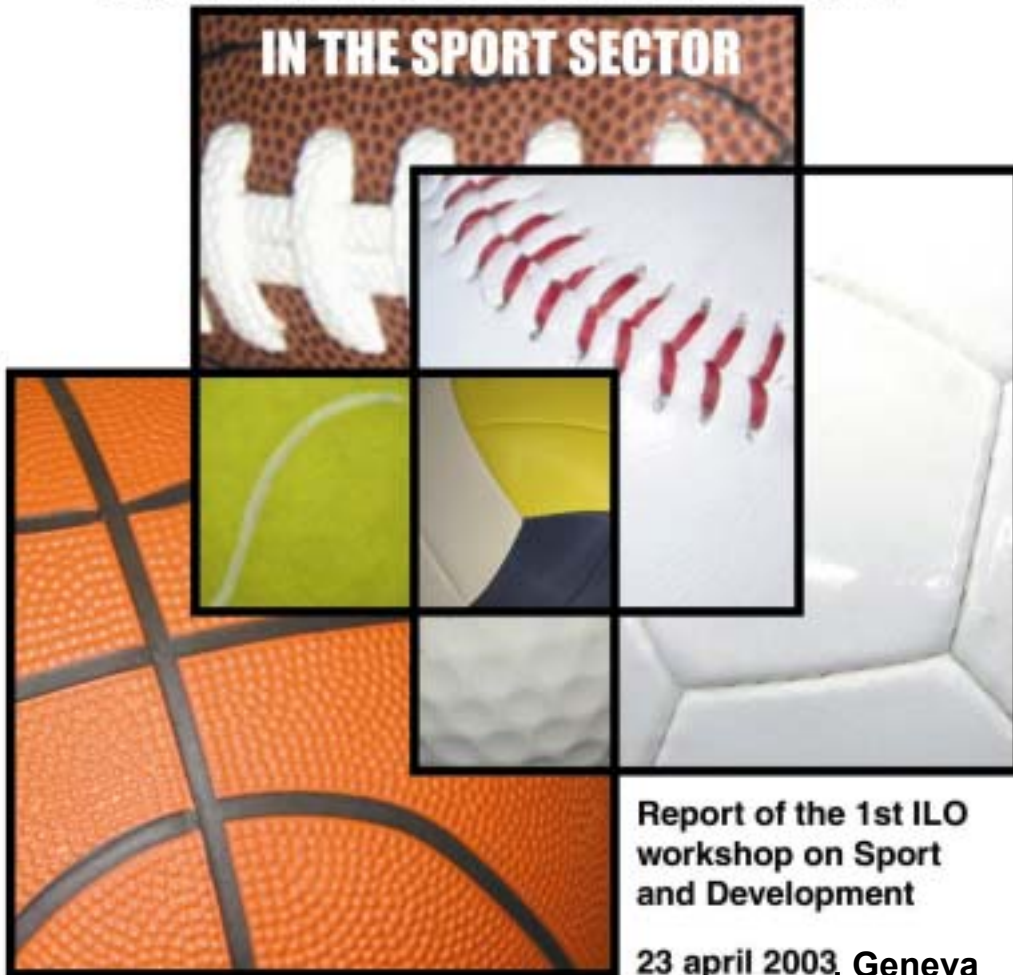




International  
Labour  
Office

## **EMPLOYMENT AND SOCIAL DIALOGUE IN THE SPORT SECTOR**



Report of the 1st ILO  
workshop on Sport  
and Development

23 april 2003, Geneva

*“Employment and Social Dialogue  
in the Sport sector”.*

Report of the 1<sup>st</sup>  
ILO Workshop  
on Sport for Development

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International Labour Office

October 2003.

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**Pierre de Coubertin et Albert Thomas,**  
lors de la réunion d'experts en matière  
d'éducation physique et de sports,  
en 1929 au B.I.T à Genève

*Les progrès des sports irritent les partisans de la guerre des classes et intéressent sympathiquement ceux qui espèrent en des moyens plus doux pour amener les changements désirés par eux dans l'organisation de la société. La pratique des exercices physiques n'égalisent pas les conditions, mais elle égalise les relations et il est probable qu'ici la forme soit plus importante que le fond*

**Pierre de Coubertin**

Fondateur et premier président du CIO

*Faire de l'homme c'est faire de la démocratie. Faire de la démocratie c'est faire de la paix. Ce ne sont pas des hommes mal informés, mal cultivés, des hommes incapables de raisonnement qui pourront, dans les heures graves, résister à tous les entraînements de la psychologie de la guerre, ce sont des hommes informés, éduqués qui auront profité de leurs loisirs. [...]*

*Et c'est dans cet esprit que, négligeant peut-être pour un temps les batailles de la politique, je consacre le peu que j'ai de loisirs à organiser les loisirs des autres ; c'est parce que j'ai la conviction que ces loisirs constituent à l'heure actuelle peut-être le bien le plus précieux des sociétés humaines que je m'attache à les développer, à les étayer.*

**Albert Thomas**

Premier Directeur Général du BIT



*It is through work that people can expand their choices to a better quality of life. It is through work that wealth is created, distributed and accumulated. It is through work that people find a dignified way out of poverty. [...]*

*Tripartism has national roots embedded in local realities. At the same time, it can also operate globally through the ILO. Tripartism is thus probably the single most important development instrument that countries can utilize to ensure ownership of poverty reduction strategies, stability of national policies and fairness at home and in relations with donors and international organizations.*

*Together, our role in the international effort to eradicate poverty is to promote public policies, rights, social institutions and market solutions that permit people to earn a decent living, balance family needs and work out of poverty. But to do so, women and men need an enabling environment for empowerment.*

**Juan Somavia**

ILO Director General

*Working out of poverty - 2003*

## Preface

*“Sport is a useful means to achieve a better life and sustainable development for human beings. Sport encompasses healthy life-long expectations, intrinsic values of loyalty, solidarity, fairness and justice, acceptance of “victory and loss”, achievement of better conditions of living, peaceful attitudes and respect of the other. A human being is accompanied by these sport values throughout his journey in life.”<sup>1</sup>*

\* \* \*

Sport, with its universal appeal, brings multiple benefits: not only does it improve health and physical condition, but it also represents a valuable asset in the agenda of sustainable development and in the fight against poverty because it connects people, it brings the best of their motivation into action.

Sport is a central component of the socio-economic development process by creating job opportunities for youth and fostering organizational skills. Combined with education, sport can serve as a concrete, positive alternative to child labor and social exclusion, and as a mobilizing factor for youth. Sport is a positive way to fight against violence, stress and drug addiction and to improve both national health systems and working conditions by reducing the costs of social protection.

When integrated into long-term goals and targets, and in programs and activities related to the issues of development, sport can be a decisive element for attitudinal changes that contribute to the comprehensive human, socio-economic development of entire communities.

The ILO/Universitas program is working towards mainstreaming sport into the ILO Decent Work Agenda. The ILO Workshop on Sport for Development originated from the goal of creating an international forum where UN development agencies and the world of sport could meet and share experiences and good practices. During the Workshop, areas of collaboration have been determined, and a new approach concerning sport for development activities has been launched.

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<sup>1</sup> UN Task Force Report to the UN Secretary General, March 2003

The workshop served also the scope of bringing the issue of sport back on track at the ILO, and specifically with the work started in 1924, when the ILO was entrusted by the International Labour Conference with the Recommendation concerning the “Development of facilities for the utilization of workers’ spare time”. In March 1929 a first “ILO Committee of Experts on Physical Education and Sport ” was gathered also in Geneva to discuss openly the benefit of sport for the workers and the role of the tripartite partners on the issue.

\* \* \*

Our sincere thanks to those workshop participants whose contributions and experiences have been invaluable for the ILO and crucial to move forward in the field of Sport for Development; this can also be seen by going back to the ILO tradition as depicted in annex III of this report.

Special thanks go also to the Italian Government for having funded the workshop, and to the Universitas team, Rachel Dunsmoor and Adriana Gulino, for their tireless effort in organizing the Workshop, collecting material, and preparing this report.

Geneva, October 2003

Giovanni di Cola

ILO Focal Point for Sport  
Universitas Program Coordinator

## REPORT OF THE 1<sup>ST</sup> ILO/ UNIVERSITAS WORKSHOP ON SPORT FOR DEVELOPMENT

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## Agenda of the Workshop

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**10 h. 30 Welcome address by: Mr Don Skerrett, ILO Executive Director for Regions and Technical Cooperation**

**Panel Discussion:**

**10 h. 35 “Employment and Social Dialogue in the Sport Sector”**

**Chair: Prof. Jean-Loup Chappelet, Director, IDHEAP, Lausanne,**

**Co-chair: Prof. Jean Camy, University of Lyon**

Panel with :

- Prof. F. Alaphilippe and M. Barsacq, Social Council of the Sports Movement (CoSMoS), France
- D. Cheminade, Activities Development Mission, National Olympic Committee (NOC), France
- M. Colucci, Legal Service of the European Commission, section on Professional Sport, and FIFPro Member
- Prof. R. Blanpain, University of Leuven, Belgium

**12 h. 30 Questions and Answers**

Sum up of discussions by the Chair

*13 h. 00 Lunch Break.*

**Working Session with Stakeholders and Sport Actors:**

**14 h. 45 “Partnerships at the National and Local Levels through Sport”**

*There will be presentations followed by a discussion on: A methodology for a common framework on sport for development initiatives.*

**Chair: Mr M. Kleiner Office of Mr. Ogi, United Nations,**

**Co-Chair: Giovanni di Cola, ILO**

Presentations by the following representatives:

- D. Huffman, International Development through Sport for Commonwealth Games, Canada
- B. Stewart, UK Sport
- B. Ooijen, Ministry of Health, Welfare and Sport, the Netherlands .
- K. Mascagni, The International Olympic Committee (IOC) Department of International Cooperation and Development.
- G. Thompson, Youth Charter for Sport
- M. Dusatti, Unione Italiana Sport per Tutti (UISP)
- L. Ursprung, Baspo/ Sad, Switzerland
- Lucinda Arsenio, International Federation of Volley Ball (FIVB)



“A Common Framework on Sport for Development and Peace. A new methodology”  
Mr. G. di Cola, ILO /Universitas Programme Coordinator and ILO Focal Point for Sport.

Discussion and session of questions and answers with the participation of UN agencies member of the UN Task Force on Sport for Peace and Development and other sport partners.

**17 h. 30** Sum up of discussions by the Chair

**18 h. 00** **Closing remarks and next steps**

**Welcome address by Mr. Don Skerrett,**  
**ILO Executive Director for Technical Cooperation and Regions.**

Mr. Skerrett welcomed the participants to the 1<sup>st</sup> ILO/Universitas Workshop on Sport for Development and expressed his gratitude for their commitment to Sport for Development and Peace.

