



High Performance Training Centres

Guidelines April 2012

Introduction

The purpose of the IAAF High Performance Training Centres (HPTC) is to provide a centre of excellence for the training and development of international class athletes and coaches, regardless of their age, gender or race.

The first HPTC was opened by the IAAF in 1997 in Dakar. Since then, the IAAF has opened HPTCs in several IAAF Areas around the world: notably, in Africa, Asia, South America, NACAC and Oceania.

Many athletes have benefited from their time at the HPTCs and have improved their performances as a result. Indeed, a number of HPTC-trained athletes have gone on to become medal winners and prize winners at international competitions. This success has raised the profile of the HPTCs and has convinced many IAAF Member Federations to entrust the advancement of their elite athletes to an HPTC.

It is the IAAF's aim to optimise the HPTCs' performance by ensuring that they are run in a professional and well-organised manner. To this end, the IAAF has produced these Guidelines that establish an Operational Policy for the HPTCs. The Guidelines have been approved by the Development Commission.

1. HPTC Operating Structure

The HPTCs shall be managed from Monaco by the MSD. The operating structure of each HPTC shall be the following:

1.1 Board of Directors

1.2 HPTC Director

1.3 HPTC Technical Director (where applicable)

1.4 Coaches

1.5 Athletes

1.1 Board of Directors

Each HPTC shall have a Board of Directors which shall be composed, at a minimum, of the following persons:

- The IAAF President or his nominated representative;
- The NOC President of the country in which the HPTC is based, or his nominated representative;
- The President of the Member Federation of the country in which the HPTC is based, or his nominated representative;
- The Director of the IAAF's Member Services Department or his representative;
- The HPTC Director (sitting in an ex officio capacity).
- IAAF Partners, Olympic Solidarity and other locals;

It is recognized that, in addition to the persons mentioned above, and with the approval of the IAAF and the Board, the composition of the Board of Directors may differ from one HPTC to another. The following additional persons may therefore also sit on the Board of an HPTC, depending on the HPTC's specific circumstances and having regard to the manner in which the HPTC has been established/operates at a local level:

- A representative of the IAAF Area Association in which the HPTC is located.
- A representative of the Local Government of the country in which the HPTC is located.
- The HPTC Technical Director (sitting in an ex officio capacity).
- The HPTC Athletes' Spokesperson (appointed by the HPTC athletes, sitting in an ex officio capacity).
- Other persons, who may be of assistance to the Board, nominated from time to time either by the Board or by the IAAF.

The Board of Directors will meet once a year under the chairmanship of the President of the IAAF or his representative in order to evaluate the HPTC's activities in the previous 12 months and to decide upon a strategic programme for the following year. The date of such meeting (normally in October) shall be fixed by the IAAF in consultation with the HPTC Director. Additional Meetings of the Board of Directors may be held at any time during the year to deal with any urgent matters that may arise requiring a Board decision (for example, to approve the appointment of the HPTC Director or Technical Director or to approve the acceptance of new athletes to the HPTC).

The role and authority of the Board of Directors is:

- To set the policy for the HPTC;
- To oversee the administration of the HPTC;
- To confirm the appointment of the HPTC Director and the Technical Director and Coaches;
- To approve the selection of athletes for participation in the HPTC programme;
- To approve the annual financial and technical reports of the HPTC.

Each Board of Directors shall be responsible for establishing internal rules of meetings.

1.2 The HPTC Director

The HPTC Director shall be a consultant of the IAAF providing the IAAF with general services in connection with the HPTC in accordance with the terms of his consultancy agreement and these Guidelines.

The HPTC Director shall be appointed by the IAAF with the approval of the Board of Directors. The HPTC Director reports to the MSD Director. The HPTC Director shall be resident in the same city as the HPTC Headquarters.

The HPTC Director is appointed on the following basis:

- Proven management and organisational experience;
- Wide experience in sports administration;
- Wide experience in international relations;
- Strong communication skills;
- Good knowledge of financial management and fund-raising.

The HPTC Director's appointment has to be approved by the HPTC's Board of Directors.

The HPTC Director's tasks shall include the following:

- Ensuring the execution of any decisions concerning the operation of the HPTC which may be taken by the IAAF and/or the Board of Directors.

