



# \_The Development Compass

Directions for/via Sport ...

Loïc Pedras | Sport for Life Forum  
1<sup>st</sup> African Beach Games, Sal 2019



**SPORTIMPACT**



**UTS**



# The beginning

- Born 🇫🇷 | grow-up 🇵🇹 | study 🇪🇸
- Decathlon
- Volunteering
- Travel (100+ countries)
- Theory-practice gap





Consulting/Mentorship

Travel Blogger

Volunteering

Olympic Movement

TV Commentator

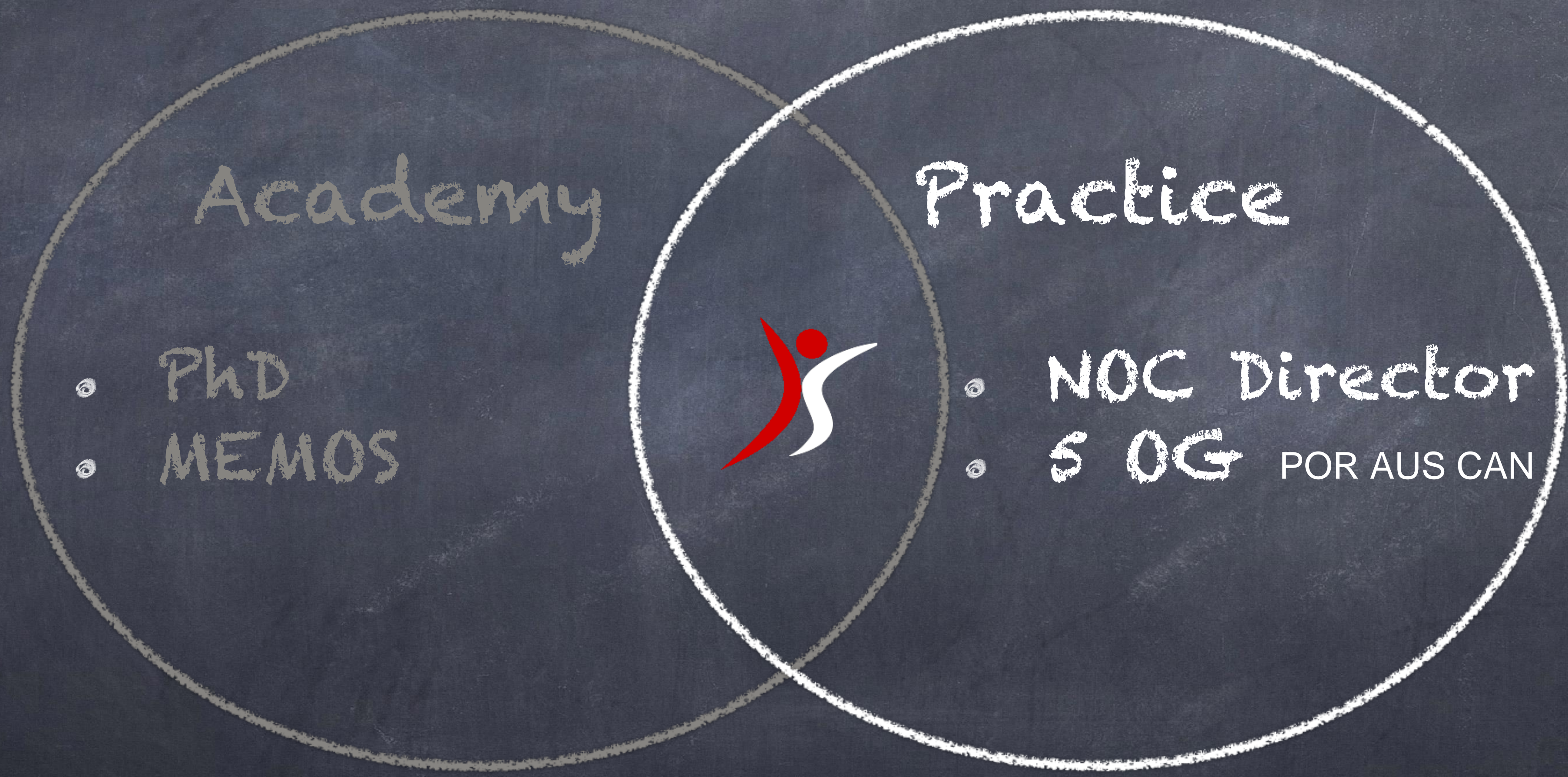
Discrimination Observer

Refugees





# ...Theory + Practice



Academy

- PhD
- MEMOS

Practice

- NOC Director
- S OG POR AUS CAN





# Agenda



[ Where are we? ]



[ Where do we want to go? ]



[ How to get there? ]



[ Wrap up ]





[ Where are we? ]



[ Where  
are we ? ]

Mission(s)

Sport Development?