He gave a general introduction of the ILO and its mandate, specifically focussing on the role that Social Dialogue plays within the ILO itself. Mr. Skerrett gave the following definition of social dialogue: *“The ILO advises Governments, workers’ and employers’ organizations on the processes of negotiation, conciliation and arbitration. Social Dialogue goes beyond workplace issues, and involves working with organizations, such those you represent”*.

*“The ILO welcomes the Sport for Development initiative for several reasons. First of all, the values of sport are applicable to other aspects of life, particularly the value of **“fair play”**, and, secondly, it gives the ILO the opportunity to work with **non-traditional partners**, such as actors both the public and the private sector. This represents a challenge for the ILO, as apart from the organizations of workers and employers, the ILO has not a large experience in dealing with and working with civil society. However, **“the link with non-traditional partners is largely supported at the ILO, because it is considered essential to delivering the ILO’s services and messages to a broader audience all over the world.”**”*

Mr. Skerrett noted, however, that this collaboration should worked out in association with the ILO tripartite constituents.

As for the issue of Social Dialogue in the Sport sector, he proposed a number of recommendations that could be, among others, raised by the participants:

- The establishment of a network of Social Dialogue tripartite partners in the Sport sector.
- The strengthening of local, tripartite partnerships for youth employment and social reinsertion in developing countries.
- The development of a set of tools to ensure the social protection of sportswomen and men as well as young athletes.
- The creation of a Social Dialogue Committee in the sport sector, on the basis of the European Commission recommendation dated September 2002.

## **Panel Discussion:**

***“Employment and Social Dialogue in the Sport Sector”.***

*“Le Sport est un jeu travaillé (sport amateur)  
ou un travail joué (sport professionnel)”.*

*(Par Jean Bernard, Philosophe)*

**Chair-President : Prof. Jean-Loup Chappelet,**  
Professeur de Management Publique et Directeur de IDHEAP.

*« La raison principale pour laquelle on parle de Dialogue Social dans le secteur du Sport est de donner aux sportifs, en tant que travailleurs, protection sociale, conditions du travail et conventions collectives. »*

« *Les activités du secteur du Sport* ».

Prof. Jean Camy, Professeur Université Claude Bernard de Lyon (OEES).

La NACE<sup>2</sup> (nomenclature générale statistique des activités économiques) place les activités liées au sport dans la classe 92.6. Cela inclut: les associations sportives, les organisations sportives à caractère commercial, le sport professionnel et tous les services qui en découlent, y compris le loisir sportif commercial qui comprend les clubs et les centres de mise en forme. A ces activités, correspondant à une définition stricte du secteur sportif, il faudrait ajouter l'ensemble des structures publiques comme les collectivités territoriales, qui représentent de nombreux acteurs jouant un rôle essentiel dans le développement du sport. Une étude<sup>3</sup> réalisée dans 15 pays de l'Union européenne a montré qu'il existe 750 000 personnes qui exercent une activité professionnelle principale dans le secteur du sport. Parmi ces personnes, la moitié travaille pour le sport associatif organisé à l'intérieur du mouvement sportif (clubs et fédérations). Les autres sont employées dans des entreprises du loisir sportif commercial.

Le sport organisé au sein des Fédérations, basé sur le principe de l'amateurisme et du bénévolat est le plus visible et joue un rôle dominant dans l'ensemble de l'organisation du secteur. La « professionnalisation » des fonctions d'encadrement a été progressive et s'est souvent accompagnée d'une certaine résistance, qui est toujours forte dans certains pays comme l'Allemagne.

D'autre part, les dirigeants bénévoles sont mal préparés à assumer le rôle d'employeurs et conçoivent souvent négativement l'adhésion de leurs salariés à des syndicats. La cohabitation de bénévoles et de salariés dans l'encadrement des activités sportives accentue encore les risques de confusion.

Une professionnalisation récente, et parfois perçue comme « contre nature », est la cause principale du caractère tardif de l'apparition du dialogue social dans le secteur du sport.

*"How does social dialogue work in the sport sector?"*

Professor Roger Blanpain, University of Leuven, Belgium

No one can overestimate the potential of sport to focus world attention on important issues such as health, employment, international cooperation, law, and social policies. Sport is especially helpful in fostering social inclusion and bringing people together. Thus, there is much good in sport that can be promoted. On the

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<sup>2</sup> La NACE rev 1, nomenclature statistique des activités économiques dans la Communauté européenne, a été adoptée afin d'établir une nomenclature statistique commune des activités économiques dans la communauté européenne garantissant la comparabilité entre nomenclatures nationales et communautaires et entre statistiques nationales et communautaires. La NACE rev 1 a un lien direct avec le CITI rév 3, reconnu au plan international et élaboré sous les auspices des Nations Unies.

<sup>3</sup> European Network of Sport and Science Institute "Sport and Employment in Europe", 1999.

other hand, we have to be aware of the dark side of sport: hooliganism, doping, and human trafficking. We need to find tools to fight these evils.

To ensure the proper governing of sport, rules need to be established in compliance with the **“Principle of Subsidiarity<sup>4</sup>”**. Subsidiarity would allow sports federations and players to make their own rules. They are the ones who are involved in sport, and they should be allowed the responsibility and the autonomy to decide on appropriate rules to govern their discipline. The European Union and national governments should facilitate this process. They could provide a forum for discussion and the exchanging of views between all parties involved, as well as ensure that fundamental rules and rights are respected (i.e. freedom of information, privacy, competition), but it is up to the sports federations, associations, clubs, and players to make their own rules.

***The main role of the ILO in this aspect is to facilitate the process of bringing the parties together, to develop a social dialogue amongst all involved, and to make sure that the parties respect the ILO’s Fundamental Principles and Rights at Work that apply to sport (i.e. freedom of association and collective bargaining, freedom from child labour, freedom from forced labour, social dialogue, equality, and social inclusion).***

Just as the Principle of Subsidiarity should be considered in governing the sports sector, the diversity of sport should also be taken into account for guidelines and agreements in the sport sector. There should be one broad sport committee and then specific subcommittees on football, volleyball, etc.

Let’s look for benchmarks and examples of development projects and promote them. We should encourage collaboration between UN agencies, local development partners, and the European Union in order to make social dialogue a priority in the common agenda.

*“The Status of European Social Dialogue in the Sport Sector”*  
Michele Colucci, European Commission and FIFPro Member.

Social dialogue is a component of the Treaty of Rome signed in 1957, and is considered a method of decision-making and working, involving social partners. The European Commission, particularly, is entitled by the Treaty to play the role of facilitating and promoting social dialogue as well as consultation and cooperation of social partners before submitting proposals on social policy.

The approach to social dialogue is through sectorial committees. Within each sector, there are many different subjects, outcomes, and legal instruments that can be used. The legal instruments of social dialogue are: agreements that can be voluntary and/or legally binding in nature, guidelines and recommendations, joint manuals and good practices. Specifically, agreements are usually voluntary

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<sup>4</sup> The Principle of Subsidiarity, mentioned in the Treaty of Maastricht, establishes that for all those issues in which the Community doesn’t exercise exclusive competences, an intervention is allowed only when member states can’t act on their own or when a common action would be preferred.

commitments by the parties according to rules that they choose, and are implemented on issues related to working conditions.

*“The Tango-Theory”.*

Social dialogue is like the tango—you need to have a partner to dance with. Thus, you need to find European organizations that can represent the two dancers—workers’ and employers’ organizations. The dancers, or the partners who will sit at the table, are chosen by the European Commission according to certain criteria: they must be national organizations that are recognized as part of a member state in a particular structure of the social partners; they need to have the capacity to negotiate at a national and international level; and they must have an adequate structure. The fulfilment of these criteria is guaranteed both by the service of the European Commission and by external experts through independent studies.

The role of the EU Commission in this regard is to respect the autonomy of the social partners and try to guarantee a balanced support for both parties. Employers and workers must work together with the services of the EU Commission and the general directorate. In the sports sector, for instance, this means: DG employment, competition, education, and culture. Sport at the EU level has been related to education and culture. Laws involving sport should be linked to these two issues.

Why do we need social dialogue at the European Level?

It is because of the ***Principle of Subsidiarity***. Goals are more easily achieved when decisions are made by those partners who are closest to the needs and interests of workers and employers. The social partners establish the agenda of the social dialogue, such as an analysis of the sector, health and safety issues, working conditions, patterns of future employment in the sector, etc. The EU Commission gave the social partners plenty of room to manoeuvre so that they can make these decisions as best they can on their own.

At the sector and sub sector level, the social partners usually negotiate employment conditions, such as in the football sector.

In sector social dialogue, the social partners identify issues of joint interest and analyse national situations. There have been many concrete results of sector social dialogue in the telecommunications, aviation, textile, and agricultural sectors, such as agreements, guidelines, working hours, and codes of conduct and ethics.

Trade unions fear that there will be a provision on the issue of sport in the draft of the European Convention; however, the parties think they can avoid such a provision by having a collective agreement. Currently, the parties are focusing more on the form of the provision or agreement, rather than the content.

Overall, in order for social dialogue to develop, a step-by-step approach is needed. The parties should work together to find a common approach and use the instruments of the EU to help them. Most of all, we need to find the other dancer of the tango—the workers have their representative, but the employers need to find theirs.

« *Expérience concrète sur le terrain du CNO français : les politiques sportives au niveau local* »

Denis Cheminade, Directeur, activités de Développement, Comité National Olympique Français.

- 50.000 sportifs professionnels.
- 350.000 employés dans le sport associatif de base.
- 700.000 associations sportives.

La relation entre le sport et l'emploi est encore en train de se construire en Europe et en France. Voici les résultats d'une étude sur ce sujet, conduit en 1998/2002, et financée par l'EU, en association avec 7 pays.

Dans le contexte européen, quatre mots clés ont été notamment identifiés : l'Europe, le modèle social européen, le troisième système et le sport.

a) *L'Europe* est une union politique entre Etats. Mais le sentiment européen est plus fort que la réalité des traités. C'est particulièrement vrai pour le sport qui a depuis longtemps ses organisations européennes. A noter que ces unions comprennent souvent plus de 40 pays, c'est l'Europe géographique.

b) *Le modèle social européen*, c'est-à-dire l'Europe des citoyens, a été construit suite à deux composantes de l'Union européenne : la grande réforme du marché économique et la monnaie commune, l'Euro. On a constaté que les associations sportives jouent un rôle clé dans le processus de construction de la dimension sociale de l'Union, car elles apparaissent comme un élément constitutif important du tissu social et à ce titre représentent et expriment concrètement cette dimension. L'emploi est au cœur du modèle social européen. Il faut souligner l'aspect de la solidarité dans le secteur du sport. En fait, entre les années 1993 et 1995, le chômage en Europe avait tellement augmenté qu'il a atteint près de 16 millions de personnes. Ainsi, le sport a été appelé pour employer les jeunes gens.

c) *Le troisième système*. C'est la reconnaissance de l'existence, entre le service public et le secteur privé, des organisations, appelées coopératives, associations ou mutuelles, dont le but n'est pas lucratif mais basé sur les principes de solidarité. Le secteur sportif est considéré comme un acteur essentiel qui fait partie de ce troisième système.

d) *Le sport*. Né en Europe, il participe du modèle européen. Sa composante associative est particulièrement forte. Il revendique les valeurs européennes, sa participation au troisième secteur, sa contribution à la lutte contre l'exclusion et à la création du lien social. Pour le moment ce n'est pas une compétence reconnue aux autorités européennes.

