



Co-funded by the
Erasmus+ Programme
of the European Union

Sport Management Training Programme

STRENGTHENING GOOD GOVERNANCE IN
THE EUROPEAN SPORT COMMUNITY BY
PROVIDING WOMEN WITH NECESSARY
COMPETENCIES IN ORDER TO SUPPORT
GENDER BALANCE AND EQUALITY IN
DECISION-MAKING IN SPORT STRUCTURES

SUCCESS PROJECT PARTNERS



SPORT MANAGEMENT TRAINING PROGRAMME

What is sport management training programme?

The Sport Management Training Programme (Programme) will allow volunteers and paid staff at sport organisations to expand their managerial skills while actively contributing to a unique learning community and supporting good governance in their countries. By developing and presenting case studies, sharing experiences, and studying the teaching materials, participants will learn how to implement change and ultimately manage their organisations more effectively. The main goal of the Programme is to contribute to the European overall aim of achieving a full gender balance in the representation in decision-making positions in sport governing bodies by 2020.

Creating a European learning community

Although the purpose of the Programme is to develop individual competences of women in sport, it also aims to create a learning community of women from sport organisations. The intention is to create a learning community of future female leaders of sport organisations in Europe. In order to do this, participants will be given the opportunity to share what is likely to be a wealth of experience and expertise. This sharing is going to be crucial to developing the learning community since discussions of what goes on in one sport organisation allow those from other sport organisations to learn from their experience.

Applying theory in practice

Participants of the Programme will transfer, apply and adapt theoretical principles to their own sport organisations by creating a case study. Mentoring system is going to support participants in developing their case studies and promote synergy between sport organisations.

What does the Programme involve?

The Programme consists of two sessions covering the following topics:

- Organising a sport organisation
- Managing strategically
- Managing human resources
- Managing finance
- Managing marketing
- Organising a major sporting event

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The Programme will be implemented over a 7-month time period in two 7-days long sessions. In total, 14 days will be devoted to in-class work, involving a general presentation and discussion of each topic and presentation of case studies, and the remaining time will be devoted to distance-learning, which involves reading the handbook and completing a presentation and two case studies.

How does the handbook contribute to the training programme?

The handbook used for the purposes of this Programme was developed by the International Olympic Committee. It will be the main learning tool for participants and it will provide the framework for delivery of the Programme. The content of the handbook represents a balance of sport management theory and practical examples.

What is the profile of participants?

Target group are women in sport organisations who are identified as future leaders in sports by their sport organisations.

Participants need to meet the following basic minimum criteria:

- Work with sport organisation (paid staff or volunteer);
- Be endorsed by their NOC;
- Have a University degree or comparable professional experience; and
- Have sufficient skills to effectively follow the selected course of study.

Participants have to fit one of the following descriptions:

- Participants may be women in leadership positions in sport organisations (presidents, board members, secretaries general or directors). As individuals involved at a senior level in the management of sport organisations, their expertise and experiences will contribute to the learning that can be gained from the Programme. Participants at this senior level will be able to complete the case study work and presentations that are a key part of the Programme.
- Participants may be women who are already in decision-making positions at the lower levels in sport organisations (less senior members of staff or volunteers who have responsibility for managing projects in sport organisations). Should such a participant attend the Programme, it is essential that their attendance be fully supported by senior or executive staff. This is to ensure that the participant has the mandate to apply the training material to their sport organisation situation, which is likely to bring about change in the organisation. If they are not able to do this, they will be unable to complete the training, which is why such a participant needs full support.

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What are requirements for participants?

Participants must attend both training sessions — 100% attendance is required — to be able to complete the Programme successfully. Participants will need to develop a presentation on topics covered by the Programme in relation to their organisations and two case studies on topics chosen by participants. As part of the Programme, participants must evaluate the impact of the Programme on their organisation and themselves through the development of a report on the learning process, which will be presented and discussed in the second session. In addition, participants will complete an anonymous final internal evaluation questionnaire related to the content, teaching methods and material of the Programme.

When and where do the training sessions take place?

The first session will be organised on 16-23 October 2016 in Rome, Italy.
The second session will be organised on 21-28 May 2017 in Paris, France.

Structure of the programme

During the first face-to-face session, discussion with other learners in working groups while completing tasks and exercises will allow participants to learn how the principles could be applied to their own sport organisations.

The learning stage out-of-class gives participants the opportunity to reflect upon what they have learned in the first session and to apply it to their personal situations. During that time, participants will continue learning by reading the teaching material that should help them understand the key principles of managing their organisations. Before the next session, participants will transfer, apply and adapt the principles to their own organisation by creating a presentation on sport management topics covered by the Programme, and prepare two case studies on topics of their choice in relation to the topics of the Programme. Also, participants will prepare a report on the learning process to evaluate the impact of the course on their organisation and themselves.

During the second face-to-face session, participants will give their presentations, and course deliverers and other participants will be involved in the development and discussion of that work.

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Terms of scholarship agreement

Selected participants will sign a scholarship agreement with the coordinator of the project and their National Olympic Committee.

