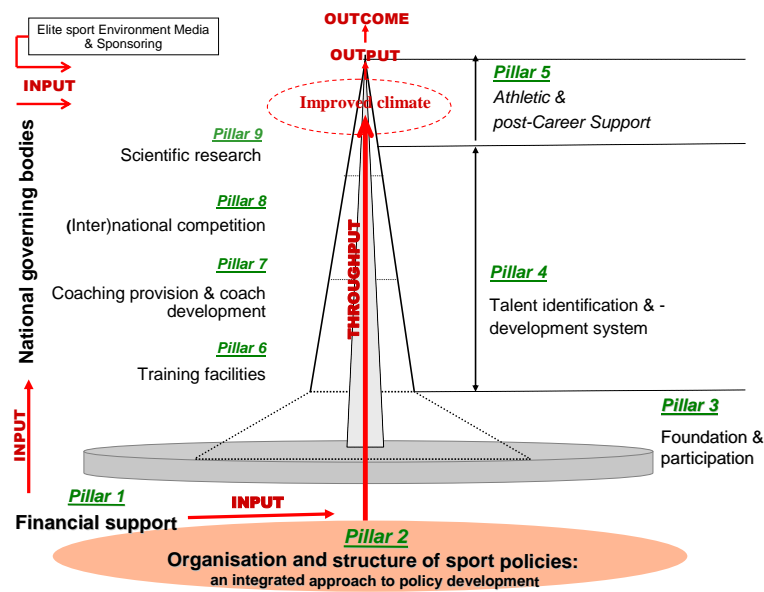


SPLISS-II: Critical success factors that are measured in the SPLISS project

The SPLISS projects uses following the 9 Pillar Model as a framework (De Bosscher et al. 2006) for data collection.

Figure 1: SPLISS-model: theoretical model of 9 pillars of sports policy factors influencing international success (De Bosscher et al., 2006)



These pillars are operationalised in 126 critical success factors which are outlined below.

De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S. (2006). A conceptual framework for analysing sports policy factors Leading to international sporting success. *European Sport Management Quarterly*, 6(2), 185-215.

PILLAR 1: Financial SUPPORT for sport and elite sport

The last columns indicate where the CSF are measured:

O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB.

There is sufficient <u>national</u> level financial support for sport		O	A	C	P	D
CSF1.1	Total national expenditure on sport (cash terms) (incl. elite sport) national lotteries, central government and Olympic Committee (overall and per head of population)	X				
CSF1.1B	Total national expenditure on sport per head of population	X				
CSF1.2	Total national government expenditure on sport as a proportion of total national government expenditure	X				
CSF1.3	Increase / decrease in national expenditure on sport during the last 12 years (3 Olympic cycles)	X				
CSF1.4	Total government expenditure on sport at the regional and local level: provinces and municipalities*	X				
There is sufficient <u>national</u> level financial support for elite sport		O	A	C	P	D
CSF1.5	Total national expenditure on elite sport (cash terms) from national lotteries and central government	X				
CSF1.5B	National expenditure on elite sport per head of population	X				
CSF1.6	National expenditure on elite sport as a proportion of total national expenditure on sport	X				
CSF1.7	Increase / decrease in total national elite sport expenditures during the last 12 years (3 Olympic cycles)	X				
CSF1.8	Total government expenditure on elite sport, if there are any of major importance, at the regional and local level: provinces, cities and municipalities	X				
CSF1.9	Total national expenditure on elite sport by sponsors*	X				
CSF1.10	Total national expenditure on elite sport by the media*	X				
There is sufficient financial support per sport from national collective sources (i.e. national lotteries, central government and NOC), through National Governing Bodies (NGBs) and/or sport clubs		O	A	C	P	D
CSF1.11	Total funding per sport from national lotteries, central government and NOC (cash terms): for NGBs, and/or sport clubs	X			X	
CSF1.11B	Total funding per sport for sport development (see 1.11) per head of population	X			X	
CSF1.11C	Average funding for elite sport (see 1.11) per recognized sport: per governing body/or per recognized sport	X				
There is sufficient financial support from national lotteries/central government and the National Olympic Committee for specific elite sport (disciplines) through National Governing Bodies (NGBs) and / or sport clubs		O	A	C	P	D
Sub-factors						
CSF1.12	Total funding/financial support per <u>elite</u> sport from national lotteries/central government and the National Olympic Committee : for NGBs, and/or sport clubs (cash terms)	X			X	
CSF1.12B	Average funding from collective sources for <u>elite</u> sport (see 1.12) per recognized elite sport (discipline)	X				
CSF1.13	Total funding/financial support per elite sport <u>as a proportion</u> of total financial support for <u>sport</u>	X			X	

O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB.