Elite

Participation



[ Where  
are we ? ]

Mission(s)

Funding sources influence mission delivery



[ Where  
are we ? ]

# Mission(s)

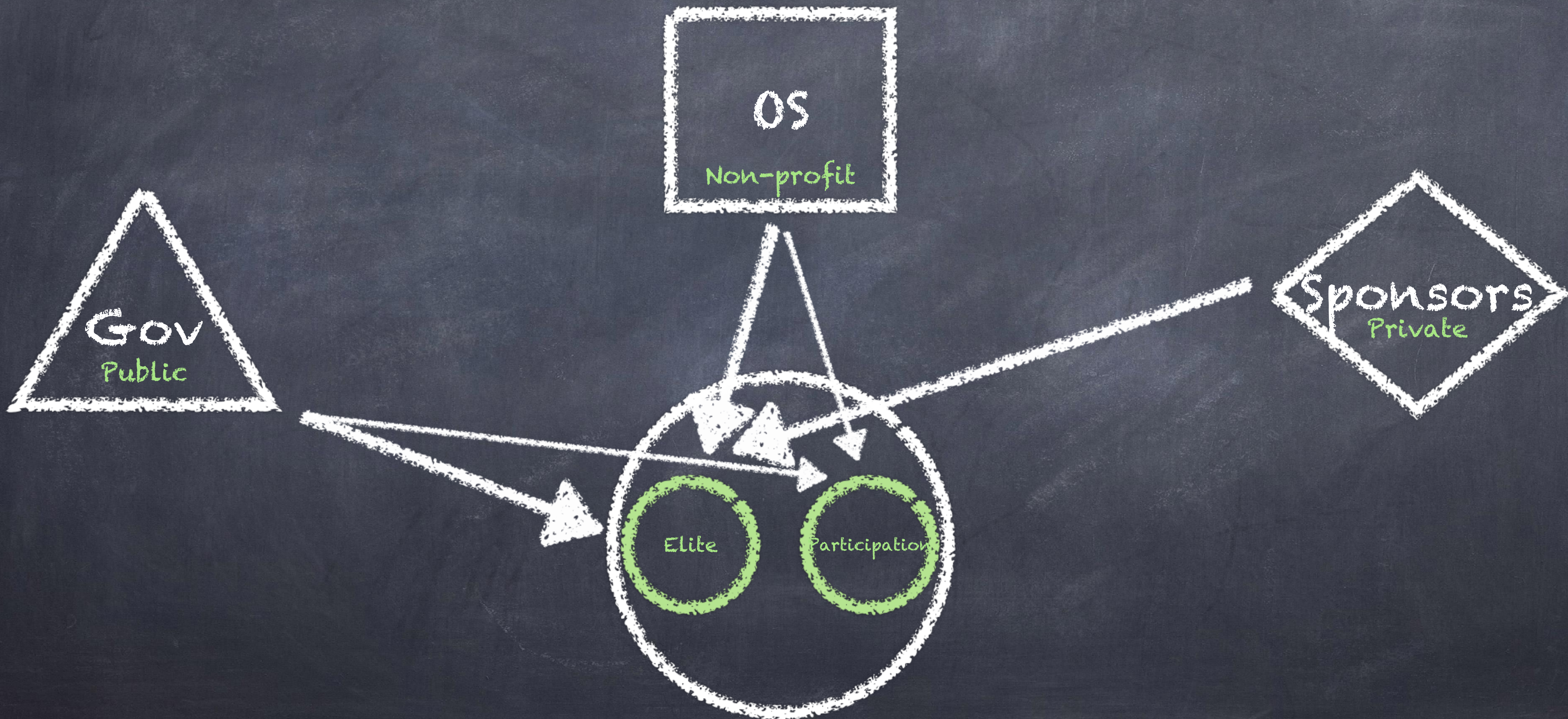
Funding sources influence mission delivery

- Governments
- Olympic Solidarity
- Sponsors



[ Where are we ? ]

# Funding Sources





[ Where  
are we ? ]

Mission(s)

More Like ...

Elite

Participation



[ Where are we ? ]