- Establishing a set of Athletes' Internal Guidelines to be approved by the IAAF Member Services Department, which should be specific to the local circumstances of the HPTC in question but which must always be in accordance with the IAAF Constitution and IAAF Rules.
- Taking responsibility for the administrative arrangements of the athletes' stay at the Centre.
- Taking all necessary measures to ensure that the HPTC athletes' travel, competition schedule and training camps away from the Centre proceed under optimal conditions (visa, hotel accommodation, reservation of training camps etc.).
- Preparing and submitting an annual report of the HPTC and its activities (including a copy of the Technical Director's Report) to the MSD no later than 30th September each year and to be sent to the Board of Directors 7 days before the annual Meeting.
- Preparing an annual budget proposal of the Operational Funds required for the operation of the HPTC by no later than 30th September each year, for the approval of the IAAF and the Board;
- Sending a bi-annual report (30 April – 30 September) to the MSD in respect of the utilization of the Operational Funds provided to the HPTC.

The HPTC Director shall not, without the prior written consent of the IAAF, accept any other appointment or enter into any arrangement which might reasonably be expected to lead to a conflict of interest with the obligations of the HPTC Director under this Agreement or with the interests of the IAAF (including, without limitation, any appointment with any National Athletics Federation or any other national or international sports body).

1.2.1 Additional Personnel

The HPTC Director might be assisted by such additional persons as he requires for the performance of his services to the IAAF, such persons always to be retained with the prior approval of the IAAF Member Services Department.

1.2.2 HPTC Director's Travels

All travels in connection with the performance of the HPTC Director's services must be co-ordinated with the prior approval of the IAAF Member Services Department. The HPTC Directors are asked to complete a Travel Request Form and to submit the said form to the Member Services Department for approval at least 2 weeks prior to the date of travelling.

HPTC Directors are entitled to a Per Diem Allowance of US \$50 (including dates of travel). The Travel Report Form must be forwarded to the IAAF Member Services Department no later than 2 weeks after the HPTC Director's return.

1.2.3 HPTC Director's Absence from the HPTC

The HPTC Director is retained to carry out services for the IAAF in accordance with the terms of his consultancy agreement and he shall devote such time as may be required for the proper performance of those services. In the event that the Director intends to be away from the HPTC for a continuous period of 1 week or more (whether on vacation or otherwise), he is requested to inform the Member Services Department in advance of the fact (preferably no later than **2 weeks prior** to the date of departure), so that the Member Services Department may properly co-ordinate the internal activities of the HPTC.

1.3 Technical Director

The Technical Director shall be a consultant of the IAAF providing the IAAF with general services in connection with the HPTC and/or the IAAF in accordance with the terms of his consultancy agreement and

these Guidelines. In principle, holidays for the HPTC Director/HPTC Technical Director and Coaches should be between 15 September and 15 October.

The Technical Director shall be proposed by the HPTC Director and appointed by the IAAF Member Services Department with the approval of the Board of Directors. He must be a qualified coach, have a wide experience in athlete management and be resident in the same location as where the HPTC is located. The Technical Director reports directly to the HPTC Director.

The responsibilities of the Technical Director shall include the following:

- Selection of athletes to participate in the HPTC Programme in consultation with the HPTC Director, for the approval of the MSD and the Board.
- Designing and monitoring all aspects of the HPTC athletes' training and competition schedule and overall technical development with the assistance of the relevant HPTC Coach (planning of training and competition schedules/training camps etc.). However the Annual Competition Programme shall be made in agreement with the Member Federation and signed by both parties (MF and HPTC).
- Submitting to the Board of Directors, through the HPTC Director, his Technical Report by the 30th September each year
- Ensuring full co-ordination between the coaches and the HPTC Director, specifically concerning technical matters.
- Preparing and submitting quarterly reports regarding the behaviour and performance of the athletes to the HPTC Director and MSD.

1.3.1. Technical Director's Travels

All travels in connection with the performance of the Technical Director's services must be coordinated with the prior approval of the HPTC Director and the IAAF Member Services Department. The Technical Directors are asked to complete a Travel Request Form, counter-signed by the HPTC Director, and to submit the said form to the Member Services Department for approval at least 2 weeks prior to the date of travelling.

The Travel Report Form must be forwarded to the IAAF Member Services Department no later than 2 weeks after the Technical Director's return.

