

MORE FOR SPORT

On the Contribution of the French Sport Movement to French Society



AEROMODELING AERONAUTICS AMERICAN
FOOTBALL ANGLING ARCHERY ATHLETICS
BADMINTON BALL-TRAP BALLOONING
BALLE AU TAMBOURIN BALLON AU POING
BASEBALL SOFTBALL AND CRICKET BAS-
KETBALL BILLIARD BODY BUILDING BOULES
BOWLING AND SKITTLES BOXING CANOE-
KAYAK CLIMBING AND MOUNTAINEERING
CYCLING CYCLO-TOURING DANCE EQUESTRIAN
FENCING FLY-FISHING AND CASTING FOOTBALL
FULL CONTACT GIRAVIATION GLIDING GOLF
GYMNASTICS HANDBALL HAND GLIDING
HIKING HOCKEY ICE HOCKEY JUDO-JUJITSU
KARATE KENDO KICKBOXING LONGUE PAUME
MODERN PENTATHLON MOTORCYCLING
MOTORING MUAYTHAI ORIENTEERING PARA-
CHUTING PELOTA PETANQUE AND BOULES
POWERBOAT RACING RESCUING ROLLER-
SKATING ROWING SKIING RUGBY SAILING
SAND YACHTING SAVATE AND FRENCH KICK
BOXING SEA FISHING SHOOTING SKATING
BOBSLEIGH LUGE AND CURLING SKIING
SLEIGHING SKI-PULKA AND DOG SLEDING
SNOWBOARDING SPELEOLOGY SQUASH SUR-
FING SWIMMING TABLE-TENNIS TAEKWANDO
TENNIS TRIATHLON TWIRLING BATON
UNDERWATER SPORTS VOLLEYBALL WATER
SKIING WEIGHTLIFTING WRESTLING WUSHU

“ Knowledge of sport is key to understanding society. ”

Norbert Elias
Quest for Excitement.
Sport and Leisure in the Civilizing Process

PREFACE

This book, a white paper, is a compendium of work sessions led by the French Olympic Committee. It has three goals:

- First, to illustrate what the French sport movement is and what it represents. The aim here is not to free oneself from an identity complex but rather to assert a number of simple facts to enable the sport movement's social role, or even societal, to be better recognised.*
- Second, to present the main issues that the sport movement will have to face in the coming years, after France saw its legitimate hopes to organise the 2012 Olympic Games in Paris dashed on July 6, 2006. After this event, France needs to react to better recover.*
- Third, to set a few objectives after mature consideration. Thus, the sport movement wishes to be recognised as an actor, a major actor of French society.*

This book particularly addresses decision-makers of the political or economic spheres, as well as those of the sport movement. It is the result of the work of French Olympic Committee (CNOSF) leaders and of a number of experts that I wish to thank here for their participation and contribution.

PREFACE

It is useful to recall here that the French sport movement accounts for the largest part of the non-profit sector. 15.5 million people are members of 175 000 clubs that are run by close to 2 million volunteers.

The sport movement's role has considerably evolved with time and especially recently as sport has become a true social phenomenon. Thus, most of the top television ratings are obtained by sport broadcasts, sportsmen are amongst the most popular personalities designated by the French public and the top athlete salaries leave the ordinary man aghast. One must point out that this has not occurred without the covetousness of a few, pushing the sport movement to better control an activity which, however sometimes lucrative and sought-out by the media, must stay connected to its base.

We are tackling here one of the main issues of the coming years: If some wish to see elite sport, chief element of particularly lucrative entertainment sports, organised independently, the sport movement must reaffirm its unfailing attachment to a continuity from the base to the elite, to its unity, whatever the differences between its components.

PREFACE

Its solidarity will be its strength and its human wealth will support its future. Strengthened by its past and traditions, the sport movement has often erred by lack in communication. Its pledge goes beyond entertainment sport, which is certainly a brilliant showcase but must not be the only message of the sport movement. Without going as far as saying that it is the first French party, because it draws together, beyond political opinions, people of both sexes, all races and all religions, the sport movement cannot be avoided for the organisation of sport in France. Nothing long-lasting can be achieved at whatever level without its support and active participation. For this, it must be increasingly watchful, educated, and available. In conclusion, it must perform more efficiently.

Sports club have evolved from providing an essentially competitive activity to offering an assortment of activities and they now risk being perceived as simply supplying consumers. They must often take up the challenge of conjugating passion and expertise, nonetheless shared, of the volunteers and professionals. And yet, where else can we find in such a condensed way what enables to build values without which a man is left behind all his life: courage, respect and authenticity? Sport must also face deviances like doping, violence and corruption.

PREFACE

The sport movement pledges to eradicate them, or at least to fight them energetically, because sport must remain humanist and contribute to the fulfilment of man without man being enslaved at its service.

May this book contribute to promote sport, its movement and the recognition of its initiatives.

Henri Sérandour
CNOSF President

CONTENTS

CHAPTER I	The French Sport Movement	11
■	HISTORY	12
>	Birth of Modern Sport	12
>	Renaissance of the Olympic Games	14
>	The Inter-War Years	15
>	After the War	16
>	The Turning Point of the Eighties	17
■	ORGANISATION	19
>	The French Sport Model	19
>	A Changing Environment	21
>	Our Neighbour's Sport Model	22
■	REPRESENTABILITY	23
>	Diversity and Unity of French Sport	23
>	A "Human Capital Society"	25
■	LEGAL SITUATION	27
>	Sport is a Law and a Right	27
>	Public Service and General Interest	29
■	ECONOMIC ENVIRONMENT	31
>	The Sport Movement Under Pressure	31
>	The Sport Movement Source of Jobs	32
>	And in the Future	33
CHAPTER II	Actor in the Social Economy	37
	The Sport Movement and Human Resources	37
■	ALL ROADS LEAD TO... MAN	38
■	VOLUNTEERING: AN EVOLVING HUMAN AND ASSOCIATIVE CAPITAL	40
■	SPORT LABOUR LAWS: A STEP UP FOR ALL SPORTS	45
■	DO YOU KNOW THE IFOMOS?	47

CONTENTS

■ AND THE CNAR?	49
■ SPORT HAS RESOURCES... ..	50
> With the Technical Staff	50
> With Women	51
> With Youth	5

CHAPTER II Actor in the Social Economy 60

Sport Movement and Economy 60

■ PERFORMANCE FROM ALL SIDES	61
■ THE SPORT ECONOMY: BEYOND WIDELY HELD BELIEFS... ..	63
■ NON-PROFESSIONAL SPORTS MAKE THE DIFFERENCE!	66
■ SPORT SPENDING ON PRACTISING SPORT IS 7 TIMES	68
■ AMATEUR SPORT, CHAMPION OF THE NON-MARKET ECONOMY ...	71

CHAPTER III Actor of Development 75

■ SPORT GEOGRAPHY AND POLITICAL MAPPING	76
■ FOR SUSTAINABLE SPORTS	83
■ MOBILISING THE FEDERAL AND TERRITORIAL	87
■ GLOBAL VISION AND TERRITORIAL PARTNERSHIP	88

CHAPTER IV Actor of Dreams 91

Sport Movement and Elite Sport 91

■ MEETING CONQUEST... ..	92
■ ORGANISATION OF ELITE SPORT	100
■ ELITE SPORT AND PROFESSIONALISM: EVOLVING WITHOUT BREAKS	101
■ ELITE SPORT AND PERFORMANCE: ALSO GLOBALISATION	104
■ AND IN THE FUTURE?	105

CONTENTS

CHAPTER IV	Actor of Dreams	110
	Sport Movement and Media	110
■	SPORT AND PRESS: SAME STRUGGLE	111
■	FROM REAL TO VIRTUAL STADIUM	113
■	THE END OF THE ALL OR NOTHING MODEL	116
■	AND YET... ..	117
■	CULTURE OF OLD MUTUALISATION	122
<hr/>		
CHAPTER V	Actor of Health	125
■	LOVE MARRIAGE OR CONVENIENCE MARRIAGE?	126
■	SPORT AND DISABILITY	129
■	CULT OF RECORDS AND ITS LIMITS	132
■	TOWARDS A NEW SPORT-HEALTH SOLIDARITY	135
■	PUBLIC HEALTH GOAL	137
<hr/>		
CHAPTER VI	Actor of Humanism	139
	The Social and Educational Dimension of the Sport Movement	139
■	SPORT: FROM LIFE AT SCHOOL TO... SCHOOL OF LIFE	140
■	« SPORTS IS MUCH BETTER IN A CLUB »	143
■	« MY CLUB IS MUCH MORE THAN SPORTS »	149
■	FOR A FRESH LOOK ON SPORT	151
<hr/>		
CHAPTER VI	Olympism and Traditions	154
■	BOLDNESS, MORE BOLDNESS, ALWAYS BOLDNESS!	155
■	MAKE GAMES NOT WAR	159
■	OLYMPISM: HUMANITY'S CULTURAL HERITAGE	163
<hr/>		
CHAPTER VII	Actor of the Future	167
■	THE SPORT MOVEMENT AS MAJOR ACTOR	168
<hr/>		
GLOSSARY		177

CHAPTER I

The French Sport Movement

“More than ever, football is universal. And more than ever, as the most popular of sports, football must set a good example.

During the last few years, football has slowly drifted from the sports columns of newspapers to those of people and scandals. We have seen excesses that seem to me dangerous not only for football but for sport in general.

Cheating, corruption, racism, violence, illegal profits and financing, doping, dictatorship of money: the road is slippery and if we do not remedy this downwards slide, sport is dangerously threatened.

If we want to ensure that children in the future have the possibility to take part in sports with joy, we must give back to the sport movement, and only to it, all means to develop without restrictions and eradicate all pollution. The sports authorities vouch for an educational sport concerned with allowing athletes to reach well-being, freedom, dignity and responsibility in society.”

Michel Platini

■ HISTORY

> Birth of Modern Sport

Modern sport was born in England in the mid-19th Century. It distinguished itself from traditional games that were often the result of guilds and traditions linked to local customs. These games were the starting point of the sports that young aristocrats took part in to prepare for combat such as fencing or equestrian. The creation of new sports was triggered by the advent of gymnastics born of two schools, the German and the Swedish, with good citizenship or hygienic goals. In England, schools enriched their curriculum with a few sports and progressively these, at first reserved to an elite, widened their base. Some of these sports became professional very early on.

And in France? The French sport movement emerged at the same period. Europe was then undergoing a full political and economic transformation, where the assaults of the industrial revolution profoundly modified social structures and revealed a new demand for physical activities. The strong links between sport and education symbolised by the notorious matches between Oxford and Cambridge University students didn't cross the Channel but student interaction encouraged the creation of unions that prefigured clubs. The first association of sports clubs, anterior to federations, were created in 1873 (gymnastics clubs).

CHAPTER I
The French Sport Movement

Later the Racing Club de France (1882) and the Stade Français (1883) decided to found the Union of French Athletic Sports Clubs (USFSA). Most of the sports of the time were represented within the USFSA, a sort of foreshadow of the French Olympic Committee. They organised without any help from the State. The first years of French sport were heroic: The first final of the National Rugby Championships was played between those two clubs at the Pré Catelan and aroused the worry of the referee, a certain Pierre de Coubertin, as a tree was standing in the centre of the playing field. After the match, Coubertin, having recovered, invited the teams for a meal during the “*third-half*” and rewarded the winners with a personal work of art. Designed by him and entrusted to a metal founder, a referee called Brennus, Coubertin’s work of art was inlaid in a protective shield which is now a famously coveted prize.

Sports quickly attained a global dimension with the creation of international federations, often the result of initiatives taken by French leaders as was the case for the oldest of them all, the International Rowing Federation², founded in 1892. The sport movement then grew. In this period, great sporting events were created. Journalists found inspiration in the athletic feat and extended the passions of amateurs and supporters. Press moguls understood the advantages of organising their own competitions that generated new resources through increased readership.

¹ *Union des sociétés françaises des sports athlétiques*

² *Fédération internationale des sociétés d’aviron*

Private sports events multiplied, benefiting from unexpected returns from the Olympic Games.

> Renaissance of the Olympic Games

Forgotten for 1 500 years, briefly re-organised after the French revolution as the “*First Olympiad of the Republic*” at the Champ de Mars in Paris in 1796, the Olympic Games are very attractive. As early as 1881, the craze for the Olympics led a French journalist, Pascal Grousset, to propose the organisation of games in Paris. Meanwhile, Pierre de Coubertin, after having officially launched the idea of Olympic Games at the Sorbonne in 1892, created the International Olympic Committee in 1894 and outran any other initiative. He then borrowed the motto of his friend Henri Didon, principal of the Arcueil College, near Paris, “*Citius Altius Fortius*”, and had it adopted as the Olympic motto. Coubertin was the first to think of giving a new dimension to the renovation: the international Olympic Games held in Athens in 1896 gathered for the first time a great variety of events side by side, as diverse as fencing and swimming. The renovator of the Games saw the 20th century as marked by cosmopolitanism and democracy. For him, sport was to become an ambassador for peace in Games without frontiers, in a universal context totally new at the time.

The Olympic renovation was started and the second IOC Congress in 1897 in Le Havre converted the bold try. Through Olympism, a new universalism was created, charged with promises. Maybe too many ...

> **The Inter-War Years**

The Olympics were increasingly successful after World War I, in Antwerp in 1920 and in Paris in 1924. The Winter Olympic Games entered the scene in 1924 with the Chamonix Games. This original creation was the result of the joint efforts of the Alpine countries (Italy, Switzerland, France) supported by Canada.

From then on, European sports actors and politicians worked increasingly together for the development of sport. The State intervened with the construction of necessary facilities to satisfy the demand of youth. This State intervention in an up to now private affair took different forms according to the different vision of sport in each country. In France a debate between the partisans of elite sport and those in favour of sports for all led to forgo the construction of a big stadium in Paris for the 1938 Football World Cup to allow for financing of sport for all. At the same time, a groundbreaking initiative in the organisation of sport took place with the creation in Paris of the International Women's Sports Federation by Alice

Milliat, President of Femina Sports. “*Olympic*” Games for women were successfully organised in Stockholm, Paris and Prague from 1922 to 1936 to compensate for the insufficient opportunities given to women in the Olympic realm. Truly initialised in 1928, the process of reaching for equality between men and women at Olympic Games has not yet been totally accomplished today.

> **After the War**

During World War II, the Vichy regime used sports as a means to educate youth exploiting the values it projects: discipline, virility, morals. The Vichy government gave State authority to national federations through its “*delegation*” demonstrating for the first time the sport movement’s tutelage on the State. Thus the Sports Charter of December 20, 1940 subjected the creation of sports associations to ministerial consent. After the war, the ruling of August 28, 1945 was drawn up to stimulate the activity of big regional sport organisations and to outline principles of general interest to give even more cohesion, life and morals to French sports. The State delegated the organisation and control of competitions to national federations. This is important to understand the difficulties or even conflicts that appeared later between the different actors in the sports realm. Indeed, sport in France is always considered as a common good and thus the State’s responsibility.

Federations enforced this conception of sport though it was not always compatible with the rise of entertainment sports and professional leagues.

The failure of French sport at the Rome Olympics in 1960 was a turning point in the national policy on sport. The State then decided to allot human and financial resources to elite sport. A governmental high commission on youth and sports was created. Its sports office was charged with running a new brigade of civil servants working within the different federations to develop elite sport. A French model took shape, positioned between the Western European free-market sport systems and those of Central Europe with a strong hold of the State. In 1976, the Mazeaud Act, a new law on sport, gave more framework to the sport movement that had since organised differently, having created the French National Olympic and Sports Committee (CNOSF) in 1972, the result of a merge of the French Olympic Committee and the National Sports Committee.

> **The Turning Point of the Eighties**

1980 marked the will of the French sport movement to preserve its political independence while keeping its law-abiding position. The CNOSF, under the helm of its President Claude Collard, was strongly opposed to a boycott of the Moscow Games as put forward by the governments of the time. France participated in these Games and stayed loyal to the Olympic ideal.

CHAPTER I
The French Sport Movement

Society evolved and so did sport. It became global and at the heart of considerable financial stakes. Economics were more and more influential. Sponsors and suppliers of sporting goods were from then on unavoidable actors that invited themselves into the management of sport. This major modification favoured entertainment sport (diversification, massification, individualisation). Professional athletes, for a long time not allowed to compete at Olympics, took part in Seoul in 1988. Tennis was again included in the Olympic programme. The reconciliation was best exemplified by the triumph of the American “*Dream Team*” in the men’s basketball event at the 1992 Barcelona Games. In 1988 when the 100-meter winner Ben Johnson’s test proved positive, the International Olympic Committee confronted head-on the problem of doping.

These changes led nations to different approaches and responses. In France, the sport movement constantly had to make do with the State asserting its powers with numerous and constraining legislation passed by successive governments.

Today, the French sport movement must organise its constituents, taking into account the constantly evolving political, economic, legal and media environments while staying true to its values. It must now remodel its partnership with the State on a more balanced basis better adapted to the reconfiguration of its mission since decentralisation. It must watch out to preserve

itself from the appetites of some economic actors that would like to influence the most exposed and thus more profitable side of its activity. Finally it must integrate sociological changes to offer an appropriate framework to those who practise sports and preserve sport's unity.

■ ORGANISATION

> The French Sport Model

The French sport model is a specific one due to the position held by the State and to its great complexity, the result of interaction between multiple actors. It is firstly based on the relatively ambiguous relationship between the public and private spheres: The organisation of the sport movement relies on the official recognition of federations by the State.

Most federations, while keeping their status of autonomous and private organisations, were given a mission of public service, and, for some, prerogatives of a public authority. The management of sport in France is the responsibility of many private and public institutions that sometimes have different schemes.

CHAPTER I
The French Sport Movement

From 1945 up to the eighties, a national model functioned with two main protagonists: the services of the State and the sport movement. This framework was structured by the federal organisation specific to each sport and the sport movement's mutualised representation, said to be Olympic.

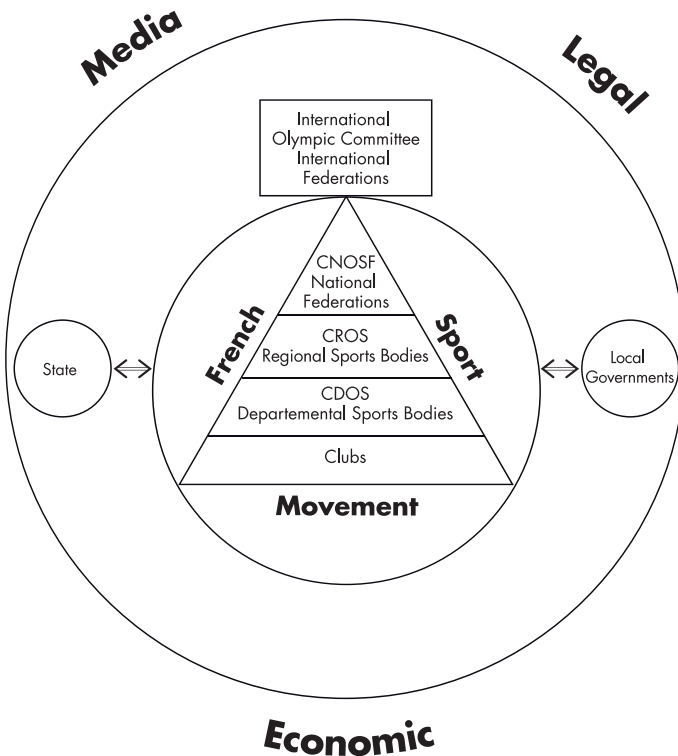
Before 1984

	International Olympic Committee	International Federations
Ministry of Youth and Sports	National Olympic and Sports Committee	National Federations
Regional Office for Youth and Sports	Regional Olympic and Sports Committee	Regional bodies
Departmental Office for Youth and Sports	Departmental Olympic and Sports Committee	Departmental bodies
		Clubs, Club members

CHAPTER I
The French Sport Movement

Since 1984 and legislation in favour of decentralising State powers, the French sport model has been trying to organise its interaction with the State as a whole and with its different local bodies within a framework where three additional fields now intervene: economic, media and legal.

A Changing Environment



From an organisational point of view, two sectors - amateur and professional – must be distinguished within this complex framework. They depend on specific institutions, in particular professional sports leagues that were created at the initiative of federations and which generate tensions due to the growing economic stakes of entertainment sport.

This changing environment requires new skills for the management of sport. Can the shared management framework be maintained or must we seek regulating solutions from a governance with multiple actors each with their own legitimacy?