Sport et emploi sont, de fait, deux composantes du modèle social européen.

On se pose quelques questions à ce point : « *quelle est la relation entre le sport associatif et l'emploi ? Quelle contribution le sport peut-il apporter à l'emploi et en quoi les politiques de l'emploi peuvent-elles intervenir dans le sport, spécialement dans le cadre du secteur sportif associatif ?* »

- En matière de politiques sociales d'emploi, le sport était pris en compte de façon marginale au niveau européen. Toutefois, c'est à partir de 1993 et suite au Livre Blanc que le débat sur une politique de l'emploi dans le secteur du sport a été suscité. En particulier, au niveau local, on retrouve à côté des grands employeurs, une multitude d'initiatives locales créatrices d'emplois et des activités liées aux petites entreprises, dans le domaine économique, culturel et social. En 1997, le sport a été mentionné pour la première fois comme l'un des éléments qui peut créer de l'emploi autour de ces initiatives locales qui sont essentiellement associatives. Du point de vue européen, cette prise en compte s'est faite tardivement, à travers le programme « ILDE » (Initiation Locale de Développement et d'Emploi).
- En France, le Comité National Olympique et Sportif Français a très tôt pris en compte le fait que le sport pouvait être utilisé pour occuper ou re-mobiliser les individus. De plus, les emplois « aidés » pouvaient venir relayer l'action des bénévoles. A cette fin, a été mis en place un réseau d'agents de développement du sport, chargé d'assister les associations sportives dans le domaine de l'insertion et de l'emploi. Ces agents placent des jeunes sur le terrain afin qu'ils puissent agir auprès des acteurs locaux, des associations locales, des administrations locales, des collectivités locales, etc., et ainsi encourager le développement économique local.
- En 1998, une étude<sup>5</sup>, menée par sept pays européens, a examiné la possibilité de créer de l'emploi dans le secteur sportif, en particulier dans le cadre du troisième système. Les conclusions ont été adoptées sous forme de recommandations pendant la Conférence de Paris, en octobre 2000<sup>6</sup>.

En conclusion, voici quelques points sur lesquels réfléchir :

- Le potentiel d'emploi dans le sport associatif est réel et peut être développé.
- Une attention particulière doit être accordée à la relation entre bénévole et professionnel. La complémentarité, si elle est réelle, n'est pas spontanée et elle demande à être organisée.
- Il est nécessaire de créer des cadres d'emploi spécifiques au sport (convention collective) et mettre en place le dialogue social nécessaire.
- Il faut créer des structures nécessaires et fortes pour le développement de partenariats à tous niveaux : local, national et européen.
- Il faut reconnaître le rôle des ONG sportives, notamment de la part des Pouvoirs Publics.

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<sup>5</sup> « European Network on Sport Employment in the Third Sector », a research project presented in 1997 by the European Non-Governmental Sport Organizations (ENGSO) to the European Commission's DG for Employment and Social Affairs.

<sup>6</sup> « Le développement de l'emploi dans le secteur du sport : l'impact des politiques territoriales ou nationales. » Actes du Séminaire européen : Paris, 19-20 juin 2000. Les actes sont disponibles sur [www.sport-employment.org](http://www.sport-employment.org)



« *Expérience de dialogue en France à travers le Cosmos (Conseil Social du Mouvement Sportif).*

Prof. François Alaphilippe, Président délégué du CoSMoS et Professeur à l'Université de Limoges.

- 35 millions de personnes pratiquent du sport ;
- 15 millions sont licenciés auprès d'une Fédération pour pratiquer du sport ou s'occuper de la gestion ;
- On peut estimer qu'il existe près de 100 000 emplois « équivalents temps plein » ; ce qui représente un nombre nettement plus important de salariés, beaucoup étant employés à temps partiel.

A la fin des années quatre-vingt, le secteur sportif était l'une des dernières branches d'activité à n'être pas couverte par une Convention Collective. Le Comité Olympique français a alors pris l'initiative de créer le Conseil Social du Mouvement Sportif<sup>7</sup> afin d'aider les employeurs du mouvement sportif à s'organiser pour négocier une convention collective conforme aux exigences du Code du Travail. Ainsi a pu s'établir en France, à partir du 1997, un dialogue social ayant pour objectif la conclusion d'une Convention Collective propre à la branche sport : le sport étant considéré dans sa plus large dimension professionnelle, commerciale (de consommation) et associative (amateur).

Pourquoi avoir choisi cette démarche?

La création de CoSMoS a été voulue pour préserver l'identité du sport. Le risque était que sur le terrain social, le champ du sport finisse par se démembrer en entité distincte, chacune rattachée à une branche d'activité voisine. Par exemple, il avait été envisagé d'élargir la couverture de la convention collective de l'Animation socio-culturelle au sport associatif lequel sera ainsi séparé du sport professionnel qui aura pu, lui, être aspiré vers un ou plusieurs autres secteurs d'activités (spectacle, publicité etc..). Il s'est donc agi de parer au risque d'une telle dispersion, en faisant en sorte qu'à la spécificité du sport et des relations de travail qui s'y développent, réponde, sur le terrain social, la définition claire d'une branche d'activité obéissant à des principes communs et adaptés, notamment à partir d'une convention collective négociée pour elle et par elle ; ce qui supposait l'organisation d'un dialogue social à sa mesure.

Comment a-t-on fait pour engager le dialogue social ?

En tant qu'organisation d'employeurs, le CoSMoS couvrait l'intégralité du champ sportif ; mais il lui fallait trouver des interlocuteurs prêts à négocier avec lui

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<sup>7</sup> CoSMoS compte environ 1.300 membres, y compris le NOC français, les fédérations nationales, clubs, associations, clubs professionnelles, entreprises commerciales etc. CoSMoS est aussi engagé pour encourager le dialogue social dans le secteur sportif au niveau national. En particulier, avec d'autres associations, CoSMoS a contribué à rassembler tous les partenaires sociaux européens lors d'une Conférence à Bruxelles en novembre 2002. A cette occasion, est apparue clairement la volonté de créer un Comité de dialogue social dans le secteur du sport dans son ensemble ( dans ses composantes associatives, professionnelles et commerciales). Visitez le site Internet : [www.cosmos.ass.fr](http://www.cosmos.ass.fr)

sur ce même champ pour que soit consacrée conventionnellement l'existence de la branche professionnelle correspondante.

Côté employeurs, existaient, bien avant lui, des syndicats qui avaient déjà des employeurs sportifs parmi leurs adhérents ; mais ces syndicats étaient signataires de la convention de l'Animation socio-culturelle, d'autres regroupaient des employeurs du sport commercial : il a d'abord fallu les convaincre de l'intérêt d'une convention spécifique couvrant l'ensemble du sport.

Côté salariés, il y avait quelques syndicats de salariés du sport, mais aussi les grandes confédérations, représentatives de droit selon le Code du Travail, dont la participation était nécessaire selon ce même code, pour que la convention soit susceptible d'être étendue par la puissance publique (afin que ses dispositions deviennent obligatoires pour toutes les entreprises de la branche, et que, du coup, l'existence de celle-ci soit définitivement consacrées) : là encore il a fallu convaincre. Ce qui fait que, si les discussions ont été entamées en 1997, les véritables négociations sur le fond n'ont commencé que vers la fin de l'année 2002.

« *Expérience de dialogue en Europe* ».

Marie Barsacq, membre du CoSMoS, France.

Le CoSMoS s'est engagé également au niveau européen à fin d'encourager le dialogue social dans le secteur du sport. Avec d'autres organisations, CoSMoS a participé à un projet qui a pris fin en novembre 2002 lors d'une Conférence à Bruxelles et pendant laquelle des conclusions ont été adoptées sous forme de recommandations. En particulier :

- La nécessité de créer un comité sectoriel de dialogue social pour le sport
- L'identification des interlocuteurs du dialogue social.

Qui sont les interlocuteurs ?

Aujourd'hui, il y a deux organisations qui sont représentatives au niveau européen :

- *Unieuropa* est une organisation européenne qui rassemble des syndicats de salariés nationaux dans de nombreux pays de l'Union européenne.
- *Ease*, Association Européenne des Employeurs du sport, qui a été créée en janvier 2003 afin de participer aux travaux de la future commission sectorielle. Cette association a vocation à représenter tous les employeurs du mouvement sportif associatif, du secteur professionnel, du secteur commercial ou de consommation. Ease compte aujourd'hui 5 organisations : CoSMoS (France), WOS (Hollande), Abetsgivaralliansen (Suède), Sprito (Royaume Uni), Sneiss représentative dans le secteur (France).

La représentativité de EASE va être étudiée par la Commission européenne dans le cadre d'une demande de subvention du projet sur le comité sectoriel. En fait, si l'harmonisation au niveau européen de certaines conditions d'emploi et de travail est nécessaire, il faut que le cadre de cette négociation soit déterminé dans l'intérêt du sport en général. Lorsque le comité sectoriel sera mis en place, la formation sera le thème objet de la première négociation paritaire au niveau européen.

## Questions and Answers

Question: *“In the draft of the European Convention, sport and culture are mentioned together. Will this create any problem to social dialogue?”*

We all agree that sport deserved a full mention at article 15 of the draft of the European Convention, being sport activities considered a factor of harmony, inclusion, democracy, well being and health. However, the text of the article has a tremendous number of amendments. In fact, since nowadays sport is perceived as a crucial political and economic issue, discussions will be though and there is no chance to know whether it will be kept in the Convention or not.

