

SUPPORT CONCEPT 2013-2016

1.0 INTRODUCTION

Team Denmark's Support Concept 2013-2016 represents the practical operationalization of the duties and tasks described in The Elite Sport Act from 2004.

The support concept describes which athletes are eligible for support, and the types of support that Team Denmark offers the best athletes in the country.

Team Denmark is a knowledge institution, which employs a number of professional experts. We focus on knowledge sharing with all relevant stakeholders in the aim of developing Danish Elite Sport.

1.1 The Danish Elite Sport Act

Team Denmark's main mission is to develop the Danish elite sport in a socially responsible manner. According to the Danish Elite Sport Act, Team Denmark shall implement, coordinate, and streamline common measures for elite sport in Denmark in cooperation with the National Olympics Committee and Sports Confederation of Denmark (DIF), the member federations of DIF as well as other relevant partners as follows:

1. handling overall planning for elite sport,
2. ensuring the development of elite sport in a manner compatible with cultural policy,
3. implementing training and coaching opportunities for elite athletes,
4. ensuring the sound physically, personally and socially sound development of elite athletes,
5. handling the recruitment and development of talent,
6. providing individual financial support for elite athletes,
7. providing advice, conducting research and disseminating results,
8. offering educational opportunities for elite athletes,
9. establishing employment and social support schemes for elite athletes,
10. providing advice and financial support for DIF's member federations,
11. collaborating with local and regional authorities on elite sport, including facilities, and
12. collaborating and entering into agreements with media and sponsors, e.g. on the sale of rights and services.

Team Denmark has chosen to focus and prioritize focus areas and resource allocation.

According to the Elite Sport Act and its comments that Team Denmark's task is to prioritize sports in which Denmark traditionally has a high international level or a particular historical tradition.

Team Denmark will also focus on sports in which there is a credible long-term talent development program aiming at achieving results at an international level.

1.2 Trends in International Elite Sport

What does it take for Danish athletes to produce good international results in the period from 2013 to 2016?

This is a very important question for Team Denmark. We have recently, among others, gained new knowledge and experience through study trips to successful elite environments, user surveys among Team Denmark's stakeholders, seminars with all the elite federations, and a symposium on talent development in the future.

This knowledge combined with our experience, professional knowledge, and the hearing of “Approach of Team Denmark's Support Concept” (Hovedlinjer i Team Danmarks støttekoncept) forms the basis of the Support Concept 2013- 2016.

International research shows that six factors are especially influential on a nation’s success in elite sports.

The six factors are:

- Clear division of roles and simple administration
- Participation at international competitions
- Facilities
- Sports science and sports medicine
- Talent development
- Financing

In the following period, Team Danmark will focus on improving all six areas. However, none of the factors can be improved by Team Danmark alone. A continued development of Danish elite sport requires a strong commitment from not only federations and clubs, but also from the parliament, DIF, municipalities, research and knowledge institutions, commercial stakeholders, and other partners.

One of the prerequisites for success is, as described above, to secure better funding. Therefore, we will work diligently on increasing the resources for Danish elite sports and make good use of the existing resources through coordination and cooperation. Furthermore, it is essential that the federations have the will and the financial ability to create the necessary financing of a common elite budget.

Team Danmark prioritizes sports with the best senior international performance perspectives. Whilst also living up to the commitment of developing Danish elite sport in a socially responsible manner.

1.3 Team Danmark’s Support Concept 2013-2016

Team Danmark will carry over most of the key principles of the Support Concept 2009-2012 and incorporate adjustments to enhance development in the 2013-2016 period.

Team Danmark’s resources and expertise will increasingly be allocated based on sporting achievements, development potential and needs of the individual athlete or the individual team.

Team Danmark continues to use a Discipline Analysis to assess the eligibility for support of the federations and the disciplines as well as their development perspectives.

Based on the overall conclusion of the discipline analysis, the federations eligible for support are placed in one of the following categories:

- World Class Federations
- International elite Federation
- Project Funded Federation

The three support categories are described in more detail in Section 4 – “Support Categories”. Team Danmark’s support and expertise makes a difference. Therefore, we will continue to work with the existing support areas while prioritizing eight special focus areas in 2013 – 2016. Read more about this in Sections 6 and 8.

