(s) at their earliest convenience (see the example as per **Appendix A4**) and obtain from the awarded Skater(s) the confirmation on the Form as per **Appendix A3** that the ISU eligible skating activity will continue in the next two competition seasons. The Skater(s) is also requested to provide details through his/her ISU Member of the expected use of the scholarship amount and to indicate the payment instructions for a transfer directly to his personal (or if not of legal age, to his parents) account. It is recommended that ISU Scholarships be used for covering the costs of attending training camps and competitions.

The ISU Development Commission can prescribe further conditions for the use of the scholarship award.

- v) For each 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 control the training plans and help in the daily organization of the training. This “Mentor” also needs to sign all reports issued by the ISU Member.
- vi) If the awarded Skater(s), despite previous confirmation to continue an 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 must transfer the full amount of the awarded ISU Scholarship back to ISU.
- vii) Submitting completed and duly signed Form as per **Appendix A1, A2, A3, and A4** is an essential condition for the payment of the awarded amount

b) Coaches/Sports Administrators support

ISU Members actively developing ISU disciplines with little current or previous activity in their country, and consequently requiring the assistance and support of experienced coaches and sports administrators, may be considered for this type of ISU Development Program assistance, based on the following criteria:

- i) Evidence showing a minimum of 2 years of international activity indicating progress in a developing ISU discipline for the applying 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 kind of support, and concerned Coaches or Sports Administrators, will be identified by the ISU Development Commission in co-operation with the respective Sports Directors and Technical Committees. The decision for support is made by the ISU President based on recommendations of the respective ISU Vice President;
- iv) Coaches/Sports Administrators support will be given as a one-time annual grant in the amount of US\$ 10’000 (or in another currency). No application by ISU Members for this type of Development support is necessary. However, an ISU Member may request to be considered for this kind of support.

The 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.

The amount of US\$ 10'000 shall be transferred in two instalments, i.e.

- The first instalment of US\$ 5'000 shall be transferred to the selected ISU Member upon receipt of the full contact details of the Coach or Sports Administrator concerned as well as the payment instructions duly signed by the ISU Member's President and General Secretary.
- The second instalment of US\$ 5.000 shall be transferred following the submission by the ISU Member of a full report (**Form as per Appendix D**) to the ISU Development Commission and the ISU Secretariat not later than 12 months following the payment of the first instalment, detailing the activity of the supported discipline in the subsequent year in the following areas:
 - Evidence of continued improvement in the concerned discipline at an international level;
 - Skaters recruitment activity resulting in an increase in the number of young Skaters and their improvement of results at national level;
 - Summary of coordinating activities within the ISU Member;
 - Participation at coaches' seminars organized by ISU (if available) or at national level.
- A final report (**Form as per Appendix D**) must be submitted to the ISU Development Commission and ISU Secretariat no later than 12 months after receipt of the second instalment.

The failure to submit an acceptable report in due time might result in the cancellation, reduction or delay of the payment of the second instalment or of future ISU Development Program support.

4. Implementation of Council Projects (Budget B)

4.1 Operating Structure

Selection process

- i) The Council decides upon the Projects to be funded under this category. The Projects must be in line with the ISU Development Strategic Plan (Chapter 2). Depending on experience gained, Projects can be changed in scope and budget, discontinued or new Projects can be added at the discretion of the Council.
- ii) The Council Projects Applications should follow the same process as the Development Project Applications (i.e. using the **Appendix B1 & B2**). There must be a plan for every Project including: SMART goals and performance indicators, a clear timeline, detailed description of the Project and activities, target group, list of resources, an accurate and detailed budget. The ISU Development Administrator/Internal Controller shall probe each proposed Development Project budget for its value, rationale and cost-effectiveness. The ISU Development Commission may be requested to assist in the planning and preparation of potential Council Projects.

Monitoring and evaluation process

- iii) The Council appoints Council members to monitor the Council Projects.
- iv) The appointed Council members will report periodically to the Council on the work and progress of the Projects with the 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 status on used resources and budget.
- v) The Council evaluates the Projects and checks, with the assistance of the ISU Development Administrator/Internal controller, that the financial contributions from the ISU are being properly used on a timely basis.

4.2 Projects to be funded 2016/17-2017/18

- ISU Junior Grand Prix of Figure Skating.
- ISU Junior World Cup Speed Skating.
- International Junior Competition Series in Short Track Speed Skating. For the season 2016/17, this includes support for the Danubia Cup and Star Class series of Competitions (all in Europe). As of the season 2017/18, this Council Project will be revised with the aim to cover a worldwide set of Competitions, possibly in the form of an ISU Junior World Cup Short Track Speed Skating.
- Worldwide Global Seminars.
- The ISU Centers of Excellence.
- The remaining budget is reserved for additional Council Projects.

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 can receive an annual development Contribution.

ISU Members representing one Branch receive US Dollars 25'000. ISU Members representing both Branches receive US Dollars 50'000. This annual Contribution shall be paid to all ISU Members who 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 Strategic Plan (Chapter 2). In particular, they must be related to the mentioned key factors for ISU Members to make progress/achieve success (paragraph 2.4). For example, ISU Members can use the financial support for the education of Coaches and Officials, sending Skaters to Competitions and training camps, ice-time availability, equipment, and 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 (Junior Series), ISU World Team Trophy, 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. 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 Administrator/Internal Controller 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 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 by stating set objectives and the way they have been reached. This report must be received at the ISU Secretariat not later than November 1 of each year. The Development Commission will review these reports. In particular, the Commission will examine if the financed activities are in line with the ISU Development Program Strategic Plan (see criteria ii).
- iv) ISU Members must submit in due time the Prize Money Forms confirming that ISU Prize Money related to ISU Events has been received by their rewarded Skaters.