> **Our Neighbour's Sport Model**

Without going as far as drawing up a comparative study on a European scale, it is interesting to look at the context in which the sport movement is evolving in neighbouring and very close countries such as Germany, Italy, Spain and the United Kingdom. The “*Vocasport*” study commissioned by the European Union in 2003 allows us to draw up a table of the different contributions to sport governance ranked from 0 to 4 +.

Table comparing the contribution of different actors to governance of sport

	GERMANY	SPAIN	FRANCE	ITALY	UNITED KINGDOM
Ministry in charge of sport	+	+	++++	+	+
Public agencies	0	+++	0	+++	++
Sports Confederations	++++	+++	++	++++	+++
Communities or regions	+++	+++	++	+++	+++
Social partners or corporations	+	+	++	+	++

Source: Vocasport 2003

For France, this table shows, clearly and comparatively, a dominant position of the Ministry in charge of sport and a certain weakness of the sport movement in the governance of sport.

■ REPRESENTABILITY

> Diversity and Unity of French Sport

The French sport movement represents more than 100 federations (Olympic or non-Olympic sports, one sport or multi-sports federations, school or university groupings), more than 10 000 regional or “*départemental*” committees and a total of 175 0000

CHAPTER I
The French Sport Movement

clubs throughout the country. Two million volunteers work within this network of non-profit sport organisations. Here again the comparison with our close European neighbours is interesting.

Sport Movement Representation

COUNTRY	Number of federated sports clubs	Percentage of the population member of a sports club
GERMANY	87 000	15
SPAIN	58 000	17,5
FRANCE	170 000	22,5
ITALY	90 000	12,5
U.KINGDOM	107 000	15

Source: Vocasport 2003

This table shows the importance in France of the federal non-profit association model and, consequently, the fundamental role of its clubs directly involved with citizens' requirements and lifestyles. It justifies, in comparison to table 3, the sport movement's claim to be seen as a major actor in the governance of sport, in association with the State and local government.

Furthermore, physical activity practised outside the sport movement, involves 15 million Frenchmen.

> A “Human Capital Society”

Professional sports, amateur sports and leisure sports are representative of the place sport truly has in French society. If professional sports can be fully considered as an economic activity, its impact does not limit itself to the market in that entertainment sports are at the heart of multiple consequences (national identity, social cohesion factor). On the other hand, amateur sports and leisure sports are mostly not included in the market but their economic weight is greatly superior to that of professional sports.

Taken as a whole, the sport movement is characterised by a very high net volume of social utility. This evaluation requires an economic estimation of volunteering for which one is faced with multiple methodological difficulties. The value of volunteering has been estimated at 1% of French GDP on the basis of a calculation where work done by volunteers would be done by paid ones. However, in its latest work, the National Institute of Statistics and Economical Studies (INSEE)³ shows that one should be very careful. The study on non-profit associative life carried out in 2002 amongst clubs and volunteers sought to quantify volunteer work in terms of FTEs (Full Time Equivalent) and give a financial estimate. The equivalent of more than 800 000 full time jobs were numbered by the INSEE. Of these 800 000, 167 000 (or 20.5%) were sport positions

² *Institut national de la statistique et des études économiques*

CHAPTER I
The French Sport Movement

placing the sport movement in the lead, in front of leisure and culture, these two sectors totalling 235 000 FTEs, or 28.1% of the whole.

It is essentially volunteering that contributes to make the sport association a human capital society, a wealth of potential and a source of socialisation.

“ Without blaming brain games that put our neurons in a whirl and enables man to not lose his head, let us praise without restraint the joys of the stadium, those that make bodies sing, seeds grow and talents ripen!

To learn the right, efficient and harmonious gesture, to enrich oneself by taking up a challenge, having a dream...

Sport sculpts our muscles and gives us the opportunity to discover our talents and unveil our wealth.

To know the purifying force of sweat and the feeling of peace that inhabits one when returning from the stadium after beautiful efforts or after hard fights is an experience of intense happiness. So let us humbly praise our forefathers, masters, wise and sound men, “Benevole” that, in stadiums and in fields, led us to think!

Thank you to those that taught us to hold the body so that we also learn to keep our word and thank you to our coaches, true soul givers, sacred framework of the sport movement! ”

Daniel Herrero
Rugbyman, writer

Beyond the value of the services provided by volunteers in sports, one should take into account the social disorders and offences that are avoided or diminished by participation in sports club life as well as the positive contribution sport activities have on health, environment and tourism.

■ LEGAL SITUATION

> Sport is a Law and a Right

Sport law is specific. Sport has instituted its own regulations for competitions ruled by victory or defeat, by promotion or relegation at the end of the season. Sport law defines for its actors its own rules of play. Sport first asserted and defined itself by rules, its own laws. Laws instituted by sport thus gave it the essential part of its independence and prestige in global society.

Furthermore, the new and more accessible forms of practising sports that evolved with time and changes along national and international lines were now seen, through the sports game, as a means for character fulfilment and were to be accessible to all. Sport was then considered as a new human right and often included in the constitutions of democratic states and universal organisation promoting peace.

With a few exceptions, French sports clubs are subject to the law of July 1st, 1901 on associations. The basis of this law is the association

CHAPTER I
The French Sport Movement

contract defined as “*the convention by which two or more persons put in common in a permanent way their knowledge or their activities with an aim other than that of sharing profits*”. This relatively free wording gave to sport a strong social dimension that, a century later, is still promoted through republican initiatives taken in favour of social integration. The sport movement was able to develop within this framework. Creating an association is very simple, the drafting of statutes is free although people often think it is not. Since 2002, sport associations that wish to receive public subsidies must however include in their statutes a certain number of compulsory clauses.

Sport law was reinforced with the rise of its impact on society. A conciliation role was created by the law on sport of 1984 and entrusted to the French Olympic Committee. Within this framework, the CNOSF deals with all matters in dispute before any appeals to civil law. This procedure has seen only 5% of cases appeal to a civil jurisdiction. The sport movement thus gained in credibility and authority. One must however remain watchful as nothing is definitely acquired in this field.

The recent example of the publication of the Sport Code illustrates this. Certain clauses relative to the CNOSF were indeed taken out of the legislative part to be included in the rules part. Thus the CNOSF's exclusive competence to constitute, organise and run the French delegation at Olympic Games, which was before stated in a law and thus only modifiable by

another law, is now a rule that can be modified by government intervention.

> **Public Service and General Interest**

Born of private initiatives, the sport movement organised in an autonomous manner. But sport needs and will continue to need the public sector (State and local governments) notably for subsidies and facilities. The relationship between the sport movement and local governments varies according to the actors in place.

Two big categories must be distinguished:

- Sports associations that contribute to the development and the promotion of sport and carry out a mission of general interest. They do not participate directly to the implementation of a public service.
- Sports federations that are given State authority and professional leagues that also contribute to the development and the promotion of sport but that also, because of prerogatives given by the legislator, participate in the implementation of a mission of public service relative to the development and democratisation of physical and sport activities.

The notion of public service is delicate to analyse in public law. The Conseil d'Etat, the supreme administrative jurisdiction in France, distinguishes three cumulative characteristics to define public service: the performance of a mission of general interest, a control of the administration on the organisation and a control of the administration on the activity carried out. Consequently, there is no public service without general interest. But an activity of general interest does not constitute a public service... This is usually the case of basic sports associations that manage general interest activities outside of a public service framework and instead of a public authority. These clubs perform tasks in a spirit of public service without official order to do so. They nonetheless offer a non-official public service, to the benefit of the public and the whole community even if they are organised for the practise of only one or more sport. We now see the differences that can arise between what actually takes place and certain administrative rules. The social contribution of sports associations and the generosity of the volunteer's initiatives add value to the sport movement and contribute to improve sociability and social cohesion. In France, and not only in the field of sport, associations have spotted and defined social needs, activities, services and initiatives of general interest.

The instauration of an official recognition of public service would enable to promote the general interest sport project and endow clubs with rights as well as duties. This type of thinking has been emerging for a few years. Some local governments

have defined criteria to evaluate initiatives of general interest, these are used to assess clubs that receive specific financial aid.

This public service recognition should lead to opening new paths not only for the sport movement but for society as a whole.

Indeed, the new directive on services within the European Union market carefully mentions that non-profit sport activities practised non-professionally are excluded from its scope. In mentioning their social utility, the European union recognises that these activities cannot be qualified as economic in terms of community law.

■ ECONOMIC ENVIRONMENT

> The Sport Movement Under Pressure

Since the eighties, with globalisation of the economy, sport has become the centre of financial stakes bringing in new actors such as sponsors, broadcasters, agents, sports goods suppliers or marketing agencies. This outside pressure risks to threaten sport's autonomy and the regulation of the whole system.

The degree of globalisation, the worldwide audience of the main sport events, has influenced international commerce in which, from an economic standpoint, sport accounts for about 2%. In France, according to the Ministry of sports, spending on sports

represented 27.4 billion euros in 2003 (1.73% of GDP excluding volunteering).

Two models for the financing of sport have followed one after the other since 1970:

- A local model, made up of spectators, subsidies and sponsors,
- A global model, designed in the eighties around media, merchandising and markets.

The risk of excessive and illegal practices is real and raises the issue of global regulation of the system.

The French model can be disturbed by these changes as it is organised in between institutional forms of regulation and the aspirations of economic freedom. Volunteering is essential but it must be able to rely on professionals. This evolution is necessary to allow for a better offer of diversified sport services and to create the jobs required by the sport movement to confront competition from the commercial sector.

The creation of jobs in sport is a realistic perspective when we examine the progress in this field on a European scale.

> The Sport Movement Source of Jobs

In the past ten years, from 1990 to 1999, the aggregate volume of employment in sport increased by 60% in the European Union.

In the United-Kingdom and in Spain, jobs doubled while in France there was a 53% increase (Vocasport).

Three groups of countries are identified for their level of sport employment in the labour force:

- **Countries with a high level of employment in sport of more than 0.5% of the labour force:** Ireland, Malta the Netherlands, Sweden and the United Kingdom.
- **Countries with an average level of employment in sport of 0.30% to 0.50% of the labour force:** Austria, Belgium, Denmark, Finland, France, Germany, Portugal and Spain.
- **Countries with a low level of employment in sport of less than 0.30% of the labour force:** Estonia, Greece, Hungary, Italy, Latvia, Lithuania, Luxembourg, Poland and Slovakia.

> **And in the Future...**

The economic environment of sport is constantly changing. The French sport movement occupies a central position and participates fully to the wealth of the country, directly through the economic activity it creates or indirectly through the contribution of volunteers. Because of this, one should move forward from the notion of subsidy, which implies a relationship

CHAPTER I
The French Sport Movement

of subordination, to that of partnership contract that is to be promoted in the case of missions of general interest.

The future will probably be more influenced by the economic, legal and media environments. The sport movement has shown that it was able to adapt while maintaining its values and prerogatives. However, it will only be able to continue to do so if sport takes precedence on the stakes at play.

CHAPTER I
The French Sport Movement

“ I hope that no-one will bear a grudge against a handball specialist for talking about “rebound”! Be reassured, I will not give you a technical presentation on the whims of a (little) ball, sometimes difficult to master, especially in the presence of opponents.

I would like to refresh your memory so as to enable us to tackle the future with confidence.

In October 1986 we sadly heard that the 1992 Summer Games would be held in... Barcelona!

This was a hard blow to take in. All the promotion we had undertaken based on “Paris 1992” had thus been useless.

After a time of “low spirits” or “disillusion,” we at the French Handball Federation quickly bounced back. Led by Jean-Pierre Lacoux, President at the time, we changed our message, which in French entailed only taking out one of the letters of the word Paris, to that of “Challenge 1992”. Our (new) challenge was to qualify France for the Games and to show our will to go there to win, with all due deference to Coubertin!

Our frustration had been replaced by a solid determination.

During the opening match, we made the Spaniards pay for playing at home. Right from the start, the players that later gave themselves the name of “crazy” because of their exemplary combativeness and legendary daring, overturned all forecasts!

Why shouldn't we act the same tomorrow?

We will go to London in 2012. Let us find in this invitation the tenfold of energy that will enable us to win on British soil more medals than ever!

Lets give ourselves the means necessary to prepare an Olympic “army” so that the children of our children can later say that the most beautiful Games in history were, for France, those of London in 2012! ”

Daniel Costantini
National Handball Coach

MORE FOR SPORT...

CHAPTER II
Actor in the Social Economy

The Sport Movement and Human Resources

“ *Civil sport is the sport that the population gives to itself.* ”

Bernard Jeu
« *Analysis of Sport* »

■ ALL ROADS LEAD TO ... MAN

With this synthetic formula, Bernard Jeu, philosopher and President of the French Table Tennis Federation, indicated that sport is built on human will. This on two levels: that of competition, where the champion expresses himself, and that of the institution, where coaches and leaders express themselves. The sport movement thus gathers the passion of both. These passions are shared and translated by all, whatever the age or the sport. The motor behind the development of the sport movement thus relies essentially on the human resource.

Two inseparable and solidary reasonings must co-exist: one to ensure the renewal of actors and one to ensure the transmission of knowledge.

The sport movement, beyond the values it represents and federates for its members, is accountable to its members as well as to its public and private partners. It is thus required to also perform for its management and not only limit itself to the realm of sport activity. Furthermore, the leaders activity is limited by social, family or material reasons or by the difficulty of being available enough to acquire new knowledge.

Faced with an increase of practises unique in the history of modern sport and with the growing complexity of responsibility,

how can the volunteer leader organise the evolving skills required with his candid passion.

The sport movement must adapt its management to the needs of increased professionalisation as well as to the challenges of commercial competition. Since it is subject to laws in favour of fairness and social justice, it is given new missions such as promoting equality between men and women in executive decision-making positions, fighting against social exclusion, contributing to the job market, without forgetting educating its own coaches and leaders. A considerable task is thus endowed on the sport movement, from clubs to federations. Because it must live with an evolving society, the sport leader has seen his role and mission change considerably with time. He must now have the skills of a manager on many levels.

The sport movement has been working for a few years to prepare for this evolution with a few innovative achievements; it will probably have to open new fields on the subject as human resources are a crucial challenge for the years to come.

“ Elite sport, amateur sport or sport for all cannot be separated. Elite sport is the showcase of national sport. Champions allow youth to have dreams and urge them to take up a sport. But if we want elite sport to play its role of advocate of sport activities, it must be flanked with organisations that are able to absorb, take charge and interest new members. Whatever the calling of these organisations, competition or leisure, they need educators. ”

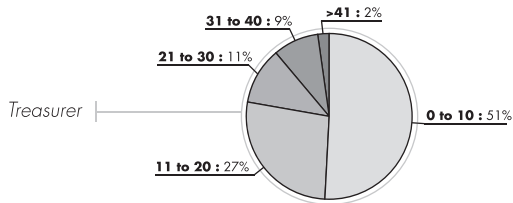
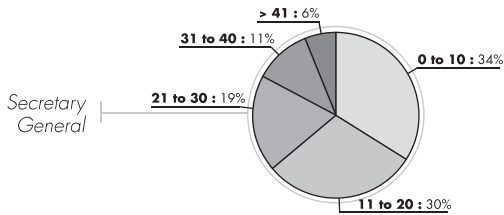
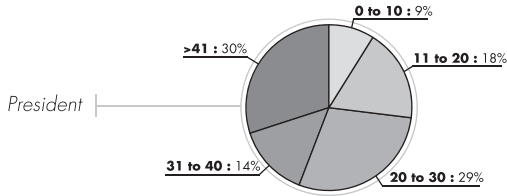
Philippe Blain
National Volleyball Coach

■ VOLUNTEERING: AN EVOLVING HUMAN AND ASSOCIATIVE CAPITAL

More and more leisure time, the lengthening of the life span, the great number of associative organisations and the will to get involved are all positive factors for the future of volunteering. The potential is there, however it must be detected and then the future volunteer must be helped to take on responsibilities within the organisation. It is thus with an open attitude that the sport movement must take on the necessary evolution of volunteering to enable it to keep its quality.

The analysis of the time spent by the main leaders of federations to accomplish their mission shows the involvement of volunteers as well as its limits.

Average time per week (in hours)
spent by the main federation leaders



This is also the case at the club level. The professionalisation of organisations appears to be a solution to lighten the load of the volunteer.

The guidebook “*Associative Management*”⁴ states new rules of the game to confront the future’s challenges including professionalisation. It is based on a study carried out in 2005 amongst 94 federations.

The main things to be learnt from it are:

- Federations have the will to take ambitious initiatives for a planned strategy
- There is a search for original modes of organisation that rely on all human resources
- There is a need for contracted and followed-up relations with public and private partners
- There is a wish to develop shared initiatives

The study showed the notion of associative capital constitutive to the “*human capital society*” which was discussed in chapter one. The challenge for the sport movement is to adapt without losing values.

From a political standpoint, the question of the architecture of the centres of thought, decision and control arises. The relationship between elected and employed calls for changes to include the primacy of the first and the participation of the second.

⁴*Le management associatif*

Professionalisation and its effects on management are part of the great works in progress of the sport movement because they involve more and more volunteers as they reach the decision-making level. At the same time as consultative participation of employees is taking place, the clarification and evaluation of their tasks must be set up.

Sports federations can elaborate programmes for their clubs to appraise services with the attribution of official recognition for the club's quality based on predetermined criteria. Federations, or their representatives at the regional level, can attribute these. They allow for better recognition and could be used as a means of promotion with public partners as well as when seeking private sponsorship.

To better progress, the federation and the club, must not hesitate to undergo general or specific appraisals. Further than sole promotion, the truth of these assessments is rendered necessary for the sport movement to engage in the preparation of the future.

Finally, mutualisation is unavoidable even if it shakes habits. The sharing of values, goals, practical and human means as well as the sharing of skills can be reached. Awareness is sometimes enough to reach the tangible.

During volunteering, the knowledge and skills acquired are difficult to quantify or to formulate, but recording these experiences in a

“*Volunteer’s Life Notebook*”⁵, dynamic and functional through its computerized form, the volunteer will be able to appreciate his associative commitment for his personal or professional advancement. By appreciating his skills he will be able to acquire a qualification through a credit transfer procedure or the VAE⁶ procedure. This “*Life Notebook*” enables any volunteer that wishes to keep a trace of his experiences, to measure the impact of his commitment in terms of time and skills, to evaluate his strong and weak points and to improve his work in the organisation and further his knowledge and skills through training.

He must also develop the will to convince others to commit to volunteering and enable the renewal of volunteers. The use of new technologies must favour support for an innovative project for the sport community, feeding contacts across generations of volunteers. This personal initiative that each can engage in easily by simply logging on to the CNOSF’s website is a collective development asset for all associations at all levels of the French Sport movement. The “*Volunteer’s Life Notebook*” is not only lifelong, it is also in perpetual bloom to give to the will of the volunteer a pleasant perfume for society.

These different actions and orientations aim to favour the access and renewal of leadership to all. This issue was already addressed in the study of federations on the accumulation and renewal of leaders positions at all levels. Aging does not necessarily hinder

⁵ *Carnet de vie du bénévole*

⁶ *Validation des acquis de l’expérience*

the volunteer's capacities but one must strongly encourage the preparation of their renewal, a guaranty of their perpetuity. In this way, the CNOSF has included in its statutes an age limit for its board members.

■ SPORT LABOUR LAWS: A STEP UP FOR ALL OF SPORT

As these changes were taking place for sport associations, the CNOSF led a decisive endeavour in setting up a collective labour agreement for sport, the CCNS⁷.

This agreement and the social dialogue that accompanied it, averted the way to give prescribed tools to leaders and enable them to find their way out of the labyrinth in which they were often left alone. A turn has been taken with the CCNS as it offers a frame of reference soon applicable.

A first has been accomplished. A major issue for the sport movement as an employer was to have its own professional branch working in partnership with the employees organisations. The sport movement had to be able to participate in discussions, consultations and negotiations for its future and for the future of educational programs. For this, the Social Council of the Sport Movement (CoSMoS⁸) was created in 1998. Seven years were necessary for six out of the eight employees trade unions to finally sign the

⁷ *Convention collective nationale du sport*

agreement in July 2005. The Ministry of labour must now check that the terms of the CCNS comply with existing laws before it can be enforced.

Some federations such as golf and equestrian already had their own labour agreements but most did not. The CCNS enabled to reinforce the unity of the French sport movement. Indeed, it applies to all sectors of sport and particularly to professional sport: the professional sportsman is defined as a person whose principal income is derived from sport, which is not the definition of the professional leagues.

The CCNS is a step forward for the sport movement. It will have repercussions on the local management of sport organisations.

