

Organizational structure of Brazilian elite sport

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Aim: The aim of this research is to understand how national organizations are structured to develop the elite sport in Brazil.

Theoretical Background: In several countries, the organization and structure of sport policies, as well as their implementation and control are made through programs developed by government or national sports institutions, which aim to develop the sport in the whole country (Green & Oakley, 2001, Digel, 2002a, Houlihan & Green, 2008). Recent researches show that the centralization (management by one institution) of decisions and actions, as well as a clearer understanding of each organization's tasks are key points to lead a country to achieve international sport success (De Bosscher, De Knop, Shibli, Van Bottenbrug & Bingham 2009).

Methodology: The actions carried out by the national government and institutions responsible for the national elite sport development were analyzed. The analysis has been based on the Pillar 2 from SPLISS model – (Sports Policies leading to Sport Success), as proposed by De Bosscher, De Knop, Van Bottenbrug, Shibli and Bingham (2009). The present study is descriptive.

Information was obtained by analyzing documents and the literature, from the identification of resources available in libraries, online search engines (Pubmed, Medline and Scopus) and scientific journals. Legal and institutional documentary sources in websites of government agencies (Ministry of Sport) and sports entities (Brazilian Olympic Committee and National Governing Bodies) were also analyzed.

Results: The organization of Brazilian elite sport can be divided in two axis. The first axis includes National Olympic Committee (NOC), National Governing Bodies (NGBs), Governing Bodies (Federations) and Clubs, sporting associations, and municipal clubs. The second axis includes the Ministry of Sports, the National Secretariat of Elite Sports, Municipal and State Secretariats of sports. The tasks of each organization are: Ministry of Sport (National

secretariat of elite sports) - Responsible for building up a national policy on sport and developing the elite sport; NOC - Responsible for developing Olympic sports nationally; Municipal and State Secretariats of sports - Responsible for developing elite sport at regional level; NGBs - Responsible for developing each sport nationally; Governing Bodies (Federations) - Responsible for developing each sport regionally; Clubs, sport associations and municipal government - They develop elite sport locally.

Discussion and conclusion: The country carries out actions focused on the development of elite sport derived from the NOC and the Ministry of Sports. However, it has been verified that there are a number of isolated actions. Although some these actions are similar, they do not follow centralized guidelines. Furthermore, there is communication among the Ministry of Sports and NOC, but it is limited financial resources transfers issues. According to Green and Oakley (2001) and De Bosscher, De Knop, Van Bottenbrug; Shibli, and Bingham, (2009) the overlap of tasks jeopardize the national policies for the development of sport nationally. In addition, there is a communication among NOC, NGBs and State governing bodies (federations), but it is insufficient to the organization of a national-regional sports network because the communication is restricted to the financial funds. In many countries which have international sport success, like China and Australia, the national sport program is implemented and coordinated by a national organization and achieve all levels of sports organizations.

Finally, clubs, sport associations and municipal government are responsible in developing elite sport locally, and, according to Meira (2011), these organizations are the main responsible ones for the development of elite athletes, because the programs and projects from NOC and Ministry of Sports do not achieve the primarily proposed goals.

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