

**The Russian Olympic
Committee Development
Strategy 2020**

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1. Introduction

The need to establish the Russian Olympic Committee (hereinafter - the Russian Olympic Committee or the Committee) Development Strategy for the period up to 2020 was dictated by a number of both domestic and external factors. Domestic factors contain the flagrant necessity of the substantial strengthening of cooperation and coordination between entities of physical culture and sports in the Russian Federation, responsible for the development of high performance sports and preparing Russian athletes for the Olympic Games: the Russian Olympic Committee, sports federations, sports organizations, athletes, coaches and federal and regional bodies of state authority of the Russian Federation. External factors are dictated by the necessity to correspond to the nature of development of the National Olympic Committees (hereinafter - NOCs) of the leading sporting nations, strengthening their role within the national elite sports management system, increasing organizational, coordination and financial capabilities. Not considering it necessary to copy the model of foreign NOCs, we must take into account their positive experience, apply it to Russian practice, in order to ensure the transformation of the Russian Olympic Committee into one of the most effective and respected national Olympic committees of the world.

The Russian Olympic Committee Development Strategy is a document that defines the vision of its target condition in 2020 as a public Association, successfully fulfilling its fundamental mission and achieving its major goal through a number of inter-related objectives. For this purpose, the Russian Olympic Committee improves its organizational structure, internal control mechanisms and staffing, differentiates the sources of financing, promotes cooperation with Russian and international sports organizations, federal and regional bodies of state authority and other entities involved in the development of high performance sports.

Vision, mission, primary goal and objectives of the Russian Olympic Committee for the period until 2020 are formulated in accordance with the Charter of the Russian Olympic Committee, the legislation of the Russian Federation in the field of physical culture and sports and the provisions of the Olympic charter.

2. Prerequisites for the long-term development of the Russian Olympic Committee

Analysis of the Russian Olympic Committee's activities results has enabled the formulation of a number of prerequisites defining its long-term development.

Prerequisite 1: In recent years the role of the Russian Olympic Committee in the joint work with sports federations and federal and regional bodies of state authority on the preparation of candidates for the Russian Olympic team has been weakening.

Prerequisite 2: Sports federations are expecting that the Russian Olympic Committee will play a much more active role in their partnership, that it will offer services to enhance managerial effectiveness of the federations, and help explore new sources of additional financing for the federations that will provide greater flexibility when preparing athletes and finding new opportunities for sports development.

Prerequisite 3: Athletes and coaches expect that the Russian Olympic Committee (together with the sports federations) is capable of defending their rights and interests in Russia and abroad, providing social support to high performance athletes during their active sports career and social rehabilitation after high performance sports.

Prerequisite 4: The Government of the Russian Federation and state administration bodies are interested in the following: expert knowledge of the Russian Olympic Committee, its active role in coordination of activities of all people involved in the preparation of athletes for the Olympic Games and other sporting contests, organized under the auspices of the International Olympic Committee (IOC); and development of educational and communicative activities of the Committee. They are also ready to assist in implementation of Committee's enterprises including financial support.

The above-mentioned prerequisites point to the need to enhance the role and status of the Russian Olympic Committee among the entities of the elite sports management system of the Russian Federation in the short term.

3. Vision of the Russian Olympic Committee

Vision of the Russian Olympic Committee defines what its status, nature of work, role and place in Russian and international high performance sports should be like.

Taking into consideration the potential of the Russian Olympic Committee, prerequisites for its long-term development, experience of the NOCs of leading sporting nations, we see *the Russian Olympic Committee as one of the most efficient and respected National Olympic Committees which ensures Russia's presence among sports superpowers and Russian athletes' leading positions in the international sports arena.*

This effect can be achieved through systematic and evolutionary transformation of the activity and management system of the Russian Olympic Committee.

Within the next 2 years the Russian Olympic Committee will strengthen its positions as:

- a reliable partner of sports federations,
- a defender of interests of athletes and coaches,
- an ideologist of Olympic education,
- a promoter of ideals of Olympism,

and will become a professional modern organization capable of analyzing and responding effectively to changes taking place in the world of sports.

4. Mission of the Russian Olympic Committee

The mission of the NOC is to develop, promote and protect the Olympic Movement in its respective country, in accordance with the Olympic Charter. In addition, the NOC should promote the ideas and values of Olympism, encourage the development of high performance sports as well as sports for all, help in the training of sports administrators, take action against any form of discrimination and violence in sports and implement the World Anti-Doping Code.

Given the current situation, the Russian Olympic Committee must concentrate on supporting young athletes - help them distinguish themselves in high performance sports, prepare them for the Olympic Games, promote the image of a sports hero among athletes and coaches and thereupon popularize the ideas of Olympism and the Olympic Movement among Russian citizens.