The employing association will from now on pay dues like any company, it will also be able to rely on an agreement, its own agreement, for its employment contracts, the management of its relations with its employees and for educational programmes. Now that the CCNS exists, the sport movement must work with it. In the common interest of all, the CoSMoS must have a maximum number of members and obviously all clubs with employees should join. The stronger the CoSMoS, best will the interests of the clubs be defended.

The CCNS has provided for dues of 0.02% of wages to be paid for the benefit of education through an individual paid leave of

⁸ *Conseil social du mouvement sportif*

absence (CIF)⁹ awarded to volunteers to further their training. Thus the CCNS also enables the further education of leaders. It is another of the successful enterprises undertaken by the sport movement.

■ DO YOU KNOW THE IFoMoS?

In a business, an association or a federation, the most important wealth is knowledge. Expertise represents an essential resource. It constitutes the motor of performance and competitiveness. It must thus be considered as capital and all undertakings to develop it as investment.

However, knowledge never shows on balance-sheets since it is not quantifiable, no ratio can measure it and nothing or nobody is responsible for its evaluation. Nonetheless, the loss of knowledge is one of the biggest risks that threaten businesses and associations. It is a fierce enemy, because insidious. Prevention is possible, it is called recycling or further education.

The social role of associations, federations and the CNOSF is irreplaceable. The future of the sport movement depends also on its capacity to sufficiently educate coaches to manage the increasing number of members that, incidentally, it encourages to join. Further education must be seen as a means towards a global development of a promotional strategy.

⁹ *Congé individuel de formation*

Education must be profoundly integrated to the management of the association. Sport needs a policy on education and a professional recognition in the interest of the sport movement, to ensure the employability of its actors. Sport practises are evolving rapidly, occupations are more and more diversified and one must adapt to the needs of the sportsmen.

Education also appears as key for elite athletes who need to manage a professional career after their sports one. The sport movement must not be left behind on the general mechanisms of further education, keeping in mind that employment is always the final outcome.

Thus, during its General Assembly in May 2004, the CNOSF unanimously approved the creation of the Sport Movement's Education Institute (IFoMoS)¹⁰. The IFoMoS will not only maintain and coordinate what is already operated by federations, it will also put in place the education policy the sport movement will have previously defined. It will answer the educational needs expressed by federations and the CNOSF and additionally propose transversal programs. Finally, from a financial point of view, the sharing of means will lead to reducing overhead costs and to obtaining funding not available to federations because of their prerogatives.

The challenge undertaken is very important because, beyond the training of the leaders, there is also the education of technicians,

¹⁰ *Institut de Formation pour le Mouvement Sportif*

the future employees of sport. Today, only State diplomas and professional qualifications (CQP)¹¹ give the right to be paid for teaching sports and consequently to be employed by the State, a local government or a sport association.

On this point, the sport movement is in a paradoxical situation. As an employer, it is recognised as perfectly fit to create, organise and develop employment in sport, its competence as an employer is even justified by this. Unfortunately this is currently not the case for its education competence since, with a few rare exceptions that will end in 2007, none of the diplomas given out by federations enable to receive a salary for teaching. The sport movement claims the right to be able to employ the people it has suitably trained for that purpose. It is ready to examine the possible partnerships that would lead to official recognition of federal diplomas.

■ AND THE CNAR?

The National Support and Resource Centre (CNAR)¹² has an essential and major role: it coordinates throughout France initiatives for the development of employment. There is one CNAR by sector (health and social, youth, ...). The fact that the Sport CNAR has been entrusted to the CNOSF is important: it shows the work accomplished by the CNOSF on employment development and confirms that it is a major strategic trend.

¹² *Centre national d'appui et de ressources*

■ SPORT HAS RESOURCES

> With the Technical Staff

The CNOSF reaffirms its attachment to the State corps of sport technicians, the “*cadres techniques*,” and the importance this corps has had in the success and development of French sport since it was established. It also indicates that the policy of redistribution carried out these last few years seems to have been implemented by the federations with the most technicians. As an important renewal of the profession is taking place due to retiring personnel, the number of positions must be significantly increased to benefit the federations with the least technicians.

The position of “*cadre technique*” has evolved with time. At first essentially an elite sport specialist, he or she has slowly become a general technician. This evolution has led to some confusion in the definition of the assignments and in the accomplishment of the tasks. The multiplication of responsibilities leads sometimes to a spread in activities whose evaluation can thus become complex with different hierarchies involved

Everybody agrees on the necessity of an efficient President – National Technical Director (DTN)¹³ couple. For this it is essential that the role and assignments of the National Technical Director be precisely determined.

¹³ *Directeur technique national*

The CNOSF feels that the naming of the DTN by the Minister of Sport must correspond to the wishes expressed by the President, which if it is generally the case is not stated in the texts. All rules that do not state that the elected representatives are primary weaken the federal system and become source of conflict.

In case of disagreement between the President and the DTN, the CNOSF calls for a separation to take place that respects the individuals and avoids what is commonly called the “*restraint of princes*.” The CNOSF recommends setting up a procedure for separation that includes the intervention of an arbitration or conciliation structure.

> With Women

If the number of people practising sports is growing, this is for a large part due to women’s contribution. Nonetheless, their access to sport, and to responsibilities, still suffers from penalising hindrance.

For reaching gender equality, the legislator has recommended the proportional representation of members within decision-making organs. This risks not moving towards gender equality in federations that have a high percentage of women members. Besides, the IOC encourages NOCs to have at least 20% of the positions in their decision-making structures held by women.

The French sport movement changed its statutes to open up spots for women leaders. Activities at the local, regional and national level were undertaken on this theme. It was the subject of two reports of the MJSVA¹⁴: “*Sport, adolescence and family*” in 2003 and “*Women and sport*” in 2004.

The CNOSF published a guidebook on reaching gender equality in sport decision-making bodies which led to local experimentation. Reaching parity however runs against social resistance.

Projects are led locally for the establishment of a “*sport parity*” label or a club “*equality*” label to promote progress towards gender equality. These projects must be seen as inciting so that tomorrow there may be a form of parity in the clubs’ governance.

¹⁴ Ministry of Youth, Sports and Associative Life – Ministère de la jeunesse, des sports et de la vie associative

Strength of Women in Main Sports

Ranking in descending order of women' membership
in sport federations:

FEDERATION	WOMEN MEMBERS	PERCENTAGE
> FFEPGV: Multiple Sports	500 000	94.2%
> USEP: Multiple School Sports	396 000	48.6%
> Tennis: Olympic Sport	351 000	32.9%
> UNSS: Multiple School Sports	348 000	40.6%
> Equestrian: Olympic Sport	332 000	74.4%
> Gymnastics: Olympic Sport	178 000	78.4%
> Basketball: Olympic Sport	171 000	40.1%
> UFOLEP: Multiple Sports	165 000	41%
> FFEPMM: Multiple Sports	147 000	88.7%
> FSCF: Multiple Sports	140 000	64.7%
> Judo: Olympic Sport	139 000	24.1%
> Swimming: Olympic Sport	119 000	55.3%
> Handball: Olympic Sport	116 000	36.4%

Source MJSVA 2004

The issue of representation of women in the decisions-making bodies of federations and of the CNOSF will change once there will be more women presiding clubs, regional leagues or local committees.

“ Practising sports and notably at the elite level enabled me to lead an exciting life, rich in emotions and experiences. I met talented people that guided me all along my career and taught me simple things but terribly useful in life such as perseverance, the taste for striving or to be able to question oneself after defeat.

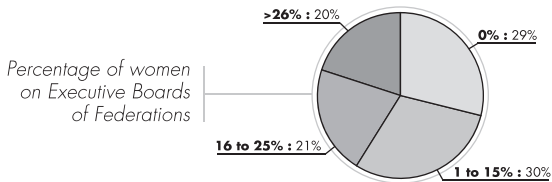
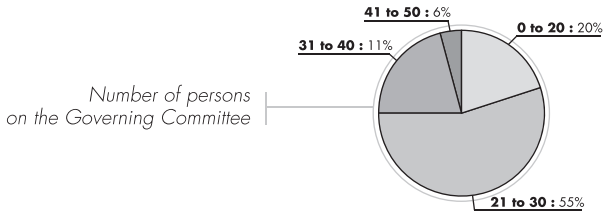
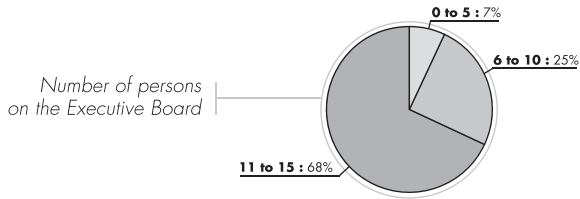
The only difficulties I encountered as a woman came with the birth of my first child. It was difficult to get back to my original level, not only physically but also emotionally. Priorities were different. And if becoming a mother helped me to put many things into perspective, I couldn't give 100% to the sport.

I had to manage childcare, illnesses, being away, sometimes for long, too long periods of time! And so the moment came when I naturally stopped competition, not sport, and led a more normal life. With no more goals to be reached, I must admit that life became less stressful, even if when looking back I have a twinge of regret. ”

Christine Sterbik-Henaff
Parachuting Silver world medallist

The following table shows the composition of the federations' decision-making bodies and the percentage of positions held by women.

Composition of decision-making bodies



> With Youth

Too often one forgets that the club is the first place where youths invest themselves freely. The personal commitment of youths is often linked to becoming a member of a sports club. It is also his or her first experience as a citizen. A part of the future of French sport resides in its aptitude to give to youth the capabilities to take on responsibilities. Listening to the leaders in place must be accompanied by the enthusiasm of the future ones. With this perspective in mind, the CNOSF led a special project for youth in 2002.

At first, a camp concept was defined so as to allow youths to acquire a minimum of expertise. During this camp, the structures and needs of the sport movement are concretely considered through a preview of the future club. A second stage is aimed at young leaders already exercising responsibilities to give them another level of education. Here, we develop a global approach to the management of a club: themes like development planning and

“ *The loop would not be looped without the will of athletes to transmit to younger ones what sport has given them. For this, the athlete bears the testimony of his or her passion and success, and wills it to younger ones by becoming a coach, or by sharing his knowledge and managing a team or a club.* ”

Béatrice Hess
Paralympic Swimming champion

the professionalisation of clubs are studied. Finally, work is in progress to offer something to leaders under-40 years of age having recently taken up responsibilities. The setting up of a network of local or regional reference contacts completes the national programme. It is still being put into place so as to cover all the territory and to get feedback on needs. These camps have been successfully run in a few regions. They must develop and complement the range of other educational programmes offered by the club, for example umpiring responsibilities.

For the employment of youth in sport, the CNOSF has created jobs in sport. Notably, in 1995 it set up the “*sport insertion employment*”¹⁵ network that today employs more than one hundred persons dedicated to development.

More recently, within the national programme set up for sports in “*zones urbaines sensibles*,” under-privileged areas, the creation of 330 sport educator positions is planned. They will be reserved to students who have finished studies in sport and physical activities (holding STAPS degree), and will be financed by the National Centre for the Development of Sport, the CNDS¹⁶.

In 1997, the State implemented specific legislation for youth with the “*Youth jobs*.”¹⁷ This programme wasn’t geared to non-profit organisations but this sector, and notably sport associations, showed much activity. The sport movement had also taken steps

¹⁵ *Sport insertion emploi*

¹⁶ *Centre national pour le développement du sport*

¹⁷ *Emplois Jeunes*

in favour of employment by getting involved locally in the “*Sport Profession*”¹⁸ programme.

By optimizing sport education, domain that can generate club resources, clubs showed, show and will continue to show that they are the unavoidable actors of a dynamic policy on sport employment. Because clubs are at the root of the sport tree.

¹⁸ *Profession Sport*

“ ... Sport clubs or associations need coaching personnel. I would say that these educators or coaches are key to the system. But sport is not a university laboratory it is first of all a field activity. The educator or the coach is with his pupils or athletes to make them feel the activity help them to surpass themselves or simply to teach them to take pleasure in practising a sport. The field must select the candidates in whom we find this capacity and this passion to share knowledge of the sport or sports. A university education must only be a complement that gives necessary tools for coaching sessions. If we want sport to find again its position and to fulfil its educational role, we must not have people whom first obtain diplomas and then come and experience the field but rather detect people with field abilities and transmit to them the necessary knowledge for better efficiency... ”

Philippe Blain
National Volleyball Coach

CHAPTER II
Actor in the Social Economy

Sport Movement and Economy

“ Pythagoras was wont to say, that our life resembles the great and populous assembly of the Olympic Games, wherein some exercise the body, that they may carry away the glory of the prize; others bring merchandise to sell for profit. ”

Michel de Montaigne
« Essays¹⁹ »

¹⁹ Translation by Charles Cotton

■ PERFORMANCE FROM ALL SIDES

The links between the French sport movement and the economy were not clear as the first competitions were created at the end of the 19th Century, unlike our British neighbours. In Great-Britain, the first neighbourhood football clubs quickly grew into commercial entities. They developed within local industrial trusts and became professional much more rapidly than in France, but without altering British players' attachment to their club.

In France, the first relations between sport and businesses took place at the beginning of the 20th century. A good example is illustrated in the Berliet trucks factory publication "*L'effort*" whose title is suggestive of the link between work and sport. After World War I, it stated: "*A well organised factory must be like a football team, each one has the position that fits him best and each fulfils his role joyfully and heartily.*" In this quotation we see the double nature of the relationship between sport and economy. It will develop into particularly rich, complex and sometimes conflicting relations.

Right from the start, the economy takes interest in sport on the basis of the dominant analogy between athletic and economic performance and between individual initiative and collective work, both bearing in mind the final result and its effects. The sport/economy analogy on the theme of performance will later be used by those promoting a business or winner culture or by personnel managers.

At the start, the French sport model refers to public administration. The sport movement organised its commercial links to complement public funds, and later to finance the public service prerogatives it had been given. It then developed tight relations with local governments that became absolutely necessary to the running of national sport for investments as well as operations.

During the last twenty years, the situation has been profoundly altered and changes have been accelerating. The economic environment and the notion of performance have become determining parameters in the organisation, development and management of French sport. A whole section of the economy derives its activity from sport with whom it has partnerships based on new models. At the same time, resources from the lottery have made up most of the funds of the National Fund for the Development of Sport (FNDS).²⁰

The economic weight of sport was reinforced by an increase in the number of people practising it, the value given to volunteering, the diversification of activities and finally by the contribution of new actors in the sport event, television and sponsorship.

In a context where the picture can sometimes be blurred by only focusing on the spectacular, the sport movement believes it should reaffirm its economic weight and somewhat curb widely held opinions.

This economic situation is essential to its development and must be aimed at reinforcing its autonomy. But at the same time, the sport

²⁰ *Fond national pour le développement du sport*

movement must be careful to strengthen the interdependence between sport for all and entertainment sport.

■ THE SPORT ECONOMY: BEYOND WIDELY HELD BELIEFS...

The sport markets cover very different situations, often grasped in an unclear manner. Beyond the issue of defining the field of sport (which sports, what type of practise...) the demand for sport from a general point of view is organised around two distinct but necessarily interacting phenomena:

- The practise of sport, whether by club members or self-organised independent individuals, which leads to the consumption of specific goods and services
- Entertainment sport with a direct audience, or as is more often the case an indirect audience through media coverage.

The following table shows the sport markets, in grey those in which the sport movement is in a leading position.

The Sport Markets: One or More Demand?

Market	Supply
Market of club members	<ul style="list-style-type: none"> • Federations • Amateur clubs
Market of sports practised by non club members	<ul style="list-style-type: none"> • Non-affiliated clubs • Sport equipment managers: swimming pools, tennis courts... • commercial sector: gyms...
Market of sporting goods	<ul style="list-style-type: none"> • Manufacturers/distributors • Professional clubs and other sport events organisers (merchandising that can reach non sport realms)
Market of entertainment (event organisation only)	<ul style="list-style-type: none"> • Federations • Leagues • Professional Clubs • Private Event Organisers
Market of sport broadcasts	<ul style="list-style-type: none"> • Television Networks • Radios • New media: Internet, Mobile phone operators
Market of broadcasting rights (acquisition of rights)	<ul style="list-style-type: none"> • Leagues • Professional Clubs • Private Event Organisers • Sport Marketing Firms (*) • Federations (national teams, Cups)
Market of the sports press (**)	<ul style="list-style-type: none"> • Press, newspapers (specialised and general)
Market of advertising and sponsorship (***)	<ul style="list-style-type: none"> • Professional or Amateur Clubs • Federations and leagues • Private event organisers • Athletes • Sport Marketing Firms

(In grey the sport markets in which the sport movement is leader.)

Demand
<ul style="list-style-type: none"> • Non-club members practising within a sport organisation • Non-club members practising outside of a sport organisation • Self organised practise
<ul style="list-style-type: none"> • Fans and sportsmen/consumers
<ul style="list-style-type: none"> • Television viewers • Radio audience • Web browsers
<ul style="list-style-type: none"> • Fans and sportsmen/readers

(*)
 Intermediaries for media or marketing rights, sport marketing firms can be considered suppliers (by managing commercial opportunities of event organisers) and demander (by advising buyers of rights).

(**)
 The press market has been differentiated because, contrarily to other media, it doesn't lead to the buying of rights except in very special cases such as the exclusive interview of a star. All other media must most of the time pay rights to obtain exclusive coverage even if in France the law forbids this for radio.

(***)
 Beyond the financial aid given to sports, elite or sport for all, in exchange for participation in missions of general interest, public organisations use professional clubs or sport events for their promotion, a form of "public sponsorship"

The sports economy shows its global weight in contemporary life through spectacular events, goods and produce, sponsorship and advertising. Its examination allows us to discredit a few of the widely held beliefs, in particular the light weight of amateur sport, the importance of public financing and the lack of contributions from the sport movement.

■ NON-PROFESSIONAL SPORTS MAKE THE DIFFERENCE!

The description of the quantitative and qualitative evolution of sports practises is necessary to appreciate the sport movement's role. Two viewpoints that counter most of the existing analyses have been chosen: The number of club members and the real weight of sport practises.

On the number of club members, the unremitting suggestion that sports club memberships are in crisis hides the following truth: The practise of sports by club-members has considerably increased since World War II.

In 2004, French sport federations given prerogatives delivered more than 15.2 million memberships of which two-thirds were delivered by federations representing only one sport.

Distribution by age category

9 years of age and younger	15%
10 to 14 years of age	25%
15 to 19 years og age	15%
20 years of age or more	45%

For those older than 15, sport is the main reason for joining a club: Out of the 21.6 million individuals over 15 who are members of an organisation, 7.3 million are members of a sports club (4.9 are members of a cultural association).

Over the last 50 years, the growth of sports practised by members of sports clubs is particularly impressive. There were 2 million memberships in 1949. Today, 54 years later, the total is eight times superior while the French population only grew by 43% during that same period. Most of the growth is due to the federations' influence and to the growing numbers of women members even if they remain half as numerous as men.

The weight of self-organised sports, while important, is reduced when one takes into account the frequency of practise, often less regular than in clubs.

One shouldn't evade the difficulty with which the sport movement is able to offer practises that fulfil the new and complex demand.

However, it is important to look closely at the figures. Within the population aged 15 to 75 there are 36 million French “sportsmen” of which 10 million are club members. But, if one takes into account the intensity of practise, the results expressed in the number of hours are modified. The share of the sport movement is then much superior to the original numbers.

■ SPORT SPENDING ON PRACTISING SPORT IS 7 TIMES

In 2003, according to the Ministry of sports, French spending on sports represented 27.4 billion euros (or 1.73% of GDP excluding volunteering) that, among other things, generated for the State an income of about 20% of this amount in a tax collection of 5.4 billion euros.

In 2005, the weight of professional sport was estimated at 3.5 billion euros out of a total close to 29 billion euros (not to mention that the French sport model provides for part of the benefits of professional sport to be given to amateur sport).

Spending on practising sports is thus 6 to 7 times superior to spending on entertainment sports. This contrasts sharply with common belief on the respective economic weights of professional sport and sports activities.

Spending on sport is distributed in the following manner:

- Household consumption: spending on tickets for games or sporting entertainment is estimated at 330 million euros and spending on the specialised sports press at 180 million euros. Most of the rest of household spending on sports goods and services, amounting to more than 90%, is clearly linked to the practise of sports or to the effects of fashion. Spending on merchandise sold by clubs or other sports organisations is still very modest in France compared to other countries. With 14.2 billion euros spent on sports goods or services, the French household contributes to more than half of total spending on sport with a growth of close to 33% in value between 1997 and 2003.