Team Danmark has made special agreements with the Danish Football Association (Dansk Boldspil-Union -DBU) and the Danish Handball Federation (Dansk Håndbold Forbund - DHF), because these

federations generate significant television revenue for Team Denmark. Both federations are guaranteed annual minimum amounts and the agreements run until 2015.

2. MAIN OBJECTIVES FOR 2013-2016

Team Denmark has three main objectives:

1. Team Denmark -supported federations must improve sports performance at the European Championships, World Championships, and the Olympics, and at the same time, Denmark must at least maintain its position in the international rankings.

Benchmarks:

- Team Denmark supported federations must achieve more ranking points in Olympic disciplines, and more medals at European and World Championships in the non-Olympic disciplines during the period 2013 – 2016, than in the period 2009 - 2012.
- Every year Denmark should be among the world's top 30 sporting nations, and among the top ten nations for the smaller nations (less than 10 million inhabitants) on a recognized international ranking.

2. Team Denmark will improve the framework and conditions for the individual athlete - in training and competition, as well as in everyday life.

Benchmarks:

- Improved condition for athletes – in training, competitions and everyday life – in 2013-2016 compared with 2009-2012.
- Improved access to, and quality of, training facilities in 2016 among selected federations.

3. Team Denmark will strengthen talent development and ensure a strong and continuous influx of talent with international perspective at the senior level.

Benchmarks:

- All World Class Federations and International Elite Federations must have a documented Age-Related Training Concept – ATC (Aldersrelateret Trænings Koncept) by 2014, and by 2016 these federations should have implemented the principles of the ATC in their education and talent training.
- All World Class Federations and International Elite Federations must have developed a talent development strategy by 2014, in which the overall values for talent development in Danish sports are incorporated.

3. DISCIPLINE ANALYSIS, RESULT PERSPECTIVE, AND DEVELOPMENT POTENTIAL

Each federation wishing to be considered for support must develop a discipline analysis in cooperation with Team Denmark. The analysis consists of a number of facts and questions about the sport - nationally and internationally.

The discipline analysis is a common analytical tool to assess the result perspective and development potential of the individual disciplines.

The Eight Factors of the Discipline Analysis

The discipline analysis contains eight factors:

- National and international organization - including factual information on the federation and national and international organization.
- International sport factors - including the international dissemination of competitions, competition level, training quality and quantity of the professional level among coaches, and involvement of experts.
- National sport factors - including the current international level of results and future result perspective, the national competition quality, the national training quality, and the quantity of the professional level among elite coaches and involvement of experts.
- Talent identification and development - including strategies for talent identification and development, relationship between talent and elite work, and education for talent coaches.
- Knowledge and skills development - including the strategies for development of new sports knowledge, and the professional skills among the sports management of the federation.
- Social conditions for athletes - including strategies for personal counseling and social conditions during their sporting career and transition to civilian life.
- Organizational, managerial and economic factors - including political nature of elite work, professional business organization, human and financial resources in the elite work and collaboration between the federation and elite clubs.
- Facilities and equipment - including access to and quality of daily training and equipment.

Team Danmark develops - based on the eight factors above - an overall conclusion with an assessment of the support eligibility of the Sport, development prospects, and placement into one of Team Danmark's support categories. All eight factors in the discipline analysis are included in the overall assessment.

4. SUPPORT CATEGORIES

The Support Concept 2013 - 2016 includes three respective categories for federations and athletes. The prerequisite for inclusion in one of the three categories is that the federation is eligible for support - on the basis of the discipline analysis.

The three categories of federations are:

World Class Federation:

- Has a 4 year collaboration agreement with Team Danmark, based on a "Master Plan" and a corresponding budget outline.
- Has several athletes or teams who have achieved top eight rankings at World Championships and/or at the Olympics during the period 2009-2012.
- Has an overall objective and realistic result perspective during the support period 2013-2016's in World Championship and/or Olympic medals.
- Has a comprehensive talent development strategy and is continuously developing talent to the highest international senior level.