Question: *A propos du mouvement migratoire des jeunes joueurs du football africains qui arrivent en Europe pour jouer. Est-ce que le BIT peut faire quelque chose ? Y-a-t-il des conventions sur le sujet ? Ou, enfin, sont les joueurs couverts par des conventions collectives au niveau du sport en Europe ?*

Le problème de l’immigration des jeunes joueurs de football africain en Europe n’est pas un phénomène marginal car il comporte une exploitation terrible de ces jeunes. Au niveau européen on a beaucoup parlé de responsabilité à ce propos, car le trafic ne peut pas se faire sans l’appui de clubs et, d’une certaine façon de la collaboration de la FIFA. Pour faire face à ce problème, un « comité ad hoc » a été créé en Afrique à la fois pour limiter la migration et aussi pour réserver les mineurs africains entre 17 et 20 ans aux équipes africaines. En mars 2001, l’Union européenne avait signé un accord avec UEFA-FIFA, y compris un chapitre sur les jeunes concernant leur transfert d’un pays à un autre, réglementant en même temps, un salaire minimum et le rapprochement de parents.

Bien sûr, il faut changer les règles pour combattre ce trafic : par exemple, en travaillant sur le terrain pour éviter que les jeunes ne partent dans des conditions précaires. Il est vrai que parmi eux, il y a ceux qui réussissent en Europe, mais la majorité de ces enfants est juste déracinée et après forcée à vivre une réalité très dure. Une solution possible concerne les jeunes africains qui restent en marge du football de haut niveau. Au lieu de les laisser se marginaliser en Europe, il faudrait les renvoyer au pays d’origine et les reemployer dans les communautés. Au niveau local donc, ils pourraient utiliser concrètement l’expérience acquise en Europe.

Vice-Chair Prof. Camy : **Résumé des points clefs de la matinée.**

- *La présence de partenaires sociaux* dans le monde du sport est à la fois inéluctable et une chance supplémentaire pour accorder au sport toute « l'audience » qu'il mérite. Mais aussi il faut donner aux jeunes qui travaillent dans ce secteur un cadre de fonctionnement digne des valeurs du sport. Il serait dommage que le sport soit le « lieu du renouveau d'esclavagisme » ou d'une relation entre les travailleurs et les employeurs qui ne soit pas un exemple.
- *L'unité du sport*, l'approche sectorielle et la sauvegarde de l'unité du sport. Le sport a pour but des objectifs multiples, mais il doit préserver son unité dans le dialogue social.
- *La spécificité du sport*. Cela ne concerne pas seulement la mise en relation des employeurs et des salariés, mais suppose de faire appel à d'autres types de partenaires, en particulier, les mouvements sportifs organisés, en tant que ONGs.
- *La subsidiarité*. On se demande, « quel est le rôle principal que le gouvernement ou les instances publiques doivent jouer dans cette affaire ? » Bien sûr, les pouvoirs publics et les organisations internationales ont un rôle important à jouer afin d'encourager le développement du dialogue social et de fournir un cadre d'action.

## **Working Session with Stakeholders and Sport Actors: “Partnerships at the National and Local Levels through Sport”.**

**Chairman: Michael Kleiner, UN Special Advisor on Sport office, UNOG.**

**Co-chair: Giovanni di Cola , ILO Universitas Program Coordinator  
and ILO Focal Point for Sport.**

*“The focus of this afternoon session will be on keep track with the UN report on Sport, highly appreciated by the UN Secretary General, and to find agreement on how to make the idea of a Common Framework operational. Also, having experienced this morning the importance of social dialogue, a valuable step forward would be the creation of a more effective dialogue between the world of sport and the world of development. This is another form of tango.”*

*“The Commonwealth Games’ experience”.*  
Diane Huffman, International Development through Sport for Commonwealth Games, Canada.

Commonwealth Games Canada (CGC) has been involved in sport for development activities for the past 10 years in the Caribbean and in southern Africa. The organization uses “sport development” to build leadership capacities and values within the world of sport as well as “development through sport” which serves as a vehicle for achieving social development priorities, such as HIV/AIDS awareness, gender equality, and education. The use of partnership is crucial in order to increase the capacities of recipient countries to realize the full potential of development through sport.

There are several ways in which CGC builds these capacities.

- Strategic and operational planning at the government and sport systems level.
- Network development. CGC works with recipients to develop their own partners and network to continue sport for development.
- Capacity building is also done through training and mentoring, program development and delivery, building local management, raising awareness on social issues, and ensuring local ownership, which is key to sustainability.
- CGC does not take ownership of the project.

As mentioned above, CGC’s work is based on partnerships. Their partners include donor countries, organizations, and recipient countries (ministries, NGO’s, and other organizations). CGC does not teach—the organization uses a “share-share” and results-oriented approach with its partners. They share best practices with other donors, and lend their capacities, while building those of the recipient country.

CGC working with partners have together facilitated a number of programs:

- *Youth Education Through Sport in Zimbabwe*. It involves over 25,000 youth in 10 provinces. The youth must stay in school and volunteer time in their communities in order to participate in sports activities.
- *The Physically Active Youth programme in Namibia* addresses the problem of students dropping out of school. Through this program, students are tutored after sport activities. They are required to do community work and must show improvements in their grades. As a result, youth are staying in school longer and gaining self-confidence.
- *The Aerobics Program for pregnant mothers* through which women get together and discuss common interests. The results of the programme are reduced delivery time, reduced epistomies, HIV/AIDS education, and empowerment of women.

Apart from the successes mentioned above, CGC has been successful in increasing the participation of women in their communities and in management positions, and in building partnerships and collaborations between different government sectors (i.e. Ministry of Health, Education, and Sport).

*“The Importance of Partnerships among Donors involved in Sport for Development*  
Ben Stewart, UK Sport

UK Sport believes that partnerships provide opportunities for different actors to contribute to projects according to their different capacities and resources. Partnerships enable organisations to maximise the “effectiveness of international sports development programmes, through co-operation amongst donors and closer dialogue with recipient countries ”. Partnerships allow donors to work in a co-ordinated approach, to maximise human resources, to enhance each other’s programmes, to raise the impact of the contribution, and to develop strong links for all partners. In addition, the leveraging of funds and resources depends on the value of sport internationally, which can only be strengthened by effective partnerships. Partnerships with other countries in particular can develop sport and share UK sporting expertise overseas.

In South Africa UK Sport worked on the UK-SA Sports Initiative for seven years in partnership with the South African Sports Commission.

UK Sport has also been active in Zimbabwe, Zambia, Botswana, Cameroon, Malawi, Egypt, and the Caribbean in sport for development projects. The organisation has been working extensively with Commonwealth Games Canada on developing the Caribbean Coaching Certification Programme in partnership with the Caribbean Olympic Caucus.

*“Partnership in Sport: the Dutch perspective”.*

Bart Ooijen, official at the Ministry of Health, Welfare, and Sport, the Netherlands.

The Dutch government firmly believes it is important to have a strong policy on sport because of its ability to foster development and in particular, social development. More specifically, the government promotes social projects with the aims of stimulating positive values of sport, while neutralizing and avoiding the negative ones.

Sport and development projects must be based on partnerships in order to maximize their success. At the national level, many partners are involved in the organization of sporting events and they all have to cooperate: government, sport organizations, the media, police, and sponsors. The same can occur on a smaller scale at the local level. Sport organizations, schools, and local authorities can become partners and cooperate to carry out projects related to sports. Some of the benefits are that talented players can be identified early on, sport can increase its popularity with young people, and day care can be offered by sport clubs to sustain a child’s interest in sport. An example of successful partnership is the one already existing between the Ministry of Education and Sport, and the schools and sport organizations.

Apart from sustaining the value and interest of sports in a child’s life, there are another 6 ways in which the Dutch government is utilizing sport.

- A communication tool. Sport can be used as a vehicle to deliver messages to the public, such as through publicity in sports stadiums and on television. Athletes in the Netherlands serve as ambassadors to communicate various messages on health or other issues of public interest.

- Employment programs. For those who have been unemployed for a long period of time, jobs in the sport sector can help them reintegrate into their community. There is a partnership at both the national and local levels between ministers, local authorities, and sport clubs to make this program a reality.
- Helping sport clubs realize the importance of environmental programs. An agreement has already been set up for this purpose.
- Sport is used as a tool for development and cooperation. The Ministry of Foreign Affairs and the Ministry of Sports are already working together on these initiatives, though it is only recently that sport has been considered in development and cooperation projects. Even Sport NGOs have begun collaborating with development and cooperation NGOs to share expertise and to carry out sport and development projects.
- Another partnership exists between the Sport and Health divisions of the Ministry to promote the value of sport in living a healthy lifestyle. Not only is sport used to rehabilitate people from serious illnesses or injuries, but it can also aid in disease prevention.
- Finally, sport is also used to fight crime. It is a positive outlet for young people and occupies their free time, which they might use in more harmful pursuits. Youth organizations and sport leaders are working together on these initiatives.

*« Le rôle du CIO et des organisations non gouvernementales. »*

Katia Mascagni, Project Manager pour le Comité Olympique International.

Dans la structure du CIO, le Département de Coopération Internationale et du Développement a été créé en 1993, sous la direction de M. Kidane: le but était essentiellement de mettre le sport, ses valeurs et son réseau de personnes au service du développement. Pendant ces dix dernières années, le CIO a développé des partenariats avec les Gouvernements et les différentes agences des Nations Unies dans ce domaine. Récemment, le CIO et le BIT ont notamment travaillé à l'élaboration de deux projets au Mozambique et en Albanie dans le cadre des activités du « Common Framework for partnership on sport for development » proposé par le BIT par le biais du programme Universitas.

Dans le cadre des projets de développement par le sport, auxquels il participe en collaboration avec le système des Nations Unies ou d'autres organisations, le CIO cherche à atteindre 5 objectifs principaux :

- Encourager la participation du Mouvement Olympique, des Comités Nationaux Olympiques (CNOs) dans les différents pays, ainsi que des fédérations nationales, des clubs et de toutes les institutions sportives concernées par ces projets de développement en utilisant le sport comme un outil. Travailler dans le domaine du développement humain et social est une chose nouvelle pour eux car leur mandat principal réside dans le développement du sport de haut niveau et dans la préparation de leurs athlètes pour les Jeux Olympiques.
- Rationaliser les ressources. Trop souvent, les ressources tant humaines que financières sont gaspillées. Il faudrait renforcer les partenariats afin



d'optimiser les ressources et de permettre à une plus grande partie des communautés de bénéficier de ces programmes.

- Du développement sportif « stricto sensu » au sport pour le développement. Il est nécessaire de parvenir à une définition plus large du développement et de considérer les activités sportives comme des outils de développement.
- Renforcer le rôle du mouvement sportif non-gouvernemental dans l'élaboration de politiques nationales ou sociales et territoriales. Il faut donner cette place aux ONGs dans le dialogue social.
- Intégrer la jeunesse d'un point de vue social et donner du travail à travers le sport. Mais aussi il faut assurer l'intégration de groupes minoritaires et de tous ceux qui sont discriminés.
- Développer des projets durables gérés par les communautés elles-mêmes. Le but n'était pas de rester dans des pays à long terme, mais plutôt d'encourager les communautés locales, à s'approprier des activités dans une perspective de développement durable.