- The communes, the smallest territorial division in France (village or town), represent the greater part of public financing with 6.9 billion euros (2002). They are both owners of many sport facilities as well as sport employers. The financial aid they give to professional clubs (not directly linked to the professional activity) weighs around 200 million euros. To this must be added indirect spending (loan of facilities, personnel, ...) as well as sponsorship given against services provided.

- The State's participation is mainly derived from the Ministry of Education budget and from the payroll of physical education teachers (2.2 billion euros in 2002). The State's sports budget,

including the FNDS, represents 0.6 billion euros. Compared to the 5.4 billion euros collected, mentioned above, or to the 167 000 FTEs seen in chapter I, which, at minimum wage, would be equivalent to 4 billion euros, the State's implication in the governance of sport is not directly reflected in its financial contribution.

- Businesses' participation to sports amounts to 2.3 billion euros (8.6%). It is limited to television rights and sponsorship and is almost exclusively focused on a few professional sports.

The small share of professional sport in total sports spending in France must not hide the important impact it can generate, through its audience, in the interest of all sports. According to the Boston Consulting Group, the Games in Paris in 2012 could have led to economic repercussions of 35 billion euros and 43 000 jobs in the sports and tourism sectors during the 2012-2019 period.

Similarly, the last battle for the broadcasting rights of the premier football league allows us to recall the attractiveness of football for pay television. Of the 4.9 million homes subscribing to Canal+, close to 2 million people subscribe first because of football.

French professional sport remains one of the healthiest in Europe due its model – based on three pillars: education, solidarity and management control – which has already been exported in Europe.

■ AMATEUR SPORT, CHAMPION OF THE NON-MARKET ECONOMY

The model of pure and perfect competition in sport is a myth and economists know it. Sport, because of its particular nature, is more than any other activity susceptible of suffering from a non-regulated economy. The concept of competitive equilibrium is a tool for a regulation policy. The entertainment sport industry is the only one where the most prosperous producer cannot bare to see the loss of his opponents! Without competition, even the weakest, the “*uncertainty spring*” is flattened at sporting, media and economic levels. These three dimensions are at the base of elite sports, we find them at all levels of the French model. By opposition, the temptation of some to establish an American system of closed leagues would, compared to European practises, run into historical, ethical and cultural limits. In thirty years, France has built a relatively original and strongly modelled system. The specific economic functioning of sports markets implies a particular organisation where solidarity constitutes the only efficient and permanent means to evolve.

Professional clubs need solidarity between them for competition itself to develop. Competition between professional and amateur clubs is also vital for the sport movement, notably to train the elite who maintain a link between the base and the summit.

Even if it can legitimately consider that it is at the origin of the whole, the sport movement is only directly concerned by one quarter of the close to 20 billion euros of sports spending. It nonetheless has competitive advantages to promote for its future. Three major aspects are to be taken into consideration: volunteering, the economic fallout generated by sports beyond goods and services and the social contribution due to the positive effects of practising sports: social integration, health, community building, environment, tourism...

The evolution of activities leads to question the role of the sports club. It must not push its leaders towards “*clientelism*” for which the sports structure is not necessarily very efficient.

It is in the interest of clubs to develop their public service activities and put forward the federal characteristic of the sport movement.

It seems indispensable to work to define the basis of a costs-advantages analysis, notably at quantification level, so as to better justify the financial contributions. The sport movement has not really organised at economic level. Its recognised and undeniable contribution to society is to be integrated into its economic strategy. Other than the training of its champions, it is the education of men and citizens that it must promote to show its impact.

The education of leaders is at the heart of the management of the sport movement’s human resources. It will enable to improve

partnerships with the private sector and build them as it did with the public sector.

From this point of view, the recent development of civic business partnerships is an opportunity that should be grasped if only mechanisms in favour of sponsorship were greatly improved to become truly inciting.

Between “*competition and mutual aid*,” said by Pierre de Coubertin, the “*sport co-operation*” must steer its own future.

MORE FOR SPORT...

CHAPTER III
Actor of Development

“Territories are the Memory of Sport.”

Georges Perli
Co-founder of the
« Géo Charles Museum »

■ SPORT GEOGRAPHY AND POLITICAL MAPPING

The sport movement is a living organism and as such it needs roots to develop. All of its architecture, from the club to the federation, is constructed on territories from which it draws much of its resources, human, material and financial. The 175 000 clubs of the French sport movement guarantee a diversity of activities and constitute a social basis.

“... The practise of sports is a real arena for freedom, pleasure and passion to shape or get to know oneself, to share and overcome one's limits and to discover new horizons... with unique emotions. Sport is most often practised in community organisations structured around local clubs with many essential actors. Each must be able to practise sport freely and then the numerous and courageous volunteers that are becoming scarce will be promoted. To perpetuate the French sport system, one must draw together professional and amateur sport by creating links that prompt all actors...”

Tony Estanguet
Olympic Slalom-Canoe Champion

Today, there are in France 36 000 communes and 2 000 inter-communal organisations and 120 communautés d'agglomération²¹, so that there are close to 2 200 public organisations for inter-territory cooperation (EPCI²²). They map whole sections of France like a still unfinished puzzle. The future organisation of territory is another issue that the sport movement will have to take on.

²¹ Inter-communal organisations with a population of more than 50 000

²² Établissement public de coopération intercommunale

The issue will depend on the capacity of the sport movement's leaders to propose, negotiate and promote actions and projects. In this context one must bear in mind the important position of local authorities for the functioning and development of sport activities. These local bodies ensure more than 70% of public spending, most of it supported by the *communes*.

Public Financing of French Sport*

	2000	2001	2002
Total State Expenditure	2.80	2.92	3.09
Ministry of Education	2.03	2.08	2.20
Ministry of Youth, Sport and Associative Life	0.52	0.56	0.60
Other Ministries	0.05	0.05	0.05
"Youth Jobs" Programme	0.20	0.23	0.24
Total Local government Expenditure	7.60	7.82	7.86
Communes	6.88	7.01	6.95
Departements	0.50	0.52	0.57
Regions	0.20	0.27	0.32
"Youth Jobs" Programme	0.02	0.02	0.02
TOTAL	10.40	10.74	10,95

(*) In billions of euros

Source: *Estimation comptes du sport*

In France, the importance of local government is the result of its specific history with an administrative organisation that has often been a reference for egalitarian territory organisation. The different levels fit into each other for coherent policies and to ensure the continuity of public service. Most often, the sport organisations' form fits with this political and administrative mapping, the club at the commune level, the *comité départemental* at the *département* level, and the *ligue* at the regional level. A strong territorial attachment marks the culture of sport and in return the identity of a territory is reinforced by the vitality of its sport movement. Sport and territory have always been in league with each other.

In the 1980s, legislation to decentralise administrative authority profoundly modified the traditional picture. By not including sport the legislation weakened the sport movement organised around the State but it also enabled initiatives to grow. If sport isn't mentioned in the texts, it nonetheless is there in the facts and local government is in its governance.

The following table shows sport's share of local government budgets and the average spending per resident for communes, départements and regions.

Local government shares

2001 data	Smallest and largest budget per resident	Average budget per resident
Regions	From €1.64 to €7.71	€5.54
Departements	From €1.85 to €15.25	€8
Communes (with more than 3 000 residents)	From €4.73 to €533	€81.41

Source: rapport états généraux du sport 2002; données 2001

Along with financing, the issue of the goals of local sports policies must also be considered.

Municipal sport policy objectives

Perception levels	1 *	2 *	3 *
Sport must essentially be a leisure activity an opportunity to relax and have fun.	60	36	4
Sport is first of all a means to stay in good physical shape, to stay young and in good health.	45	45	10
Sport is principally a means of education.	90	8	2
Sport's main final goal is competition.	20	64	16
Professional sport is a priority for the <i>commune</i> .	5	15	80
Sport is chiefly a means for crime prevention and integration into society.	70	24	6
Sport is foremost involved in events (entertainment sport, public image of local authorities) and in the organisation of competitions (sport for all,...).	29	55	16

Source: Report of the "Etats Généraux du sport 2002", 2001 figures (1 Priority; 2* Secondary; 3* Not taken into account)*

The decentralising legislation took place at a time of great evolution for sport in France. This period saw a renewed expansion and a diversity of activities, broadening publics and goals. The legal environment became more and more complex and elite sport increasingly covered by the media. The sport movement and local governments found themselves together at this evolutionary crossroads without any real definition of a new legislative framework. Even though the local level was already reinforced before the decentralising legislation with communes developing local sport projects, a territorial redefinition has since taken place.

It has been completed by laws on territorial planning, inter-communal cooperation and EPCIs, but the legibility of the territorial mosaic remains blurred.

Within inter-communal cooperation, sport was included among the policies of 64% of EPCIs in 2004 against only 44% in 1999. 77% of communautés d'agglomération, inter-communal organisations with more than 50 000 residents, included sport in their prerogatives but this positive percentage does not mean that they actually implemented a sports policy or project. And, contrarily, some EPCIs intervene in sports without explicit mandate and without having opted for sport prerogatives.

There is a global positive tendency towards sport but EPCIs mostly finance sports facilities. The following table gives an idea of the types of facilities and activities that are financed.

Inter-communal cooperation and sport

EPCIs		Urban areas	
FACILITIES			
Swimming pools	37.5%	Swimming pools	47%
Gymnasiums	30.5%	Gymnasiums	29%
Multisports complex	20%	Stades	27%
Stadiums	18%	Ice Rinks	25%
Outdoor recreation	14%		
ACTIVITIES			
Sports activities	27%	Sports activities	27%
Financial aid to amateur clubs or events	19%	Financial aid to amateur clubs or events	13%
Elite and professional clubs	6%	Elite and professional clubs	19%

Sport is maybe not included in the decentralising legislation but, however pertinent, an eventual legislative clarification would not enable to answer all the questions that sport leaders are confronted to.

The sport movement should accompany it with partnerships that include other domains that have an interest in sport such as employment, environment, tourism or health. Partnerships at the communal level with the sports offices of towns²³ should also be developed to contribute to more efficient joint efforts on local sport projects in the interest of all.

What is new is that sports activities are now very much sought after here and there by commercial operators. The sport movement should work to have the social, educational and sports role and place of clubs better recognised. These dimensions justify the investments of local authorities, in particular investments in sports facilities and their management.

Territorial innovation is often the result of studies made from observations and evaluations. To move forward, it seems necessary to define a global vision of sport with guiding principles allowing significant steps forward.

The sports club's project should notably include:

- The promotion of its social and educational role
- The perspective of fostering accomplishment and development by the people that practise sports
- Coherent relationships between the policies of the sport federal and the local government
- A presence in the general movement for sustainable development.

On these conditions the territoriality of sport defined by all

²³ *Office municipaux des sports*

decentralised parties, public and private, would be a new step forward for the development, unity and recognition of the sport movement.

■ FOR SUSTAINABLE SPORTS

The 1980s and 1990s revealed a new dimension for sport: the environment, international issue that, like sport, has no boundaries.

Since the first World Environmental Conference organised in Stockholm in 1972, the idea of rational and integrated management of natural resources has come a long way. In 1992 at the Rio Conference, the IOC made commitments that it confirmed in 1995 at a conference organised jointly with UNEP (United Nations Environment Programme) in Lausanne. The IOC committed to favour education on the environment and to take actions within the Olympic family to increase awareness on environmental protection among its members.

The compliance with environmental standards is required in the organisation of competitions and international federations are taking initiatives in this direction. The sport movement is thinking sustainable development.

The European Sports Charter voted by the Council of Europe states that to promote sport as an important human development factor, governments should take the necessary measures ... to

ensure the possibility of practising outdoor sports and “increasing people’s knowledge and awareness of the relations between sport and sustainable development and their understanding of nature.” Article 10 Sport and Sustainable Development.

In 2003, the CNOSF published its Agenda 21. It constitutes a great step forward and positioned the French sport movement as an unavoidable actor of sustainable development. The European Non-Governmental Sports Organisation (ENGSO) adopted this document as the Agenda 21 of European sport. The sustainable development dimension included on the three social, economic and environmental pillars and whose objectives are to enable us to satisfy today’s needs without jeopardising those of future generations, concerns all sports and particularly those practised in natural settings.

“ ... For the last twenty years, I have lived my passion at the heart of nature. It brings me pleasure, happiness and emotions in authentic and often exceptional settings. Knowledge of my environment, adapting to it, looking for information within it, have made me more autonomous and humble to my surroundings. Outdoor sports bring sports into society with a large and popular practise generating tourism and the promotion of our rich territory. The values of sports are for me nature, sharing experiences and being demanding. ”

Tony Estanguet
Olympic Slalom-Canoe Champion

Practise of sports in natural settings

Level of Practise	% of those over 15 years of age	Number of persons (in thousands)
Cycling	38	18 128
Walking	22	10 519
Ski, surf	15	7 220
Mountaineering	12	5 739
Canoeing, rowing, water skiing	5	2 154
Sailing, windsurfing	3	1 417
Riding	3	1 338

Source: Insee, 2003 Study "Participation in Culture and Sports"

The growth of sports practised in natural settings contributes to make of the sport movement an influential actor in local policies for environmental protection and regulation.

Frenchmen show a keen interest in sports practised in natural settings. More than 13 million Frenchmen over 15 years of age practise such a sport (skiing, surfing, sailing, canoeing, rafting, walking, climbing, riding...)

The development of nature sports is linked to environmental protection. For it to take place a national development program

must be set up for recreational facilities and to call upon sports actors to consider issues linked to heritage. The sport movement must better participate in the Departmental Commissions on Sites, Venues and Itineraries of Nature Sports (CDESI)²⁴. It is necessary to ensure consistency between territorial planning and reaching the public objectives of environmental protection and civic education.

Within the sport movement, sports are assembled within “families” to coordinate their actions at the national level. The Inter-federal Council on Nautical Sports (CISN)²⁵ and the Inter-federal Council on Aerial Sports (CISA)²⁶ created in 1997 the National Council on Nature Sports (CNSN)²⁷. Three particularly difficult issues illustrate the interaction between sports, territorial planning and environmental protection, the issues of rescue services remaining free, treks across natural settings and the creation of a tax for these sports.

For these different issues, the sport movement wishes to be recognised as responsible and see its organisational qualities established. It cannot be held responsible for the acts of individuals carried out in a framework other than its own.

²⁴ *Commissions départementales des espaces, sites et itinéraires de pleine nature*

²⁵ *Conseil interfédéral des sports nautiques*

²⁶ *Conseil interfédéral des sports aériens*

²⁷ *Conseil national des sports de nature*

■ MOBILISING THE FEDERAL AND TERRITORIAL

The common ground between sport and territories covers a large pan of local initiatives. But the growing demand for sport at the club level does not only affect the club, it also has an impact on the relationship between club leaders and federation leaders. An important split can take place between the local and national levels. This appears in the 2005 survey carried out by the CNOSF on the theme of relationships between federal and territorial policies.

In the survey, three criteria were deemed important to respect the diversity of practises:

- The size of the federation (members and clubs)
- The goals sought (more or less competitive or educational)
- The facilities used: small or large field, gym, specialised equipment, natural setting.

The following federations were invited to participate, representing the different members of the CNOSF: Athletics, Football, Judo, Swimming, Hiking, Triathlon, Hand Gliding and the UFOLEP²⁸. These federations were aware of the rise of local government groupings and saw the risk of tension between federal and territorial policies arising.

Territorial policies can differ from one region to another, or from

²⁸ *French secular union for physical education, Union française des œuvres laïques d'éducation physique.*

one *département* to another, which is not the case for federal policies. Decentralisation modified relations within the federal structure.

Federations know that their development relies on clubs, that they must serve and if possible support them so that they may anchor their activity within their territory. The double development of sport and territory is thus at the heart of any sport federation's development policy.

In this novel direction, the set up within federations of networks for territorial development would constitute, with diagnosis and performance indicators, an efficient tool box.

■ GLOBAL VISION AND TERRITORIAL PARTNERSHIP

To contribute to balanced coordination between the policies implemented by sport and those by the territory in favour of the development of club practise, the sport movement focuses on a global vision of sport whose functioning depends on the different sporting organisations at all levels in partnership with all local decision-makers, public or private.

Development is durable when decided with the sport family. In this way, the creation of regional sport conferences, or even departmental ones, answers the sport and territorial development requirements by opening up a perspective for all the sport actors

of the region or département. These conferences would coordinate the policy on sport for their area and, like tourism committees, would be endowed with resources.

They would be composed of representatives of local elected persons, of the sport movement through the CROS²⁹, CDOS³⁰ and CTOS³¹ (the different local Olympic committees) and of State services.

The situation of insufficient sport facilities should not only depend on State initiatives, local governments or private concerns. For this it has been proposed that a National Council on Sport Facilities be created within the framework of a national, or regional, programme on facilities. Within this organisation, the sport movement must be a major actor, at the same level as State, local government or private concerns.

MORE FOR SPORT...

²⁹ *Comité Régional Olympique et Sportif*

³⁰ *Comité Départemental Olympique et Sportif*

³¹ *Comité Territorial Olympique et Sportif*

CHAPTER IV
Actor of Dreams

Sport Movement and Elite Sport

“The imaginary is reality before results.”

René Char
« Fenêtres dormantes et portes sur un toit »

■ MEETING CONQUEST

The specificity of sport in France is essentially due to the organic and financial relationships between elite sport, professional sport and sport for all. Competition, at the heart of sport, occupies the nervous centre of the associative structure. And when its heartbeat does not follow the rate of evolution or progress, all of the sport construction is jeopardised. Failure, beyond deception, must lead to thought to be useful.

Failure must provoke reaction: all of elite sports' past shows it, whether for athletes, coaches or leaders. To react is to face the future! It is the meaning of this chapter, central in many respects. After recalling the foundations of French elite sport and its unique organisation, one should assess the main trends in the international results obtained to better define necessary adaptations. The implementation of these suggestions can be a unique opportunity to mobilise the entire French sport movement as well as its partners, all of them without exception, as at stake is the future.

The configuration of elite sport in 2006 is the result of a series of changes that have taken place while seeking the best balance between providing equal opportunities to all and trying to achieve possible excellence.

Elite sport demonstrates a concentrate of the relationship that competitive sport has with society as a whole, the Olympic Games being the most complete and prestigious international expression of this perspective.

With talent and personal willpower, an athlete reaches the elite level of his or her sport through training with methods that with time have benefited from progress in education, science, technology and cultural changes.

“ *One is not born a champion... one becomes one! With hard work, willpower, courage, suffering, sacrifices and surpassing of oneself... and certainly with passion. If all of this is necessary, it is far from enough. There are numerous factors, parameters... and actors. The athlete is only one of the chain's links. Foremost is his or her circle of family and friends. They first instigate the discovery and then accompany, protect, share and support the athlete. The champion owes them much because he or she derives much of his or her energy from their love.*

What would the athlete be without the different sporting organisations? The club, federation or sport movement as a whole, with their volunteers, key actors of the system, right up to the State via the Ministry of sports. Each one participates by setting up at his or her level the tools and means necessary for the construction of performance ... ”

Jean-Christophe Rolland
Olympic Rowing Champion

Any sport model has an effect on the position, importance and goals of elite sport in society. In France, elite sport evolved in different steps. At first, at the end of the 19th century, it shared two goals: Training of the elite and preparation of popular contests. It was the showcase of the nation's sports benefiting from a true organisation. On July 15, 1852 for the opening of the Ecole Normale de Gymnastique in Joinville-le-Pont, close to the current National Institute of Sport and Physical Education (INSEP)³², one could read: *“since gymnastics and fencing are taught in the army, there must be a “school” where instructors can learn their skills so that teaching be identical or unalterable and not risk to differ according to each one’s fantasy.”*

The institutional foundations were thus educational. A scientific laboratory was soon established as well as early cinematography. While hesitant at first, these foundations appear today as predictable. At the start of the 20th century, Joinville became the birthplace of high performance. The French sport model was built slowly in chaotic forms. Its official recognition by the State enabled it to gain financial, human and administrative means necessary for its development. In 1946 the creation of the National Sport Institute (INS)³³ truly opened the era of elite sport. Maurice Baquet, INS Technical Director, stated *“French teams must tomorrow be on the stadiums of the world’s top capitals.”*

³² Institut national du sport et de l'éducation physique

³³ Institut national des sports

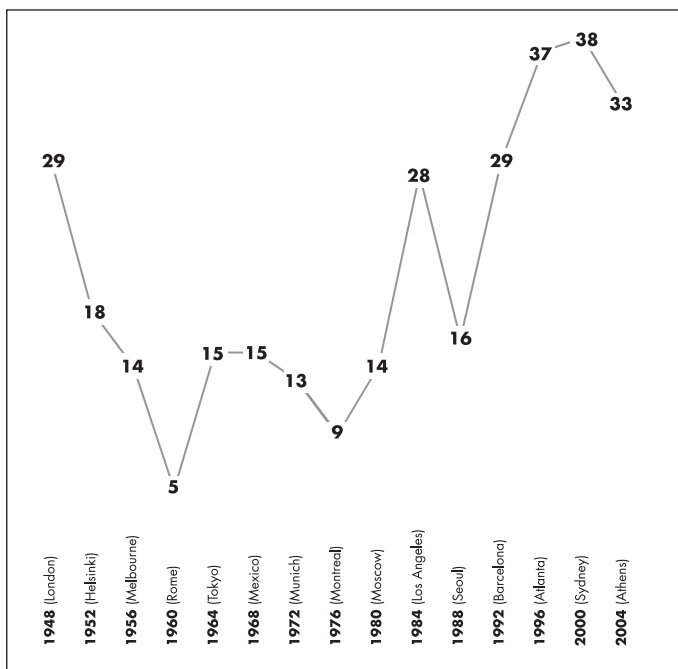
The Joinville Battalion, created in 1948, hosted athletes during their military service. The INS formed the armed branch of government policy on sport and physical education and in 1977, evolved into the INSEP. At the same time a decentralised system of preparation of the elite came about. From 1974 to 1984, special sports programmes within schools, “*Sections Sports-Etudes*,” were created followed from 1984 to 1995 by Permanent Training and Learning Centres (CPEF)³⁴. They are now replaced by “*channels to reach the elite level*” or “*filières d'accès au haut niveau*.” Each federation is invited to plan its goals and needs. If sports training is the essential goal of these “*channels*,” it is not the only one. School or university education, or professional training, is adapted to the athlete’s training needs with individualised follow-ups.