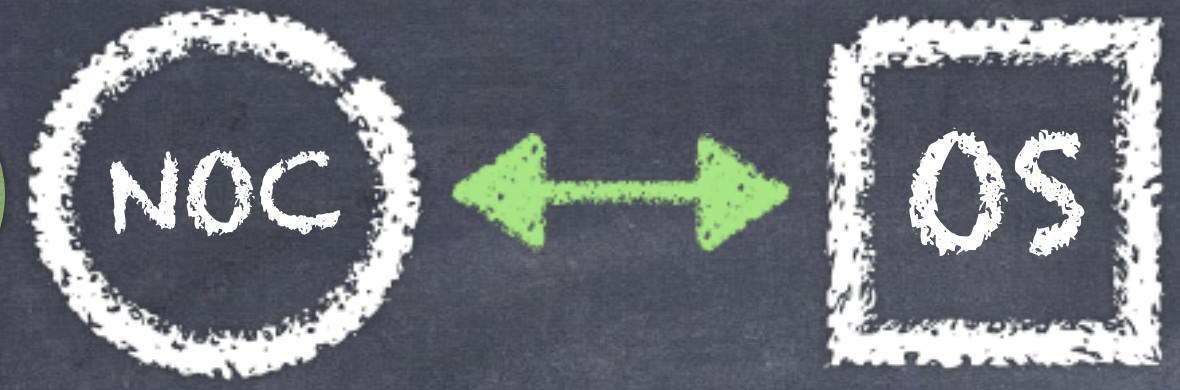


### The Elite Trap





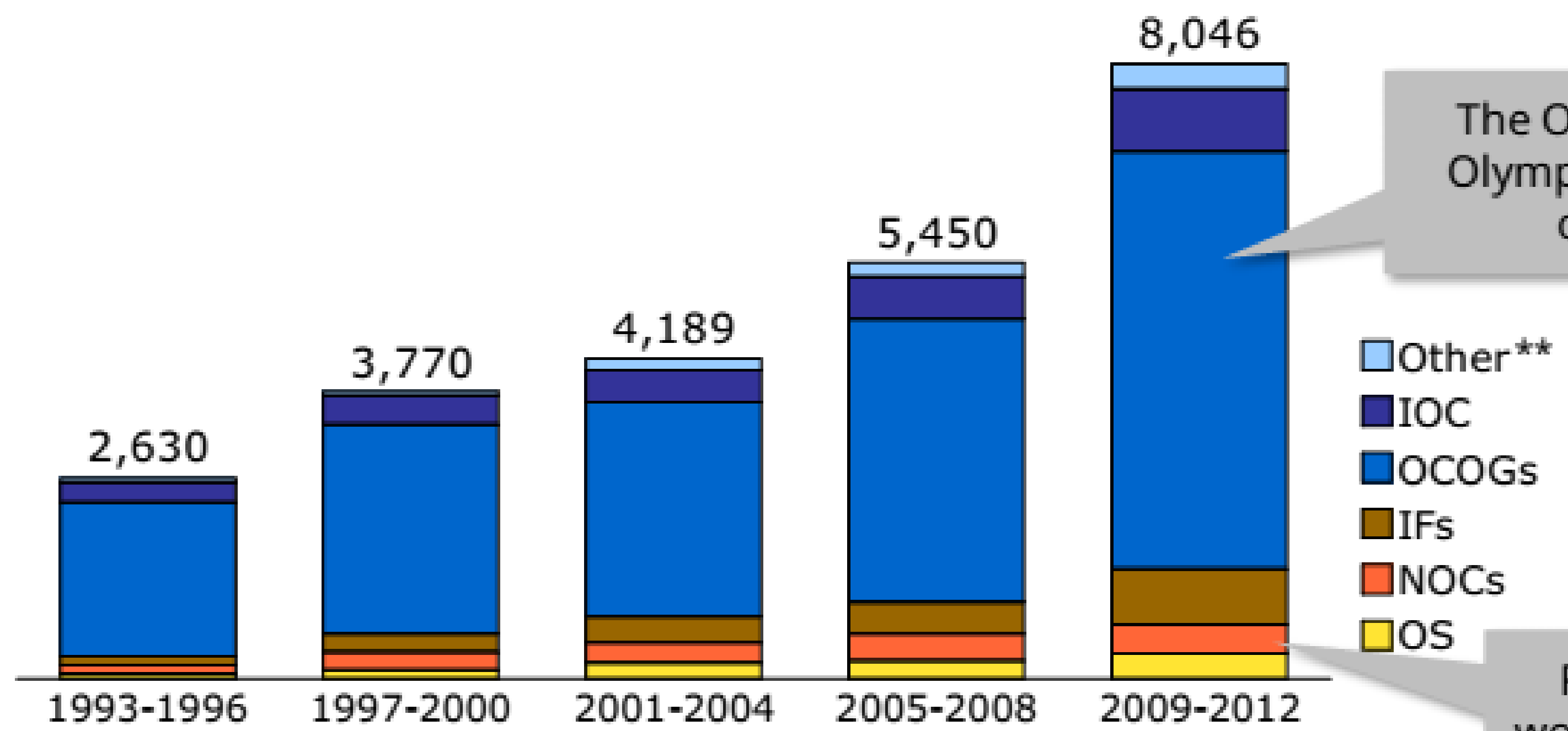
[ Where are we ? ]



# Olympic Solidarity

More Elite Investment | OS represents < 5%

Olympic Revenue Distribution per four-year cycle (US\$ million)



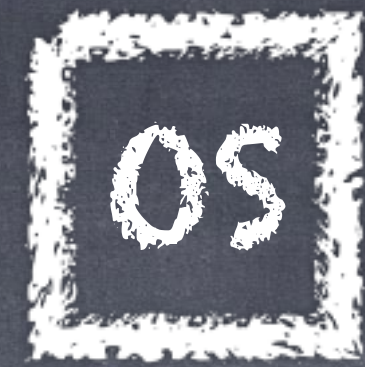
The Organizing Committees of the Olympic Games receive **about 70%** of the Olympic revenues

Revenues for sport development\* worldwide represent **<20%** of the total (Olympic Solidarity's budget is <5%)

\*Distributed to Olympic Solidarity, National Olympic Committees and International Federations  
 \*\*Reflects our inability to allocate 100% of Olympic revenues according to the reports we accessed  
 Source: IOC Olympic Marketing Fact File; Olympic Solidarity reports; SportImpact analysis



[ Where  
are we ? ]



Olympic Solidarity

OS MISSION

## 5 Olympic Solidarity\*

The aim of Olympic Solidarity is to organise **assistance to NOCs, in particular those which have the greatest need** of it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary.



[ Where  
are we? ]

NOC



OS

Olympic Solidarity

In pairs, in 30 seconds

Who is the top 3 of OS funding?

#1 \_\_\_\_\_ ?  
#2 \_\_\_\_\_ ?  
#3 \_\_\_\_\_ ?