International Elite Federation:

- Has a 2 year collaboration agreement with Team Danmark, under a budget outline. The federation has to develop a Master Plan, and the cooperation agreement may be extended by two years.
- Has several athletes or teams who have achieved rankings at the World Championships or Olympics during the period 2009-2012, reflecting a realistic top-eight result perspective at World Championships or the Olympics in the two-year support period. When it comes to

team sports, they have to participate at the highest international level at the World Championships / Olympic Games in the period 2013-2016.

Project Funded Federation:

- Has a one year project collaboration agreement with Team Denmark.
- Has athletes with an international level, who have the potential to get medals at international championships – Europeans, Worlds or Olympics - during the period 2013-2016. When it comes to team sports, they have the potential to participate at the highest international level at the World Championships/Olympic Games in the period 2013-2016.
- Can obtain support for the development of key areas of the federations elite work that goes beyond the support for the individual athlete / team. The prerequisite is the presence of potential and willingness to develop to the elite level in terms of both human and financial resources.

In certain sports, results other than top-eight rankings at the World Championships and Olympics (e.g. world rankings) can be the result objectives of both the World Class Federation and International Elite Federation.

The three categories for athletes are:

- World Class Athletes – consists of athletes or teams who have achieved top-eight rankings in a recent senior World Championships or Olympics.
- Elite Athletes – consists of athletes and teams who have a perspective to achieve top eight positions at the senior World Championships or the Olympics during the period from 2013 to 2016.
- Team Denmark Athletes – consists of both junior and senior athletes who are a part of Team Denmark-supported national squads.

World Class Athletes and Elite Athletes have direct access to Team Denmark expert services (sports medicine, physiology, and psychology) and all other services (education and career, housing and dining arrangements, physical training facilities etc.).

Team Denmark-Athletes do not have access to Team Denmark's expert services (sports medicine, physiology and psychology), but can in principle use Team Denmark's other services (education and career opportunities, housing and dining arrangements, training facilities, etc.). Classification is valid for one year.”

Furthermore, in the period 2013-2016, Team Denmark will initiate a program for talents with particular potential to achieve international senior results at the highest level. Team Denmark's talent program will include 20-30 athletes, and will among others give the athletes direct access to Team Denmark's expert services and special activities that support the development of the individual's talent.

5. MASTER PLAN

The purpose of the Master Plan is to describe the strategies and activities that the federation will implement to meet their performance and development objectives in the support period 2013-2016. The objectives must support Team Denmark's key objectives for 2013 - 2016, including Team Denmark's eight special focus areas.

The Master Plan is drawn up by the federation and constitutes the application to obtain financial support and expert support from Team Denmark.

When the Master Plan is approved by Team Denmark, it will be the basis for cooperation between the federation and Team Denmark.

The Master Plan should include:

Objectives

- Improved athletic performance: Objectives for sports performance and development.
- Better conditions for the athletes: Objectives to improve athletes' training, competition and daily living conditions

- Improved talent development: Objectives for the federation's talent development. The sports performance objectives in the Master Plan must be decided based on Team Denmark's objective hierarchy that consists of two levels:
 - Objective: realistic performance targets based on previous results in international championships and anticipated athletic development.
 - Acceptable athletic performance: The lowest acceptable results for the existing agreement to remain unchanged.

Strategies

Description of strategies that will help to:

1. Achieving better performance / retention of existing results at world-level.
2. Compliance and prioritization of development within Team Denmark's eight focus areas:
 - Improve the expert services for the best athletes
 - Strengthen the sports management
 - Create new knowledge about elite sports
 - Increase the use of new technology
 - Optimize daily training facilities
 - Improve the economic, educational and job-related conditions
 - Create comprehensive talent development strategies
 - Provide access for selected talents to Team Danmarks experts.

3. Meeting the other development objectives that derive from the discipline analysis.

Economy

The Master Plan provides a budget outline for the entire cooperation as well as a detailed yearly budget.

Evaluation

The Master Plan is evaluated twice a year.

6. SUPPORT AREAS

Team Denmark supports federations within six key areas with the aim of developing the individual athletes or teams.

These six areas cover two broad types of support:

- Financial support: Direct financial support from Team Denmark to the federation. This may also include indirect financial support to cover the costs of third party agreements (rental of facilities, additional training for elite athletes, etc...).
- Expert services and development of competencies: Offers by Team Denmark available to federations and athletes (expert consultancy, knowledge sharing, education, etc..).