This is precisely why we believe that the mission of the Russian Olympic Committee is to *facilitate the best preparation of Russian athletes and their successful performance at the Olympic Games, constantly observing the Olympic Charter, as Russian athletes inspire citizens of the country with their sports results and instill a sense of national pride and respect for Russia in them.*

The formulated mission fully reflects the role of the Russian Olympic Committee for the period until 2020 and the focus of its work in the long-term period.

5. Russian Olympic Committee's main aim for the period until 2020

It is important to define the main aim of the Russian Olympic Committee's development for the period until 2020 based on the understanding of its mission.

We can provide better conditions for physical preparation of the athletes only if we join the efforts and meet the minds of Sports Federations, athletes and coaches, government bodies at the federal and regional levels. The Russian Olympic Committee can and, moreover, should take charge of establishing connections between the members of the high performance sports control system in the Russian Federation on the basis of the possibilities which are available nowadays and will be created for the Sports Federations, sporting institutes, athletes and coaches in the nearest future.

Russian Olympic Committee's main aim for the period until 2020 is rallying of the Russian Olympic movement members and creation of the steady and comfortable environment for the development of the athletes who are able and willing to achieve best results at the Olympic Games being a part of Russian National Olympic Team.

The achievement of this aim will allow us to gain invariably high results in sports, successfully train young athletes, provide good conditions and grant guarantees to the athletes and coaches who have finished their careers in high performance sports.

6. Development periods and interim goals of the Russian Olympic Committee

The Russian Olympic Committee should go through several development periods to reach its main aim. Each period is characterized by the increased efforts in some definite focal area and the interim goal. The assessment of the degree of an interim goal achievement is fulfilled according to the results gained by the Russian athletes at the Olympic Games.

There are 4 periods in the Russian Olympic Committee development:

1. *Until 2012*-a period of consolidation of partnership with Sports Federations, sporting institutes and bodies of state administration.

The aim to be reached during this period consists in *intensifying the cooperation with Sports Federations and government bodies in the line of creating the best conditions for Russian Olympic National Team candidates.*

2. *Until 2014*-a period of intensifying the cooperation with coaches and athletes while preparing for the Olympics.

The aim to be pursued during this period is to ensure the best conditions for Russian National Team candidates' training taking into account the infrastructure and environmental conditions in Sochi.

3. *Until 2016*- a period of emerging role of the Russian Olympic Committee in buildup and implementation of their programs, as well as in interconnection of these programs with federal grant programs and the Russian Federation constituent members grant programs aimed at high performance sports development.

The aim set for this period is to *provide the conditions for athletes' training for the 2016 Olympic Games within the Russian National Team.*

4. *Until 2020* – a period of Russian Olympic Committee's role establishment in the system of high performance sports management. It is also a period of preservation and systematic development of the accumulated experience, setting of new aspiring goals as well as in the lines of development of modern sporting potential training system beginning with children and youth sports.

The aim of this period is *to ensure the stability of the created system which helps to control the athletes' preparation for the Olympic Games that are to be held in 2016-2020.*

Each of the periods begins since 2010. This means that the tasks which the Russian Olympic Committee tackles annually to follow the Strategy are directed not only at achieving the nearest interim goal but also at achieving the aims of the

following periods. Therefore, the period 2010-2020 will be rich in tasks to be tackled in the work of the Russian Olympic Committee.

It is worth noting that the consistent achievement of the interim goals emphasized in each period as well as that of the 2020 period's, allows to reach the main goal of the Russian Olympic Committee's development, that is to unify the members of the Russian Olympic movement and to create steady and comfortable environment for the development of athletes who are able and willing to achieve the highest results at the Olympics as members of the Russian National Team.

7. Main tasks in the areas of the Russian Olympic Committee's activity

In order to achieve the main and the intermediate objectives of the Russian Olympic Committee several tasks were defined in the areas of its activity. Five main activities of the Russian Olympic Committee were allocated on the basis of the Olympic Charter for the Strategy implementation period:

- 1) Promoting the development of high performance sports in the Russian Federation
- 2) Promoting the development of Sports Science and Sports Medicine
- 3) Olympic education and promotion
- 4) Implementation of international activities
- 5) Marketing activities and communications

The tasks for each period of the development of the Russian Olympic Committee are presented below.

Main objectives in the field of promoting the development of high performance sports in the Russian Federation

To promote elite sports in the Russian Federation means first of all to create the best conditions for the preparation and successful performance of Russian athletes and national teams at the international competitions, including the Olympic Games, the Youth Olympic Games, the European Youth Olympic Festivals and other international competitions held under the patronage of the IOC. Creating such favorable conditions is a common goal of governmental bodies and sporting institutes, such as the Russian Olympic Committee and the Sports Federations. That is why the challenges of achieving this goal and measures taken by these bodies should correspond and complement each other. In this regard the Russian Olympic Committee together with the governmental bodies and Sports Federations should create programs for the preparation of athletes and the National Olympic Team for the Olympic Games and other competitions held under the patronage of the IOC and monitor their implementation; provide organizational and technical support to athletes and teams, participating in the Olympic Games and other competitions held under the patronage of the IOC; create and implement individual programs for the development, support and rehabilitation of athlete-candidates for the Russian Olympic Team; develop and implement programs to attract and develop coaching staff; form Russian National Teams for the Olympic Games or any other competitions held under the patronage of the IOC; monitor and analyze changes and trends in elite sports.

