The Development Compass

Directions for/via Sport ...
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
Where do we want to go?
How to get there?
Where are we?
Wrap up
Where are we?
Mission(s)

Where are we?

Sport Development?

Elite

Participation
Mission(s)

Funding sources influence mission delivery
Mission(s)

[ Where are we? ]

Funding sources influence mission delivery

- Governments
- Olympic Solidarity
- Sponsors
Funding Sources

Where are we?

OS
Non-profit

Gov
Public

Sponsors
Private

Elite
Participation
[Where are we?]

Mission(s)

More like...

Elite

Participation
The Elite Trap

Less Elite Results

More NOCs investing in Elite Sport

More Competition among NOCs

Where are we?

Governments

NOC
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?

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.
In pairs, in 30 seconds

Who is the top 3 of OS funding?

#1 _______?
#2 _______?
#3 _______?
Support received from OS per NOC (2013-16)

**Top 15**

<table>
<thead>
<tr>
<th>NOC</th>
<th>Country</th>
<th>Continent</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUS</td>
<td>Australia</td>
<td>Oceanica</td>
<td>4,325,002</td>
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<tr>
<td>GER</td>
<td>Germany</td>
<td>Europe</td>
<td>3,931,906</td>
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<td>FRA</td>
<td>France</td>
<td>Europe</td>
<td>3,843,206</td>
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<td>GBR</td>
<td>Great Britain</td>
<td>Europe</td>
<td>3,549,821</td>
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<tr>
<td>USA</td>
<td>United States of America</td>
<td>America</td>
<td>3,539,646</td>
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<tr>
<td>BOT</td>
<td>Botswana</td>
<td>Africa</td>
<td>3,522,514</td>
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<tr>
<td>BRA</td>
<td>Brazil</td>
<td>America</td>
<td>3,510,361</td>
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<td>POL</td>
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<td>Europe</td>
<td>3,265,218</td>
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<td>CHN</td>
<td>China</td>
<td>Asia</td>
<td>3,226,882</td>
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<td>New Zealand</td>
<td>Oceania</td>
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<td>CAN</td>
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<td>Netherlands</td>
<td>Europe</td>
<td>3,045,141</td>
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<td>ARG</td>
<td>Argentina</td>
<td>America</td>
<td>3,012,908</td>
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<tr>
<td>ITA</td>
<td>Italy</td>
<td>Europe</td>
<td>2,967,201</td>
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<tr>
<td>ESP</td>
<td>Spain</td>
<td>Europe</td>
<td>2,957,560</td>
</tr>
</tbody>
</table>

Source: OS (includes World & Continental Programmes)
Analysis: SportImpact
Where are we?

In pairs, in 30 seconds

Who is the bottom 3 of OS funding?

#204 _______ ?
#205 _______ ?
#206 _______ ?

Olympic Solidarity

NOC → OS
Support received from OS per NOC (2013-16)

**Bottom 15**

<table>
<thead>
<tr>
<th>NOC</th>
<th>Country</th>
<th>Continent</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSD</td>
<td>South Sudan</td>
<td>Africa</td>
<td>216,923</td>
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<td>KUW</td>
<td>Kuwait</td>
<td>Asia</td>
<td>325,258</td>
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<td>COD</td>
<td>Dem. Rep. of the Congo</td>
<td>Africa</td>
<td>598,837</td>
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<td>BRU</td>
<td>Brunei Darussalam</td>
<td>Asia</td>
<td>634,687</td>
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<td>LBA</td>
<td>Libya</td>
<td>Africa</td>
<td>650,349</td>
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<td>MTN</td>
<td>Mauritania</td>
<td>Africa</td>
<td>657,793</td>
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<td>ANG</td>
<td>Angola</td>
<td>Africa</td>
<td>669,176</td>
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<td>UAE</td>
<td>United Arab Emirates</td>
<td>Asia</td>
<td>718,937</td>
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<td>KOS</td>
<td>Kosovo</td>
<td>Europe</td>
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<td>Kiribati</td>
<td>Oceania</td>
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<td>IRQ</td>
<td>Iraq</td>
<td>Asia</td>
<td>754,902</td>
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<td>CAF</td>
<td>Central African Republic</td>
<td>Africa</td>
<td>820,808</td>
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<td>TLS</td>
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<td>Asia</td>
<td>825,732</td>
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<td>STP</td>
<td>Sao Tome and Principe</td>
<td>Africa</td>
<td>828,935</td>
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<tr>
<td>YEM</td>
<td>Yemen</td>
<td>Asia</td>
<td>833,689</td>
</tr>
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Source: OS (includes World & Continental Programmes)
Analysis: SportImpact
Average OS support per NOC (US$) 2013-16

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

Where are we?

Olympic Solidarity

NOC

OS
Where are we?

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

Rich/Poor Ratio within Africa

Source: OS (includes World & Continental Programmes)
Analysis: SportImpact
Where are we?

Remember is not only about the funding

it's also about what you do with the funding
Mission(s)

[ Where are we? ]

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
Maybe it should be more like ...

Mission(s)

[ Where are we? ]

Elite

Participation
[ Where do we want to go? ]
The Compass

SportMaps

Participation Avenue

Development Town

[Where do we want to go]
Can Sport help promote human development?
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? ]
Compass Directions

Prioritise Participation

If development is the destination then participation is the starting point
How to get there?

But we still need to develop Elite

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)
Invest in collaboration

Guess what! More people going to Development Town

Aid/NGO ecosystems & governments can help:
- Share costs
- New funding sources
Compass Directions

Invest in professionalisation

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

- A non-profit working as a for-profit
- New revenue via sport participation
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 ]
1. Prioritise sport participation & leverage dual mission
1. Prioritise sport participation & leverage dual mission

2. Invest (collaborate, professionalise, commercialise)
Remember the way

1. Prioritise sport participation & leverage dual mission

2. Invest (collaborate, professionalise, commercialise)

3. Unite & influence (OS & rich NOCs)
A new direction for development!

The Challenge of African NOCs
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 :)  

Nuno Delicado  
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Questions & Comments

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