Financial Support

The financial support can be given to:

- Salary and costs for hiring (e.g. sports manager, national coach and other coaches)
- Competition participation, training camps and coaching
- Direct financial support for athletes
- Support for talent development
- Equipment
- Elite, regional and talent centers
- The use of external experts and expert support at competition and training camps
- Coach and management training
- Other specific areas and projects

Team Danmarks Training Facilities and Cooperation with Elite Municipalities on Talent Development

In the Greater Copenhagen area and Aarhus, Team Denmark has created special training environments in cooperation with selected federations where daily training for the best athletes takes place. In Greater Copenhagen and Aarhus Team Denmark has established support functions for athletes and coaches (food and housing schemes, sports medical clinics, tests and physical training facilities. In addition to this, Team Denmark collaborates with a number of municipalities to improve availability and quality of training facilities, giving athletes a good framework for daily training.

Team Denmark cooperates with a number of selected elite municipalities. The goal of the collaboration is to create an optimal environment for talent identification and development of athletes aged 12-18 years. Team Denmark contributes to the development of talent communities through knowledge sharing and skills development of the local elite organizations, clubs and coaches. Furthermore, Team Denmark contributes in coordinating and strengthening cooperation between elite municipalities, federations and clubs.

Expert Advice and Skills Development

Team Denmark is able to support performance optimization at both group and individual level with expert services. Team Denmark experts collaborate across disciplines to optimize all parameters around the individual athlete or team. The efforts are knowledge-based and holistic, and implemented with the athlete at the center. Team Denmark also cooperates with external experts with specific professional skills.

Team Denmark also contributes to skills development of athletes, coaches and sports managers through differentiated training, seminars, personal development plans and study trips.

Team Denmark provides expertise in sports psychology, sports medicine and sports physiology, and each area of expertise is briefly described below.

- Sports psychology: Team Danmark's sports psychology has a particular focus on the performance-enhancing and practical sports psychology, but also works with the athlete's overall life situation based on the idea of "the whole athlete."
- Team Danmark provides guidance, education and training that is related to the individual athlete or the individual team's sporting goals, personal development and issues on and off the field. Furthermore, Team Danmark works with developing the skills of coaches in sports psychology.
- Sports medicine: Team Danmark offers athletes diagnosis, treatment, rehabilitation, and counseling for sports-related injuries. Team Danmark also offers injury prevention screening and training. There are clinics in Brøndby and Aarhus with physiotherapists, chiropractors, massage therapists, and doctors.
- Sports physiology: Team Danmark's sports physiologists and physical trainers advise athletes and coaches in the latest in scientific research and applied sport science. The sports physiology experts aim to optimize the individual athlete or team's physical capacity in training and competition.
- In addition, Team Danmark provides guidance and counseling in sports nutrition. For example, this can include individual counseling of athletes in nutrition and diet regarding weight gain, weight reduction, change in body composition, iron deficiency, or frequent injuries and infections.

In addition to expertise in everyday training life, the federations also have the opportunity to apply for accompanying expert assistance with highly prioritized international competitions and training camps.

Educational and Career-opportunities for Athletes and Coaches

In cooperation with external partners Team Danmark offers a variety of flexible programs and services in the area of education and career. Team Danmark's guidance within career and education is based on one of our key goals/philosophies: that athletes should be able to combine their sport activities with education or training for the labor market. The possibilities for career and education include:

- Extended courses in secondary schools (both secondary and vocational)
- Negotiations with schools with respect to flexibility and extension of higher education
- Additional monthly student stipend (SU) in case of resumption of higher education
- Additional teaching
- Moving exam dates
- Recommendations for educational institutions and workplaces
- Guidance for
 - educational and career choices
 - applications for educations or jobs
 - end of their sport careers

Research and Professional Development Projects

In cooperation with selected research institutions, Team Denmark supports and initiates research and professional development that is relevant to the elite sport. Team Danmark then plays an important role in disseminating relevant results to coaches and athletes.

The projects are based on the individual sports practice and the issues occurring in training and competitions. We work with both basic research with long-term perspectives and applied specific

projects with short timeframes. Additionally, there's an interdisciplinary interaction between individual sports, so the knowledge, methods and strategies is shared and implemented across sports.