[ Where are we ? ]

NOC



OS

# Olympic Solidarity

Support received from OS per NOC (2013-16)

Top 15

NOC	Country	Continent	US\$
AUS	Australia	Oceania	4,325,002
GER	Germany	Europe	3,931,906
FRA	France	Europe	3,843,206
GBR	Great Britain	Europe	3,549,821
USA	United States of America	America	3,539,646
BOT	Botswana	Africa	3,522,514
BRA	Brazil	America	3,510,361
POL	Poland	Europe	3,265,218
CHN	China	Asia	3,226,882
NZL	New Zealand	Oceania	3,121,796
CAN	Canada	America	3,047,542
NED	Netherlands	Europe	3,045,141
ARG	Argentina	America	3,012,908
ITA	Italy	Europe	2,967,201
ESP	Spain	Europe	2,957,560

Source: OS (includes World & Continental Programmes)

Analysis: SportImpact



[ Where  
are we ? ]

NOC



OS

Olympic Solidarity

In pairs, in 30 seconds

Who is the bottom 3 of OS funding?

#204	_____	?
#205	_____	?
#206	_____	?



[ Where  
are we ? ]

NOC



OS

# Olympic Solidarity

Support received from OS per NOC (2013-16)

Bottom 15

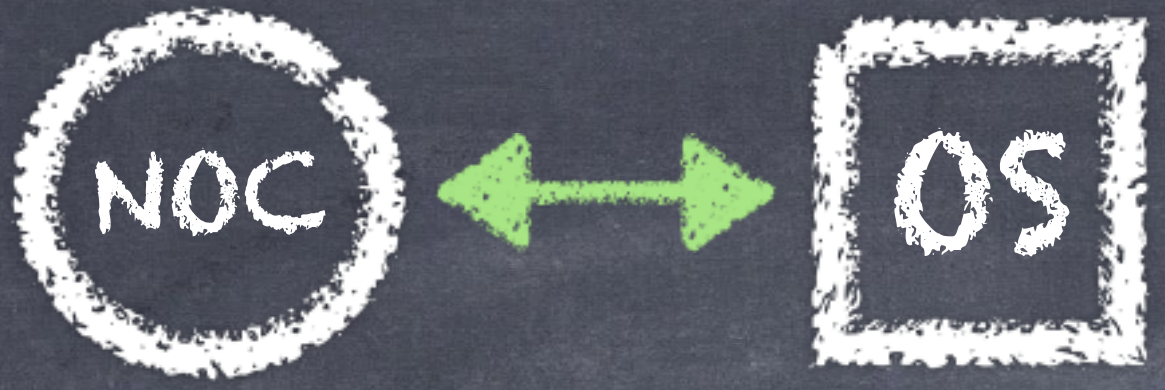
NOC	Country	Continent	US\$
SSD	South Sudan	Africa	216,923
KUW	Kuwait	Asia	325,258
COD	Dem. Rep. of the Congo	Africa	598,837
BRU	Brunei Darussalam	Asia	634,687
LBA	Libya	Africa	650,349
MTN	Mauritania	Africa	657,793
ANG	Angola	Africa	669,176
UAE	United Arab Emirates	Asia	718,937
KOS	Kosovo	Europe	723,140
KIR	Kiribati	Oceania	754,047
IRQ	Iraq	Asia	754,902
CAF	Central African Republic	Africa	820,808
TLS	Timor-Leste	Asia	825,732
STP	Sao Tome and Principe	Africa	828,935
YEM	Yemen	Asia	833,689

Source: OS (includes World & Continental Programmes)