- v) The payment will be made no earlier than January 1 of each year. The ISU Secretariat must receive the written 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).

6. Annexes

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 given to specific forms (numbered Annexes) for particular types of applications and grants will remain valid, in accordance with the adjusted forms.

Tubbergen,
November 17, 2017

Lausanne,
November 17, 2017

Jan Dijkema, President

Fredi Schmid, Director General

CONFIRMATION OF SCHOLARSHIP FUNDING / PAYMENT INSTRUCTIONS

ISU Member:

Name of Skater(s)/Team:

Name of Skater(s)' Mentor:

Date:

Amount:

The financial support for this Project is authorized to be released directly to the Skater(s) as follows (*except for 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)

Signature of Legal Guardian for Skaters
under 18 years of age

Signature of ISU Member President and
General Secretary

Signature of Mentor

E-mail simultaneously to:

| | |
|----------------------------|--------------------|
| ISU Development Commission | ISU Secretariat |
| dvcommission@isu.ch | development@isu.ch |

CONFIRMATION OF SCHOLARSHIP FUNDING OBLIGATIONS

For ISU Members

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

Name(s) Skater(s)

/Team:

Date(s) of

birth:

ISU Member:

Name of

Mentor:

The following outlines how the scholarship will be used to support the development of the above-named Skater(s) or Team:

Signed

ISU Member President
& General Secretary

Mentor:

Date:

E-mail simultaneously to:

| | |
|----------------------------|--------------------|
| ISU Development Commission | ISU Secretariat |
| dvcommission@isu.ch | development@isu.ch |

CONFIRMATION OF SCHOLARSHIP FUNDING

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:

I (we), the undersigned hereby undertake to continue skating in the two skating seasons to come.

The following outlines how I (we) intend to use this scholarship to advance my (our) training:

Signed Skater(s)/

Team Captain:

Date:

E-mail simultaneously to:

| | |
|----------------------------|--------------------|
| ISU Development Commission | ISU Secretariat |
| dvcommission@isu.ch | development@isu.ch |

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 A1 and A3

ISU DEVELOPMENT PROGRAM – DEVELOPMENT PROJECTS

| |
|---|
| <p>ISU MEMBERS APPLICATION FOR PROJECT-BASED DEVELOPMENT SUPPORT</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:

Development Commission
E-mail: dvcommission@isu.ch

and

International Skating Union
Development Program
Avenue Juste-Olivier 17,
CH-1006 Lausanne,
Switzerland
Tel.: (+41) 21 612 66 66
E-mail: development@isu.ch

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

ISU MEMBERS

ISU MEMBER: _____

NAME and CONTACT information of person completing application.

Name: _____

Address: _____

E-mail: _____ Telephone: _____

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

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 can't easily be divided into separate Projects for each discipline, please check all the relevant boxes.

Please use the following template to fill in your **Application Form**:



Application Form -
Development Projec

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.

ISU Member President

ISU Member General Secretary

Place _____

Date _____.

ISU DEVELOPMENT PROGRAM – DEVELOPMENT PROJECTS

**ISU MEMBERS REPORT ON THE USE OF
PROJECT BASED DEVELOPMENT SUPPORT**

ISU Member: _____

Responsible Person Name _____

Address _____

Phone _____ FAX _____

E-mail _____

A. The ISU grant for the Project (CHF) _____

B. Please use the following template to fill in your **Report Form**:



Place: _____ Date _____

Signature of ISU Member President _____

Signature of ISU Member General Secretary _____

This report must be received by the ISU no later than 30 days after the Project is completed

ISU DEVELOPMENT PROGRAM – CONTRIBUTIONS TO ISU MEMBERS

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

ISU Member _____

Contact Person _____

Address _____

Phone _____ Fax _____

E-mail _____

Place _____ Date _____

Signature of ISU Member President 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 US\$ equivalent |
|---|---------------------------|
| Travel cost for attending the following competitions (please attach copies of the relevant protocol pages) | _____ |
| Cost for attending the following training camps or courses (please specify in an attachment) | _____ |
| Organizing/holding the following clinics, seminars, etc. (please specify in an attachment) | _____ |
| Other support: (please specify in an attachment) | _____ |

This report must be received at the ISU Secretariat by November 1 of each year.

ISU DEVELOPMENT PROGRAM – ISU Members Report

**ISU MEMBERS REPORT ON THE USE OF
COACHES/ SPORT ADMINISTRATORS DEVELOPMENT SUPPORT**

ISU Member: _____

Responsible Person Name _____
(Project Manager)

Address _____

Phone _____ FAX _____

E-mail _____

A. The ISU Member received CHF _____

B. Use the following headings to report on the Project which was approved _____

The headings are as follow:

Breakdown of initiatives carried out during the 12-month period

Summary of results achieved

Participation at coaches' seminars

Statistics on skating activity (measurable increases in number of young skaters/ improved results)

Analysis for future initiatives/Areas of improvement

Place: _____ Date _____

Signature of ISU Member President

Signature of ISU Member General Secretary

**This report form must be received by the ISU
no later than 12 months after the first instalment**