Media and Communication

Team Denmark offers advice to federations and athletes on how to handle their press and communication jobs. This may be related to long-term and strategic work (e.g., development of publicity or press strategies) or in daily life situations where there is a need for advice in dealing with a conflict situation in the media or creating contacts with the relevant media.

7. OBLIGATIONS OF ATHLETES, COACHES, SPORT MANAGERS AND FEDERATIONS

Athletes, national coaches, sports managers, and federations have different options for using Team Denmark's services depending on the athlete and federation's category. Together with the availability of services, athletes, coaches, sports managers, and federations may be required to fulfill various obligations at the request of Team Denmark.

For example, this may include participating in promotional events for Team Denmark and sponsors. If it's a campaign for Team Denmark's sponsors, the event will take into account the sports' own private sponsorship obligations.

Team Denmark will also ensure that the Team Denmark logo (2x10 cm) is visible on athletes, coaches and sports managers' competition and corporate national team clothing. Logo placement is in a dialogue with each federation taking into account international rules.

Further information about the rights and responsibilities of athletes, coaches, sports managers, and federations are described in the cooperation agreements between Team Denmark and federations.

Financial Support for Professional Athletes

Team Denmark prioritizes the support on the basis of each athlete's athletic level and needs. Athletes with very high earnings can be rated to only receive little or no financial support from Team Denmark. This assessment is individual, and will be made considering the specific relationship between the federation and Team Denmark.

"The Elite Sport Act" also states that Team Denmark cannot support genuine commercial involvement, which means that Team Denmark cannot provide direct financial support to athletes who organize themselves into a company form; that is considered to be genuine involvement.

8. EIGHT SPECIAL FOCUS AREAS

Team Denmark's support and expertise makes a difference. Therefore, we will continue with the existing support areas as described in Section 6. At the same time, we identified eight focus areas that we believe can make a difference in living up to our three key objectives.

In order to improve results at the European Championships, World Championships, and Olympic Games, Team Denmark will particularly focus on:

1. Improving Expert Services for the Best Athletes

The best athletes need quick and easy access to Team Denmark's experts. We will create more flexible access to the experts for the best athletes. Team Danish experts will be more present and providing expertise and advice for athletes in their training environments, and they will increasingly be present at training camps and competitions in the World Class Federations. In addition, Team Denmark's expert

services should be complemented by new professional skills, and a network of external partners in all relevant disciplines should be established.

We will improve Team Denmark's competencies in biomechanics, performance analysis, and use of technology.

Furthermore, we will continue to optimize the effectiveness of expert support by including World Class Athletes including for example the offer of individual coordination meetings between athlete, coach, and relevant Team Denmark experts.

Benchmarks:

- Satisfaction with access to, and quality of expert services among Elite and World Class Athletes should be higher in 2016 than in 2013.
- Team Denmark's experts will attend more training sessions and competitions for World Class Federations compared to the period 2009-2012.

2. Strengthening the Sports Management of the Federations

The sporting and management skills of the key people in each sports federation are crucial for the athletes' development and performance.

We will work with the individual federations to develop the sporting and management skills of targeted national coaches and sports managers.

We will work closely with the federations to prepare personal development plans for national coaches and sports managers. The federations are responsible for conducting development interviews and subsequent implementation of the processes for national coaches and sports managers. Team Denmark will be used as an arbitrator during the process, and will therefore give higher priority to the skills in the area.

Team Denmark may co-finance development initiatives for national coaches and sports managers. The development initiatives may consist of formal education, study tours, long term research projects, conference participation etc.

We will conduct thematic study tours across sports for sports managers, national coaches, and persons responsible for the talents.

We will set up new professional forums for national coaches and sport managers with a focus on international benchmarks and cutting edge practices.

The focus will be on developing and inspiring national coaches and sports managers both in professional sport and managerial skills.

Benchmarks:

- By 2014, all national coaches and sports managers in the World Class Federations and International Elite Federations have a personalized development plan.
- In 2016, there should be a high degree of satisfaction towards the thematic study tours and forums among national coaches, sports managers and the responsible for talents.

3. Creating New Knowledge about Elite Sport Based on Practice

New knowledge and research derived from training and competition is essential to making international success in the future.