Analysis: SportImpact

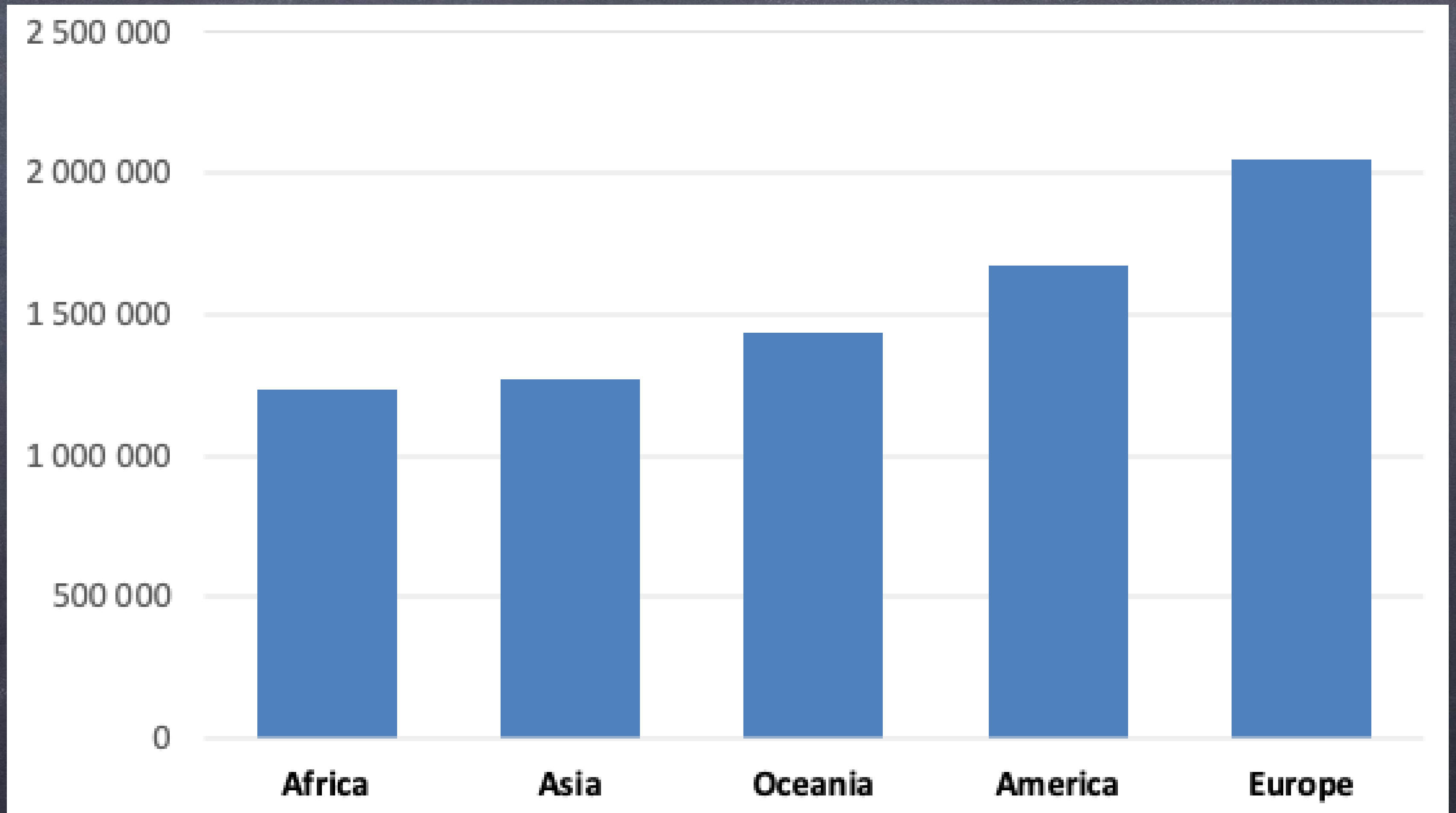


[ Where are we ? ]



# Olympic Solidarity

Average OS support per NOC (US\$)  
2013-16



Source: OS (includes World & Continental Programmes)  
Analysis: SportImpact



[ Where are we ? ]

NOC

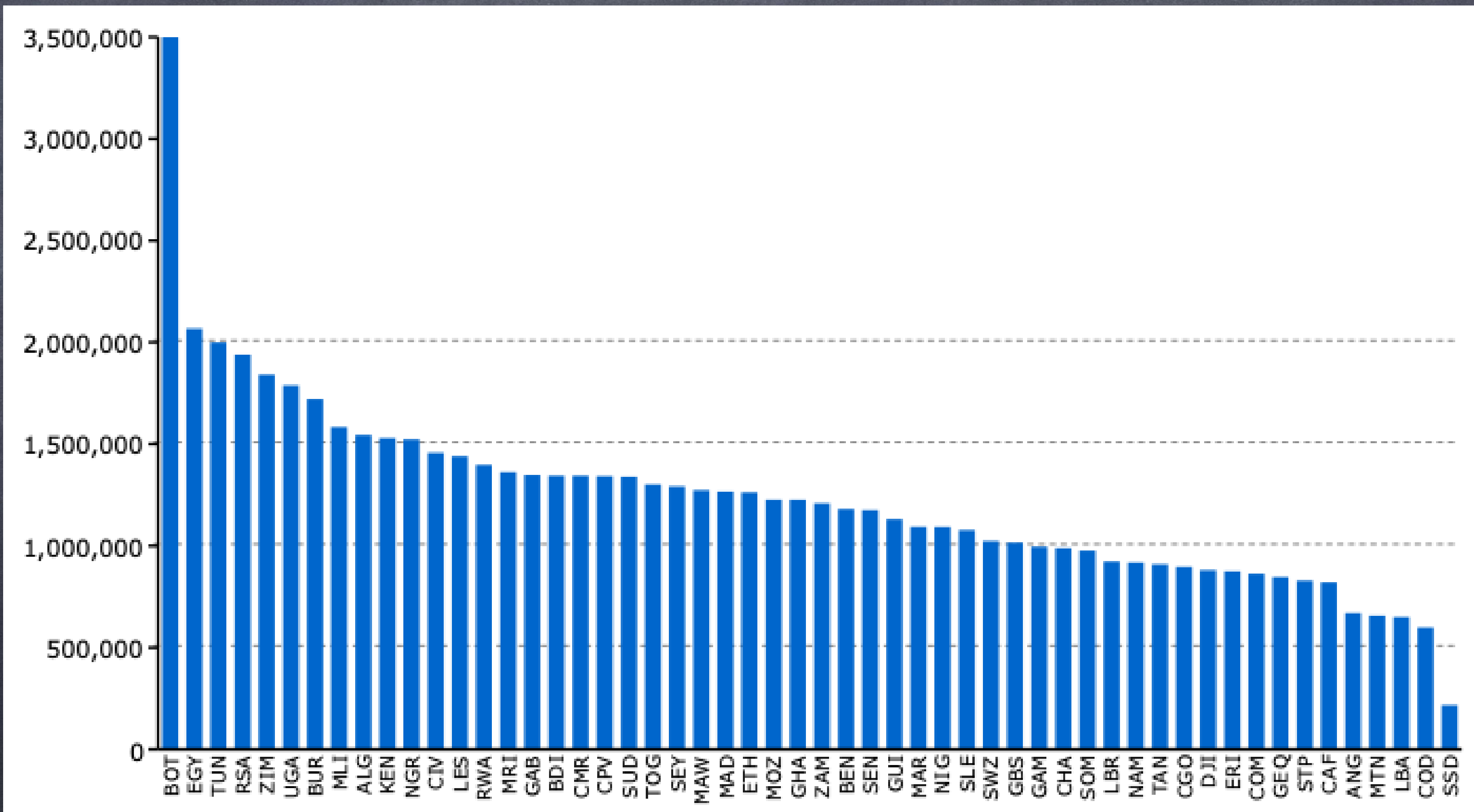


OS

# Olympic Solidarity

OS support per African NOC  
2013-16 (US\$)