In an increasingly competitive framework, elite sport performance reached a certain stability. The July 1984 law on the organisation and development of physical and sport activities states that: “*The State and the Sports Federations ensure the development of elite sport, with the support of local governments, their organisations and interested businesses...*” This cooperation is the specificity of the organisation of French elite sport.

³⁴ Centre permanent d'entraînement et de formation

The following table shows the medals obtained at summer Games by French athletes since World War II.

French Medals at Summer Olympic Games



The table shows a significant increase between 1988 and 1996. The ratio between the number of medals and the number of events in the programme places the Atlanta Games at the peak of performance for French elite sport.

This result led our British neighbours to analyse the French model. The tapering seen since must nonetheless incite us to examine its capacity to continue to generate similar results.

Defined as the shining pinnacle of the sport pyramid, or as excellence that sanctifies the best, elite sport goes beyond the sport domain because of its exemplary nature. This process has been reinforced by the rapid globalisation of sport and by unprecedented media coverage since the eighties.

The following table shows that team sports, like much of French sports, have been particularly successful these last few years.

The Fabulous Results of French Team Sports since 1990

Sports	Medals won by French teams at European or World Championships and Olympic Games	European Cup victories of French Club ("C1" only)
Football	<u>Men</u> Gold: 1998 worlds, 2000 European Silver: 2006 Worlds	<u>Men</u> Marseilles: 1993
Handball	<u>Men</u> Gold: 1995 & 1999 Worlds - 2006 European Silver: 1993 Worlds Bronze: 1992 Olympics 1997, 2003, 2005 Worlds <u>Women</u> Gold: 2003 Worlds Silver: 1999 Worlds Bronze: 2002 European	<u>Men</u> OM Vitrolles: 1993
Basketball	<u>Men</u> Silver: 2000 Olympics Bronze: 2005 European <u>Women</u> Gold: 2001 European Silver: 1993, 1999 European	<u>Men</u> Limoges: 1993 <u>Women</u> Bourges: 1997, 1998, 2001 Valenciennes: 2002, 2004
Volleyball	<u>Men</u> Silver: 2003 European Bronze: 2002 Worlds	<u>Men</u> Paris: 2001 Tours: 2005 <u>Women</u> Cannes: 2002, 2003
Rugby	<u>Men</u> Silver: 1991, 1999 Worlds Bronze: 1995 Worlds	<u>Men</u> Toulouse: 1996, 2003, 2004, 2005 Brive: 1997

Beyond the spectacular but minor professional sport, elite sport is perceived as the marker of a nation's success. In a context of strong global competition, these results confirm choices made.

At the same time seen as the expression of individual talent, the efficiency of the sport model and the reflection of a society that favours equal opportunity, elite sport cannot live in closed circuit. The following table shows the link between high performance results and the demand for activities that follows. The champion creates dreams.

Impact of elite sports results
on sports activities

Performance	Impact the following year on membership	Long term impact on membership
1998 Football World Cup in France: France World Champion	+ 15%	+ 5%
1998 Handball World Championships in France: France World Champion	+ 5%	+ 2%
2000 Sydney Olympics: David Douillet Olympic Champion for the second time	+ 10%	+ 8%
2003 Athletics World Championships in France: Excellent results of the French Team (seven medals, two golds)	+ 20%	+ 7%

The sport movement shapes its policy with a dual approach: detect talent and develop it to reach success while maintaining a link with society as a whole characterised by the educational and social functions of the club.

■ ORGANISATION OF ELITE SPORT

In the accomplishment of the sport gesture, elite sport is the extreme tip of performance that gives excellence. This definition concerns a whole domain, that of top performance in sports. It includes not only the athletes but also coaches, referees, umpires, organisations and facilities, all of which are under the responsibility of the sports federations.

“ I started cycling at the Sprinter Club de Bou in the Loiret and today I am still a member of that same club where for me everything started. I have a lot of admiration for all the volunteers that, here and there, in city or rural clubs, mind for youths, teaching them to develop a taste for effort and the pleasure of competition. I didn't have any career goals when I arrived at the age of 16 at the National Institute of Sport (INSEP). I was lucky to have Gérard Quintyn as my coach. A competent, demanding and rigorous man, he led me to the highest level of sport performance. He also conveyed to me his passion, for cycling of course, but also for coaching.

To ensure the transmission of skills and passion to those that follow, to help them fulfil their dreams, is somehow to work on perpetuating what enabled me to be what I am today. ”

Florian Rousseau
Olympic Cycling Champion

French law states different organisations as implicated by the development or promotion of elite sport. Their number shows an important collective effort but it is also synonymous of a complex situation. The National Elite Sport Commission (CNSHN)³⁵ was set up as an institutional consultation body where major trends on elite sport are discussed. The members are: representatives of the Ministry of Sports and other Ministries, representatives of the CNOSF, elite athletes, coaches, referees or judges of elite sport and local government elected representatives.

The French elite sport system is dependent on the following:

- An official recognition given to elite sports
- A reference to international competitions
- Established lists of elite athletes
- Elite sport organisations

■ ELITE SPORT AND PROFESSIONALISM: EVOLVING WITHOUT BREAKS

All elite athletes try to be professional in their approach even if they do not have the status. The definition of professional sport is defined in labour regulations as “ *a main remunerated sports activity* ”. Very few French athletes have a professional status and within professional sport there are very different situations.

Budgets range from 1 to 100 between the smallest professional handball club and the largest football club. The topmost budget

³⁵ Commission nationale du sport de haut niveau

of the Top 14 in rugby is smaller than the budget of the last football club of the first division... If differences between sports are obvious, there are also important differences between clubs of a same professional league and these would be even more important if there was not a system of redistribution. The idea supported by some that on economic issues professional sports should be subject to ordinary law to be more competitive does not comply with the purpose of the sport movement. Furthermore, other experiences carried out in Europe do not show this as true. The legal difficulties of some Italian football clubs and to a lesser level of some Spanish clubs call for caution and modesty. Meanwhile, the proposed European constitution stated: “*a wish to develop the European dimension while promoting sport equality.*”

A danger is clearly seen by sport leaders, as stated by Jo Maso, ex-three quarter centre of the French rugby team, today its general manager: “*Professionalism can generate big profit interests and seeking results at all costs can lead to non-virtuous attitudes, this must lead us to be watchful of rugby’s evolution so as to preserve its recognised purpose.*”

Sports equity is at the heart of the French system but also at the heart of European competitions: the “*glorious uncertainty of sport*” remains of great interest to the public as well as to the media and to investors.

Original characteristics of French professional sports, like education or club management control, show that seeking efficiency cannot be achieved without observing the sports ethic. These have been studied and copied by neighbours in Europe.

Professional sport is an integral part of the sport movement. Its functioning has enabled to maintain the responsibility of the sports federations with the role of the professional leagues defined by contract. Priority is given to seeking global solutions common to all sports. Abroad, the French model is more often studied than criticised.

Its three mainstays (solidarity, education and control) actually ensure functions for athletes while reinforcing the partnership with public, economic, legal and media actors of sport.

“ *One must learn to become and remain the champion of ones own life.* ”

Gwendal Peizerat
Olympic ice dancing champion

■ ELITE SPORT AND PERFORMANCE: ALSO GLOBALISATION

There is no doubt on the globalisation of elite sport. It is increasingly pronounced and the 2008 Olympics Games in Beijing should confirm this. In the ever more competitive world concert, France cannot afford to fall behind. It cannot rely on the perspective of organising Olympic Games in the near future to give a boost to all aspects of elite sport.

“ Like all athletes, I started out in a club and benefited from the specific French sport system. The one set up by my federation accompanies the athlete all along his career, from amateur to professional status. To reach the highest level one needs an enormous amount of work, sacrifices, willpower, a good dose of success and to always believe it is possible!

Through my bi-cultural experience and playing basketball, international sport par excellence, I have noted that sport has become a global phenomenon. The failure of the Paris bid for the 2012 Olympics affected me but it must not undermine the organisation currently in place with its convincing results. It must enlighten us on the globalisation of elite sport and push us to do even more.

I encourage all, young and old, to do sports and particularly to play basketball, it is a great lifelong opportunity for learning, a wonderful source of joy, of exchange and of personal self-fulfilment. ”

Tony Parker
NBA basketball player

Paris was not awarded the organisation of the 2012 Summer Games and French elite sport must not suffer the consequences.

The champion is not made in a few months. He is the result of a sophisticated system in which none of the chain's links, detection, training, self-fulfilment, must be inadequate. The current system shows a few weaknesses and a reappraisal is necessary to set a goal of progress.

■ AND IN THE FUTURE?

The detection of talented youths is the clubs' sole responsibility and for that task they have always been left to their own device.

In countries where physical and intellectual training go hand in hand, there is an important reservoir of talented athletes within universities from which elite sport draws. France does not have such a system, the only hope that one day an organised and efficient detection system be set up is to create links between the sports club and the school or university.

The development of the situation during the last few decades unfortunately does not lead to optimism, the links between the different actors have been weakened for economic, political or administrative reasons. A narrowing of the gap between the sport movement and schools is nonetheless vital.

The official recognition of sport as a means of education would enable an officialisation of the sport movement's role and to establish the crucial links.

Once detected, the talented youth must find the environment for his fulfilment. This is where the notion of system and channels towards the elite come into play. These must not compete with the clubs but be complementary. For this goal to be reached, the channels towards high performance must offer a regular progression. The inseparable character of elite channels, Pôle France, and pre-elite channels, Pôle espoirs, must be emphasized in the federal strategy. The sport's movement attachment to their dual-purpose, sport training and education, is also to be highlighted. First detected and then trained, the young athlete becomes an elite one and to improve he must find the right conditions for his fulfilment. These are of two types: social and sport related.

On the social level, the sport movement has two proposals: The first consists in reactivating the systems of contracts with private or public firms that enable elite athletes to train while preparing their future professional career. This system proved successful in the past and needs a new impetus as most elite athletes do not make enough money during their sports career to be free from want for the rest of their lives.

“...Because athletes must be integrated into society, partners are essential. I will give here only one example dear to me: the business firm. When it enables the athlete to carry out both his sports and professional careers, it ensures a true continuity without breaks. As a young engineering school graduate, I was about to end my budding sports career thinking that the demands of elite sport were incompatible with a profession when EDF offered to hire me. EDF has enabled me to accomplish an extensive sports career while fully assuming responsibilities in the firm.

To all these links, I very much want to express my gratitude. As an athlete I have had the chance to experience wonderful, magic, unforgettable moments, shared or I should say multiplied with a great number of people. That is also sport! ”

Jean-Christophe Rolland
Rowing Olympic Champion

The second proposal relates to the social and fiscal recognition of the elite athlete. There is no reason for elite athletes, in the same capacity as singers, actors or musicians, not to benefit from special tax adjustments.

A recent law has enabled to bring about change for professional athletes by making their situation closer to that of singer-artists and giving them access to rights for their image. The integration of elite athletes in society calls for policies and a follow-up spread out in time whether it concerns their schooling, education or fiscal regime.

On the sport level, elite sport unquestionably requires from the technical staff competence and commitment. Not anyone can be an elite coach. As in other domains, talent must be recognised. That is why the CNOSF recommends, beyond the special Olympic preparation contracts, the establishment of an elite coach status. Other than the salary aspects, this status would help avoid the flight of talent while attracting others and enable advancement perspectives in the coach's professional careers.

If not always absolutely necessary, existing facilities, especially elite ones, reinforce the progress capacities of athletes that can use them.

How can France, for example, hope to one day be on the podium of a short-track speed-skating event without having a track to train on? And yet Olympic medals all have the same weight when the overall ranking is made. Beyond the athlete's preparation, it is France's strategy for sports events that is at stake. France has dire needs for elite facilities: no swimming pool complies to the international federation's requirements, only one sport hall with a capacity of more than 10 000, no white water canoeing facility with such a capacity even though it is a French firm that built the Sydney, Athens and Beijing facilities.

These weaknesses added to the difficulties indicated in the chapter on media to guarantee a television signal, penalise France's capacity

to organise big events. This can only be resolved through a political will implemented in partnership with the sport movement. If France remains behind in this matter, it will give up hope of organising large-scale events. Its international influence depends on it but not only as facilities are only one of the elements of international conquest. A policy must be set up with a strategy endowed with means and ambitions that the CNOSF would lead.

All aspects of accessing elite sport are more and more rigorous. It is possible to optimise some by improving simple things. Determining goals for federations over an Olympic cycle rather than annually, cooperating on mutual domains such as on psychological or medical issues, federating the different systems of research, are all possible steps for progress that are not very costly.

They can also rapidly be put in place, but the human factor remains essential and lessons from the past call for optimising what has already been proven successful.

CHAPTER IV
Actor of Dreams

Sport Movement and Media

“*Man descends from dreams*”

Antoine Blondin
Journalist, writer

■ SPORT AND PRESS: SAME STRUGGLE

Right from the advent of sports at the end of the 19th century, journalists perceived the novelty and interest that these foreign games and some of their equipments like the velocipede aroused. From the beginning, sport was linked to the narrative, to commentary and to lyricism. In this way “*journalists were the pioneers of sport*” (Jacques Marchand) whose epic they wrote. Pindar was right when he said “*the poet is required by the athlete to honour the feat.*” Sport is a story performed for an initiated audience and each competition is completely new. During competition it arouses the passion of the enthusiast and the next day the curiosity of the reader. Today these are often the same people. But the first journalists, the bards of modern sport, did not, like their predecessors in Antiquity, only honour feats, they also organised events, among themselves or with the press moguls.

These were the first innovations of the growing press. During the 20th century, the pioneers were called Henri Desgranges or Victor Goddet, founding fathers of the cycling Tour de France. Jules Rimet then had the idea of the World Football Cup and in 1956 Gabriel Hanot proposed to increase the mid-week sales of the newspaper *L'Equipe* with a European Football Cup, an innovation that will lead two years later to the creation of similar events in basketball, volleyball and handball....

Right from the beginning, sports took journalists along. First on the trail of cyclists as the sport became so popular that it took on a social dimension. Bicycles were seen as a real tool for emancipation. There was a staunch battle to win over the sport's audience, but cycling is not the only sport to turn the heads of the press. Frantz Reichel, a young journalist at the 1896 Olympic Games in Athens, was impressed by the marathon, unprecedented sport event. Reichel conveyed it to his boss Giffard who then created the first Paris marathon between the city and Conflans Sainte Honorine. Other newspapers like *Le Figaro*, *l'Aurore* and *L'humanité* did the same and created their own running events. The press had fully understood: It created its own events to be able to report on them. Things came full circle. The same causes led to the same effects. The infatuation for sport crossed boundaries and Frantz Reichel after having created the Sports and Tourism Press Union³⁶ in 1921 founded the International Sports Press Association³⁷ in 1924, the AIPS which today has 180 members.

Radio brought live coverage and enabled listeners to travel across oceans before television and sports become a passionate couple, at least for some events.

“ Sport and media are both universal languages and consequently need each other. Sport amplifies its fame while the media increases its contents through sport and through the emotion it generates...”

Jean-Philippe Gatien
Olympic Table-Tennis Medalist

³⁶ Syndicat de la presse sportive et touristique

³⁷ Association internationale de la presse sportive

■ FROM REAL TO VIRTUAL STADIUM

Until the sixties, sport is a living show whose impact is above all measured by its capacity to rally crowds around the adventures of teams or around individual feats. The television broadcasting of the Rome Olympics amplified the ideological responses to sport and Olympism in a Cold War context. The sport event became a source of financial godsend for the press, a windfall forbidden to athletes since amateurism prevailed! While still limited, it became a support for advertising and sponsors.

In France too, the advent of television changed the face of sports communication. Politics and economics were at the heart of changing mindsets that slowly took place until the end of the ORTF's³⁸ public monopoly.

The creation of the three public channels in 1974 didn't yet lead to a ratings race. It is the semi-competitive system started in 1984 with Canal+, first pay television channel, which started the race for attractive programs in which sports occupied a predominant position. The channel TF1 was privatised in 1986 and the first satellite channels appeared in 1988.

Two phenomena then modified the relationship between sports and media. The first concerned the increasing difference arising between the written press and television. Events covered by

³⁸ Office de la radio télévision française – French Radio and Television Broadcasting Office

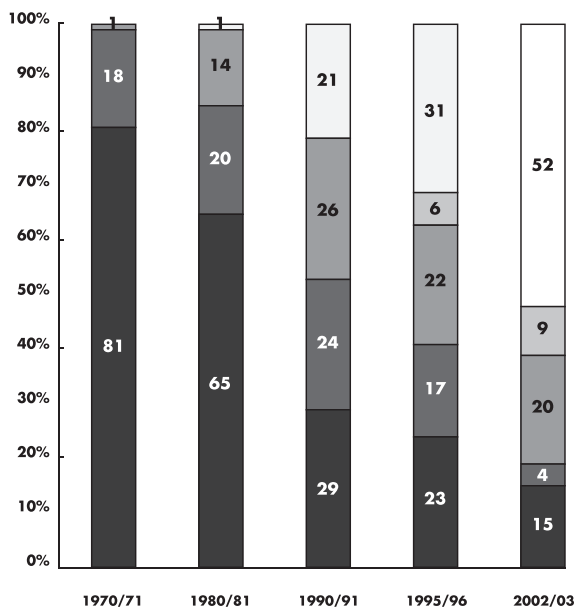
cameras dominated those covered by the written word: audience ratings entered the sport order.

The second concerns the financing of sports competition. The events became a means for exclusive broadcasting rights awarded to a few channels and securing financial results for a few sports. The gap in media coverage between sports said to be major and those said to be minor, qualifying terms created by the media. Television modified audience and spectator habits by rendering the event at the same time close and global.

French professional football is a spectacular example of the switch that took place in the relationship between sport and media through audience and financing.

In 1970 the share of income from spectators was dominant but it slowly gave way to income from television viewers. From 81% 30 years ago when there were no television rights, or revenue from sponsors or advertising, income from spectators dropped to 14% of total revenue in 2005 while that of television rights reached 60%.

Evolution of the model of professional football financing
 French Division 1 clubs, transfers non included



Revenue %

- TV Rights
- Other products (including merchandising)
- Sponsors and advertising
- Subsidies
- Spectators

■ THE END OF THE ALL-OR-NOTHING MODEL

On television as a whole, broadcasting time devoted to sports has considerably increased during the last twenty years, particularly since specialised channels were created. This increase benefited the sports already most covered by the media. There is on the one hand a small number of sports (football, tennis, rugby, cycling) broadcasted, and thus benefiting from promotion and most often from broadcasting rights, and on the other hand all other sports, Olympic or non-Olympic, reduced to a small portion, sometimes producing their own images in the hope that they be broadcast.