In the last four columns is indicated by which research instrument the CSF will be measured.

* This CSF might not be fully included in this study because of availability of comparable data in each country

Other relevant information - descriptive	O	A	C	PD
Sub-factors				
Overview of the funding streams in sport and elite sport				X

Distribution of expenditures across each Pillar	X	
The role of the police, military and universities in the support of elite sport	X	
Distribution of lottery money	X	
Distribution of expenditures from national collective sources (that is: lotteries, government) and National Olympic Committee among different sports	X	
The existence and use of PPP (public private partnerships) in elite sport	X	
The possibility of reduced taxes for elite sport	X	
Other sources of income:		
- local level		
- sponsors	X	X
- media/television rights		
- taxation		
Strengths, weaknesses, suggestions for improvement	X	
Changes over the past 12 years (since 2000) and drivers of these changes	X	

<i>Included in this chapter, as part of other pillars</i>		O	A	C	PD
P2	<i>Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level</i>	X			
10	<i>There is a national agreement with the media concerning the distribution of television rights and the funding of host broadcasting of international sport events held in the country concerned.</i>	X			
P5	<i>Number of athletes supported by police, military, and educational establishments</i>				

<i>Included in other pillars</i>		O	A	C	PD
P2	<i>Criteria for funding</i>	X			

PILLAR 2: The governance, organisation and structure of elite sport
An integrated approach to policy development

<i>There is strong coordination of all agencies involved in elite sport, with clear task descriptions and no overlap of different tasks</i>		O	A	C	PD
CSF 2.1	Coordination of financial inputs (horizontal direction) and activities: expenditure and activities on elite sport at the national level are recorded and coordinated centrally, so that no overlap takes place	X			
CSF 2.2	Coordination of financial inputs (vertical direction) and activities: allocation of funding and management of activities in regard to elite sport at regional/district level: if there is any significant financial input of this type it is recorded and coordinated nationally.	X			
CSF 2.3	There is only one organization at the national level that is exclusively responsible for elite sport.	X			
CSF 2.4	Elite sport is recognised as a valuable component of a politician's portfolio of responsibilities	X			
<i>There is evidence of long-term planning for elite sport development with the commitment of subsidies for elite sport and professional elite sport development</i>		O	A	C	PD
CSF 2.5	Long-term policy plans are developed (at least on a 4-8 year period) specifically for elite sport and are communicated in public, regularly evaluated and supported with financial resourcing	X			
CSF 2.6	Policy is regularly evaluated with athletes, coaches, performance directors who are formally invited to be involved in the evaluation process	X	X	X	X
CSF 2.7	NGBs are subsidised for (at least) a four-year cycle	X			X P1
CSF 2.8	The government/NSA has implemented a series of programmes and organisational requirements on the NGBs/clubs/sports regarding the development of elite sport	X			X
CSF2.9	Long-term policy plans are required for governing bodies in order to receive funding	X			X
CSF2.10	Athletes and coaches are represented within National Governing Bodies	X	X	X	X
CSF2.11	The board of NGBs is composed of professionals who make decisions on elite sport	X			X
CSF2.12	There is a formal objective measurement instrument to evaluate the NGB funding criteria, undertaken by an independent organisation	X			X
<i>Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level</i>		O	A	C	PD
CSF2.13	Number of NGBs that are funded for elite sport purposes (question is asked in pillar 1)	X			X P1
<i>A full-time management staff member in the NSA is responsible for the elite sport development process</i>		O	A	C	PD
CSF2.14	A full-time management staff member in the NSA is responsible for the specific purpose of the development and support of elite coaches, elite athletes, sport science, NGBs, marketing and communication	X			
<i>Effective communication: there is an unbroken line up through all levels of sport agencies</i>		O	A	C	PD
CSF2.15	There is an efficient, punctual decision-making structure regarding elite sport policies at all levels	X			X
CSF2.16	The board is composed of professionals who make decisions on elite sport, with relatively small management committees in the NOCs or national sport organizations so that quick decisions can be made	X			X
CSF2.17	Athletes and coaches are represented in the decision making process of the NSA	X	X	X	X
CSF2.18	NGBs receive information and support services (other than financial) on different aspects of elite sport development	X			X
CSF2.19	Athletes and coaches are well informed about national policies, support services and other aspects		X	X	
<i>There is a structured cooperation and communication strategy with other countries, commercial partners and the media</i>		O	A	C	PD
CSF2.20	There is a structured cooperation and communication strategy with commercial partners	X			X
CSF2.21	There is a structured cooperation and communication strategy with the media	X			X