Rich/Poor Ratio  
within Africa



Source: OS (includes World & Continental Programmes)

Analysis: SportImpact



[ Where  
are we? ]

NOC



OS

Olympic Solidarity

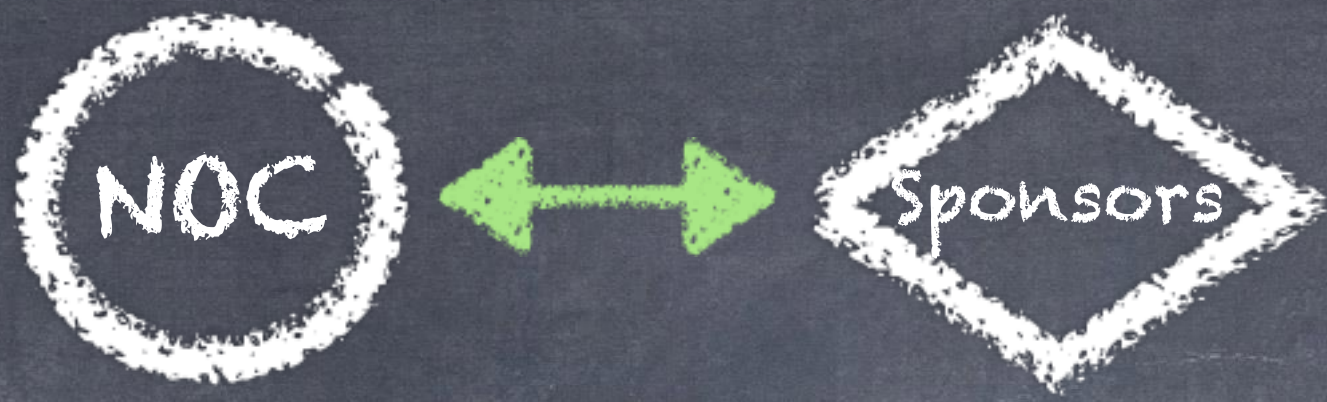
Remember

is not only about the funding

it's also about what you do with the funding



[ Where are we ? ]