The important aspect of the Russian Olympic Committee's work is cooperation with regional sporting institutes and local authorities of the Russian Federation in order to create favorable conditions for regional sports projects implementation

The main objectives of the Russian Olympic Committee in promoting the development of high performance sports are:

for the period until 2012:

1) to provide Summer Olympic Sports Federations in 2011 with additional financial and organizational conditions for better training of athlete-candidates for the Russian Olympic Team that will participate in the 2012 Olympic Games

2) working together with the Sports Federations to develop standards on how to organize preparation of athletes in different sports for the Olympic Games (cyclic sports, combat sports, competitive and technical sports)

3) working together with the Sports Federations to work out a set of requirements to the equipment of sports facilities and sports centers

4) to determine the status of an athlete-candidate for the Russian Olympic Team that will participate in the Olympic Games or any other competitions held under the patronage of the IOC as well as the status of the Russian Olympic Team coach, including the procedure of assigning the status, the rights and responsibilities to the athletes, coaches, other specialists, sports federations, the Russian Olympic Committee and other entities and mechanism for the implementation of eligibilities

5) to produce a set of proposals for the organization of retraining system for the athletes of the Russian National Team after they finish their career in sports

6) to develop a set of measures aimed at developing Russian Olympic Team coaching staff

7) working together with the Sports Federations and State sports authorities to establish a system of motivation of coaching staff at all levels of athletes' preparation, aimed at building a talent pool for high performance sports, including the Olympic Games, the Youth Olympic Games, the European Youth Olympic Festivals and other international competitions held under the patronage of the IOC.

8) to create programs of the Russian Olympic Committee, aimed at ensuring conditions for the preparation of athlete-candidates for the Russian Olympic team that will participate in the 2014 Olympic Games

9) to propose amendments to laws and regulations enhancing social security of the athletes and coaches who are about to finish their careers in elite sports and submit these amendments for the consideration of the authorities

10) to ensure monitoring of international trends in the Olympic Games program development, inclusion of new disciplines, amending the rules

11) to create promotion programs to facilitate the development of sporting

organizations and Regional Olympic Councils

for the period until 2014:

1) working together with the Sports Federations, to establish preparation and performance monitoring system for athlete-candidates for the Russian Olympic team based on a Unified Analytical Center and to monitor athlete-candidates for the Russian Olympic team that will participate in the 2014 Olympic Games

2) to implement programs of the Russian Olympic Committee aimed at taking advantage of infrastructure and environmental and climatic conditions of Sochi's location, while preparing the Russian Olympic Team for the 2014 Winter Olympic Games

3) to implement programs of the Russian Olympic Committee on attracting foreign specialists, coaches and athletes

4) to create programs of the Russian Olympic Committee aimed at providing favorable conditions for the preparation of athlete-candidates for the Russian Olympic team for 2016 and 2018 Olympic Games

5) to create the Russian Olympic Committee Grants Program for athletes and coaches

6) to work out a list of requirements of the Russian Olympic Committee for the development of regional sports infrastructure, aimed at organization and staging of sporting events, with a view of modernizing it and bringing it into line with norms and regulations of international sports organizations currently in force

for the period until 2016:

1) to provide conditions for preparation of the Russian Olympic team for the 2016 Olympic Games

2) to monitor, together with the Sports Federations, preparation of athlete-candidates for the Russian Olympic team that will participate in the 2016 Olympic Games on the basis of the established monitoring system

3) to include data on the preparation of young athletes – members of Russian junior teams into the monitoring system in order to assess the potential of a Russian sports talent pool

4) to ensure the transfer of knowledge and experience in organization and staging of the 2014 Winter Olympic Games accumulated by the Sochi 2014 Organizing Committee to the Russian Olympic Committee and to other sports organizations

5) to develop programs of the Russian Olympic Committee, aimed at providing sports training for the 2020 Olympic Games

for the period until 2020:

- 1) to increase Russian Olympic Committee's involvement in sports training of athlete-candidates for the Russian Olympic Team included in the Olympic talent pool
- 2) to diffuse management technologies and working instruments of the Russian Olympic Committee in children's and youth sports
- 3) to enhance responsiveness and coverage of monitoring of sports training of athlete-candidates for the Russian Olympic Team that will participate in the Olympic Games and of athlete-candidates for the Russian Olympic Team that will participate in the Youth Olympic Games
- 4) to implement programs of the Russian Olympic Committee, aimed at providing sports training for the 2018 and 2020 Olympic Games

Main objectives in the field of promoting the development of Sports Science and Sports Medicine in the Russian Federation

Achievements of sports science and medicine are the essential part of sports development. Sports science develops and maintains modern and effective methodological basis of preparation of athletes and gives coaching staff new knowledge. Sports medicine in turn is aimed at ensuring athletes' good health and their ability to show good results for a long time.