Les projets de coopération que le CIO et le BIT ont entrepris de mettre en place, sont centrés autour d'activités visant la création d'emploi pour les jeunes, l'insertion sociale, la lutte contre la pauvreté et le développement économique local par le biais du sport et des activités qu'il génère

Au Mozambique, les initiatives se déroulent dans le cadre du Centre Olympafrica à Bouane et visent à favoriser les conditions de mise en place de petites activités économiques liées à la production de matériel sportif léger (ballons de football, filets, etc.), et à la formation des jeunes dans ce domaine, mais aussi à la réhabilitation des infrastructures sportives.

En Albanie, à Durres, une initiative semblable est aussi prévue.

### *"The social case for Sport"*

Geoff Thompson, Youth Charter for Sport, Culture, and the Arts

Sport can and should be a consideration at the heart of every government and every aspect of society. Several events during the course of Mr Thompson's life<sup>8</sup> lead him to this conclusion. He brought the north and south of the UK together to launch the Youth Charter for Sport, association of which he is the Executive Chairman.

The mission of the Youth Charter is to provide an opportunity for young people to develop in life. In today's world, where globalisation is presenting challenges to youth, and the gang culture in which many grow up rejects the traditional values of society, the Youth Charter provides young people with an alternative. Its key objectives are education, health, social order, and the environment. We can realize the full potential of young people by investing in their future development.

Upon founding the Charter 10 years ago, its members went into communities to talk with young people. The situation was a win-win-win for business, the community, and young people in particular. Youth agreed to take an active role and responsibility in living their lives according to the rights that were placed before them.

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<sup>8</sup> The journey began for Mr. Thompson at the age of 7, when sport helped him cope with his social needs. After winning gold at the karate world championships, he made the transition into sports politics. It was the shooting of a 14-year-old boy in Manchester that frustrated him into concrete action.

The Youth Charter also used sportsmen and women to deliver their messages, and the collaboration proved to be quite powerful and potent.

The Charter has had some very impressive results. Young people's lives have been transformed by the social power of sport, where they can find pathways to employment and education. One young lady was able to realize her dream of working in Hollywood, and a young man won an Olympic silver medal at the last Olympic Games. More importantly, he was able to realize his potential.

The future goals of the Youth Charter are to share experiences and to develop 10 communities in the UK and in the Commonwealth. For sustainable development to occur, the capacities must come from human potential and will require a truly multi-agency collaborative approach. The Youth Charter is also trying to reach out to youth from diverse backgrounds and bring them into the discussion. Young people of whatever persuasion, whatever cultural identity, must be identified and given the opportunities, the tools, and the responsibility so that they can make a meaningful contribution to the future of our world. Why do we have to sell something that should be so easy? There are many of us doing this great work, and we need to advance at a pace that can keep up with an impatient youth culture.

*“If there is a true commitment, we can make a real difference and a real peace within the dreams and aspirations of young people, for whom we have a responsibility to deliver to. The future is ours, the future is theirs. Please give them that opportunity”.*

*“The UISP commitment in Albania.”*

Maria Dusatti, International cooperation of Unione Italiana Sport Per tutti (UISP).

The NGO UISP was founded in 1948 in Italy. At first, the organization began promoting sport activities and social development through sport, in Italy. Over the past fifteen years, this NGO has worked in Africa, in refugee camps in the Balkans, and is now active in other countries in post-conflict situations.

Recently, UISP has begun implementing sport for development and peace projects in the Palestinian Territories, Israel, Senegal, and Albania. For instance, Israeli society is divided into many ethnic groups who do not interact with each other, and UISP used sport to connect the various ethnic groups.

All of the projects involve the rehabilitation of local sports infrastructures, such as playgrounds, and the addition of new sports equipment. Most of these projects include training of coaches in order to sustain the programs. Not only is UISP involved in local neighbourhoods, but also in prisons and psychiatric hospitals, where they are conducting two projects in Albania. In the future, UISP is interested in creating a network of NGOs who are also involved in sport for development.

*“Switzerland and sport for development initiatives.*

Lorenz Ursprung Swiss Federal Office of Sports (FOSPO)

Switzerland does not have a long history in the area of development through sport, although some occasional projects were carried out. Only in the past few years, Switzerland has become increasingly involved in sport for development initiatives, through the *Swiss Agency for Development and Cooperation* (SDC) and the *Swiss Federal Office of Sports* (FOSPO). The two organizations jointly hosted the first International Conference on Sport for Development and Peace in Magglingen, Switzerland on February 16-18, 2003 with the support of Adolf Ogi, Special Advisor to the UN Secretary-General on Sport for Development and Peace. One of the main goals was to put sport on the development agenda and to put development on the sport agenda.

The SDC has taken the next step by putting sport and its agenda and has acknowledged its support for sport and development projects. In order for projects to be supported by the SDC, they must be about development through sport (not development of sport, though the two can be related) and must be in accordance with the Magglingen Declaration and Recommendations, which were the concrete outcomes of the conference. *“Further criteria, such as stressing social development and involving local partners will be defined in the near future.”*

Since the SDC specializes in development, they are working closely with FOSPO to gain knowledge in the field of sport. The two organizations have planned to set up a network on sport and development which collects data on existing and forthcoming projects, links experts, and serves as a platform for the exchange of ideas and knowledge to sustain the dialogue between all partners involved. “The SDC also plans to hold a follow-up conference in Magglingen in 2005-06.”

*“The benefit of volleyball and the partnership with Universitas.”*  
Lucinda Arsenio, International Volleyball Federation (FIVB).

The International Volleyball Federation (FIVB), created in 1947, includes nowadays 217 member countries. Volleyball, in its indoor and beach volleyforms, is considered an ideal sport because of its characteristics: it's fun, easy to learn, it needs few facilities and equipment, avoids body contact, develops team spirit, provides great entertainment and it is open both to men and women. Moreover, it is a non-violent sport and it contributes effectively to build self-esteem, social skills and teamwork to rebuild post-conflict societies. Development initiatives are an integral part of the FIVB's responsibility towards society. Their aim is both to improve the general standards of volleyball worldwide and to provide better conditions for people willing to practice this sport.

Because it concerns a broad goal, the International Volleyball Federation established large and extensive programs in 75 countries. More specifically, 8 development centers have been created worldwide where local coaches receive training in order to teach volleyball to children and youth.

The International Volleyball Federation developed initiatives with many UN agencies, such as the UNHCR for activities in Afghanistan, Timor, Sri Lanka, with the WHO in 2002 for the “Sport sans tobaccos “ campaign, with UNICEF in Palestine and in 2003 with the ILO/Universitas Program for Albania and Mozambique. It is important to note that the Federation is working on a Cd-Rom to show countries how to produce light sport equipment (nets and balls), even with scarce local resources.

« *Le rôle de Sport sans frontière* ».

Julien Luneau, éducateur socio- sportif pour Sport sans Frontière.

Sport sans Frontière est une association de solidarité internationale, née en 1999, qui travaille dans le domaine de l'éducation et de l'animation sportive, en utilisant le sport comme moyen de mobilisation collective. En particulier, il y a deux scénarii différents dans lesquels elle intervient : dans des situations d'urgence et dans des cas de développement. Au Cameroun, l'organisation s'occupe de besoins exprimés au niveau local : par exemple, la demande d'outils pour réaliser et organiser une certaine pratique est suivie d'une mobilisation générale pour la satisfaire. Il faut faire attention car l'organisation travaille dans une logique d'échange entre individus, selon l'approche du développement intégré.

Sport sans Frontière utilise une méthodologie composée de trois éléments :

- Une logique d'accessibilité à la pratique. Il s'agit de la mise en place d'infrastructures organisationnelles pour la pratique sportive. La construction d'infrastructures peut se faire à travers des chantiers internationaux dans lesquels des jeunes locaux sont intégrés.
- La mobilisation se déroule selon deux axes : à travers la sensibilisation de l'animation sportive (scolarisation, relations inter-ethniques, santé, environnement) ; et la mise en place des activités de socialisation à travers le sport avec des enfants des rues afin de les attirer au foyer de l'organisation).
- Le développement économique. Le travail s'adresse surtout à la formation des éducateurs car il est important que les activités soient pérennes.

« *The Cuba project* »

Niklaus Eggenberger, Swiss Academy for Development.

This is a pilot project prepared by the Swiss Academy for Development together with the Cuban partners, in order to academically verify the potential of Sport for local development in Cuba. Activities will target children and youth with criminal behaviors in the city of Havana. Specifically, the scope of the research study is threefold:

- To promote and coordinate sport activities in disadvantaged neighborhood;
- To investigate the impact of these activities;
- To identify and provide indicators that can measure the potential of sport and to integrate local social partners in a participatory approach.

**“A Common Framework on Sport for Development and Peace.  
A new methodology.”**

*Giovanni di Cola, ILO Focal Point on Sport and Universitas Program Coordinator.*

The contribution of sport as a global-local policy instrument is largely recognized, with its ability to operate at both at the international and the local levels by integrating the benefits of globalisation with those deriving from the close relationship with local communities. For this reason, there is a need to focus on the actors playing a core role within the process, whether key national actors and local counterparts or those, at the international level, acting as a source of information, experiences, and best practices.

The significant economic and social impact of sport in modern societies is apparent worldwide. Sport-related Initiatives have a positive impact on the territory, creating synergies, job opportunities, training and skills development, especially at the local level.

A part from its general meaning, sport currently serves both as direct employer, through its organizations, but also as an instrument creating a multiplier effect into other sectors, such as manufacturing, tourism, the informal sector in general etc. In view of the twofold role sport plays, there is a need in developing a strategic *common framework* in which all the actors can situate themselves and work together to accomplish the ultimate scope of fighting poverty and creating new *decent jobs*.

I. What is the Common framework?

**The Common Framework<sup>9</sup> is a partnership tool.** It has the unique advantage of **providing** both sport counterparts and UN agencies with a **logical base for the effective coordination of activities and programs**. Particularly, it brings together a network of diverse potential contributions and expertise, and clearly defines roles around specific parameters and indicators for the implementation of initiatives. **Projects and initiatives will be developed according to local needs**, and implementation will be guided and monitored as part of the common framework, developing a network of open partnerships and donors. **The ownership** of the established framework should remain with the Governmental institutions, namely the National Olympic Committee and the Minister of Youth and Sport of the country, other live ministries, such as the Ministry of Labour, where the Common framework will be used.

The Common Framework will outline the objectives of sport institutions (NOCs and national and international federations), including specific projects activities that can be strengthened through synergies within the framework itself.