1.3.2. Technical Director's Absence from the HPTC

The Technical Director is retained to carry out services for the IAAF in accordance with the terms of his consultancy agreement and he shall devote such time as may be required for the proper performance of those services. In the event that the Technical Director intends to be away from the HPTC for a continuous period of 1 week or more (whether on vacation or otherwise), he is requested to inform the HPTC Director and the Member Services Department in advance of the fact (preferably no later than 2 weeks **prior** to the date of departure), so that the activities of the HPTC may be properly co-ordinated in his absence.

The Technical Director annual leave must be at the end of the competitions season. In principle, holidays should be taken between 15 September and 15 October.

1.4 Coaches

The HPTC Coaches shall be proposed by the Technical Director and appointed by the IAAF Member Services Department (with the approval of the Board of Directors)]. Some coaches may be required by the IAAF to enter into formal consultancy arrangements directly with the IAAF.

An HPTC coach must have the following qualities:

- Wide experience in the high level training of athletes and, in the IAAF's opinion, have obtained satisfactory results.
- Subscribe to and embrace the sport's philosophy and ethics of national or international sports authorities and must adhere to the IAAF Rules at all times.

Coaches must work in close co-operation with the Technical Director. On the technical side, they are responsible for the performances of their athletes.

Coaches annual leave must be at the end of the competition season. In principle, holidays should be taken between 15 September and 15 October.

1.5 Athletes

Within 2 years of opening, there should be in each HPTC at least seven (7) athletes, normally on a scholarship and coming from at least three (3) different Countries. Exceptional circumstances will always be considered.

Athletes selected to be at an HPTC must meet the following criteria:

- Meet the IAAF entry standards. See Appendix A.
- Meet all medical requirements that may be established by the IAAF.
- Have obtained the written consent of their Member Federation to join the HPTC.
- Agree to be bound by the HPTC's rules in signing the Athlete's Internal Guidelines.
- Must sign an agreement where he subscribes to and embraces the sports philosophy and ethics of national or international sport authorities and adhere to the IAAF Rules at all times. For the avoidance of doubt, in the event that any athlete is found guilty of a doping offence under IAAF Rules, the athlete shall be required to leave the HPTC immediately. In addition, those athletes who are included in the 'first 30 of the World Lists' must continuously inform the IAAF Anti-Doping Office about their training and competition venues ("IAAF Whereabouts Rule").
- Concerning their competition programme the athletes must accept to be managed by the Centre. Their programme will be drafted by the Centre in consultation with their National Federation. Only those who are included in the 'first 30 of the World Lists' will be authorised to choose a Personal Manager in accordance with their National Federation.
- As Adidas is the current official IAAF Technical Sponsor, all the athletes who train at an HPTC and benefit from a Scholarship shall wear Adidas clothing. In addition, any athlete who could be contracted by a different company **must first contact Adidas** prior to signing any agreement. It goes without saying that, when competing for their National Team, HPTC athletes will wear their National official uniform.
- There will two lists of athletes at the HPTCs:
 - List A: Athletes who have trained for at least 2 years at the HPTC and have achieved World Elite performances and wish to continue to train at the HPTC at their own cost.
 - List B: Athletes who benefit from a Scholarship and meet the IAAF entry standards.
- In addition, the IAAF is open to agreements, when requested by MFs, to allow National athletes/coaches who would like to take advantage of the training environment, to train at the HPTCs. It goes without saying that these athletes/coaches will be entirely at their own cost. The "traffic" must be coordinated with the MSD to optimise the service.

The athletes from each HPTC shall be given the possibility to nominate someone from within the HPTC as an Athletes' Spokesperson to represent their interests before the management of the HPTC and, where

necessary, before the IAAF. The Athletes' Spokesperson may also sit on the Board of Directors in an ex officio capacity.

The performance of the athletes shall be reviewed on an annual basis by the IAAF and the Technical Director (or by the IAAF and the coach concerned, where no Technical Director is appointed), always in consultation with the HPTC Director. Following such a review, the IAAF and Technical Director shall recommend the list of scholarship athletes to be renewed by the HPTC Board for the following 12-month period.

2. Operation of the HPTC

2.1 HPTC Responsibilities towards the athletes

The HPTC is fully responsible for the athlete, providing him with the following:

- Full board and lodging at the HPTC in accordance with a board and lodging system established for the HPTC;
- Good training conditions;
- Maximum opportunity to improve performance through competition experience;
- Local transportation;
- Transportation between the athlete's home and the HPTC at the start and end of each international athletics season (including overseas transportation, where relevant); For Olympic Solidarity Scholarships, the relevant N.O.C. will pay for this travel.
- Medical and health support services;
- A comprehensive insurance policy;
- The possibility for educational or vocational training as necessary and appropriate;
- A monthly financial allowance to be determined by the Board of Directors (usually 11 months per year).