We will work with research institutions to contribute to exploring the questions of athletes and coaches in a better way through professional development and research.

We will be in dialogue with the World Class Federations and International Elite Federations - and based on the federations' Master Plans - identify key development areas, which can optimize the athletes' or team's athletic performance.

Based on proposals from the federations, we will develop a single catalogue of research and prioritize the projects to be implemented.

Team Denmark's experts will play an important role in the design and implementation of the projects. We will continually disseminate and apply knowledge and experience from research and development projects to relevant audiences across all sports through network meetings or in written publications. We will also implement existing knowledge and experience of international professional organizations and research institutions in the relevant sports.

Benchmarks:

- There must be at least 10 research and development projects undertaken during the period from 2013-2016.
- The federations involved find that research and development projects have contributed with knowledge that has had a positive effect on the athletic development and the general competencies of the federation.

4. Increasing the Use of New Technology

The use of technology is important to optimize the athletes' athletic development and performance in training and competition.

We will work with the individual federations to increase the use of technology that provides objective feedback on the factors that are central to the athletes' athletic development. We will be in dialogue with the federations - and based on the individual Master Plan of the federation - identify the greatest potential for the integration of technology. In these federations, we will establish a relevant analysis set-up related to evaluation of training (technical analysis) and competition (performance analysis).

We will improve Team Denmark's expertise in biomechanics, performance analysis, and the use of technology. Furthermore, we will also develop an overall strategy for the development of these key areas and establish cooperation with external partners and research units to enhance the development of new technologies and materials relevant to elite sport.

Benchmarks:

- During 2013 - 2016 selected federations - including the World Class Federations - are working with technology that analyzes relevant performance factors in training and competition.
- In 2014 at least one technology development project between Team Denmark, federations and relevant external partners has been established.

In order to improve the framework and conditions for the individual athlete - both in training, competition, and everyday life - Team Denmark will focus on:

5. Optimizing the Daily Training Facilities

The best athletes need to have better daily training facilities in order to develop optimally and thus perform at the highest international level.

We will work with relevant partners to ensure excellent training for the best athletes - both in terms of accessibility and quality.

Therefore, we will identify the individual federations' wishes and needs for current and future training facilities. Within this framework, Team Denmark will prioritize actions for the period 2013-2016 in order to raise the quality of the daily training facilities in selected sports.

Through cooperation with elite municipalities, we will optimize the quality and accessibility of the training of athletes.

Benchmarks:

- Satisfaction with the availability and quality of training facilities should increase over the period for the sports that will get a prioritized action from Team Denmark.
- By 2016, Team Denmark realizes the vision of a national elite center.

6. Improving the Economic, Educational and Job-Related Conditions for the Best Athletes

Good and secure economic conditions are crucial for the athletes' well-being, athletic development, and increase their ability to focus on elite sport. It is equally necessary that there are flexible education and job opportunities that create improved conditions for athletes to focus on their sport.

We will improve the financial support of the best athletes with specific economic challenges. Therefore, Team Denmark will prepare a model and criteria for athletic scholarships and work to improve pension plans for athletes.

We will work to create more flexible and better education and job opportunities. This includes individualized plans for the best athletes in secondary education and the establishment of several counseling programs for athletes attending higher education institutions. In addition, we will strengthen the use of e-learning in education.

We will help to ensure that the athletes are employed in jobs that can be combined with their athletic career. We will work to ensure that the athletes' skills are visible and available for companies looking to recruit and hire athletes on flexible terms.

Benchmarks:

- Satisfaction with offers of jobs and training among the athletes must be increasing during the period 2013-2016.
- In 2016, the best athletes should find that they have financial flexibility ensuring focus on their athletic career.
- In 2014 counseling programs are established at least two universities and at least two professional colleges in addition to the arrangements established in 2012.

In order to strengthen talent development and ensure a continuous influx of talent, Team Denmark will focus on:

7. Creating Coherent Strategies for Talent Development

A strong and consistent talent development strategy crucial to future success.

We will in dialogue with the federations prepare a set of values for talent development in Danish elite sport. The values must define the following questions: What is talent, what is good talent development, and what's a good environment for talent development?

The values must be a "guiding principle" for the development of talent in Danish sports, and the foundation for working with the training, competitions and everyday life of the athletes.