CSF2.22	There is a structured international cooperation strategy in regard to the training of athletes and the use of facilities on a regular basis	X			X	
<i>O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. In the last four columns is indicated by which research instrument the CSF will be measured. *CSF that mainly need to be measured at other levels than in this research</i>						

<i>Included in this chapter, as part of other pillars</i>		O	A	C	PD	
	Structure of elite sport	X				
	The decision making process in (national) elite sport policies	X				
	Name and title of the current minister for sport	X				
	Level of political involvement in elite sport policies	X				
	Possible relationship between politics and elite sport policies	X				
	System of funding and recognition of NGBs; staff (professional) competencies within NGBs	X				
	The criteria for NGBs to be eligible for elite sport funding	X				P1
	Role of the board at national level and in NGBs	X				
	Number of staff working in regard to elite sport in the NSA	X				
	Organogram and structure of the NSA	X				
	National policy and cooperation with sponsors / commercial partners	X				
	National policy and cooperation with the media	X				
	Strengths, weaknesses, suggestions for improvement	X				
	Changes over the past 10 years	X				

PILLAR 3: sport participation

<i>Children have opportunities to participate in sport at school, during physical education (PE) or extra curricular activities</i>		O	A	C	PD	
CSF3.1	There is a national statutory minimum amount of time for PE in nursery education	X				
CSF 3.2	There is a national statutory minimum amount of time for PE in primary education	X				
CSF 3.3	There is a national statutory minimum amount of time for PE in secondary education	X				
CSF 3.4	There is a sufficiently high weekly average amount of time for PE in nursery education (in minutes per week, at least 100 min.)	X				
CSF 3.5	There is a sufficiently high weekly average amount of time for PE in primary education (in minutes per week, at least 100 min.)	X				
CSF 3.6	There is a sufficiently high weekly average amount of time for PE in secondary education (in minutes per week, at least 100 min.)	X				
CSF 3.7	Physical education lessons are delivered by a certified PE teacher in all grades.	X				
CSF 3.8	There are regular extra-curricular school (extra mural) sport competitions in primary education (at least 2 times/month)	X				
CSF3.9	There are regular extra-curricular (extra mural) school sport competitions in secondary education (at least 2 times/month)	X				
CSF3.10	There is an organisation/staff responsible for regular organisation and coordination of extra curricular school sport competitions	X				P8
CSF3.11	School is finished early so that children get opportunities to sport during the day (or sport after school is included in the school curriculum)	X				P4
<i>There is a high general sport participation rate</i>		O	A	C	PD	
CSF3.12	There is a high percentage of people who participate in sport (on a non-organised or organised basis).	X				
CSF3.13	There is a high number of (registered) sports club members (=participation on an	X				