2.2 Facilities and Equipment

Each HPTC shall be properly equipped, with at least the following facilities, all at close proximity:

- Administrative office with modern office equipment;
- Suitable athletics facilities and equipment for use by the athletes in training and competition, having regard to the specific purpose of the HPTC concerned.
- Social room for informal gatherings;
- Accommodation for the athletes at the HPTC;
- Dining area at the HPTC residence.

The HPTC Director is responsible for ensuring that the HPTC's facilities and the equipment provided by IAAF funding are maintained to proper standards.

2.3 Communication/Promotion

In order to ascertain best the needs of the HPTC and to organise appropriate activities, the HPTC Director must establish and maintain good communication links with the IAAF and all relevant Member Federations through the IAAF e-mail network.

2.3.1 Bulletins

A specific budget shall be available for the publication and distribution of HPTC Technical Bulletins. HPTCs shall be required to publish a minimum of 1 Bulletin per year, whilst being encouraged to add to this number within budget limits.

2.3.2 Websites

The IAAF shall discuss with each HPTC the creation of its own website or other suitable medium for promoting its programme of activities and to provide Member Federations and potential HPTC athletes with general information about the HPTC and its operations.

2.3.3 Temporary Offices at Area Championships

HPTC Directors, subject always to the IAAF's prior approval, should look to attend their Area's major Junior and Senior Championships and set up temporary offices at these Championships, possibly in conjunction with the relevant RDC temporary office.

The primary goal of these offices is to meet athletes, coaches, officials and other key personnel to promote the HPTC. The HPTC Directors shall promote the HPTC through photographs, videos and any other appropriate means available (including statistics and performances of the athletes, both current and past, at the HPTC).

2.4 Sponsorship

HPTC Directors are actively encouraged to seek additional funding from sources outside the IAAF (including commercial activities utilising the HPTC facilities, equipment or personnel). However, this must in no way interfere with the IAAF's image and must not conflict with the IAAF existing partners, the approved HPTC programme or any other established IAAF policies. In each case, before any sponsorship or additional funding arrangement is concluded, the approval of the IAAF must be obtained.

HPTCs have no authority to obtain credit or spend money on behalf of the IAAF, except in respect of matters that are approved by the IAAF beforehand.

2.5 HPTC Activities

2.5.1 Programme of Activities

Each HPTC shall be responsible for organising from time to time activities that are designed to meet the specific needs and requirements of its athletes. The HPTCs should be creative and look for new concepts and activities taking into consideration these needs and requirements.

The programme of activities should be prepared in consultation with the IAAF Member Services Department

2.5.2 Planning and Funding

Prior to the annual HPTC Board of Directors Meeting, the HPTC Director, together with the HPTC Manager of the IAAF Member Services Department, will review the previous year's activities and produce a draft programme for the 12-month period ahead. Each proposed activity must include the following information:

- Designation of the activity;
- Description of its proposed benefit to the athletes;
- Proposed date and venue for the activity;
- Estimated budget for the activity.

This draft will be discussed with the HPTC Board of Directors before being submitted to the IAAF Development Commission, together with a budget request for the funding of such activities. The Development Commission may make changes to the budget request as it deems to be appropriate. However any eventual reduction of the budget shall not come into effect until 12 months after the initial decision, in order to honour the plans already approved by the Board of Directors.

Final details relating to budget matters shall be worked out between the Member Services Department and the HPTC Director provided always that the budget agreed is not exceeded.

Activity Funds shall in principle be transferred twice a year in advance (at the same times as the Operational Funds – see 3.1 below) in accordance with the number of activities per semester at the HPTC concerned.

The HPTC Director must always submit an Activity Financial Report to the Member Services Department outlining the utilisation of the activity funds at the HPTC's disposal (see further below).

Furthermore, the HPTC Director must have submitted an Activity Financial Report to the Member Services Department on all activities held in the first semester before it shall be entitled to receive funds for the second semester.

It goes without saying that, in some cases, the deadlines (ref. 3.1) for reports shall be anticipated or postponed referring to their season (Austral Hemisphere etc.).