Sports science is a branch of applied integrated science. It incorporates such areas as Biochemistry, Biomechanics, Sports Psychology, Pedagogy, Fitness Equipment R&D and others. Some of these areas are tightly interconnected. Research in one area affect the results of work in the other areas, and conversely, undervaluation of work done in one area hinders the development of sports science in general. Therefore, sports science and medicine are areas of activities in which progress and achievements are, to a great extent, determined by the implementation of the integrated program approach. Therefore, the role of the Russian Olympic Committee is to comprehensively promote the development of advanced technologies, techniques and new knowledge in sports through development and implementation of relevant programs.

Sports medicine (including anti-doping) is an important area, which requires refocusing on the athletes' and coaches' needs and active introduction of advanced medical products and technologies.

Development and implementation of the programs should be based on comprehensive monitoring and analysis of global best practices in the field of sports science and medicine.

The main objectives of the Russian Olympic Committee in the field of

promoting the development of sports science and medicine are:

for the period until 2012:

1) to ensure control over athlete-candidates for the Russian Olympic Team that will participate in the 2012 Olympic Games passing all necessary doping tests

2) to enhance coordinating role of the Russian Olympic Committee in establishing an order for sports innovations together with the Sports Federations

3) to develop and begin implementation of the programs of the Russian Olympic Committee, aimed at the development of sports medicine, research and technology, that enhance Russian athletes' readiness for the 2014 and 2016 Olympic Games

4) to monitor innovations and their implementation in sports science, medicine and sports technology with involvement of world-class specialists

for the period until 2014:

1) to ensure control over the athlete-candidates for the Russian Olympic Team that will participate in the 2014 Olympic Games passing all necessary doping tests

2) to introduce a new safeguard system in the field of healthcare and quality medical services for athletes and coaches both during the training process and performance at the Olympic Games and after completion of their sports careers

3) to implement programs of the Russian Olympic Committee, aimed at the development of sports medicine, research and technology, focused on the preparation for the 2014 Sochi Olympic Games

4) to develop the programs of the Russian Olympic Committee, aimed at the development of sports medicine, research and technology, that enhance Russian athletes' readiness for the 2018 Olympic Games

5) to implement an information solution 'Passport of an athlete-candidate for the Russian Olympic Team' on the basis of modern information technology and to ensure passport distribution, starting with athlete-candidates for the Russian Olympic Team that will participate in the 2014 Olympic Games

6) to organize within the Russian Olympic Committee, together with sports federations the center of expertise on the analysis of efficiency of applied training techniques and sports equipment

for the period until 2016:

1) to ensure sustainable level of the world-class medical services for athletes and coaching staff

2) to implement programs of the Russian Olympic Committee, aimed at the development of sports medicine, research and technology focused on the 2016 Olympic Games

3) to establish the Russian Olympic Committee's system of international sports medicine, research and technology grants for scientific organizations and institutions

4) to encourage Russian and foreign athletes to participate in the development of new sports training techniques and in the development of innovations in different kinds of provisions

for the period until 2020:

1) to ensure stable functioning and development of the technologies, tools and techniques established in the area of Sports science and medicine

The main objectives in the field of Olympic education and promotion of Olympic values in the Russian Federation

The aim of Olympic education is to spread Olympic knowledge, including the publication of educational materials, development and implementation of educational programs in schools, universities and post graduate educational institutions, continuous actualization of existing educational programs, to maintain close cooperation with Olympic Academies, organization of special events (competitions, seminars and conferences).

The purpose of promotion is to spread the ideas of Olympism, promote the Olympic Games, the Olympic Movement and Olympism, to create a positive image of Russian athletes by informing and involving the Russian citizens in the programs of the Russian Olympic Committee.

The Russian Fair Play Movement, responsible for promoting ethics in sports also plays an important role in this field.