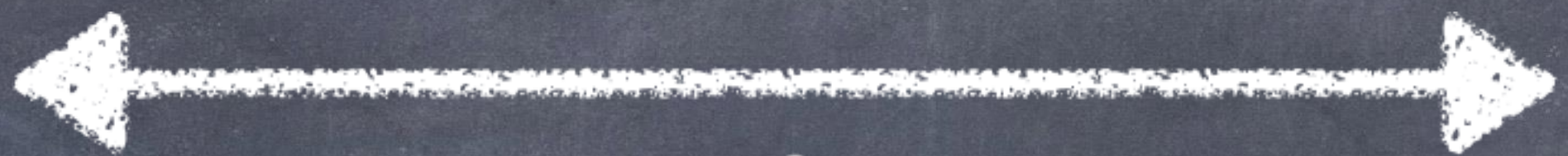


Sponsors

Elite  
Mission



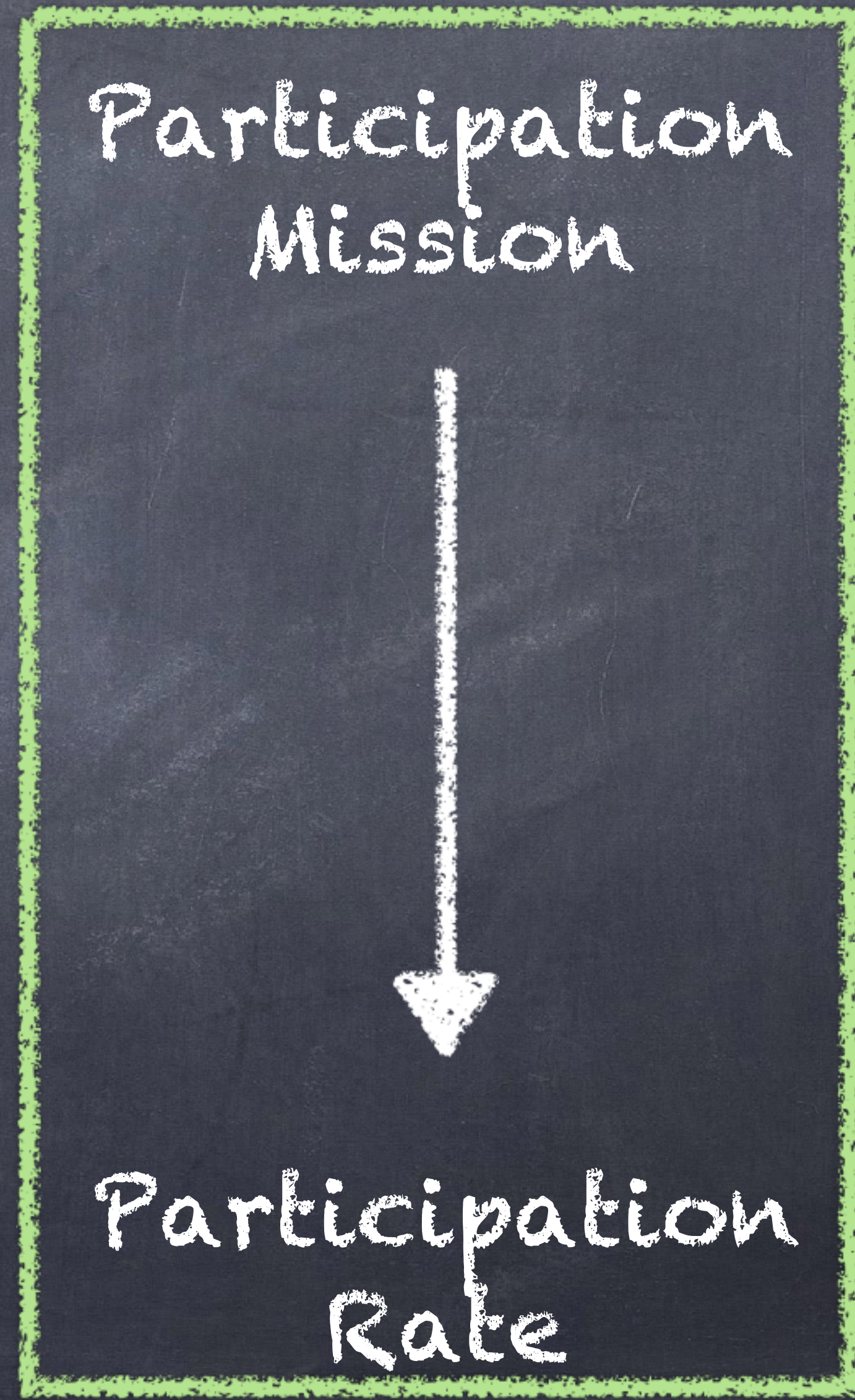
Elite  
Results



Participation  
Mission



Participation  
Rate



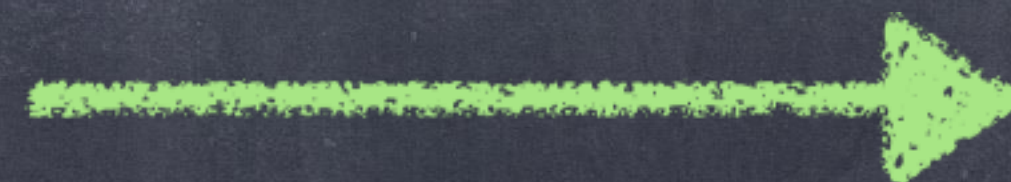


[ Where  
are we ? ]

# Mission(s)

## Funding sources

- Governments
- Olympic Solidarity
- Sponsors



## Funding motives

- Development & ...
- Development
- Media exposure



[ Where  
are we? ]

# Development

Via

## Elite

- Almost no evidence
- Limited impact

## Participation

- Extensive evidence
- Extensive impact



[ Where  
are we ? ]

...Mission(s)

Maybe it should be more like ...







[ Where do we  
want to go? ]





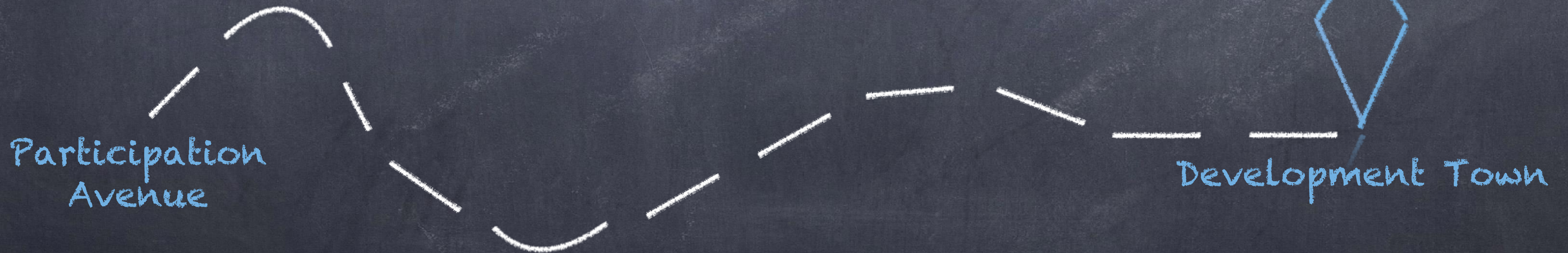
LOOSIT



[Where do we want to go]

# The Compass

## SportMaps





[Where do we  
want to go]

# The Question

Can Sport help promote human development?