	organised basis) (overall and per inhabitant)					
CSF3.14	There is a high number of sports clubs, sufficiently spread around the country	X				
CSF3.15	There is a high number of people that participates in sport competition	X				P4
There is a national policy to improve the total quality management in sports clubs		O	A	C	PD	
CSF3.16	There is a national policy implemented by the government and/or NOC, NSA towards the improvement of quality in sport clubs.	X				
CSF3.17	There is a measurement tool to evaluate quality of clubs for youth sport.	X				
CSF3.18	NGBs can receive funding for increased quality management projects in sport clubs.	X				
There is a national policy to improve the quality of talent development in sports clubs		O	A	C	PD	
CSF3.19	There is a national policy towards improving the quality of talent development in sport clubs.	X				P4
CSF3.20	There is a measurement tool to evaluate the quality of talent development in sports clubs.	X				P4
CSF3.21	NGBs can receive funding for increased quality management linked to talent development in sports clubs	X				P4
<i>O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. The last four columns detail the research instrument by which the CSF will be measured.</i> <i>*CSF that mainly need to be measured at other levels than in this research</i>						

Other relevant information on Pillar 3- descriptive		O	A	C	PD
	Extra curricular school sport included in the job of a PE teacher	X			
	Children are able to participate in a multidisciplinary sports programme, focusing on fun and enjoyment at a young age and (too) early specialisation is reduced to a minimum	X			
	General information on projects that mark the development of sport for all in the country	X			
	Strengths, weaknesses, suggestions for improvement	X			
	Changes over the past 12 years (since 2000) and drivers of these changes	X			

PILLAR 4: Talent identification and development

There is an effective system for the identification of young talented athletes, so that the maximum number of potential top level athletes are reached at the right time (age)*		O	A	C	PD
CSF4.1	There is a systematic talent selection process, which aims to identify potential elite athletes from outside a sport's participant base (non sport specific, e.g. through schools) or by talent transfer (through other sports).	X			
CSF4.2	NGBs can receive funding specifically for the identification (recognition and scouting) of young talented athletes and can also receive support services to plan and structure the organisation of talent spotting in their sport (e.g. staff).	X			X
CSF4.3	There is comprehensive planning for talent identification. NGBs have a written plan which describes step by step how talents in their sport are recognised, identified and selected in order to receive funding.	X			X
CSF4.4	The talent identification system is informed and covered by scientific research (including the socio-psychological development of children)	X			X
CSF4.5	NGBs receive sport scientific support to develop a testing system (tests for the recognition of young talents) and monitoring system with clear criteria for the identification of young talents in each sport.	X			X
CSF4.6	NGBs have a testing battery to identify young talents and a monitoring system to follow them up, that is supported by scientific research.	X			X
CSF4.7	NGBs receive information, knowledge and support services on the development of talent identification programmes in their sport.	X			X
CSF4.8	The results of the talent scouting process are filed in databases and are updated yearly (at least).	X			X
There is nationally coordinated planning for NGBs in order to develop an effective system for the development of young talents in their sports		O	A	C	PD

CSF4.9	NGBs and / or sports clubs can receive funding specifically for talent development.	X			X	P1
CSF4.10	There is a coordinated long-term and short-term planning for talent development. NGBs have a written policy plan describing step by step how talents in their sport are developed from club level to regional level to national level in order to receive funding.	X			X	P2
CSF4.11	National governing bodies or clubs receive information, knowledge and support services (other than financial) in order to develop their talent development programmes.	X			X	P2
Young talents receive multidimensional support services appropriate to their age and level that are needed to develop them as young athletes at the highest level						
CSF4.12	Young talents receive multidimensional support services at different levels, including training and competition support, medical / paramedical support and lifestyle support.	X	X	X	X	
CSF4.13	Young talents receive age appropriate training and competition support, supervised by expert coaches with access to high standard facilities.	X	X	X	X	
Young talents receive nationally coordinated support for the combination of sports development and academic study during secondary education (12-16 / 18 years) and where relevant primary education (for early specialisation sports where such a system is required)						
CSF4.14	There is a legal framework whereby young talents have their elite sport status recognised contractually by the ministry or national sports and education administration at the age that is appropriate to their sport.	X	X		X	
CSF4.15	There is a nationally coordinated system that facilitates the combination of elite sport and studies during secondary education (so that students / athletes are not dependent on variable locally implemented initiatives)	X	X		X	
CSF4.16	There is a nationally coordinated system that facilitates the combination of elite sport and studies during primary education (so that students / athletes are not dependent on variable locally implemented initiatives for the (early specialisation) sports where such support is necessary.	X	X		X	
CSF4.17	Government or national sport agencies recognise the costs involved with this elite sport and study system in primary and secondary education, and provide the necessary financial and staff support to facilitate it	X	X		X	P1
Young talents receive nationally coordinated support for the combination of sports development and academic study during higher education (university/college level)						
CSF4.19	There is a legal framework whereby young talents have their elite sport status recognised contractually by either the ministry or national sports and education administration at higher education level.	X	X			P2
CSF4.20	There is a nationally coordinated system that facilitates the combination of elite sport and academic studies in higher education.	X	X		X	P1
CSF4.21	Government or national sport agencies recognise the costs involved with this elite sport and study system in higher education and provide the necessary financial and staff support to facilitate it.	X	X			P1
CSF4.22	The results on different tests (cognitive, anthropometry, sport abilities) that young talents have taken in elite sports schools (at secondary and higher education level) are filed in databases.	X			X	P2