The scholarship in the amount of EUR 8,000 covers the following costs:

- Return flight ticket from the country of origin to Rome, Italy (economy class only) in the amount of EUR 350 maximum;
- Accommodation during the first training session in Rome, Italy;
- Three meals (breakfast, lunch and dinner) during the first training session in Rome, Italy;
- Return flight ticket from the country of origin to Paris, France (economy class only) in the amount of EUR 350 maximum;
- Accommodation during the second training session in Paris, France;
- A meal (breakfast) during the second training session in Paris, France; and
- Costs of organisation of the Programme.

By signing the scholarship agreement, participants accept the following obligations:

- To apply the knowledge and expertise gained during the course of study to their sport organisation and the national sport system.
- To prepare the presentation regarding the application of theoretical concepts to their sport organisation and the country's sports system, and in accordance with the NOC.
- To prepare the case studies on two selected topics regarding the application of theoretical concepts to their sport organisation and the country's sports system, and in accordance with the NOC.
- To report to the NOC on the progress made after each session.
- To abide by all the conditions and instructions which are given to them by the NOC, and/or the coordinator of the project (HOO).
- To abide by the provisions of the Olympic Charter currently in force.
- To apply themselves diligently to the course of study being undertaken.
- To agree that NOC communicates, to the coordinator of the project, details of academic progress being made by them at any time the coordinator of the project so requires.
- In case of not meeting the above mentioned obligations, participants have to reimburse the scholarship to the coordinator of the project payable in 90 days from the receipt of notice of termination of scholarship.

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How to apply?

The selection of participants is conducted in three phases.

PHASE 1

Sport organisations submit to their National Olympic Committees the following:

1. **Electronic application "Participant Application Form"**
2. **The "Letter of Candidacy" signed by the legal representative**

Applications close on **11 April 2016 at 14:00 (CET)**.

Applications will no longer be possible after the deadline.

Incomplete applications will not be taken under consideration.

Based on the basic minimum criteria National Olympic Committees make the first selection of candidates.

PHASE 2

National Olympic Committees conduct **interviews** with the candidates selected in the previous phase.

Based on the results of interviews National Olympic Committees make the second selection of candidates.

PHASE 3

Candidates selected in the previous phase submit to their National Olympic Committees the following:

1. **Electronic test "Self-assessment multiple-choice test"**
2. **Copy of passport or national ID**
3. **Passport size photograph in a digital format**

Additional documents have to be submitted before **23 May 2016 at 14:00 (CET)**.

Failure to submit any of the above listed documents automatically disqualifies the candidate.

National Olympic Committees make the final decision on the selection of participants.

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Before you start the electronic application, study the “Specimen of the Participant Application Form” to find out what information needs to be prepared in advance.

To open electronic forms, you’ll need a Google account. In case that you don’t have one or you have difficulties creating it, contact your National Olympic Committee for support.

The “Letter of Candidacy” (in pdf format), copy of passport/ID (in pdf format) and photograph (in jpg format) must be sent to the National Coordinator in your National Olympic Committee. The e-mail address of the National Coordinator / Contact Person can be found in the table bellow.

COUNTRY	NATIONAL OLYMPIC COMMITTEE	NATIONAL COORDINATOR / CONTACT PERSON	E-MAIL
Croatia	Hrvatski olimpijski odbor	Alma Papić	alma.papic@hoo.hr
Czech Republic	Český olympijský výbor	Radana Kubešová	Kubesova@olympic.cz
France	Comité national olympique et sportif français	Clémence Coudert	ClemenceCoudert@cnosf.org
Italy	Comitato Olimpico Italiano	Daniela Drago	daniela.drago@coni.it
Lithuania	Lietuvos tautinis olimpinis komitetas	Vaida Masalskyte	vaida@ltok.lt
Slovakia	Slovenský olympijský výbor	Petra Gantnerova	gantnerova@olympic.sk

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About the project

The project “Strengthening good governance in the European sport community by providing women with necessary competencies in order to support gender balance and equality in decision-making in sport structures” (acronym: SUCCESS) is co-funded by the Erasmus+ Programme of the European Union.



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The National Olympic Committees of Croatia, Czech Republic, France, Italy, Lithuania and Slovakia have joined their efforts to contribute to the European overall aim of achieving a full gender balance in the representation in decision-making positions in sport governing bodies by 2020.

The collaborative partnership is focusing on developing a network of National Olympic Committees that is going to serve as a platform for sustainable national sport management training programmes and mentoring systems for future female leaders in sport, on educating and improving their competencies in order to prepare them for more demanding positions in sport, and on promoting gender balance and raising gender awareness and commitment to gender mainstreaming for board members and personnel in leading positions in sport.

According to the findings of the needs analysis in participating countries, women remain underrepresented in leadership positions within sport organisations. The most prominent barriers identified by the project partners were the lack of networking opportunities for women in sport, perceptions of women as less qualified than men and gender stereotyping that prevents women from being hired into positions of more responsibility, as well as a lack of opportunities for women to participate in education and training that can develop their management and leadership skills.

Project partners have developed the project to tackle those problems and support women in sport. One of the key activities of the project is a sport management training programme. Besides developing individual competencies of women in sport, the purpose of the sport management training programme is to create a European learning community of future female leaders in sport. Furthermore, participants of the training will transfer, apply and adapt theoretical principles to their own sport organisations, which will establish them as leaders in their sport organisations.