2.5.3 Activity Financial Report

An Activity Financial Report detailing the use of activity funds must be submitted by the HPTC Directors to the Member Services Department, accompanied by a copy of original receipts and/or invoices corresponding to the activity organised, **no later than 1 month** after termination of the said activity.

HPTCs must maintain a comprehensive database regarding activities held at the HPTC and the participants who took part in these activities.

A copy of the Financial Report, plus a copy of the minutes from the last Board Meeting should be sent to the Board of Directors 7 days prior to annual Board Meeting.

3. Financial Provisions

The HPTC shall principally be financed by grants obtained from the IAAF and from other partners (for example, Olympic Solidarity). All funds shall be administered by the HPTCs in accordance with the procedures set out below or as otherwise agreed by the IAAF from time to time.

The HPTCs may in addition be financed from other sources, as appropriate.

3.1 Operational Funds

The HPTC Director shall submit to the IAAF Member Services Department, by no later than 30 September each year, an annual Budget estimate outlining the anticipated budgetary requirements for the HPTC ("the Operational Funds") for the following year. This Budget shall be approved by the IAAF Development Commission.

Operational Funds are transferred in principle twice a year, on approval of the above-mentioned Budget estimate by the IAAF (by 1 January and 1 June each year respectively).

The HPTC Director shall submit Operational Funds Reports to the IAAF Member Services Department outlining the utilisation of operational funds placed at the HPTC's disposal as follows:

- by 30th April, to cover the first part of the year;
- by 30th September, to cover the second part of the year.

A copy of the year's final audited accounts shall be sent to the Member Services Department no later than 31 March each year.

Again, it is understood that in particular cases (Kingston, Oceania) the athletes will join the HPTC earlier.

3.2 Bank Accounts

The HPTC shall establish a bank account for the management of the Operational Funds received from the IAAF and any income received from other sources. Two signatories will be required for the operation of this account, the HPTC Director and such other person as might be nominated by the IAAF Member Services Department or the Board of Directors to undertake this function.

3.3 HPTC Evaluation

The HPTC Director must submit to the MSD the IAAF Evaluation Sheet before 30 September each year. See Appendix B.

4. Procedures for Creating New HPTCS

Any Member Federation that wishes to apply to establish an HPTC in its Country or Territory shall comply with the following procedures:

4.1 Application to the IAAF

The Member Federation shall in the first instance submit an application to the IAAF to recognise a new HPTC. This application shall be forwarded to the IAAF by the relevant Area Association in which the proposed HPTC is to be located and must be endorsed and countersigned by the Area Association.

Note: As a condition to the recognising of a new HPTC, from 1 year of opening, there should be in principle fifteen (15) athletes, (who are holders of scholarships, coming from at least three (3) different Countries or Territories), taking into consideration exceptional circumstances that may arise in specific instances.

The application made by the Member Federation must be accompanied by a comprehensive project proposal containing all relevant details concerning the HPTC (including, but not limited to, details of the existing facilities which shall be used, administrative offices, accommodation, medical centre, physiotherapy centre etc.) and indicating any possible organizations which might wish to be partners of the HPTC

It is strongly recommended that all applications are supported by the relevant Local Government authorities providing the HPTC with its commitment in at least the following areas:

- Engagement of the appropriate parties and organisations to fully support the HPTC in its aims and objectives
- Provision of adequate facilities for the use of the HPTC

Assistance whenever necessary in obtaining visas and residency permits for those non-local residents invited to participate in the activities of the HPTC.

4.2 Feasibility study

The IAAF Member Services Department shall have authority to call for a feasibility study to be carried out of the project proposal if he considers that such a study might be relevant to the evaluation of an application.

4.3 Decision

The MSD shall present the application, together with any feasibility study conducted, to the IAAF Development Commission. The Development Commission shall consider the application, together with all relevant evidence, and shall make a recommendation to the IAAF Council for its acceptance.

5. Dissolution

Only the IAAF Council shall have the power to dissolve the HPTC after evaluating the circumstances.