The following table illustrates this situation in 2005.

Top four sports broadcast in France on non-cable channels
in 2005 (in number of hours).

	Free non-cable TV	Canal +	Total non-cable or non-satellite channels	Sport's share of total sport supply
Football	210	340	550	30.6%
Tennis	148	60	208	11.6%
Rugby	73	112	185	10.3%
Cycling	135	0	135	7.5%
Top 4 Total	566	512	1 078	60%
Total all sports	997	798	1 795	
Top 4/Total	56.7%	64.1%	60.0%	

In 2003, the global volume of sports broadcast on conventional channels amounted to 1 117 hours, a 120-hour drop in two years. This reduction questions the inevitable increasing difficulties met by the sports said to be minor to be broadcast on non pay-TV channels.

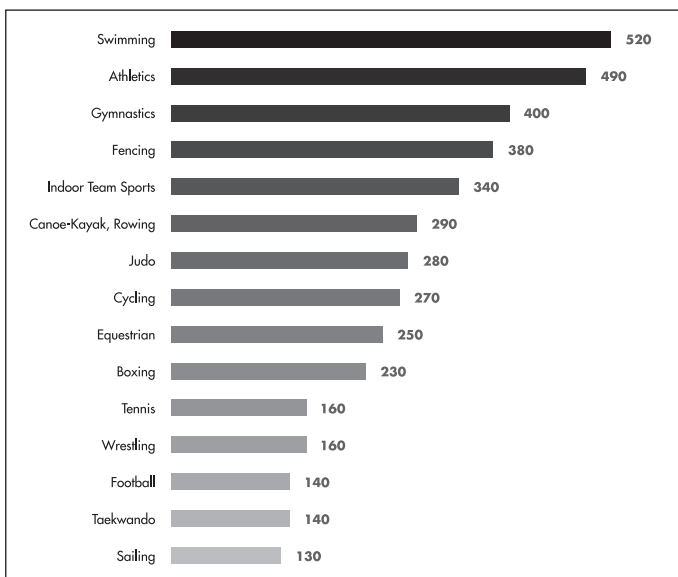
■ **AND YET...**

Broadcasting during the Olympic Games shows that other sports have the capacity to attract viewers if the event is suited to television. Facts confirm the CNOSF's often asserted position that minor sports competitions can be major and vice versa.

The following table shows this concept. We only regret that the heightened media coverage only takes place every four years.

Olympic Games, a unique opportunity
for sports said to be minor.
(2004)

Question: *“Which sports did you watch on television
during the Olympic Games?”*



Base: 1 000 adults in 2004

Source: Sportlab

“ The Games are a great opportunity for some “little sports” to be in the media spotlight. Within a two-week period, they compete with major sports in terms of viewer interest and satisfaction and audience. Fortified by this following, one can only regret that many sports events (in which French athletes succeed) are not included in sports programming outside of the Olympics instead of major sports events whose stake and attraction often leaves to be desired.”

Jean-Philippe Gatien
Table Tennis Olympic Medallist

Sport occupies an important part of radio programming. Radio broadcasting can more easily stick close to the events and is not hampered by their simultaneity. Some radios have made of sport their central theme and have chosen to cover a diversity of sports even if football remains the leading product.

In the written press, *L'equipe*, the only sports newspaper, focuses on events. For sports with few events it means the sport is only covered on rare occasions. However, when there is a noteworthy performance, the sport's and the newspaper's interests often converge and today more than they have in the past. *Le Monde* published a special supplement during the 2006 Football World Cup, *Le Figaro* launched a sports section on Mondays and *La Tribune* publishes a special sport supplement twice a year.

This event/media coverage synergy is seen even more sharply in local newspapers whose impact at local level is probably more important than that of the specialised national press. Local

newspapers, in which sports pages represent 20 to 25% of the total, are vital for the French sport movement. Their proximity to the public and their local coverage favour the promotion of amateur sport.

“ I don't live with the status of Olympic Champion in mind. It is other people's opinion of me that has maybe changed. I have hardly changed any of my daily routines. I train in Melun with the same group of swimmers. I have the same friends and my training programme is just as heavy as before the Games... ”

Laure Manaudou
Olympic Swimming Champion
In *L'Est Républicain* of April 11th, 2005

New media obviously constitute the niche of the future. Broadcasting on internet of the Trappes basketball matches (second division) involving close to 60 000 persons is a good example. Internet has overthrown the communication strategies of the main actors of the sport movement, notably by posting on-line live information on main events.

With an audience of close to 1 million browsers per month for the main sport websites, internet has an undeniable following. Because it is in the best position in terms of events and athletes, the sport movement should cooperate to create a common internet portal.

The main mobile-phone operators are, like television and television rights, even if at a lesser level, only interested in sports said to be major.

Digital terrestrial television (TNT)³⁹ is just beginning and its presumed rapid growth could modify the picture of television broadcasting, reporting or shows. By the end of 2007, all of the French territory should be covered and the multiplication of local channels will have to be explored. The CNOSF has campaigned for the creation of a special sports channel on the TNT, a free, multi-sport and educational channel financed in part by the National Centre for the Development of Sport (CNDS). If we imagine that the promotion made through this channel would encourage a million new persons to join a sports club, at an average membership rate of 20 euros per person, it would cover an investment of 20 million euros. This sum represents a third of the operating budget and financing by the CNDS would be justified and very rapidly bring benefits.

The specialised non-sport media also shows an interest in sports according to their different targets (youth, women, seniors,...). The sport movement will have to take more of an interest in these media. Moreover, the sport movement has developed its own media channels (internet, federal magazines, ...) but this has often taken place without any coherence between the different elements and without any benefits of mutualisation.

³⁹ *Télévision numérique terrestre*

■ CULTURE OF OLD MUTUALISATION

For a better balance, resorting to principles should not be put off in a domain where the absence of ethics can have disastrous effects. Firstly, the principle of equal access is nonexistent. Even when legislation such as the European « *Television Without Frontiers* » Directive (TVWF) states that a certain number of events are protected and thus must first be broadcast on non-encoded channels in the different member states, we see problems with its implementation. This was the case for the 2006 European Handball Championship final between France and Spain that was supposed to be protected and which ended up being broadcast by Canal+ at a time requiring pay access. It was nonetheless an event qualified as of major importance.

This example illustrates the need to see the French national television, France Télévisions, comply with the European TVWF Directive, as well as to commit to provide a television signal during World Championships organised in France which international federation rules state as an obligation.

France's credibility and capacity to organise big events, and surely one day again Summer Olympic Games, depends on this condition.

Moreover, the athlete must be at the centre of all preoccupations: The schedules of the sports benefiting from broadcasting should

not be increased too heavily, there should be no temptation to modify rules that risk denaturing the sport for promotional reasons and finally the dignity and authenticity of the athlete must be respected. One should be watchful of changes taking place.

“ *The arrival and the growth of new media can be an excellent opportunity to strengthen a partnership. However, it seems to me essential to make sure that the media and particularly television do not have too much influence on rules. If an adaptation of the sport is required for the media, and sometimes this is the case, it must be done after consultation with the athlete and showing respect for the thousands of hours he or she has spent to refine his perfect gesture...* ”

Jean-Philippe Gatien
Table Tennis Olympic Medallist

Media coverage of a sport or event should not take place in a strict framework but within a global strategy with defined goals and implementation of adequate means. A particularly targeted media campaign can lead to an increase in club memberships for which facilities will be required to satisfy demand.

The boomerang effect can be disastrous. We also note that negative aspects are often in the headlines while positive aspects are only briefly mentioned.

The sport movement requests a more balanced treatment of news, notably when it concerns individuals. Could sport be excluded from the rule that says that readers, listeners and viewers are only interested in bad news? And what if they were also interested in good news?

A proposal would be for media and the sport movement to work together on a Sports Media Charter and to recreate a code of conduct for broadcasting. Their relationship must be established within a win-win situation.

Now more than ever it is in the interest of all to pool means within the sport movement, especially if it wants to anticipate on changes and increase its credibility towards its partners, media and the companies interested in the values it defends.

MORE FOR SPORT...

CHAPTER V
Actor of Health

“ I neglected physical education during my childhood and my youth more than anyone. I paid for this carelessness later on in life with bad health... and that has made me a convinced member of the National Physical Education League. ”

Louis Pasteur
In « L'encyclopédie des sports » 1888

■ LOVE MARRIAGE OR CONVENIENCE MARRIAGE?

In Antiquity, health is portrayed as the “*silence of organs*” while today the World Health Organisation (WHO) opts for a broader definition: “*A state of complete physical, mental, and social well-being.*” With modernity, the effects of the mental and social environment have been included as decisive health factors. Health is now linked to outside influence, consumer choices and individual behaviour. It is not only produced by medical care as the occurrence of an illness would make believe. During the 18th century, the sanitarianism of the Enlightenment introduced a novel concept: “*The art of perfecting the human race*”. We see hygiene slowly included in the education of youth, gymnastics exerted muscles and gymnasiums were built. The human body started its boom. The medical conquests of the 19th century gave meaning to the idea of perfecting the human body. At the same period people resorted to natural elements (thermal waters, sun and sea therapy) in fashionable climate resorts, later followed by a boom of water-spas, a sojourn in the mountains for depression, overwork, convalescence, asthma, etc. The environment was used to improve health. Modern sport and health met institutionally at the end of the 19th century as the paths of those fighting overwork and those promoting sanitarianism crossed.

Pierre de Coubertin and his friends' belief in hygiene education for school youths was a major argument to defend athletic activities. It sparked off fierce debates with educators and split the medical profession on the real or imagined effects of intellectual overwork. The influence of exercise on health was coupled with a moral value that made of the sport effort a civic and sanitary behaviour to be imitated. The ancient saying, "*Mens sana in corpore sano*," a healthy mind in a healthy body, so dear to Pierre de Coubertin, seemed to determine the framework for a harmonious relationship between body and mind. Sport became synonymous for well-being, the balance between physical and mental health. The love marriage of sport and health is from then on engraved in marble forever. The beauty and harmony of gesture urge pioneers to research on the functioning of the body and its potential for sport. At the very beginning of the 20th century, Etienne Jules Marey and Georges Demény's "*human machine*" set the body in motion by decomposing the running and jumping movements. Chronography enabled people to discover the fractioned images of the American Olympic champion clearing a hurdle at the 1900 Paris Olympics.

« *Images become the memory of movement* » said Georges Vigarello and the body was offered to laboratory hypothesis.

At the same time, researchers were already trying to measure sport's impact on the human life span using statistics from Oxford

and Cambridge University rowers or from Finnish skiers. Elite sport and performance enhancement had already caught the attention of part of the medical profession.

In 1921, Doctor Richard, Professor Chailley Bert and a group of doctors created the French Physical Education and Sport Medical Society (SMFEPS)⁴⁰. Its members were regular and passionate sportsmen. They worked to try and legitimize the benefits of regular sports activities on human health. The body was also the subject of great attention in fields that gave importance to the figure such as fashion. In 1936, after Austria, Germany, Italy and Great-Britain, the advent of paid leave brought success to holidays and at the same time popularised holiday resorts most often only accessible to an affluent part of the population: leisure was at the crossroads of physical activity, well-being and health. Free time in the summer promoted travel, sea activities, mountain hikes and watersports.

The relationship between sport and health took different paths according to the goal sought for.

The French population showed an increasing interest for sports activities especially in the second half of the 20th century. To affirm France's position in world sport, the French State established at the beginning of the sixties a sports facilities development policy (see chapter on elite sport). For elite sport and to optimize results in Olympic and world competitions, the State also solicited

⁴⁰ *Société médicale française d'éducation physique et de sport*

science. To bring doctors and the world of sports closer, the State set up organisations in the big cities and in the institutions where elite athlete were training (National Sport and Physical Education Institute, Regional Physical Education and Sport Centres⁴¹, schools with special sports programs). There, all athletes, whatever their level, were medically followed-up and received doctor's certificates attesting to their ability to take part in sports. A change in mindset took place, doctors were from then on included in team's technical staff.

■ SPORT AND DISABILITY

After World War II, the London Olympics (1948) were an indirect opportunity for taking into account the physical wounds left by the conflict in ex-soldiers. Sir Ludwig Guttmann, a neurosurgeon at the Stoke Mandeville Hospital in Aylesbury, seized the opportunity of the Games being held in Great Britain to organise basketball and archery competitions within his institution.

His handicapped patients were Royal Air Force pilots, quadriplegics undergoing therapy. This movement also spread to France and as early as 1954 Philippe Berthe created the French Disabled Sports Club⁴². It later evolved into the French Federation of Sports for the Physically Handicapped⁴³ (1963) and later joined the CNOSE. Since 1977, it is called the French Handisport Federation (FFH)⁴⁴. It is responsible for people in wheelchairs, amputees, visually-

⁴¹ Regional Centres for Popular Education and Sports

⁴² Amicale sportive des mutilés de France

⁴³ Fédération sportive des handicapés physiques de France

⁴⁴ Fédération française handisport

impaired and people suffering from cerebral physical disabilities or various other physical disabilities. In 1971 the French Adaptive Sport Federation (FFSA)⁴⁵ was created for people with intellectual deficiencies or stabilised psychic disorders. These two federations, with the French Deaf Federation, together form the French Paralympic Committee⁴⁶ that implements the French Paralympic Teams that represent the country at Paralympic Games (see chapter on Olympism and Traditions).

Recognition through sport is vital for disabled persons and their presence in the global sport movement confers upon them dignity. Here again, the club is a human capital society.

Béatrice Hess, Paralympics champion, confirms this:
“The club was first of all a place for social life and sharing experiences. It was essential to my sports life and gave me educational complements. The local organisations are important as they are branches of the federation. They answer many administrative questions and organise local competitions. They form the local network of the federation. The federation is the basis of the sport, it guides athletes in their competitive quest and assists them in international competition. But it also determines the sport’s direction through its policy and tries to adapt to an evolving society...”

The three federations represent the 50 000 members and 80 000 disabled persons who take part in sports while there are about

⁴⁵ Fédération française du sport adapté

⁴⁶ Comité Paralympique Français

3 million disabled persons, of all disabilities and age. This raw data shows that there is still much work to be done to reach the same proportions as for non-handicapped persons. The backwards state of sports facilities accessible to the disabled is not easy to catch up. This will need time, means and obviously the political will to attain it. What is true for non-handicapped persons is also true for disabled ones, the practise of sports maintains health and the sports club constitutes a second family in which all enjoy getting together.

In the sport movement, disabled persons find the same means of expression as non-handicapped persons, any policy aiming at a better recognition of the disabled cannot ignore this. Thus, disabled students should not be systematically exempt of physical education at school and even more so in specialised establishments.

“ ...Taking part in competitive swimming enabled me to be better integrated socially. It gave me the opportunity to be the fulfilled adult that I am today. Through the passion that unites athletes, sport is an asset in an approach supportive of all citizens. To be able to identify with all athletes through identical rules, to participate together brings happiness... ”

Béatrice Hess
Paralympic Swimming Champion

Sport for the disabled has much evolved and in the last few years more and more disabled athletes have been included in the different sports federations. Clubs are more open and there is greater

participation in disabled events organised at national or international competitions showing that sport is more than ever a great integration vehicle for the disabled.

Federations need to see their technical staff reinforced and to continue to see that existing sports facilities are modified to enable more access to the disabled.

■ CULT OF RECORDS AND ITS LIMITS...

Surpassing limits has not necessarily always been associated with a respect for ethics. Competitors have always tried to improve their performance by using other means than training and have resorted to doping.

They often did it in an intuitive manner, sometimes in an organised if not in a systematic manner depending on the political or financial stakes. Because it is an illegitimate practise at ethical level, culturally unacceptable and finally dangerously unhealthy, the International Olympic Committee has since the eighties committed to lead a strong fight against doping.

The World Anti-doping Agency (WADA) was established in 1999. In 2003, the Copenhagen Conference marked the official launch of the fight against doping on a global scale. All national Olympic committees, all international federations and all States

that support it have committed to comply with WADA's World Anti-doping Code. It's an understatement to say that it is a true revolution, a few years before, the simple fact of drawing up a unique list of prohibited substances and a list of sanctions identical for all sports would have been immediately considered as total utopia. However, scandals and the media's strong coverage of events had a beneficial and catalysing effect. Even if there was reluctance (and there is still some today), the will to reach an agreement was so strong that it prevailed.

The outcome was difficult to achieve and, while everything is not perfect, the World Anti-doping Code is from now on a reality. It defines four standards: the list of prohibited substances, therapeutic use exemptions, testing and sport sanctions.

The code is not an end in itself and there is a need to remain vigilant as in doping things can both change very quickly and go very far. The code also has psychological effects as it clearly designates doping as the athlete's enemy, it labels doping as sport's blight. Consequently, doping suspicion is fading and performances are only more stunning. Under the aegis of UNESCO, an international convention against doping in sport was adopted in 2005: It is the first convention of universal scope on doping.

If doping in sport is very often amplified by media coverage, the facts remain that doping is a large-scale social phenomenon.

Whether illicit or not, “*the demands of a competitive society too often lead to a compulsive logic to surpass oneself*” (Jean-François Bourg). The fact that it can be common place in other domains confers to the international sport movement two features of which it can be proud: Not accepting doping as inevitable and, through its commitment to eradicate doping, protecting athletes’ health as well enforcing without fail a respect of ethics.

As for the CNOSF, it has fully committed to prevention. It notably produced in 2005 an information pack called “*Sport for Health*”⁴⁷ whose contents enable users to educate young athletes as well as all parties in their entourage, about good practises in sport and doping prevention.

⁴⁷ *Le sport pour la santé*

■ TOWARDS A NEW SPORT-HEALTH SOLIDARITY

As a rule, sport contributes to health. Sport reduces health hazards arising from people's sedentary lives and from the lengthening of the lifespan. Among the contributions that can be cited are: basic motility, harmonious body development, prevention of cardiovascular disease, personal growth, improved self-esteem, revelation of pathologies, feeling of well-being and a whole set of factors that help maintain good mental health.

In a society where physical activity at work has been considerably reduced, practising sports is a means for good health.

“... Sports, whether they are practised intensely, in a passionate way as elite athletes, or as amateurs, or just for fun, are essential to our children's individual equilibrium and social integration. Sports lead to harmonious body development, right from an early age, through coordination, flexibility and agility. It instils virtues of discipline, self-surpassing and relationship to others. Sports are thus educational like drawing or reading, history or biology. If we accept this premise, it must be translated into more sports in syllabuses, timetables and school grading...”

Philippe Blain
National Volleyball coach

The effects of sedentary life with reduced physical exertion aggravate certain illnesses like obesity or atherosclerosis. Young people are not exempt from this, notably those who actually practise a sport but whose diets are too rich in fats and sugars. How to proceed to integrate these young obese is a question that clubs now have in common. Lack of physical activity is self-perpetuating: Loss of taste for physical effort makes it difficult and doesn't encourage doing more although the benefits of sports increase with age.

Fighting sedentary life is foremost a public health issue that must mobilize the sport movement and all its constituents. But the assessment of health's position in sporting organisations, from club to federation, shows gaps to which are added problems of the medical professions. Worried about this situation, the sport movement wishes to see its responsibilities clarified and to be able to better contribute to public health whatever the level of practise.

Federations are constantly given more and more responsibilities whether on medical or legal issues but these nonetheless remain unclear. In this domain, they lack practical and human means: They are responsible for 1 500 professional athletes, 6 000 elite athletes, close to 10 000 pre-elite athletes and 14 millions club members.

In their medical follow-up, these different populations are confronted to different issues, requirements or needs that additionally vary from one sport to another. This requires competent personnel, part-time or full-time, at a time when there are less and less doctors in the federations.

Increasingly varied and complex needs call for reinforcing and extending the tasks of the sport medicine institutions whether for elite sport or for sport as a whole. Sport medicine could be in better health.

■ PUBLIC HEALTH GOAL

The sport movement wishes to see its actions as part of a public health objective based on the benefits of practising sport. During the Marcoussis Seminar held in 2005, the CNOSF mentioned the prospect of setting a national goal for 2012: the practise of 30 minutes of moderate activity five days a week by 50% of the population (70% of Finnish people meet this minimum level).

This goal is to be compared to the social and educational dimensions of the sport movement.

A totally new partnership between the sport movement and public health institutions would optimise a social need for health. Because it always preferred prevention to sanction, the sport

CHAPTER V
Actor of Health

movement wishes to play a strong part in this goal that would only reinforce its role and image. It aspires to be a major actor of the union of sport and health.

MORE FOR SPORT...