O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB.

In the last four columns is indicated by which research instrument the CSF will be measured.

*CSF that mainly need to be measured at other levels than in this research

Other relevant descriptive information on Pillar 4 (interesting but not included as CSF)	O	A	C	PD
Draw the talent pyramid that is generally used in most sports, showing the number of potential young talents at each level and age	X			
Elite sport and study systems: sports involved; coordinating organisations; number of elite sport schools and their organisation; accessibility for elite athletes only or for regular students as well; funding for the system; centralised or decentralised; who provides sport technical support and other support services in this system; individualised; other systems with regard to elite sport and flexible approaches for studying.	X			
Strengths, weaknesses, suggestions for improvement	X			
Changes over the past 12 years (since 2000) and drivers for these changes	X			

<i>Included in other pillars</i>		O	A	C	PD
Pillar 3	School is finished early so that children get opportunities to sport during the day (or sport after school is included in the school curriculum)	X			

PILLAR 5: Athletic career and post career support

<i>There is a nationally coordinated and determined definition of an elite athlete for all sports</i>		O	A	C	PD
CSF5.1	There is a standardised definition at an overall comparable sports level to define which athletes are eligible for support and eventually funding.	X			
<i>The individual living circumstances of athletes are good so that they can concentrate on their sport full time</i>		O	A	C	PD
CSF 5.2	Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient	X			
CSF 5.3	Employers are supportive towards the athletes' career	X			
CSF 5.4	Elite sport is a full time primary activity for elite athletes and athletes can receive financial support that allows them to dedicate themselves sufficiently to their sport	X			
<i>There is a coordinated support programme for elite athletes</i>		O	A	C	PD
CSF 5.5	There is a coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists,...)	X			
CSF 5.6	Specific personnel are appointed to guide and help athletes during their career	X			
<i>There is a coordinated support programme for elite athletes</i>		O	A	C	PD
CSF 5.5	There is a coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists,...)	X			
CSF 5.6	Specific personnel are appointed to guide and help athletes during their career	X			
<i>Athletes can receive post career support and are adequately prepared for life after their sports career</i>		O	A	C	PD
CSF 5.7	Government / national sports bodies offer a post career support programme to prepare and assist athletes for life after sports, such as: financial support (during the first years) after their sports career, study support (for athletes who want to start studying or to finish their studies), job offers, advice and personal assistance (during the first years) to find a suitable job after their sports career, lifestyle coaching, psychological support.	X			

<i>Other relevant descriptive information on pillar 5 (interesting but not included as CSFs)</i>
The number of world top 16-20 athletes
The number of world top eight athletes and top three
The number of athletes that can train in their sport full time
Incentives for athletes, rewards and expected return of athletes
Initiatives to attract retired athletes to be employed in the sports sector (so that their experience is used in practice)
Strengths, weaknesses, suggestions for improvement
Changes over the past 12 years (since 2000) and drivers for these changes