[Where do we want to go]

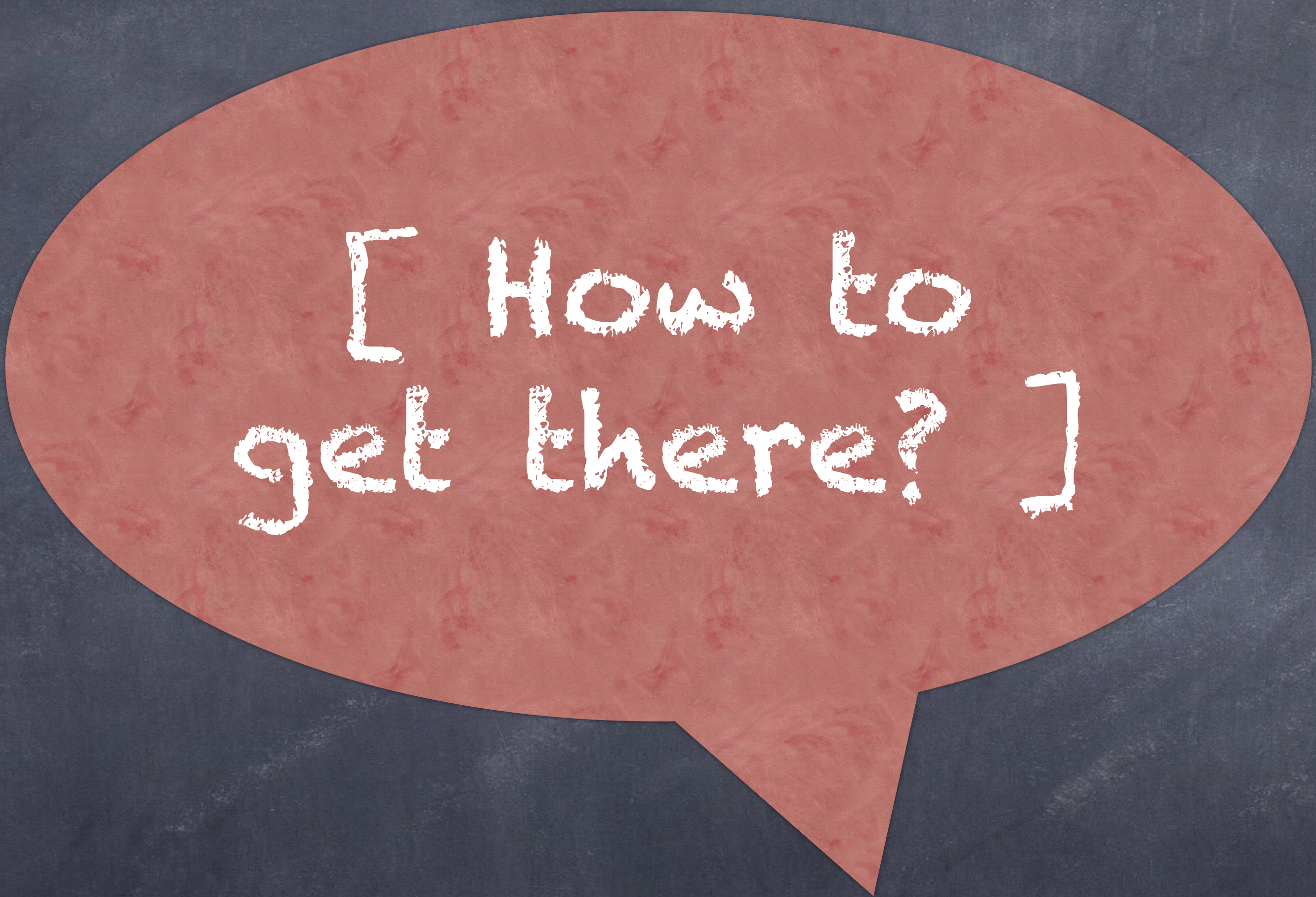
# Sport's benefits

Connects: brings people together    Easy: don't need much to do it



Flexible: from content to play    Effective: Engage & Learn





[ How to  
get there? ]



[ How to get there? ]

# Compass Directions

Prioritise Participation

If

development is the destination

then

participation is the starting point



[ How to get there? ]

# Compass Directions

But we still need to develop Elite



[ How to get there? ]

# Compass Directions

Leverage your dual mission

Elite & participation mutual benefits

- New events (mixed & inclusive)
- New people (age-groups, fun & competition)
- New revenue (entry fees & participation sponsors)



[ How to get there? ]

# Compass Directions

Invest in collaboration

Guess what! More people going to Development Town

Aid/NGO ecosystems & governments can help:

- Share costs
- New funding sources



[ How to get there? ]

# Compass Directions

Invest in professionalisation

- OS department (e.g. Brazil)
- Event organisation department (e.g. sport 4 all)



[ How to get there? ]

# Compass Directions

Invest in commercialisation

- A non-profit working as a for-profit
- New revenue via sport participation



[ How to get there? ]

# Compass Directions

Unite & influence (OS & richer NOCs)

- Influence OS paradigm
  - Funding: + to poor NOCs & - to richer
  - Programs: + to participation & - to elite
- Why not promote a CSR agenda for richer NOCs?





[ Welcome to  
your destination ]



[Welcome to  
your destination]

# Remember the way

1. Prioritise sport participation & leverage dual mission



[Welcome to  
your destination]

# Remember the way

1. Prioritise sport participation & leverage dual mission
2. Invest (collaborate, professionalise, commercialise)



[Welcome to  
your destination]

# Remember the way

1. Prioritise sport participation & leverage dual mission
2. Invest (collaborate, professionalise, commercialise)
3. Unite & influence (OS & rich NOCs)



[Welcome to  
your destination]

# \_The Challenge of African NOCs

A new direction for development!



Let's do this pathway together!





If you liked this presentation...





Thank you  
:]

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If you didn't like the presentation...





Thank you  
:]

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# Questions & Comments

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