CHAPTER VI
Actor of Humanism

The Social and Educational Dimension
of the Sport Movement

“*Sport also has its classics*”

Jean Prévost
« *Plaisirs des sports* »

■ **SPORT: FROM LIFE AT SCHOOL TO... SCHOOL OF LIFE**

“The athletic effort of the teenagers of 1920 enables them through training to learn the joys of sacrifice, self-control and discipline. It is through sport that the notion of duty will enter western culture” wrote Bertrand de Jouvenel about the young athletes described by Montherlant. The recreational dimension was however present at the time (Plaisir des sports by Jean Prévost, 1924) but only accessible to a minority of the population.

Evolution of practise of physical activities

October 1999 to October 2004 social indicators.

	1999	2000	2001	2002	2003	2004
YES (level of practise in %)	42	43	45	45	47	47
> Regularly throughout the year	27	28	29	30	31	32
> From time to time throughout the year	9	9	9	10	10	9
> Only at certain times of the year	6	6	7	5	6	6
NO	58	57	55	55	53	53
TOTAL	100	100	100	100	100	100

Polled body: individuals of 15 and over

Source: INSEE, enquête permanente sur les conditions de vie des ménages.

Much has evolved since then, including sport and education and often together. Physical education contents have changed profoundly. Local authorities (the communes) have broadened the parameters of physical education by developing municipal sport schools.

Education in the broad sense of the word has gone beyond institutions to be associated with all actions that influence behaviour and personality. “The European Year of Education Through Sport” decided by the European commission or UNESCO initiatives on the same theme illustrate this evolution. The International Charter of Physical Education and Sport says this explicitly in article 2: *“Physical education and sport form an essential element of lifelong education in the overall education system.”*

Sport has taken roots and its sphere of influence has grown. Sport and music are the two domains that for more than thirty years have constituted a global culture common to all and above all played by all. Admittedly sport remains today, like yesterday, a vehicle for aspirations and strong feelings, but its social and educational purpose were built and organised within the sport and Olympic movements. Pierre de Coubertin often recalled that *“one should not confuse character and virtue”*. The Olympic renovator warned of falling into the trap of lumping these together.

By clearly distinguishing between disposition (boldness, courage, endurance, willpower...) and virtue (respect, tolerance, humility,

fraternity...) he refused a conception of sport where moral qualities would be considered as the genetic imprint of competition.

“ Sport, universal and codified practise, is a unique teaching tool at the service of education ... Sport ensures the transmission of heritage and the expression of identity... but let us not expect from sport that it be a new opium of the youth... segregation by opinion, by words, has produced its effect. No, sport will not be the opium of youth... it is a tool, a beautiful tool, but a tool. ”

Mahyar Monshipour
World Boxing Champion
In *L'Equipe* of December 29, 2005

The doctrine of direct moral improvement through sport is thus false. However, sport is indeed a unique learning and education experience that athletes testify.

“ Since February 12th, 2006, date of my victory at the Turin Games and for me an unforgettable day, I've recalled all these years of good and bad times, of laughter and hellish moments...

I now realise all that sport has given me, all the experiences I have had with my successive coaches, teachers, teammates. Above all, I learned to fight for a goal, a dream, even when everything was going wrong (13 months before this title, I was injured and my left knee operated).

Sport is for me a true school of life and with sport each can accumulate experiences helpful throughout life.

It is why it seems to me the sport movement should reopen a debate on the position of sport in schools. More sport would make students more dynamic, bring them together and enable them to express themselves to later better concentrate on “traditional” subjects.

Why not also debate about the re-launching of a true sport culture in society, through the media for example? Too many “medal purveyor” sports are too little covered by the media. To talk about it would be helpful to athletes and federations for their communication or in their search for sponsors. It would also be a good way for many people to escape from their daily routine ... ”

Antoine Denériaz,
Olympic Alpine Skiing Champion

■ « SPORTS IS MUCH BETTER IN A CLUB »

Because they invest heavily with passion, sports club leaders do not always measure their central role for the socialisation of members and for the strengthening of social ties – invisible thread that transforms an aggregate of individuals into a community of persons. Maybe they do not dare to have it be known as they are volunteers and disinterested. Clubs bring together men and women

within a family, with youths that fit in and where elders are recognised. Disabled persons find there, according to their testimony, the possibility of sharing a common ground with non-handicapped persons. Involved and recognised thanks to sports, disabled athletes often find, if not equality, at least fairness in sport. Béatrice Hess emphasizes this:

*“ ... For disabled persons, sport promotes us to an equal rank, restores our pride in our potential. It brings independence and health for physical and mental well-being. To love sports is to value mutual respect...
I didn't fall into sport, I was thrown in. I won over sport by obligation and I applied its rules by passion. To be able to identify with all athletes through identical rules, to participate together brings happiness...” ”*

Béatrice Hess
Paralympic Swimming Champion

Clubs have a basis with their local roots and develop branches like a true family tree where all members take on a story, a path and founding events: trophies recall moments of collective emotion. They are the bearings that punctuate individual lives. Sport is often a link between generations and clubs are welcoming and stabilising places at a time of great geographical mobility. In rural areas, sport activities are often the only ones offered apart from tourism. The social life developed by clubs constitutes a great tool for providing activities in rural areas in which public services are limited or fading.

Social mixing plays a decisive role in society and in social exclusion. Sport constitutes a tie between people of different social or economic status, or opinions or faith.

“I was able to find myself thanks to exercise. I missed school, I couldn’t find a place for myself as a young Arab in French society, but sport gave me a position I had not found otherwise” testified Nadia during the European Conference on “Women and Sport” concerning countries surrounding the Mediterranean. Barriers exist as Ladji Ducouré, the 110-meter hurdle World Champion, said in *L’Equipe*: *“In suburbs [the under-privileged areas] barriers are in people’s heads.”*

Clubs in under-privileged areas are great places for youths from immigrant families and principally for young girls to express themselves and grow. With educators and coaches, clubs now take on other missions to accompany youths. Many of them offer help with homework, reinforcing the tie between club and school.

It is often said that sports enable to learn about self-respect, rules and others. This is true. It is with competition one of the last domains where youths can be ranked to measure the road still to go to reach the top.

Actor of Humanism:

The Social and Educational Dimension of the Sport Movement

“Daily, many actors of our educational system wonder about the best way to lead youths to adulthood, the best way to make of them active responsible and supportive citizens.

My experience as player, then coach and now club leader brings me to testify on the usefulness of practising collective sports and particularly rugby to fuse into a collective identity and favour the integration of teenagers.

“Rugby: a school of life” is one of the strong slogans of the French Rugby Federation. Yes, when it is well taught and through the values it promotes, rugby can “mark out” the road for youths lacking bearings.

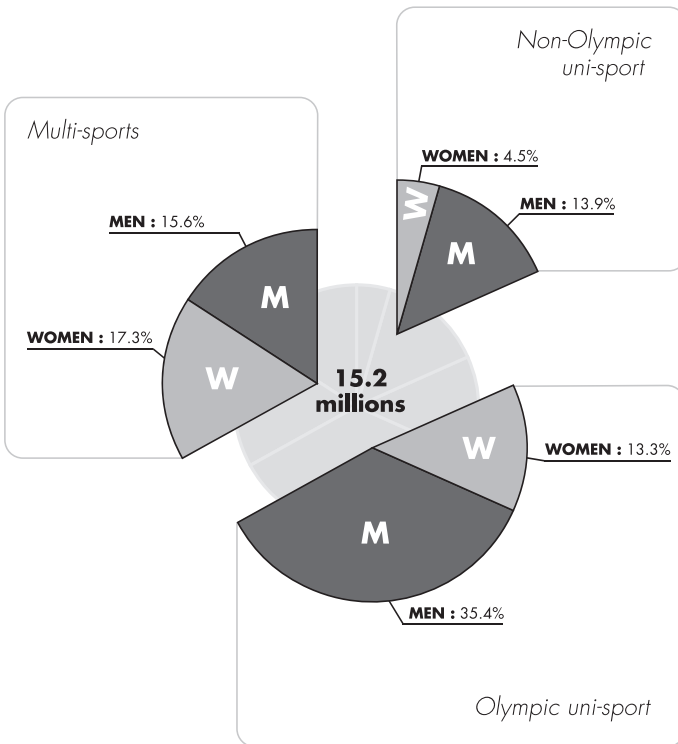
A team sport, rugby assumes there is cooperation between partners that respect opponents and the referee. The combat dimension and the physical confrontation it generates require individual courage but also solidarity. To “pilot” oneself opposite a constantly moving adversary able to relentlessly challenge the physical integrity of a player requires initiative and intelligence to choose the individual and collective solutions best adapted.

The friendship shown after games with partners and opponents offsets the harshness and bitterness of some games, the toughness of training sessions, while developing the taste for effort. It also contributes to create very strong social ties that favour belonging to a group...”

Jo Maso

General Manager of the French Rugby Team

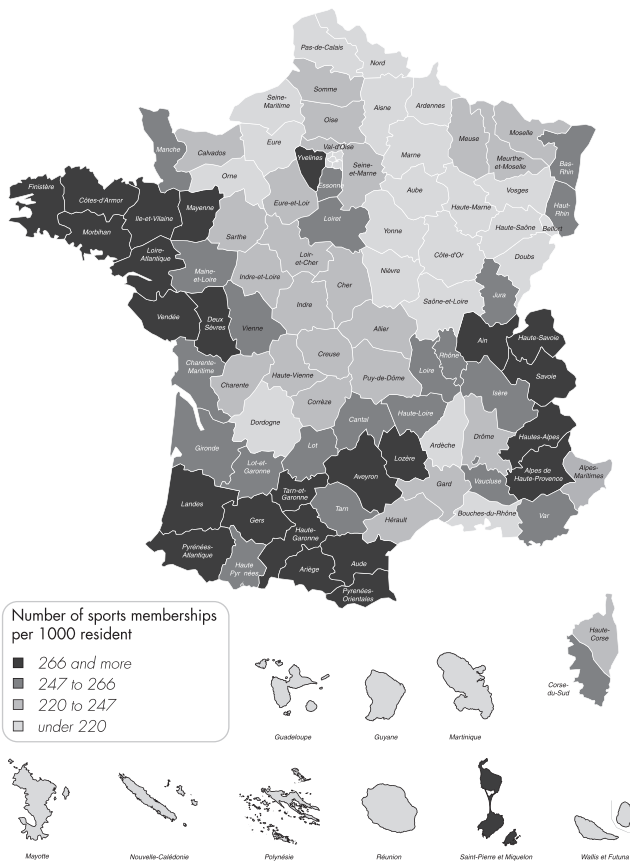
2004 Sports Memberships: 15.2 millions



Sources: Ministry of Sports, Youth and Associative Life – Statistics Division.
INSEE – RP99 Population Census.

Actor of Humanism: The Social and Educational Dimension of the Sport Movement

2004 Sports Memberships: 15.2 millions



Source: recensement mené auprès des fédérations sportives agréées. Ministère de la Jeunesse, des Sports et de la Vie Associative - Mission statistique. INSEE, recensement de la Population RP99.

■ « MY CLUB IS MUCH MORE THAN SPORTS »

The practise of sports within the sports federations follows measures, rules, norms and rankings. These constitute an indispensable framework to permanently structure teams or individuals' participation, thus is ensured the livelihood of competitions or meets. Without these notions, we impoverish by the same token the chances of "losing self-control" or "going out of the self" which defines the words "to educate".

It is nonetheless necessary to resort to regulation of the confrontation: it is the role of the spirit of sportsmanship or fair play. The word "fair" appeared in 1205 and at that time designated purity and beauty before taking-on a figurative meaning of "honesty" during the 14th century. The early spirit of sportsmanship concerns "*the one that gives in to avoid a quarrel wins a greater victory than the one that takes the prize. Do not question the referees decisions*" concluded the humanist Erasmus in 1530 (*De civilitate*). Today fair play and sport go together hand in hand but without necessarily making it easy to ensure fair play.

In contemporary mores, the constant aspiration for freedom and autonomy are not always compatible with what is forbidden. To forceful, what is forbidden and the sanction must be explained. Passion in sport is not enough, there is a need for teaching. The club's sociability offers a possible educational extension to experience

and emotion. Because of this, the sport movement claims its activities have a social and educational dimension that should be included in any sport policy worthy of the name.

Clubs federate people around a common sports code complemented by a social code that has ties with the home, the workplace, the place of studies, or with affinities or a community. They are thus more than just sports clubs.

“ I read this text⁴⁸ which conveys what sports can bring to all on a daily basis: whether we take part in a leisurely or competitive manner, or even at the elite level. I believe that sports and especially the elite athlete must be a vehicle for accomplishment and an example for youths and for today's society. For years athletes have been supporting causes such as illnesses, integration of youths by sport, of children of under-privileged backgrounds, etc... and offer to shed the symbols of their glory to carry the distress of others. It results in humility... which is a vital value for an athlete. Who can resist the call of such fraternal action when it is expressed in such a simple manner but so comforting? ... In a nutshell to also be “champions of love.” ”

Isabelle Sévérino
European Gymnastics Champion

The CNOSF's campaign “My club is much more than sports” as well as the adoption of the Sport Code elaborated by the French Association for Non-Violent Sport and Fairplay (AFSVFP)⁴⁹ illustrate its educational and social dimension. This code is essentially based on ethics that unite much more than politics.

⁴⁸ Physical activities and sports are an important factor for balance, health and development for all. They are a fundamental part of education, culture and social life. Their practise is a right for all.

⁴⁹ Association française pour un sport sans violence et pour le fair-play

■ FOR A FRESH LOOK ON SPORT

Looking at sport, one cannot avoid alerting the sport movement's partners about the social illusions it can generate. To be straightforward, violence and petty crime cannot be solved by sports but practising sports can probably reduce their occurrence. It is above all upstream that sport can be efficient.

Stéphane Diagana, the 400m-hurdle World Champion, proposes to motivate all teachers on the cultural dimension of sport:

“ ... More than ever and whatever it is, sports must take root in school, go back to school to fully take its place. Let's hope it will not need to climb over the walls for that and that one day a large number will welcome it with open arms... For a long time I suffered from the lack of consideration for sport from many of my teachers and professors at school or university: Opinion on sport goes from the uselessness of leisure sports to the detrimental nature of competitive sports. I believe sport suffers from two major handicaps among this population and its disciples. Firstly, even if things are changing, it is still too often perceived as a simple expression of the body and not as an expression of the spirit through the body, which irremediably condemns it to be subjected to condescension. Secondly - and it is probably what sports essentially suffers from today - as soon as it is said to be competitive, sport is wrongly considered by some as a matrix for society rather than its reflection. For the advocates of this idea, sport has a significant share of responsibility for the woes and brutality of modern society that reduces us to domination or submission, to winning or losing, to pressure or depression. However, competition being as old as life itself, sport can only be its simplified and symbolic reflection... ”

Stéphane Diagana
World Athletics Champion

CHAPTER VI
Actor of Humanism:
The Social and Educational Dimension of the Sport Movement

It is precisely in this spirit and with similar reflections to those of the athletics champion that the sport movement, through the French Olympic Academy (ANOF)⁵⁰, launched with the Ministry of Education a Youth Olympic Camp during the Summer 2006. On the theme of “*Sport is a medium for education*”, the idea is to introduce the values of sport and Olympism.

Descendant of Greek Games or of the “*Fresh look on sports*” initiated by Joffre Dumazedier just after World War II and which associated the sports federations and training centres using progressive educational methods (CEMEA),⁵¹ the goal of the camp is to include the cultural heritage of sport and its practise into an educational project. The camp combines introduction workshops on Olympic and Paralympic sports, simulations of Ancient Games or “*treasure hunts*” using a range of themes and tools.

“ ... *The assessment having been made, it is not forbidden to aspire to and to work towards a world where solidarity would prevail over competition. Meanwhile, it is the duty of any teacher to prepare his or her students to the reality they will have to face. Sport used advisedly enables to fulfil these two goals. Beyond its benefits for health, it is the ideal educational tool for that. It can teach the merits of virtue and of surpassing oneself, while pointing out the pitfalls of disrespect and selfishness. It is a powerful tool that requires that those that use it are well trained if we want it to fulfil its mission. It enables to learn to combine at the highest level and with great social diversity, conduct and know-how, “how to be” and “how to know” ...* ”

Stéphane Diagana
World Athletics Champion

⁵⁰ Académie nationale olympique française

⁵¹ Centres d'entraînement aux méthodes d'éducation active

Actor of Humanism:

The Social and Educational Dimension of the Sport Movement

To enable each to express himself and develop does not necessarily mean that everything is uniform and that there are no differences. What is important is not the level reached but the equal opportunity provided, it is true for sport as it is in school.

Olympism and Traditions

“*This little club pennant that serves as your voice*”

Blaise Cendrars
In a letter to Géo Charles,
Olympic Poet at the 1924 Paris Games

■ **BOLDNESS, MORE BOLDNESS,
ALWAYS BOLDNESS!**

As strange as it may be, although sport and Olympic Games arose almost simultaneous in the 19th century they did not team together from the start.

The idea of uniting them was an audacious challenge of the then young Pierre de Coubertin. In 1892, the return of the Olympic idea was announced surreptitiously at the end of a meeting after it had been added on the agenda at the last minute ...

The Olympic Congress was convened in Paris in 1894 at a time of growing interest in the Ancient Olympics due to archaeological discoveries in Greece. Pierre de Coubertin publicly announced two things: his intention to develop the education of youth using athletic exercise and his willingness to work for the pacification of nations. His strong conviction and great strategic intelligence were his decisive assets. His premonitory vision of the 20th century in which he foresaw the influence of democracy and “*cosmopolitanism*” pushed him to dare to renovate the Ancient Games.

But to win the battle he had first to find a subtle balance within the commission in charge of the project. His goal was clear: Combine the popularity of modern sport with seeking peace among nations.

The popularity of athletic sports was to rely on the aura of Olympic Games extinct for two thousand years. A dissertation distributed to participants called on “*all civilized people that claim to follow Ancient Greece*” to support the project.

Two proposals were made: One that advocated a historical reconstitution supported by the Greek government and another that promoted a celebration of modern sports gathered in a great international celebration. Pierre de Coubertin, who defended the second option, used the fear of rising professionalism felt by some sports leaders to win them over. He thus composed a very diplomatic sports programme to reach “*a European balance of Olympic sports*”.

This programme made reference to Antiquity with discus throwing, took into account the gymnastics and shooting societies, included the noble arts of fencing and paume, and later integrated lawn-tennis, cycling (velocipedes), etc. Pierre de Coubertin accepted a compromise between the Greek Government project and the modern sports one.

A “*sport Chimera*,” a pleasing expression used by Serge Laget, arose in the programme. Michel Bréal, brilliant Hellenist close to the renovator, imagined it. Bréal proposed to award a Marathon Cup to the winner of a running race between Marathon and Athens in a tribute to the soldier Pheidippides who returned from the Marathon battle to announce the Greeks’ victory before dying.

Thus the first Olympic Marathon was created without any demand from the sport.

The gilded cupola of the Sorbonne lecture hall still resounds with the last words of Coubertin's closing speech: "*Let us export rowers, runners, fencers, here is the free trade of the future!*" In this way he declared "*the re-establishment of the Olympics as peace's powerful auxiliary.*" The start was given: the first international Olympic Games took place in Athens in 1896. The first edition was sprinkled with a few whimsical events compared to today's conditions: a swimmer favourite for the competition refused to dive-in because the water was for him too cold while a Greek sprinter insisted on wearing white gloves during the event, his king being present in the grandstand... Among the participants of the 1 500m-event was a student of the Arcueil School delegation led by Henri Didon, father of the Olympic motto. The USA monopolised the victories but glory went to Spiridon Louys, hero of the Greek people and surprising winner of the first marathon in sport history.

“ In this year of 1894, we have gathered the representatives of international athletics, and, unanimously, such is the principle of little controversy, they have voted to restore a two-thousand-year-old idea that today like yesterday stirs the hearts of men... After all, Sirs, men are not made of two parts, body and soul. They are made of three, body, soul and character. The soul doesn't shape character, the body shapes it... I raise my glass to the Olympic idea that, like a powerful ray of sunshine, has crossed through the foggy ages to return and enlighten the budding 20th century with joyful hope. ”

Pierre de Coubertin
Extracts from his closing speech (1894)

However, in France the gathering of all sports into one same family was not yet achieved. The National Sports Committee⁵² was created in 1908 followed in 1911 by the French Olympic Committee. The two organisations marked the divide between Olympic sports and the others. Pierre de Coubertin, named IOC President, pursued his struggle to give sport a humanist and civilising mission. The movement met success but also disappointments. States saw in the organisation of Olympic Games a promotion of their politics and federations set out to first bolster their own sport.