We will in close interaction with the individual federations work to ensure that there is a clear structure and separation of roles in the talent development of the federations. It is essential that there is a coordinated management and organization of talent development between the club, the federation, and the elite municipality. The federation should describe their talent strategy - including the cooperation with elite municipalities.

Benchmarks:

- In 2013, Team Danmark must in cooperation with relevant partners have prepared a set of values for talent development in Danish sports.
- World Class Federations and International Elite Federations must in 2014 have a talent development strategy, in which the overall values are incorporated.

8. Providing access to Team Danmarks Experts for Chosen Athletes

Federations demand that Team Danmarks knowledge and expert services should benefit athletes to a higher extent.

We want to create a Team Danmark talent program, which offers a group of selected athletes across the sports access to Team Danmark expert services so they can get the best advice and guidance earlier in their development. In cooperation with the federations, we will select 20 - 30 athletes who are part of the program. The individual athlete should have particular potential to achieve international top results at senior level and should generally belong to the oldest youth groups. The talent must be part of a high quality daily training environment, including training on the principles of the discipline-specific, Age-Related Training Concept -ATC.

We will work closely with the individual federations to prepare individual development plans including a plan for education as well as objectives for athletic and personal development of the individual talent. The purpose of the development plan is to ensure optimal development of talents including optimal use of relevant experts.

We will hold regular training sessions and group sessions for the talent group and their coaches.

The 20-30 athletes have equal access and rights to the expertise and advice as "World Class Athletes."

Benchmarks:

- In 2016, at least 50% of the athletes from the program should be World Class Athletes or Elite Athletes.

- Minimum of 75% of the athletes from the program should achieve top-eight results at the World Championships at senior level in the subsequent period 2017-2020.

9. COOPERATION, ADMINISTRATION AND ECONOMY

The following text describes the phases of the start of collaboration with Team Denmark.

In the first stage, the federation undergoes a Discipline Analysis, which consists of a standardized questionnaire. Based on the answers, Team Denmark assesses whether the federation (discipline) meets the criteria for classification in one of the three supported categories.

Where applicable, the federation hereafter prepares a draft application for Team Denmark: World and International Elite Federation in the form of a Master Plan according to the applicable content guidelines and scope. Project Funded Federations prepare the application after individual agreement with Team Denmark.

On the basis of dialogue and negotiations between the federation and Team Denmark, the application or Master Plan is finalized. This application will become the federation's final application. Furthermore, Team Denmark's management proposes objectives, content and scope of the cooperation for approval by Team Denmark's Board of Directors. The board's approval results in a grant letter to the federation and the Master Plan / application is formalized into a cooperation agreement.

The cooperation agreement also sets the framework for cooperation which is briefly described below.

The Daily Cooperation

The daily cooperation between Team Denmark and the federation is anchored in a working group and a steering committee. The task of the working and the steering committee is to develop and evaluate the ongoing cooperation between Team Denmark and the sports federation.

The working group consists of a sports manager, coach(es), and the federation Team Denmark consultant. In addition, a representative of the athletes is usually also a member of the working group. The working group shall prepare academically justified recommendations for the steering committee and has the responsibility and authority to perform daily elite work within the framework agreed with the steering committee.

The steering committee is the overarching body for cooperation between Team Denmark and the federation. The steering committee is made up of the working group and its Political Elite Officer and / or Director (Secretary General) and Team Danmarks Director.

The steering committee has overall responsibility for the common elite work. The steering committee normally meets twice a year.

The Sports Management of the Federations

It is a precondition that the federation's part of the team - sports manager and national coaches - works as a professional business organization. The professional organization is characterized by working from a politically-adopted Master Plan for elite and talent work and by having a clear separation between its political and sports management.

In addition, there has to be functional descriptions with clear roles and responsibilities description for everyone associated with the elite work - employees as well as volunteers .

The federations hire sports managers and national coaches in collaboration with Team Denmark.

Economy

World Class Federations and International Elite Federations prepare budget outlines of respectively four and two years. The budget outlines are indicative, as Team Danmark only allocates support for one year at a time. This applies to all three support categories. When the allocation period is over, the agreed performance and development objectives are evaluated, and accounts are submitted in accordance with local current guidelines.