PILLAR 6: Training facilities

<i>Nationally coordinated planning: sport facilities and elite sport facilities throughout the country are recorded and the needs of athletes and coaches are known and clearly mapped out</i>		O	A	C	PD	
CSF 6.1	There is a database available of sport for all facilities in the country and their characteristics regarding availability and quality (for elite sport use).	X				
CSF 6.2	There is a database in the country of all elite sports infrastructure and their characteristics regarding availability and quality.	X				
CSF 6.3	There is (research) data available on the needs of elite athletes and coaches with regard to trainings facilities.	X				
CSF 6.4	There is (research) data available on the travelling times of elite athletes and coaches to and from training facilities.	X				
CSF 6.5	Time spent on travelling for athletes and coaches is kept to a minimum.		X	X		
<i>There is a network of high quality national / regional elite sports centre(s) / facilities, where athletes can train in appropriate conditions at any time of day</i>		O	A	C	PD	
CSF 6.6	There is a sufficient number of high quality sport facilities either exclusively for, or with prioritised use for elite sports.	X	X	X	X	
CSF 6.7	There is a network of high quality national / regional elite sports centre(s) / facilities, including: an administrative headquarters; hotel facilities / overnight accommodation; a close link with sports medics; a close link with sports scientists / cooperation with universities; and a close link with the education of younger athletes.	X	X			
CSF 6.8	Athletes can get priority access in certain regular sports facilities at any moment of the day.	X	X			
<i>There is specific funding provided for the building and renovation of elite sport facilities</i>		O	A	C	PD	
<i>Sub-factors</i>						
CSF 6.9	NGBs (or clubs) can receive funding for the renovation and building of sports facilities and elite sports facilities for their particular sport.	X			X	P1

*O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB.
In the last four columns is indicated by which research instrument the CSF will be measured.
CSF that mainly need to be measured at other levels than in this research

PILLAR 7: Coach provision and coach development

<i>There is a sufficient number of well trained and experienced elite coaches in the country</i>		O	A	C	P D	
CSF 7.1	There is a database of coaches and elite coaches that is updated yearly, and contains details of qualifications and the date qualifications were achieved.					
CSF 7.2	A sufficient number of elite coaches are qualified: they have undertaken governing body training or other refresher training specifically in elite sport; and / or a training course at international level (this will partly be captured by the elite sport climate survey).	X		X	C	
CSF 7.3	Coaches have experience at the elite level in their own career as an athlete.			X		
CSF 7.4	The NSA has a strategy for NGBs to attract the world's best coaches and external experts to train elite athletes and to improve the expertise of domestic coaches working at elite level.	X				X
<i>Coaches get sufficient opportunities to develop their coaching career to become a world class elite coach</i>		O	A	C	P D	
CSF 7.5	There is a nationally coordinating agency (often within the NSA) responsible for coaches' education in general and elite coach education in particular. This organisation aligns with the different levels of NGB courses and facilitates NGBs in the organisation of coach development and defines coaching profiles.	X				
CSF 7.6	There is a well developed coach education system from the lowest level (courses for the recreational trainer / coach) to the highest level (education of elite coaches).	X				
CSF 7.7	There are several services (such as regular refresher courses, information exchange opportunities) and resources supporting the continuous professional development of	X				

	coaches.					
CSF 7.8	Coaches can receive specialist advice from other areas to help them improve the standard of their athletes (psychology, nutrition, physiology, biomechanics, data analysis).	X				
CSF 7.9	<i>Elite coaches are able to communicate and discuss their personal development as elite coaches and the development of elite athletes with other elite coaches (non-sport specific).</i>	X				
Coaches individual living circumstances are sufficient for them to become professional coaches		O	A	C	P D	
CSF 7.10	Coaches' general monthly income (total gross annual income) plus income from their sport activities is sufficiently high to provide a good standard of living.	X		X		
CSF 7.11	Elite sport coaching is –or can be– a full time primary activity for the best elite coaches. There is a coordinated support programme for coaches that allows them to dedicate themselves sufficiently to their sport, and to spend sufficient time with their elite athletes and emerging young talents.	X		X		
CSF 7.12	Employers are supportive by taking into account the training needs of elite coaches	X		X		
The status of coaches: the job of coaches is recognised as valuable throughout the country		O	A	C	P D	
CSF 7.13	The job of a coach is recognised in the country and the career prospects are high.			X		
CSF 7.14	Coaches have a written work contract for training activities; the job of a coach is contractually recognised and protected.	X		X		
CSF 7.15	There is a trade union for sports coaches and trainers.	X				
CSF 7.16	<i>Elite coaches receive a post career support programme to prepare and assist for life after sport</i>	X		X		
CSF 7.17	<i>A coaching qualification is mandatory to work in sport clubs and with young talents</i>	X				P3

Abbreviations:

CSF: Critical success factor; O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. The last four columns detail the research instrument by which the CSF will be measured. X indicates the way how each CSF will be measured.