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<sup>9</sup> The Common Framework draws its origin from a combination of a number of instruments, mainly used by the World Bank. These include: the Comprehensive Development framework (CDF) and the Poverty Reduction Strategy Paper (PRSP), which are linked at the field level to UN tools such as the Country Common Assessment (CCA) and the UN Development Assistance Framework (UNDAF).

## II. Reasons for using the Common Framework.

The reason for using a Common framework lies in the fact that this approach is **cost-effective, and calls for self-sustainability, accountability and transparency of activities and a clear assessment of needs and resources at the local level.**

More specifically, ownership, sustainability and accountability are considered as basic criteria necessary for the accomplishment of the evaluation of the common framework, together with national indicators selected from those included in the Millennium Development Goals (MDGs).

Beneficiaries of projects and activities within the Common framework are youths, considered as individuals, professional athletes, as well as workers in the sports' sectors.

The Matrix (example of Mozambique annexed) provides a clear picture of the interaction and communication amongst actors.

There are three categories of actors:

- At the international level: the UN Agencies, multilateral and bi-lateral institutions, the International Olympic Committee, International Federations, the Sporting goods Industry, the Sponsors and donors.
- At the national level: Governmental Institutions and Ministries of Youth and Sport, National Sport Institutions and Sport Authorities, the Private sector, Social Partners, the Media and NGOs (including youth movements).
- At the local level: local authorities, local sport clubs and associations, locally based NGOs.

Following a specific request from the Ministry of Youth and Sport from Mozambique, to assist national counterparts in developing a program on sport and development, the ILO/Universitas Program, the IOC, and other UN agencies and sport partners, (mainly sport federations), proposed the establishment of a Common Framework.

III. The establishment of a Common Framework on Sport for Development for Mozambique is an example of cooperation between all the social actors, including the ILO tripartite partners, National Olympic Committees, Ministry of Youth and Sport, international, national and local institutions. The framework described in the attached Matrix is totally owned by the Mozambican institutions, the National Olympic Committee, and it is meant to remain open to other external and national contributions.

The *IOC* will provide technical and financial support to a project based in a rural area. Funds will serve to rehabilitate the local sporting infrastructures, to organize coaching for children and youth, and day care for primary schools in the Center of Bouane. In-kind contribution will result in networking with national and local partners. Together with the *NOC of Mozambique*, the *IOC* will coordinate the use of funds with the local project manager. The *ILO* will provide a technical contribution consisting in the organization of training courses on Local Economic Development for youth employment. In addition, the *International Volleyball*

*Federation* and the *International Rowing Federation* will participate by providing both in-kind contribution, in the form of light sport equipment such as balls, nets, t-shirts, boats, coaches and training, and human resources in selected regions of the country, thereby opening other windows of opportunity for youths.

At the national level, other sport partners, such as *UK Sport and Canada Commonwealth Games* may provide advisory services on strategic planning to the Ministry of Youth and Sport and the Ministry of Labor. Furthermore, locally based International NGOs, would contribute with technical and human resources to the activities with the Common Framework.

Providing the Common framework a multi-disciplinary approach to sport, it would be appropriate to eventually consider the establishment of a National Advisory Board that would help in taking on board international new partners, sport federations, bilateral donors, and philanthropic institutions, as required. This Board would have an advisory role and would look at the overall implementation of the Common Framework as a way to mainstreaming sport into development. *Focal Points* will be selected to carry out the activities and projects within the framework., with one institution at the national level be responsible for the Common framework.

Thus the need for the ILO to involve into the Common Framework (CF) the social partners, raising issues related to working conditions, youth employment and social protection.

### **Discussions and key points.**

M. A. Ould Sidi (ILO/Universitas) : La Task Force de Universitas, dont je fais partie, est en train de réfléchir sur la question « *comment pouvons-nous en tant que BIT intéresser et impliquer les organisations des employeurs à la fois dans le sujet du sport pour le développement et dans le Common Framework et dans le secteur du dialogue social* ».

Le sport est une opportunité pour les employeurs, car à travers le sport ils peuvent développer la richesse nationale. Les employeurs peuvent considérer la promotion du concept d'entreprise citoyenne ou de responsabilité sociale des entreprises comme cadre de la mise en application du « global compact », dans sa composante respect des droits fondamentaux et de responsabilité sociale. Dans ce cadre, les employeurs peuvent démontrer que le secteur privé est toujours capable de créer de la richesse en contribuant au développement humain.

Mais il manque une « demande solvable » : il y a une population, il y a un marché, mais il n'y a pas de « demande solvable ». Il faut la créer. Par ailleurs, si on s'occupe des droits fondamentaux, on garantit la sécurité sociale et un salaire décent on contribuera aussi à la création d'une « génération d'acheteurs », car on aura développé cette « demande solvable ».

On a identifié, à ce propos, trois éléments :

- Il faut développer la capacité des employeurs à *accueillir* les porteurs des projets, les investisseurs dans le secteur du sport mais qui n'ont pas d'informations relatives aux pays.
- Il faut aider les employeurs à développer une capacité *d'accompagnement*

- Il faut développer une capacité *d'assistance*.

Le dernier point concerne l'utilisation du sport pour créer des emplois décentralisés et de proximité. En fait, dans les pays africains les infrastructures existent au niveau urbain mais très peu dans le reste du territoire. A travers le sport, on pourrait alors délocaliser l'activité économique en dehors des métropoles d'un pays donné. Mais, le problème reste toujours comment faire pour réduire la pression sur les coûts de facteurs de production. Une possibilité concerne la création de pôles de développement dans les différentes régions et en même temps la création d'alliances stratégiques entre les organisations des employeurs, les autorités locales, c'est à dire les Communes, et les acteurs locaux. Sans oublier d'optimiser les infrastructures sportives qui sont financées par de bailleurs de fonds et qui sont utilisés au 5% de leur capacité.

Jean Fabre (UNDP): En tant que membre de la Task Force de Nations Unies on se pose la question « *pourquoi est-il si difficile d'intéresser les collègues et acteurs du développement au thème sport pour le développement alors que cela nous semble si évident ?* » Peut être devons nous trouver le moyen de permettre aux divers acteurs du développement de visualiser en quoi et de quelle façon le sport a un rôle à jouer. A cet égard, il sera utile de diffuser partout le rapport de la Task Force des Nations Unies ainsi que la Déclaration de Magglingen qui a l'avantage d'être rédigée dans un langage très simple donc facilement compréhensible par tout le monde.

Néanmoins, il y a encore du travail à faire, car le rapport est trop bref pour qu'il permette aux personnes qui n'ont pas l'expérience des liens entre sport et développement de se rendre compte du potentiel énorme non exploité. Il aurait fallu pour cela développer à fond certains chapitres, ce que nous n'avons pas pu faire. Il faut donc maintenant reprendre le Rapport et étoffer les chapitres avec des exemples clairs. Afin d'avancer avec le travail, il serait utile de constituer autour de chaque chapitre une équipe réunissant les agences concernées avec certains partenaires bilatéraux et de la société civile qui ont l'expérience voulue. Puis il faut mettre ces contributions sur le web, solliciter les commentaires et les diffuser sur le terrain. De la même façon, il faut faire circuler l'information concernant les projets développés dans le cadre du Common Framework pour un partenariat global au Mozambique et en Albanie.

Hamadi. Benaziza (WHO): Physical activity and healthy sports are essential for our physical, social and mental health and well-being. Appropriate physical activity and sports for all constitute one of the major components of a healthy lifestyle, along with healthy diet, tobacco free life and avoidance of other substances harmful to health. Physical activity also has economic benefits especially in terms of reduced health care costs, increased productivity, and healthier physical and social environments. Despite its benefits, more than 60% of the world population do not engage in sufficient levels of physical activity, which are beneficial to their health. Among WHO initiatives to promote physical activity we can mention in particular World Health Day 2002 on "Move for Health", World No Tobacco Day 2002 on "Tobacco Free Sports: Play it Clean" and the launch early 2003 of the Annual Global Move for Health Day/Initiative as recommended by the 55<sup>th</sup> World Health Assembly in May 2002 (Resolution WHA55.23 which "**Urges Member States "to celebrate a Move for Health Day each year to promote physical activity as an essential for health**



**and well being**". The resolution called also for the development of partnership-based global and national strategies on diet, physical activity and health.

**The Move for Health Day** is part of a larger and sustained "Move for Health Initiative" to promote physical activity, sport for all and related healthy lifestyles within the world population, men and women of all ages and conditions, in all domains (leisure time, transport, work) and settings (school, community, home, workplace) throughout the year. The Initiative will be implemented in collaboration with many partners including UN Agencies. Its theme for 2004 will focus on Move for Health: Active Youth.

There is a need for multisectoral policies, programs and initiatives at all levels on physical activity/sport for all within supportive environments. To that end, It is essential to raise the level of awareness in society about the multiple benefits of physical activity and appropriate sports, Documenting and disseminating relevant knowledge, experiences and successful projects to all concerned sectors and actors would improve collective awareness and facilitate policy commitment and social support to the issue.

Sheila Stephens, Fédération Internationale des Sociétés d'Aviron (FISA): The International Rowing Federation has as one of its primary strategic goals, the development of Sport. Within this, FISA focused not only on the development of elite sport, but also on development through sport. For this reason the Federation is keen to work with international organizations such as the ILO, to create strategies for development through sport in the delivery of coaching skill training and job opportunities within sport. Day by day sport is becoming more professionalized not only for athletes but also for coaches, educators, manufacturers, administrators or event organizers. Sport such as rowing can develop further when initiatives are based on partnerships with other institutions and organizations providing communities with multi-faceted skills and creating opportunities through sport and recreation. FISA appreciates the chance to learn from the ILO and specifically the Universitas Program, which has the specialization in, and the networks to look at creative ways to provide skill training and creation of small business.

Bjorn Omar Evju, The Norwegian Olympic Committee and Confederation of Sport. The Norwegian Olympic Committee and Confederation of Sports (NIF) has been using sport as a tool in development cooperation since 1984. NIFs' two main areas of focus in sport for development activities are the intrinsic value and the utility value of sport. In both areas the focus is on capacity building and development of sustainable organisational structures. NIF believe that involvement in sport activities indirectly gives the participants practical experience in other fields. I.e. through building leadership capacities and developing small local sport clubs based on voluntary participation the participants gain experience in running organisations democratically.

NIF's work is based on local ownership of the projects, which means that they are based on partnership with local organisations. Building strong relations between local, regional and national organisational structures is essential. NIF has also favoured cooperation across borders. The most successful results of this work are the Kicking AIDS Out Network and the South-South and South-North exchange of volunteers. NIF also work closely with other donor countries and NGO's in order to

share best practices. UK Sport, Commonwealth Games Canada (CGC) and NIF have good experiences in cooperating on several projects.