The main objectives of the Russian Olympic Committee in the field of Olympic education and promotion are:

for the period until 2012:

1) to inform the public about the ideas of Olympism, the development of the Olympic Movement in Russia, its global development outcomes and about the Fair Play Movement

2) to organize broad public access to analytical and education materials with the use of modern communication technologies

3) to provide continued support of the theoretical lessons given in general and specialized secondary education institutions and higher professional education institutions, within the Olympic education, involving distinguished athletes and coaches

4) to publish information materials on the Olympic education on the Olympic

portal

for the period until 2014:

- 1) to implement the Olympic Education quality monitoring system
- 2) to create education and awareness raising materials for children and teenagers following Sochi 2014 Winter Olympic Games, telling about the inspiring examples of athletes becoming Olympic Games medalists, their efforts during childhood and adolescence, their trials and successes

for the period until 2016:

- 1) to actively use the Olympic heritage in the patriotic education of youth by creating special television programs, printed materials, video games and other modern technologies, providing close contact with children and youth

for the period until 2020:

- 1) to develop new training materials on Olympic education
- 2) to actively educate primary school-age children in the regions, to introduce them to Olympic ideas and inform them about the Olympic movement
- 3) to foster planned development of the Olympic education on the basis of modern communication technologies.

Main objectives in the field of international activities

The Russian Olympic Committee should play a leading role among Russian subjects of high performance sports in this area. It is the Russian Olympic Committee that should determine the strategy and tactics of the work of the representatives of Russian organizations and associations in the international sports organizations and associations, including the IOC in order to protect the interests of Russian athletes, coaches and Sports Federations.

The Russian Olympic Committee should also actively cooperate with the Olympic Games Organizing Committees. That is its exclusive prerogative. It entails visiting Olympic venues of the host city and meetings with representatives of different departments and services of the Organizing Committees.

Legal work should be an important field of international activity. The Russian Olympic Committee should pool the resources of highly qualified specialists in the field of the international sports law in order to provide legal support to Sports Federations, athletes and coaches.

Within the framework of international activities the Russian Olympic Committee should lend communication, methodological and financial support to the Sports Federations in attracting foreign specialists, coaches and athletes. In the course of this work it is necessary to achieve a transfer of experience and knowledge to Russian coaches and specialists.

The Russian Olympic Committee should assist Sports Federations in the representation of Russia as a host of international competitions and provide services in the preparation and submission of bidding documents. It should also provide services related to the discussion of the position of international organizations and associations with respect to staging international competitions in Russia.

The main objectives of the Russian Olympic Committee in the field of international activities are:

for the period until 2012:

1) to provide legal and organizational support to Sports Federations defending their positions in the International Federations, the IOC, the Court of Arbitration for Sport (Lausanne) with regard to various matters including increasing the number of Russian representatives

2) to provide communication and financial support to Sports Federations in attracting foreign specialists, coaches and athletes to improve athletic training for the Sochi 2014 Winter Olympic Games

3) to cooperate with the London 2012 Olympic Games Organizing Committee in order to support Sports Federations in their quest to create opportunities for successful performance of Russian athletes

for the period until 2014:

1) to establish a set of legal services for athlete-candidates for the Russian Olympic Team and coaching staff on the matters of International and Russian Law in the field of sports

2) to implement programs of the Russian Olympic Committee aimed at attracting foreign specialists, coaches and athletes

3) to implement a set of the services for the representation of Russia as a host of international competitions

4) to cooperate with the IOC representatives visiting Sochi during preparation for the 2014 Winter Olympic Games

5) to increase representation of Russian specialists in international sport organizations and associations

6) to determine the sport and make suggestion for its inclusion in the 2014 Olympic Games program as a demonstration sport for further inclusion in the list of

Olympic sports and in the Olympic program

for the period until 2016:

- 1) to expand the Russian Olympic Committee services by providing services to Russian athletes and representatives of Sports Federations in the territory of foreign states
- 2) to cooperate with the 2016 Olympic Games Organizing Committee
- 3) to promote sports of priority to Russia with a view to including them first in the list of IOC Recognized Sports and later in the Olympic Program, to prepare proposals for modification of competition rules, adding new programs and disciplines in which Russian athletes are ready to win top honors

for the period until 2020:

- 1) to organize and engage in joint sports, marketing and communication projects with International Sports Organizations and Associations
- 2) to cooperate with 2018 and 2020 Olympic Games Organizing Committees

Main objectives in the field of marketing and communications

Marketing activities are aimed at promoting the image of the Russian Olympic Committee in order to develop its capacities for extra budgetary fundraising, through commercial trading not prohibited by the Olympic charter. It's vital to take measures to promote the Russian Olympic Committee and to develop it as a brand which allows it to raise funds and succeed in commercial service delivery. Such measures are vital because they allow it to receive additional funds and use them to carry out activities in some other important areas, and eventually they will even be able to partially replace budgetary financing.

Communication component of the Russian Olympic Committee's work involves delineating its active role in the development and promotion of Russia as an international sports nation both domestically and globally. Domestic communication activities involve informing the public about the Olympic Movement, the Russian Olympic Team and about particular athletes. The Russian Olympic Committee's communication activities also involve creating the image of athletes-heroes and coaches, who have raised more than one generation of Olympic medal winners and creating and supporting various platforms for communication between the athletes and between athletes and citizens.