* This CSF might not be fully included in this study because of availability of comparable data in each country

Other relevant information - descriptive	O	A	C	PD
<i>Talent identification of young potential coaches</i>				
Strengths, weaknesses, suggestions for improvement		X		
Changes over the past 12 years (since 2000) and drivers of these changes		X		

PILLAR 8: (inter)national competition

There is nationally coordinated planning to increase the number of international events that are organised in the country in a wide range of sports		O	A	C	PD
CSF 8.1	There is a national coordination and long-term planning of event organisation and funding	X			P2
CSF 8.2	NGBs and cities/municipalities or others are provided with assistance and advice on the organisation of major international sports events.	X			X P2
CSF 8.3	NGBs and cities/municipalities or others receive funding for the bidding for, and the staging of, major international sports events.	X			X P1
CSF 8.4	There is a high number of international events that have been organised in the country over the past five years in a (wide) range of sports for junior and senior athletes	X			
Athletes can participate sufficiently in international (high level) events		O	A	C	PD
CSF 8.5	There are sufficient opportunities for young talents to participate in international competitions, at the right age.		X	X	X
CSF 8.6	There are sufficient opportunities for elite athletes to participate in international competitions.		X	X	X

CSF 8.7	Athletes and coaches can receive reimbursement of their costs for participating in international competitions.	X			X	P1
There is a professional high level national competition structure		O	A	C	PD	
CSF 8.8	The national competition structure in each sport provides a sufficiently competitive environment at each age*	X	X	X	X	

Abbreviations:

CSF: Critical success factor; O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. The last four columns detail the research instrument by which the CSF will be measured. X indicates the way how each CSF will be measured.

*CSF that mainly need to be measured at other levels than in this research.

General additional information	O	A	C	PD	
Financial contribution by national broadcasters to support the bidding, hosting and organising of major sport events	X				
Strengths, weaknesses, suggestions for improvement	X				
Changes over the past 10 years	X				

PILLAR 9: Scientific research and innovation

Scientific research is collected, coordinated and disseminated among coaches and NGBs		O	A	C	PD	
CSF 9.1	There is sufficient financial support for scientific research and innovation on elite sport.	X				P1
CSF 9.2	There is a national research centre that conducts applied elite sport research and nationally coordinates research activities on elite sport.	X				
CSF 9.3	Scientific support is provided in strong cooperation with universities and (sport) research centres.	X				
CSF 9.4	There is a specific responsibility within the NSA/national research centre for developing and coordinating innovation projects in elite sport.	X				P2
CSF9.5	There is a database of regularly updated scientific research that can be consulted by coaches and NGBs.	X				
CSF 9.6	There is a network to communicate and disseminate scientific information to the NGBs, clubs, elite athletes and coaches. Coaches receive scientific information from NGBs and other organisations and use applied sport science in their training activities.	X	X	X	X	
CSF9.7	Scientific research is embedded in coaches' education and coaches are taught how to deal with scientific research as part of their coaching and how to search for scientific information.	X				
Sport science support is provided at each level of elite sport development		O	A	C	PD	
CSF 9.8	Different areas of elite athlete development are supported by applied scientific research and innovation projects: talent identification, talent development, elite athletes (including their equipment, facilities etc), sport policies and coaches.	X	X	X	X	All

Abbreviations:

CSF: Critical success factor; O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. The last four columns detail the research instrument by which the CSF will be measured. X indicates the way how each CSF will be measured.

*CSF that mainly need to be measured at other levels than in this research.

General additional information	O	A	C	PD	
Strengths, weaknesses, suggestions for improvement	X				
Changes over the past 10 years	X				