NIF is presently involved in the following projects:

- *Kicking AIDS Out.* Kicking AIDS Out is an international network of organisations working together to use sport and physical activities as a mean of raising awareness about HIV/AIDS and motivating behavioural change amongst the youth. Kicking AIDS Out is a broad concept of integrating *sport skills* and *life skills* in physical activities. The following organisations are active members of this network: SCORE (South Africa), Edusport (Zambia), The National Sport Council of Zambia, MYSA (Kenya), Sport and Recreation Commission of Zimbabwe, Right to Play, EMIMA (Tanzania), Commonwealth Games Canada, UK Sport and NIF. What makes this network so dynamic is a genuine will to share limited resources across territorial borders and the will to exchange experiences and expertise. Another interesting approach is that organisations that have previously been seen solely as donors or sponsors are now participating as partners, playing an active role in shaping the future of “sports as a tool for development” and not only deciding the size of the funding.
- *Norwegian Sport Volunteers.* NIF are presently sending sport volunteers to South Africa, Zambia and Namibia in cooperation with SCORE, NAMAS and Fredskorpset. The volunteers stay in local communities and work closely with schools and the local communities to improve the teaching of physical education and building sport structures. This programme also includes exchange of volunteers between the African countries and receiving volunteers that work in local communities in Norway.
- *Sport for visually impaired in Zimbabwe, Sport for woman in Zimbabwe and Sport in the development process in Zambia.*

The Norwegian Football Association (NFF) has their own projects and has done an important job in linking up with partners from other sectors. I will briefly mention some of their projects and partners:

- *Meridian-project in Mali* initiated by UEFA.
- *NFF in Eritrea in partnership with the Norwegian Association of the Disabled (NHF).*
- *The Balkan project.* Sponsored by the Norwegian Department of Foreign Affairs and in partnership with the Danish organisation, Cross Cultures Project Associations (CCPA).
- *NFF in Vietnam* in cooperation with the The Norwegian Church Aid (NCA).

Norwegian sport has successfully experienced that sharing knowledge with other organisations that see the usefulness of using sport as a vehicle in development cooperation gives the best results.

**Chair : Michael Kleiner Sum-up of the key-points**

There are 4 key-points we, the participants, all agreed as a basis:

- The social role of sport. Sport helps in making more responsible and conscious citizens. It facilitates social integration, insertion in the society, socialization and can even create employment.
- How to develop the society through sport. We have examples of policies based on the international cooperation and sport. Programs to be successful have to be needs-based, assessments-based and demand-driven. Collaboration and cooperation are fundamental key-words for how to proceed.
- Why the United Nations system is involved in this process. The aim is to achieve the Millennium Development Goals and to get closer to civil society. For years, however, a group of UN officials commonly known as “plotters”, first saw the role sport could play into development. They set the ground for the work that is now carried out by the UN Task Force on Sport and Development. Exactly, what we are trying to do now, working together, is to mainstreaming sport in the development agendas of the UN agencies and the world of sport.
- The issue of Partnerships. Concerning this new approach, of course there are a number of questions and problems that need to find answers. For instance, who is the owner of the project when you do it in partnership? Can anybody be responsible for coordination of the project? And eventually, the problem of flag flying: who is in charge of the project? Who will gain from it? Who will benefit from it?

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## LIST OF PARTICIPANTS

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### I. UN Permanent Missions to the United Nations Office and other International Organizations in Geneva

Luciano Barillaro  
First Counselor, Permanent Mission of Italy.

Jérôme Saddier  
Conseiller, Mission Permanent de France.

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### II. National Governments

Bart Ooijen  
Ministry of Health, Welfare, and Sport, the Netherlands.

François Shell  
Counselor on Geneva municipality

---

### III. International Olympic Committee

Fékru Kidané  
Former Director of the International Cooperation Department  
International Consultant

Katia Mascagni  
Project Manager, International Olympic Committee, Lausanne

---

### IV. National Olympic Committees

Denis Cheminade  
Directeur activité de Développement, Comité National Olympique Français.

Bjorn Omar Evju  
Norwegian Olympic Committee

---

### V. International Federations

Lucinda Arsenio  
International Volleyball Federation, Lausanne.

Sheila Stephens  
International Rowing Federation (FISA)

---

## VI. European Sport Workers' Organisations

Michele Colucci  
Legal Officer at the European Commission and Member of FIFPro (International Federation of Football Players)

---

## VII. European Sport Employers' Organisation

François Alaphilippe  
Président du Conseil Social du Mouvement Sportif (CoSMoS) et Professeur en droit,  
Université de Limoges.

Marie Barsacq  
Membre du Conseil Social du Mouvement Sportif (CoSMoS)

---

## VIII. European Network of Universities

Roger Blanpain  
Law Professor at the University of Leuven, Belgium

Naceur Bouzaiene  
Professeur à la Faculté de Sciences économiques et de gestion à l'Université Lyon II

Olivier Brighenti  
Swiss Graduate School of Public Administration (IDHEAP), Lausanne.

Jean Camy  
Professor of Sport Sociology and Management of Human Resources at the Claude Bernard University, Lyon.

Jean-Loup Chappelet  
Professor of Public Management and Director of the Swiss Graduate School of Public Administration (IDHEAP), Lausanne.

Niklaus Eggenberger  
Swiss Academy for Development (SAD)

Timothy Mayer  
International Academy of Sports Science and Technology (AISTS) Lausanne

David Noemi  
International Academy of Sports Science and Technology (AISTS) Lausanne

Astrid Stuckelberger  
University of Geneva, Sport for Development Conference

---

## IX. International Sport NGOs and other sport partners

Huber Danso  
Vice Chairman Africa Practice

Maria Dusatti  
International Cooperation of Unione Italiana Sport per Tutti (UISP)

Diane Huffman  
International Development through Sport Commonwealth Games, Canada.

Julien Luneau  
Éducateur socio-sportif, Sport Sans Frontières

Amanda Pingree  
PriceWaterHouseCoopers

Teresa Schiess  
Nussli Special Event Ltd, Zurich

Henrik Sodermann  
World Organization of the Scout Movement (Wosm)

Ben Stewart  
UK Sport

Geoff Thompson  
President Youth Charter for Sport, Culture, and the Arts.

Lorenz Ursprung  
Swiss Federal Office of Sport (FOSPO)

Daniele Waldburger  
International Conference on Sport and Development

---

## X. UN Agencies

Wondwosen Asnake  
UNEP Focal Point for Sport

Hamadi Benaziza  
WHO Focal Point for Sport

Katherina Borchardt  
UNICEF, Geneva

Jean Fabre  
UNDP Focal Point for Sport

Michael Kleiner  
UN Special Advisor on Sport for Development office, UNOG, Geneva.

Nara Luvsan  
UNICEF, Geneva

Claude Marshall  
UNHCR Focal Point for Sport

Deborah Verzu  
UNV Focal Point for Sport

---

## XI. ILO

John Beaulieu  
ILO official, Department of Sector

Joannah Caborn  
ILO, Department of Safe Work

François Charlier  
ILO, Department of Communication

Carmen Diaz de Cerio  
ILO consultant

Giovanni di Cola  
ILO, Universitas Program Coordinator and ILO Focal Point for Sport

Vittorio Di Martino  
International Consultant

Rachel Dunsmoor  
ILO, intern Universitas program

David Gold  
ILO, Department of SafeWork



Adriana Gulino  
ILO, consultant Universitas Program

Maria Gabriella Lay  
ILO, Scream coordinator, International Program Elimination of Child Labour (Ipec).

Regina Monticone  
ILO, Youth Employment Network

Federico Negro  
ILO, IFP- Crisis

Mohamed Ali Ould Sidi  
ILO, Department Employers Activities (Act/ Emp)

Don Skerrett  
ILO Executive Director for technical Cooperation and Regions

Sonia Smith  
ILO, Department of HIV/AIDS

Gabriele Zazzara  
ILO, consultant Universitas program

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# **ANNEXES**

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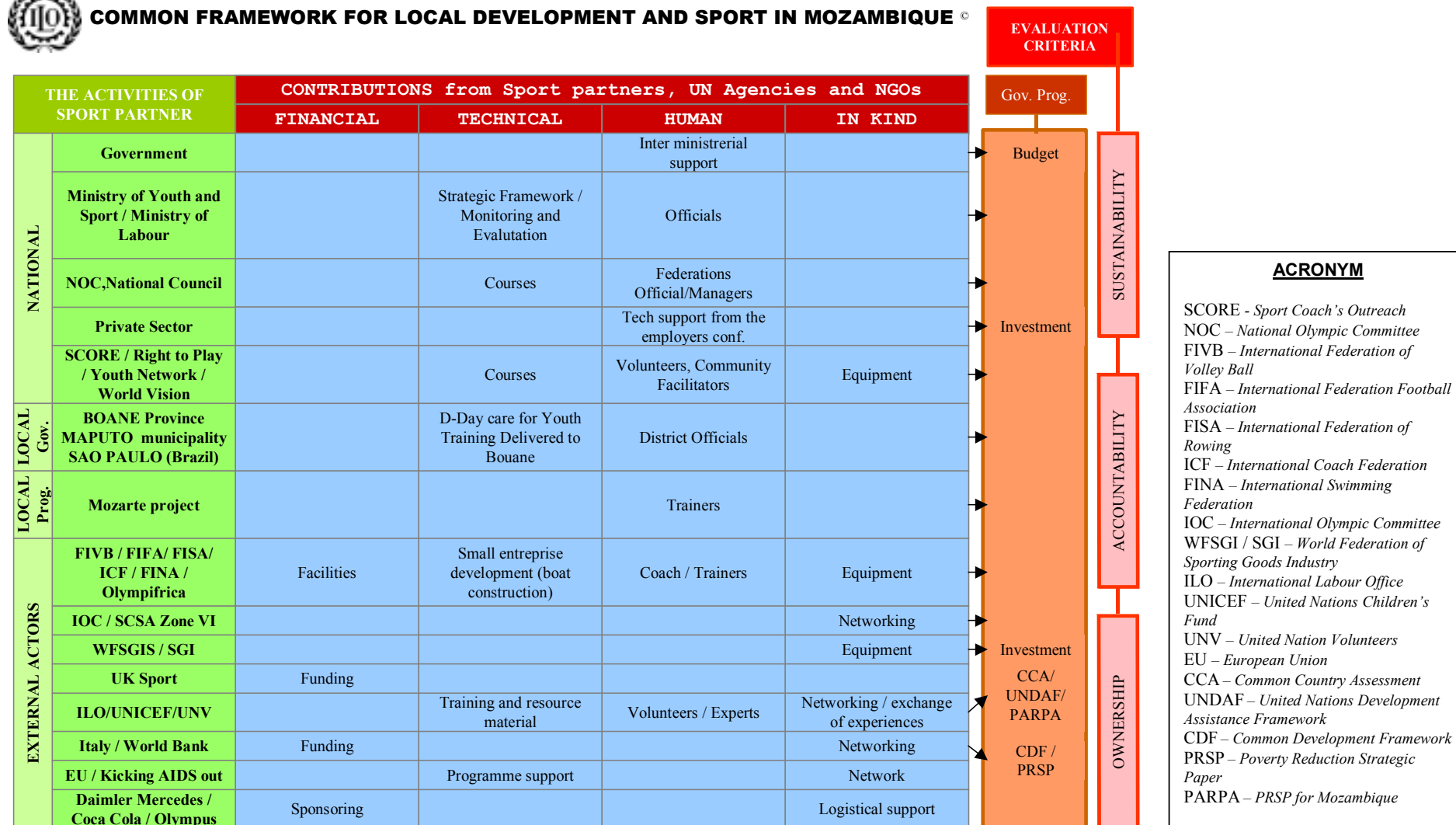
**COMMON FRAMEWORK FOR LOCAL DEVELOPMENT AND SPORT ©**