By implementing communication activities the Russian Olympic Committee uses resources of traditional and new media such as internet technologies. Expansion of the Russian Olympic Committee's presence in communication technologies used

by young people will allow to meet education challenges, establish contact between athletes and citizens and instill a sense of belonging to athletes' performances and pride for their victories in people.

The main objectives of the Russian Olympic Committee in the field of marketing and communications are:

for the period until 2012:

1) to start the transition of information and communication outreach to new technologies and to launch the Russian Olympic Committee's and athletes' social media presence

2) to improve media outreach in order to inform the public about the Olympic movement news in a timely manner, to create the image of athletes, our country should be proud of, and to create positive image of the Sochi Olympic Games

3) to develop the Russian Olympic Committee's service concept; this entails the services provided to Sports Federations, athletes and coaches

4) to create the system of permanent liaison between champions and leading coaches and the younger generation in the form of open lessons and master-classes

5) to elaborate the Russian Olympic Committee's brand development concept, aimed at promoting the Olympic image in the light of the Sochi 2014 Olympic Games

for the period until 2014:

1) to conduct information campaign on the representation of Russian Olympic athletes in Mass Media including the Internet, forums, blogs and social networks to the 2014 Olympic Games

2) to develop an interest in the personalities of Olympic athletes, a sense of belonging to their performances and empathy among Russian citizens

3) to form a concept of development of the Russian Olympic Committee's commercial activities on the basis of exclusive rights to use Olympic symbols

4) to start providing marketing services to athlete-candidates for the Russian Olympic Team in the context of preparations for the Sochi 2014 Olympic Games

for the period until 2016:

1) to start replacing the funds coming from the State budget earmarked for the Russian Olympic Committee's current activities and the implementation of Committee's programs with non-budgetary funds

2) to implement information campaign on the representation of Russian Olympic athletes in Mass Media to the 2016 Olympic Games

3) to increase financial support of the Russian Olympic Committee's activities

through marketing activities, brand usage, participation in joint projects with international sports organizations and associations

for the period until 2020:

1) to develop the positive image of the Russian Olympic Committee and to strengthen the brand

2) to increase financial support of the Russian Olympic Committee's activities from extra-budgetary resources

3) to implement information campaigns on the representation of Russian Olympic athletes in Mass Media for the 2018 and 2020 Olympic Games

8. The organizational and technical measures to ensure implementation of the Russian Olympic Committee's development objectives

To achieve the objectives the Russian Olympic Committee's management system should correspond to a set of tasks. There are four stages in the management system establishment and development process:

In the first stage (from 2010 to 2012) the new management system of the Russian Olympic Committee is established, core regulatory and guidance documents on program management are developed and implemented, communication strategy to support the Committee's program activity is developed, Sports Federations management processes are standardized and regulatory framework of cooperation with public authorities is amended. This is the most intense stage in terms of tasks. At the same time it should be implemented with great responsibility.

In the second stage (from 2012 to 2014) management technologies and tools are developed, new standards for working with athletes and coaching staff are implemented, information technologies and staffing strategy of the Russian Olympic Committee are developed and innovative forms of financing for the Committee's events and programs are explored. Formal reviews and strategies are accumulated in the framework of the Joint Analysis Center.

The third stage of the development of the Russian Olympic Committee's management system (from 2014 to 2016) is aimed at systematization of managerial experience and expertise gained during the Sochi 2014 Olympic Games, further development of information technologies for monitoring results-based management of the Committee, development and implementation of mechanisms to improve the effectiveness of the Committee's commercial activities not prohibited by the Olympic Charter.

In the fourth stage (from 2016 to 2020) the stable operation of the Russian Olympic Committee's management system should be ensured, and mechanisms of operational change management, allowing to modernize the management system and applied technologies, should be created.

Activities scheduled for the period 2010-2012

Activities scheduled for the period 2010-2012 are focused on the following core tasks:

1. to define the desired state of the Russian Olympic Committee's management system
2. to standardize the activities of the Sports Federations

1. The definition of desired state of the Russian Olympic Committee's management system

In order to complete this task in the period from 2010 to 2012 it is necessary to develop an institutional, methodological and regulatory frameworks necessary to transfer Russian Olympic Committee's work to the principles of the results-based planning and performance appraisals. It's also necessary to develop a relevant communication strategy and implement it into the Committee's work practice.

Creating an institutional, methodological and regulatory framework for the Russian Olympic Committee's work

To create an institutional, methodological and regulatory framework of results-based management for the Russian Olympic Committee during 2010-2011 it is necessary to:

- develop proposals to improve organizational structure of the Russian Olympic Committee and its directorates taking into consideration the deployment of the program management system

- develop regulations on the Russian Olympic Committee's directorates and post descriptions of senior management and key specialists

- develop a system of key performance indicators for the Russian Olympic committee and its directorates

- develop performance evaluation and motivation system, that will include criteria and methods of personal performance evaluation of senior management and specialists of the Russian Olympic Committee on the basis of directorates' key performance indicators

- develop regulations of the Russian Olympic Committee's current activities

- develop a regulation on the Committee's programs development and execution inspection for a regulatory control of the Russian Olympic Committee's program management

All methodological and regulatory documents listed above should be designed simultaneously and submitted as one package in order to ensure the integrity and consistency of the Russian Olympic Committee's management system.