Appendix A

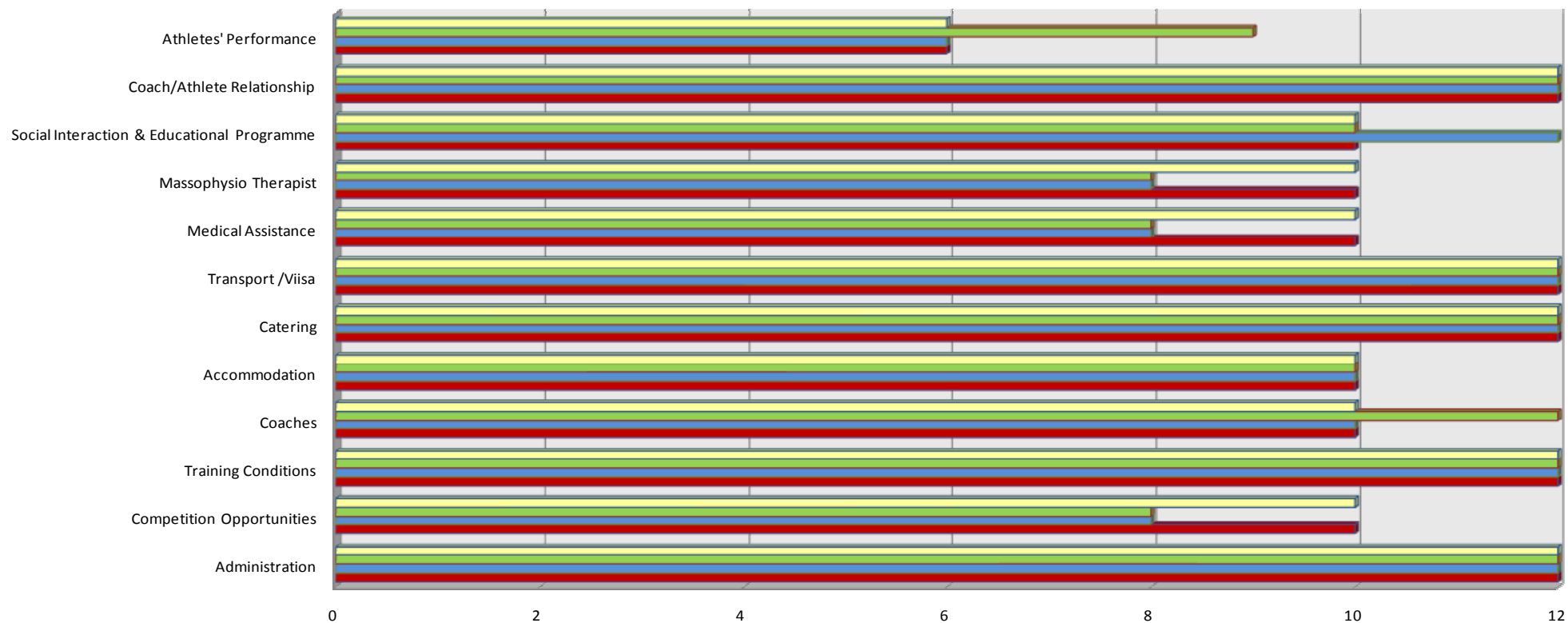
Entry Standards for HPTCs

Event	Men	Women
100m	10.60s	11.90s
200m	21.10s	24.30s
400m	47.50s	56.00s
800m	1:52.00min	2:12.00min
1500m	3:48.00min	4:20.00min
5000m	14:25.00min	16:30.00min
10,000m	30:00.00min	34:00.00min
Marathon	2:26:00hrs	2:50:00hrs
3000m SC	9:00.00min	10:00.00min
110m H / 100m H	14.20s	14.20s
400m H	52.00s	60.00s
20km Race Walk	1:30:00hrs	1:40:00hrs
50km Race Walk	4:10.00hrs	-
Decathlon/Heptathlon	7000pts	5000pts
High Jump	2.10m	1.75m
Pole Vault	5.00m	3.50m
Long Jump	7.50m	6.00m
Triple Jump	15.80m	13.00m
Shot Put	17.00m	15.00m
Discus Throw	55.00m	50.00m
Hammer Throw	65.00m	53.00m
Javelin Throw	70.00m	50.00m



Appendix B

HPTCs EVALUATION 2009



	Administration	Competition Opportunities	Training Conditions	Coaches	Accommodation	Catering	Transport /Viisa	Medical Assistance	Massophysio Therapist	Social Interaction & Educational Programme	Coach/Athlete Relationship	Athletes' Performance
Director	12	10	12	10	10	12	12	10	10	10	12	6
Coaches	12	8	12	12	10	12	12	8	8	10	12	9
Athletes	12	8	12	10	10	12	12	8	8	12	12	6
Staff	12	10	12	10	10	12	12	10	10	10	12	6