| THE ACTIVITIES OF SPORT PARTNER | CONTRIBUTIONS from Sport partners, UN Agencies and NGOs |           |       |         | Gov. Prog. | EVALUATION CRITERIA |
|---------------------------------|---|-----------|-------|---------|------------|---------------------|
|                                 | FINANCIAL   | TECHNICAL | HUMAN | IN KIND |            |                     |
| National level                  |   |           |       |         |            | SUSTAINABILITY      |
| Local Gov.                      |   |           |       |         |            | ACCOUNTABILITY      |
| Local Prog.                     |   |           |       |         |            | OWNERSHIP           |
| External actors                 |   |           |       |         |            |                     |

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**COMMON FRAMEWORK FOR LOCAL DEVELOPMENT AND SPORT IN MOZAMBIQUE ©**



**ACRONYM**

SCORE - Sport Coach's Outreach  
 NOC – National Olympic Committee  
 FIVB – International Federation of Volley Ball  
 FIFA – International Federation Football Association  
 FISA – International Federation of Rowing  
 ICF – International Coach Federation  
 FINA – International Swimming Federation  
 IOC – International Olympic Committee  
 WFSGI / SGI – World Federation of Sporting Goods Industry  
 ILO – International Labour Office  
 UNICEF – United Nations Children's Fund  
 UNV – United Nation Volunteers  
 EU – European Union  
 CCA – Common Country Assessment  
 UNDAF – United Nations Development Assistance Framework  
 CDF – Common Development Framework  
 PRSP – Poverty Reduction Strategic Paper  
 PARPA – PRSP for Mozambique

## R21 Utilisation of Spare Time Recommendation, 1924

Recommendation concerning the Development of Facilities for the Utilisation of Workers' Spare Time  
Recommendation:R021  
Place:Geneva  
Session of the Conference:6  
Date of adoption=05:07:1924  
Subject classification: Social Assistance and Services - Welfare  
Display the document in: [French](#) [Spanish](#)  
Status: Outdated instrument

The General Conference of the International Labour Organisation,

Having been convened at Geneva by the Governing Body of the International Labour Office, and having met in its Sixth Session on 16 June 1924, and

Having decided upon the adoption of certain proposals with regard to the development of facilities for the utilisation of workers' leisure, the first item in the agenda of the Session, and

Having determined that these proposals should take the form of a Recommendation,

adopts this fifth day of July of the year one thousand nine hundred twenty-four, the following Recommendation, which may be cited as the Utilisation of Spare Time Recommendation, 1924, to be submitted to the Members of the International Organisation for consideration with a view to effect being given to it by national legislation or otherwise, in accordance with the provisions of the Constitution of the International Labour Organisation:

Whereas in adopting at its First Session, held at Washington, a Convention on hours of work, the General Conference of the International Labour Organisation had as one of its principal aims to secure for workers, beyond the necessary hours for sleep, an adequate period during which such workers could do as they please, or, in other words, an adequate period of spare time; and

Whereas during such spare time workers have the opportunity of developing freely, according to their individual tastes, their physical, intellectual and moral powers, and such development is of great value from the point of view of the progress of civilisation; and

Whereas a well-directed use of this spare time, by affording to the worker the means for pursuing more varied interests, and by securing relaxation from the strain placed upon him by his ordinary work, may even increase the productive capacity of the worker and increase his output, and may thus help to obtain a maximum of efficiency from the eight-hour day; and

Whereas while giving full weight to the customs prevalent in the different countries and to local circumstances, it may nevertheless be useful to lay down the principles and methods which at the present time seem generally best adapted to secure the best use of periods of spare time, and it may also be instructive to make known for the benefit of all countries what has been done in this direction; and

Whereas the value of this information is particularly great at the moment when the ratification of the Convention on hours of work is being considered by the Members of the International Labour Organisation;

The General Conference makes the recommendations hereinafter appearing:

#### I. Preservation of Spare Time

Whereas it is agreed that in countries where limitations have been placed on hours of work by law, by collective agreement or otherwise, if all the benefits which may be expected from such measures are to be secured both for the wage earners and for the community, steps must be taken to ensure that the workers shall have the undiminished enjoyment of the hours of spare time so secured to them as aforesaid; and

Whereas it is important that, on the one hand, the workers should fully appreciate the value of the periods of spare time which have been secured to them and should do their utmost, in all circumstances, to prevent this spare time from being encroached upon, and, on the other hand, that employers should always aim at establishing wages corresponding sufficiently with the needs of the workers to make it unnecessary for them to have recourse during their periods of spare time to additional hours of paid work; and

Whereas prohibitions against the continuance of paid work in their own occupation, for the same or another employer, in excess of the legal working day, are recognised as being difficult to enforce, and may even, at times, seem to infringe the workers' right of using their periods of spare time as they choose, the Conference nevertheless considers that attention should be drawn to the steps which have been taken in this direction in a number of countries;

The Conference recommends that Governments should encourage and facilitate the conclusion of collective agreements which will ensure a normal standard of living to workers in exchange for the legal hours of work, and which will determine, by voluntary agreement between employers and workers, the measures to be taken to prevent workers from having recourse to additional paid work.

And whereas it is agreed that every facility should be given to the workers to enable them to make the best use of their periods of spare time so secured to them as aforesaid, the Conference recommends:

(a) that each Member, whilst having due regard to the requirements of different industries, local customs, and the varying capacities and habits of the different kinds of workers, should consider the means of so arranging the working day as to make the periods of spare time as continuous as possible;

(b) that by means of a well-conceived transport system and by affording special facilities in regard to fares and timetables, workers should be enabled to reduce to the minimum the time spent in travelling between their homes and their work, and that employers' and workers' organisations should be extensively consulted by public

transport authorities or private transport undertakings as to the best means of securing such a system.

## II. Spare Time and Social Hygiene

Whereas the utilisation of the workers' periods of spare time cannot be separated from the general measures adopted by the community for promoting the health and welfare of all classes of society, the Conference, without attempting to examine in detail each of the great welfare problems, the solution of which would contribute to improving the workers' status, recommends to the Members:

(a) the encouragement of individual hygiene by the provision of public baths, swimming pools, etc.;

(b) legislative or private action against the misuse of alcohol, against tuberculosis, venereal disease and gambling.

## III. Housing Policy

Whereas it is of advantage to the workers and to the whole community to encourage everything tending to the harmonious development of the workers' family life; and

Whereas the most effective means of protecting the workers from the aforesaid dangers is to place within their reach a proper home;

The Conference recommends the increase in number, if necessary in co-operation with the national or local authorities concerned, of healthy dwellings at low rentals in garden cities or urban communities, under proper conditions of health and comfort.

## IV. Institutions for the Utilisation of Spare Time

1. Without attempting to differentiate between the innumerable institutions which afford to the workers opportunities for the free exercise of their personal tastes, the development of which is dependent on the manners and customs of each country or district, the Conference nevertheless draws the attention of the Members to the necessity of avoiding misplaced activities resulting from the establishment of institutions not called for by some well-defined need. The Conference desires to emphasise the importance of taking into account in the establishment and development of these institutions, the desires, the tastes and the special requirements of the workers for whose use they are designed.

2. At the same time, among the institutions which may both assist full and harmonious development of the individual and of the family and contribute to the general progress of the community, the Conference recommends those schemes which have for their object:

(a) the improvement of the workers' domestic economy and family life (gardens, allotments, poultry keeping, etc.) which combine the benefits of recreation with the feeling that some addition, however slight, is being made to the family resources;

(b) the development of the physical health and strength of the workers by means of games and sports which enable young workers who are working under the highly specialised conditions prevalent in modern industry to give free play to their energies in a manner which encourages initiative and the spirit of emulation;

(c) the extension of technical, domestic and general education (libraries, reading-rooms, lectures, technical and general courses, etc.) which meets one of the workers' most keenly felt needs and affords the best means of progress to industrial communities.

3. The Conference further recommends that Members should encourage these forms of activity by the grant of subventions to organisations concerned with the moral, intellectual and physical development of the workers.

#### V. Free Use of Institutions and Co-ordination of Local Action

Whereas for many years past the workers in the great industrial countries have always sought to ensure that they may live their lives outside the factory or workshop in complete freedom and independence, and they particularly resent any outside interference in their private affairs, and this feeling is so strong as to provoke opposition to any attempts to deal, either nationally or internationally, with the question of the use of spare time for fear that it may possibly restrain their liberty; and

Whereas the Conference, while expressing appreciation of the motives which have led to the creation of institutions for the encouragement of the wise use of the spare time of the workers, suggests that Members should draw the attention of the promoters of such institutions to the necessity of safeguarding the individual freedom of the workers against any system or scheme which has any tendency towards compelling the workers directly or indirectly to use any particular institution; and

Whereas the most practical and successful institutions are those which have been started and developed by the beneficiaries themselves, the Conference, while recognising that in many cases where public authorities or employers lend financial or other assistance for the encouragement of allotments, games or educational institutions, and consequently have a legitimate claim to take part in their management, recommends that every care should be taken to avoid any encroachment on the liberty of those for whose use such institutions are intended.

While not contemplating any systematic organisation of spare time occupations, but having in mind a number of successful efforts made to assist them, the Conference further recommends that each Member should consider the possibility of promoting the formation of district or local committees, composed of representatives of the public authorities, of employers' and workers' organisations, and of co-operative associations, for co-ordinating and harmonising the activities of the various institutions providing means of recreation.

The Conference further recommends to the Members that an active and effective propaganda should be undertaken in each country for the purpose of educating opinion in favour of the proper use of the spare time of the workers.