It is necessary to make consequential organizational changes to the Russian Olympic Committee's management structure on the basis of the adopted methodological and regulatory documents. They should be introduced to practice through the end of 2010.

The target organizational structure so formed and methodological framework serve as the basis for informatization of the results-based management in general and of the Russian Olympic Committee's program management in particular.

Informatization of the Russian Olympic Committee's activity

Under this direction in the period 2010-2011 it is necessary to:

- develop functional and technical requirements for the development of the Russian Olympic Committee's information systems that support:
 - current administrative work of the directorates of the Russian Olympic Committee
 - Russian Olympic Committee's program and project management
 - distribution of passports among the athlete-candidates for the Russian National Olympic Team
 - monitoring stipulated by the objectives in different areas of activity of the Russian Olympic Committee
 - Internet services of Olympic education and marketing and communication activities of the Russian Olympic Committee
- prepare a concept of development of the Russian Olympic Committee's information systems and design a program of informatization and a corresponding timetable on this basis
- starting in 2011 and following the present plan, develop and implement information systems, stipulated by the concept, and support them

The following systems are planned for priority implementation in 2011-2012:

- an information system, providing support to current administrative work performed by directorates of the Russian Olympic Committee
- an information system, providing support to results-based management
- an information system, providing monitoring of the training of athlete-

candidates for the Russian Olympic Team.

2. Standardization of Sports Federations' activities

The standardization of Sports Federations' activities is performed to unify processes for managing the activities of the Russian Olympic Committee and Sports Federations. It will facilitate communication, interaction and coordination between financial, marketing and HR organizations. The purpose of standardization is to promote common approaches, methods and regulations of the management reporting system and document flow.

In order to complete this task in the period 2010-2011 the Russian Olympic Committee should develop uniform standards for management, financial and marketing activities. These standards should not involve the regulation of main activities of the Sports Federations.

The developed standards are advisory in nature and are not binding on the Sports Federations. However, the implementation of those standards is one of the conditions for effective interaction between the Russian Olympic Committee and the Sports Federations. This is why the Committee should explain their purpose and usefulness. This work should result in maximization of the number of Sports Federations applying the recommended standards.

Activities carried out between 2012 and 2014

On the one hand, events of this period are aimed at improving management of the Russian Olympic Committee on the basis of the results of structure change, standardization and management process automation. On the other hand, they are aimed at enhancing the role of the Committee in the process of the National Teams preparation.

Management quality improvement is a continuous process which includes periodic updates and finalization of guidance and regulation documents of the management system in the light of changing circumstances both external and internal and improving the level of benchmark analytics.

The task of management quality improvement requires relevant human resources. To improve the professional qualifications of the Russian Olympic Committee's staff the following activities should be undertaken:

- regular training at the leading Russian and international institutions specializing in sports education should be conducted
- staff appraisals should be conducted regularly.

A three-year Training Program of professional development should be developed.

Staff appraisal regulations should be developed. They should include methods to assess personnel qualification related to the system of senior management and the specialists personal performance evaluation

Another way to improve management quality is to use the experiences of the organizations of the Olympic Movement in the work of the Russian Olympic Committee and to attract leading foreign specialists. For this purpose, it is necessary to create a Unified Analysis Center of the Russian Olympic Committee, that will analyze foreign experience in the field of organizing Olympic Movement and high performance sports, and hold thematic workshops and conferences.

In order to enhance the role of the Russian Olympic Committee in preparing Olympic teams it is necessary to implement a system of monitoring of the preparation of athlete-candidates for the Russian Olympic Team. The monitoring system should control the athletes' conditioning, their training processes, the procedure under which they pass doping tests and the results of those tests, and provide athletes and coaches with everything they need. The Russian Olympic Committee and Sport Federations use monitoring results to adjust integrated target programs and schedules of sporting events. These results are also provided to the coaching staff in order to improve the training efficiency of the athletes.

In this period the analytical capacity and expertise of the Russian Olympic Committee should be substantially strengthened.

Activities carried out between 2014 and 2016

Events of this period are aimed at:

- further improving the management system of the Russian Olympic Committee taking into account management experience and expertise gained during the Sochi 2014 Olympic Games

- further developing information technologies for monitoring and results-based management

- developing and implementing mechanisms to improve the efficiency of the Committee's commercial activities in a manner not incompatible with the Olympic Charter.

While analyzing management experience and expertise gained during the Sochi 2014 Olympic Games methodological support and management technologies should be systematized. Also a package of measures to actualize and improve them should be defined. In particular, measures to improve the efficiency of the Russian Olympic Committee's commercial activities in a manner not incompatible with the Olympic Charter, should be developed.

Activities carried out between 2016 and 2020

Events of this period are aimed at improving the stability of the Russian Olympic Committee's management system and creating operational change management tools, allowing it to modernize the management system and applied technologies.

In this period the core focus of management system development work should be a revision of institutional and regulatory frameworks, forming a tool for maintaining stability of the management system and its operational modernization in the light of changing internal and external factors and emerging new challenges.

Measures to improve the stability of the management system should include:

- updating methodological and regulatory frameworks of the Russian Olympic Committee, management standards, financial and economic activities, marketing and advertising policy for the Sports Federations
- improving mechanisms of interaction with Sports Federations and providing them with a full range of services to help them prepare for the Olympics
- maintaining the staff's competency through training, certification and exchange of experience events
- improving the Committee's staff motivation system
- enlarging the knowledge base, expanding the scope of analysis and monitoring
- maintaining and developing the functionality of information

9. Necessary legal changes

2010-2012

The Russian Olympic Committee's tasks, scheduled for the period until 2012, can be accomplished within the scope of the Committee's powers stipulated in the laws on physical culture and sports in the Russian Federation and in the Charter of the Russian Olympic Committee. Changes need to be introduced to the Charter in order to improve the forms of interaction between the Russian Olympic Committee and Olympic Sports Federations and the powers of the Russian Olympic Committee in respect of the mentioned Sports Federations. At the level of regulatory acts of the Russian Federation or the rules (standards) of the Russian Olympic Committee it will be necessary to introduce provisions referring to the status of an athlete-candidate for the Russian Olympic Team, as well as to the rights, duties and responsibilities of an athlete, a Sports Federation, the Russian Olympic Committee and other entities of physical culture and sports. Changes to the federal law on the budget may be required in case additional funding is needed for the programs of the Russian Olympic Committee. Changes to non-regulatory legal acts concerning the activity of inter-institutional bodies may also be needed.

2012-2014

In order to achieve the Russian Olympic Committee's goals scheduled for the period until 2014 changes to delegated legislation may be required, especially with regard to the organization of the educational and training process. Besides that, changes to regulations may be required to establish additional guarantees for athletes, coaches and other specialists in the field of labor and social legislation. The purpose of this initiative is to improve their social security and motivation as well as to establish an order of the athletes' transition from one sports organization to another.

2014-2020

In order to achieve the Russian Olympic Committee's goals scheduled for the period until 2020 changes to Federal Law and delegated legislation in the field of physical culture and sports may be required. This basically refers to the authorities of high performance sports managing entities.

10. The Russian Olympic Committee Development Strategy implementation results

1. The consolidation of the participants of the Russian Olympic Movement with a goal to work out a single Development Strategy to join forces and resources in order to develop high performance sports in Russia will allow us:

- to create a unified center providing a full range of services to the Federations and to the Russian Olympic Committee members while preparing for the Olympic Games

- to intensify the work of creating and implementing programs aimed at providing targeted integrated high-quality and specialized services allowing to preparation for the Olympic Games and performance at the Olympic Games in optimal conditions

- to create a single center for the coordination of programs for training coaches, athletes and teams

- to monitor the preparation of athlete-candidates for the Russian National Olympic Team

- to establish and head up the national communication program

- to create a coordination center of critical R&D in preparation for the Olympic Games

- to establish a single set of standards for management, financial and economic activities, marketing and an advertising policy for all Federations.

2. The creation of a stable and comfortable environment, conducive to upbringing and the training of athletes able and willing to achieve the best results at the Olympic Games as part of the Russian National Olympic Team, will allow us:

- to establish a system ensuring the rights and social welfare of athletes, coaches and other specialists

- to ensure stability and the stable operation of the athletes training system, capable of implementing comprehensive programs aimed at the development of sports medicine, research and technology

- to create a new modern image of high performance sports.

3. Strengthening the role of the Russian Olympic Committee as a trusted partner of Sports Federations, organizations and the government, as an advocate for

athletes, coaches and other specialists, as an ideologist of Olympic education and promoter of the ideals of Olympism in Russia will allow us:

- to establish programs of additional education for coaches and programs of social adaptation of athletes
- to develop and implement joint training programs for personnel and sports specialists.

4. Becoming one of the most effective and authoritative National Olympic Committees, influencing the global sports development, will allow us:

- to enhance the credibility and the impact of the Russian Olympic Committee in addressing critical issues of international sports and Olympic movement
- to establish a results-based management system to carry out a Value for Money audit
- to establish a sustainable system to attract new sources of funding
- to provide dedicated funding for special programs related to sports medicine and technologies and educational programs, including retraining programs for the athletes
- to develop a talent pool of Russian Sports and rise the skills of coaches and specialists in the field of sports management.