Until World War I, the Olympics sought for their identity and... sports. In Paris (1900), boar shooting or ballooning coexisted side by side with athletics and rugby. The Olympic label of this successful and popular edition of the Games was contested and finally only granted after the event.

⁵² Comité national des sports

The crossing of the Atlantic for the 1904 Games in Saint Louis (USA) was too expensive for the French Delegation that stayed behind. During these same Games, the organisation of “*Antropologic’s days*” reserved for Indians, Eskimos and other ethnic groups, tarnished the sport celebration and the Olympic Ideal. After London (1908) and Stockholm (1912), games were to be held in 1916. However planned in Berlin, they did not take place because of the war. The Olympic Oath and the Olympic village were established during the 1920 Antwerp Games and the 1924 Paris Games. The motto “*Citius, Altius, Fortius*” was then made official. The second Parisian edition was particularly flamboyant with an alliance of sports and culture that led to art, sculpture, music, architecture and literature contests. The jury of writers crowned Géo Charles in front of Montherlant while the final of the 800m-sprint event later inspired the film “*The Chariots of Fire.*”

The Olympic Games were from then on leading events but Olympic Games don’t necessarily mean Olympism!

■ MAKE GAMES NOT WAR

The organisation of Olympic Games must comply with norms and rules defined by the Olympic Charter. With no religious, ethnic or political segregation, Olympism unites in and out of the stadium all those that participate directly or indirectly in the Games.

After the 1932 Games in Los Angeles, political influence on Olympic issues rose. The organisation of the 1936 edition was entrusted to the Nazi regime. In reaction to Hitler's appropriation of Olympism, a "*Peace Olympic*" was planned in Barcelona by American unions, international pacifists and European athletes. The Spanish Civil War led to the cancellation of this event. The Berlin edition during the Summer of 1936 showed an aspect of propaganda at the exact opposite of Olympism.

Personal gestures marked Olympic history like the German athlete Lutz Long's friendly embrace of Jesse Owens, black athlete, winner of the long jump event, and with whom Hitler avoided shaking hands. Pierre de Coubertin died a year later and World War II kept the Olympics away until 1948.

After the War, the political division of Eastern and Western Europe was the source of international tension. The idea of a boycott progressed and in 1980 and 1984 altered the Olympic spirit. The massacre of Israeli athletes at the Munich Games in 1972 shook the Games and insulted their humanist ideal. To support their cause, some used the media's amplification of Olympic Games, like Tommie Smith and John Carlos with their black-gloved hands in Mexico in 1968.

In 1991, after Yugoslavia's break-up, the IOC elaborated a document in favour of an Olympic Truce. Its initiative was promoted by the

United Nations as conflicts multiplied around the planet. Athletes felt concerned.

“ In Lillehammer (1994), the war in Yugoslavia had started and there was a commemoration for the people of Sarajevo. To not let us forget that if we were experiencing special moments, they were at war, an Olympic Truce had been asked for during the Games. We would have liked for everyone to share these moments of peace, joy and happiness. But not so far away, people were killing each other. ”

Corinne Niogret
Biathlon Olympic Champion

The mobilisation for peace so dear to Pierre de Coubertin found an international outcome. Boutros Boutros-Ghali, United Nations Secretary General, emphasized the connection between the IOC and the UN:

“ The Olympic ideal is a hymn to tolerance and to comprehension between peoples and cultures. It provokes competition but one with mutual respect. In its own way, Olympism is a school of democracy, that is to say that there is a natural link between the ethics of Olympic Games and the fundamental principles of the United Nations Organisation. ”

Boutros Boutros-Ghali
United Nations Secretary General

At the same time, Olympism gained ground in stadiums with the arrival of disabled athletes. Paralympic Games were held from 1960 in Rome.

After having been held in non-Olympic host cities, since 1992 these games are organised in the same cities as the Olympics. The Winter Paralympic Games were created in 1976. The International Paralympic Committee (IPC) signed an agreement with the IOC in 2002.

The Games are closely linked to the construction of the sport movement itself. In between Olympics, the Olympic family gathers all its members and adapts its governance to ethical and humanist demands. The slogan “*Celebrate Humanity*” contributes to the promotion of the universal message of Olympic sport. The Olympic family has grown through a succession of ordeals (wars and boycotts). It reshapes its goals to take into account changes and continue to promote man through sport, dealing with different issues such as equal access for women, environmental protection or the fight against doping. It is these parameters that make of the Olympic Games a sports competition systematically associated to values of fraternity, peace and tolerance, what Bernard Jeu designated as “*Sports Plus*.” A new department, Olympic Solidarity, was created in the eighties so as to assist the NOCs of emerging countries and redistribute the broadcasting rights within the Olympic family.

“ Passion power!

I am often asked what was the most memorable event of my sports career. To this question I instinctively tend to reply: my Olympic medal. However, I now realise that the reminiscence of this experience of pure happiness does not alone summarise what sport has brought to me.

What renders victory so beautiful or failure so painful are well and truly all the years spent repeating the same gesture so as to render it natural, the periods of doubt or ecstasy shared with the coach, the circle of family and friends or with team mates, or the moments of pure adrenaline as one prepares for the last arrow!

Whether an individual or a team sport, sport is and must above all remain an adventure uniting people sharing the same goal and passion! From the first steps in the club to the top of podiums, passion is the driving force that will make of these training sessions or competitions moments incredibly rich in lessons to be learned. ”

Sébastien Flute
Olympic Archery Champion

The IOC has had to face a rise in “judicialisation.” The creation of the Court of Arbitration for Sport (CAS) answers this change. If sport decrees the rules of play on the field, Olympism arbitrates the sports game. The influence of the Olympic movement is witnessed through its autonomy and ability to answer current challenges.

■ OLYMPISM: HUMANITY’S CULTURAL HERITAGE

Olympic values and symbols are part of humanity’s heritage. The CNOSF is in charge of promoting and protecting them on the French territory.

“ *The National Olympic Committee is like the House of Sports, it answers the idea of a family under a same roof. Athletes find there sport leaders as well as interdisciplinary links, there is there a spirit of exchange or of Olympic Games.* ”

Béatrice Hess
Paralympic Swimming Champion

The importance of the Olympic Games and of sport is unique in human civilisation. All people recognise each other in this sport confrontation and Olympic sports make room for all cultures and traditions. Since their renovation, the organisation of Games has enabled the construction of sports facilities and prompted urban planning as well as the implementation of programmes for health, communication, education, etc. The Olympic heritage also promotes cultures, identities and people of all origins or social status. Some federations have concerned themselves with their history and archives and have created museums or spaces dedicated to the heritage of their sport. In France, cultural facilities like the National Sport Museum⁵³, the Albertville House of Winter Olympic Games⁵⁴ or the National Centre for Sport Archives⁵⁵ display collections and works on sport and on the Olympics. Universities develop, often with the sport movement, research and study programmes. The French National Olympic Academy, under the auspices of the CNOSF, has undertaken a vast initiative on the memory of the sport movement, “MéMos⁵⁶,” to protect the roots of sport and Olympism.

⁵³ *Musée national du sport*

⁵⁴ *Maison des Jeux Olympiques d'hiver*

⁵⁵ *Centre national des archives du monde du sport*

⁵⁶ *Mémoire du mouvement sportif*

Olympism is a wonderful educational vehicle that enables an introduction to the ethics of play as well as to the diversity of cultures. It is the basis of man's fulfilment and development through sport. The Olympic Games are its showcase and concrete expression, it is why their organisation is so sought after.

“ Sport is a social phenomenon maybe more important in France than in other countries.

Our failure in Singapore traumatised the country and showed that we are probably a “little country” within the sport movement.

Until political authorities, at the highest level, will not support us more – there is more to sports than football – it will be difficult for us to obtain the organisation of world events. Our sport leaders need to be supported with a political will in favour of sports, for more presence in international federations, for the organisation of more world-class events and to better educate talented youths with a thorough follow-up.

Sport's values are recognised – mutual respect – and the elite athlete is an example for youth. The success of one sport encourages economic partners to invest more, to support federations or the Olympic Committee.

Sport is also an ambassador for a nation. ”

Michel Jazy
Olympic Athletics Silver Medallist

MORE FOR SPORT...

CHAPTER VII
Actor of the Future

“ *We can be men without being sages* ”

Jean-Jacques Rousseau
« *L'Emile* »

■ THE SPORT MOVEMENT AS MAJOR ACTOR

A social phenomenon until the eighties, sport has now become a societal fact. The difference is in the new perception of the assets and risks that the practise of sports brings to individuals. Sport's power resides in the pleasure, freedom, health, etc... that it provides, protects or threatens. Sports dreams are renewed with media broadcasts and sports' governance calls upon the skills of the legal profession.

In its relation to sport, our society is not undergoing change, it is experiencing a total shift. Indeed, if a few years ago sport was considered as the field of individual or collective feats, today its scope now includes human life, at all stages, for disabled and non-disabled individuals. If right from the start it was endowed with an educational function for youth because of its special relationship with schools, today its social and educational dimension is promoted to the rank of reference for society as a whole.

On a larger scale, ethics becoming the founding principle of human activities, they include the goals of sports in the universal process of civilisation.

With time sport developed because men and women enamoured with a certain ideal have structured it for it to become what it is today. Man is at the heart of this evolution and the sport movement

of whatever country represents this change. With 15.5 million club members and 175 000 clubs, the French sport movement is the first human capital French society. The CNOSF is its legal representative. It must answer to its triple vocation of federator, regulator and initiator so as to be its true conductor.

The federating dimension is unavoidable as the unity of the French sport movement is the key to its influence and future accomplishments. It is also at the core of sport's development, whatever its nature or level. Changes witnessed in the last twenty years confirm the diversification of practises and the aspiration of these different sports to more autonomy in their management.

This unprecedented development has nourished the associativeness of sport, enlarged its scope and increased the forms of volunteering for the benefit of the sport organisations. This boom in practises and social responsibility is a great asset for the sport movement.

At the same time, with legislation to decentralise power, public authorities have also gone through significant changes, the chief ones having been described above.

It leads the sport movement to today make a proposal for the future of the French model: the reform of governance with a renewed system favouring a process of convergence on educational, social and sport goals.

The societal role of the sport movement is recognised by all. It can be improved further with specific support to clubs. An assessment and updating of the missions of public service or of general interest entrusted to sports should thus be refined to promote the idea of clubs' social utility and arrive at a label of recognition.

Decentralisation having re-shaped the political map and modified the terms of its functioning, the local authorities' position has been considerably reinforced although communes and departments have always been influential in the financing of sporting organisations and facilities. The entry of Regions into this new national scheme consolidated territories into a common ground. Regions must now favour the coordination of sports policies.

In order to coordinate the policies of the sports federations and of local authorities, the sport movement proposes to create Regional Sport Conferences, the need for these having already been stated at the Etats Généraux, a national assembly on sport.

An identical set up would also benefit the Départements considering their permanent involvement in sport and their positive impact in the media, as shown by the implementation of CDESIs. The CNOSF's local organisations play a fundamental role at this level.

These organisations have privileged contacts with local authorities and they ensure the sport movement's participation in the definition

and implementation of territorial policies, while making sure they are coherent with the policies of the sports federations.

This new governance is accompanied by an innovative strategy for the development and adaptation of sports facilities. For this, the CNOSF recommends the creation of a National Council on Sports Facilities. The union of all those concerned by these facilities would enable acting more coherently and efficiently to answer the demand for sports, whether it is sport for all or elite sport. The essential issue of the financing and management of these facilities should only be undertaken with this new governance and with new rules.

Another axis is linked to the CNOSF's regulating function. For 20 years, French sports have had spectacular results. Results at the Olympics were greatly improved until the 1996 Atlanta Olympic Games. Progress stabilised after Sydney in 2000. Nonetheless, the progression of women's sports and notably at the Olympics is very encouraging. They place France in the lead, the country ranked fifth at the last Olympics.

This assessment gives rise to questions and leads to caution. After having been considerably behind and then performing successfully, the French system of reaching high performance shows a loss of impetus and needs to have its foundations supported. Unquestionably more can be done in favour of detection, elite athlete support and

coaching. We need to think about implementing a new policy on detection that does not only rely on clubs and about the conditions necessary for athletes, coaches and medical staff to get involved and develop. Elite sport requires a specific logic but to ensure its permanence this logic must respect the continuity of practises and organisations. Elite sport is costly but it creates dreams and dreams are necessary for men to realise their potential.

The fulfilment of man has always been at the centre of the concerns and commitments of the sport movement. To reach this goal, the sport movement requires organisations and means, notably human means. In this spirit the CNOSE has done the groundwork to develop in the last ten years a regulating body on salaried sport employment, the CoSMo⁵⁷. This Council recently signed a collective labour agreement on sport, the CCNS⁵⁸. To implement this agreement, club leaders are to be helped to manage its administrative and financial consequences.

For its educational programmes, the CNOSE has created a new regulating body: the IFoMoS⁵⁹. The sport movement has been strongly involved in the creation of jobs. To be coherent, the education and training of sport employees has to be among its responsibilities and the CNOSE requests this, remaining open to any partnership to achieve it. It would be desirable for all to move towards the possibility of obtaining diplomas by transfer of credit. This would open perspectives of professionalisation in clubs

⁵⁷ *Conseil social du mouvement sportif*

⁵⁸ *Convention collective nationale du sport*

⁵⁹ *Institut de formation du mouvement sportif*

or local or regional committees. Such a measure would reinforce the efficiency, autonomy and competitiveness of federations. Moreover it would give youths access to the positions of sports educator financed by local governments. Thus the cooperation between the sport movement, higher education organisations and local governments should not only apply to fields in the periphery of sports (marketing, consulting, legal, commercial management, communication, etc) but also to each sport or families of sports.

Finally, the CNOSE has a function of instigator essential to consolidate French sport and enable it to grow in the international competition of sport. Teaching respect for self, respect for others and respect for rules make sport an unquestionable education vehicle. It is why the links between the learning place and the sport movement must be reinforced and be the object of multiple initiatives.

Sport is present in the business firm through the practise of sports in the workplace, the employment of elite athletes and the sponsorship of sports. The first should be developed to build friendliness and a common sense of belonging as well as to contribute to the individual fulfilment of employees. The second enables to offer the qualities of an athlete to the business world and the third could become more important with encouragements in favour of sport sponsorship. The logical outcome would be to create a sports movement foundation.

The CNOSF must also be a leader in the field of communication. In 2006, ten million French homes used internet, which represents half of the French population and a considerable impact perceived by the market for a long time. It is thus possible for the CNOSF to operate its own media in close partnership with other partners.

The creation of the National Centre for the Development of Sports (CNDS), a public organisation that replaced the FNDS, could have enabled a greater participation of the sport movement in all levels of sport governance. But from simple participation to true equal management, the obstacle was not cleared. The CNDS should have enabled a substantial increase of means for the sport movement. It is nonetheless not too late to do so.

The sport movement initially demanded a 2.2% tax on sums gambled in the lottery and games organised by the Française des Jeux. It would have enabled to reinforce clubs in their local, economic, social and cultural development missions.

Moreover, the CNDS should finance the CNOSF's actions without it having to justify their pertinence to the Ministry of Sports. The CNOSF needs means to fulfil its federating, regulating and instigating mission. The social importance of the movement that it represents legitimises its claim to this. Its national and international credibility depend on it. As demonstrated by the bid for the 2012 Games, the perspective of organising summer Olympic Games would enable

CHAPITRE VII
Actor of the Future

to anchor sports as a major way of life. A new positioning of the sport movement in sport's governance would guarantee its actual contribution to French society. This would reflect on the international and Olympic representation by 2024.

MORE FOR SPORT...

GLOSSARY

- **AFSVFP:** French Association for Non-Violent Sport and Fairplay - Association française pour un sport sans violence et pour le fair-play
- **AIPS:** International Sports Press Association - Association internationale de la presse sportive
- **ANOF:** French Olympic Academy - Académie nationale olympique française
- **CAS:** Court of Arbitration for Sport - Tribunal arbitral du sport
- **CCNS:** Sport collective labour agreement - Convention collective nationale du sport
- **CDESI:** Departemental Commission on Sites, Venues and Itineraries of Nature Sports - Commissions départementales des espaces, sites et itinéraires de pleine nature
- **CDOS:** Departemental Olympic Committee - Comité Départemental Olympique et Sportif
- **CEMEA:** Training Centres Using Progressive Educational Methods - Centres d'entraînement aux méthodes d'éducation active
- **CIF:** Individual leave for training - Congé individuel de formation
- **CIS:** the Inter-federal Council on Aerial Sports - Conseil interfédéral des sports aériens
- **CISN:** The Inter-federal Council on Nautical Sports - Conseil interfédéral des sports nautiques
- **CNAR:** National Support and Resource Centre - Centre national d'appui et de ressources
- **CNDS:** National Centre for the Development of Sport - Centre national pour le développement du sport
- **CNOSF:** French Olympic Committee - Comité national olympique et sportif français
- **CNS:** Comité national des sports - National Sports Committee
- **CNSHN:** National Elite Sport Commission - Commission nationale du sport de haut niveau
- **CNSN:** National Council on Nature Sports - Conseil national des sports de nature
- **COSMOS:** Social Council of the Sport Movement - Conseil social du mouvement sportif
- **CPEF:** Permanent Training and Learning Centre - Centre permanent d'entraînement et de formation
- **CQP:** Certificate of Professional Qualification - Certificat de qualification professionnelle
- **CREPS :** Regional Centres for Popular Education and Sports - Centre régional d'éducation populaire et de sport
- **CRO:** Regional Olympic Committee - Comité Régional Olympique et Sportif

GLOSSARY

- **DTN:** National Technical Director - Directeur technique national
- **EDF:** Electricité de France
- **ENGSO:** European Non-Governmental Sports Organisation - Organisation sportive européenne non-gouvernementale
- **EPCI:** Public Organisation for Inter-Communal Cooperation - Établissement public de coopération intercommunale
- **EU:** European Union - Union européenne
- **FFEPMM:** French Physical Education in the Modern World-Sports for all Federation - Fédération Française d'éducation physique dans le monde moderne - sports pour tous
- **FFEPVG:** French Physical Education and Exercise Federation - Fédération française d'éducation physique et de gymnastique volontaire
- **FFH:** French Disabled Sport Federation - Fédération française handisport
- **FFSA:** French Adaptive Sport Federation - Fédération française du sport adapté
- **FISA:** International Rowing Federation - Fédération internationale des sociétés d'aviron
- **FNDS:** National Fund for the Development of Sport - Fond national pour le développement du sport
- **FSCF:** French Sports and Culture Federation - Fédération sportive et culturelle de France
- **FTE:** Full Time Equivalent - Equivalent temps plein
- **GDP:** Gross Domestic Product - Produit intérieur brut
- **IF:** International Federation - Fédération internationale
- **IFOMOS:** Education Institute of the Sport Movement - Institut de Formation pour le Mouvement Sportif
- **INS:** National Institute for Sports - Institut national des sports
- **INSEE:** National Institute of Statistics and Economical Studies - Institut national de la statistique et des études économiques
- **INSEP:** National Institute of Sport and Physical Education - Institut national du sport et de l'éducation physique
- **IOC:** International Olympic Committee
- **IPC:** International Paralympic Committee - Comité international olympique
- **MÉMOS :** Sport Movement Memory - Mémoire du mouvement sportif
- **MJSVA:** Ministry of Youth, Sports and Associative Life - Ministère de la jeunesse, des sports et de la vie associative

GLOSSARY

- **NOC:** National Olympic Committee - Comité national olympique
- **ORTF:** French Radio and Television Broadcasting Office - Office de la radio télévision française
- **SMFEPS:** French Physical Education and Sport Medical Society - Société médicale française d'éducation physique et de sport
- **STAPS:** Sciences and Techniques of Physical and Sports Activities - Sciences et Techniques des Activités Physiques et Sportives
- **TNT:** Digital Terrestrial Television - Télévision numérique terrestre
- **TVWF:** Television Without Frontiers - Télévision sans frontière
- **UFOLEP :** French Secular Union for Physical Education - Union française des oeuvres laïques d'éducation physique
- **UN:** United Nations - Organisation des nations unies
- **UNEP:** United Nations Environment Programme - Programme des nations unies pour l'environnement
- **UNESCO:** United Nations Educational, Scientific and Cultural Organization - Organisation des nations unies pour l'éducation, la science et la culture
- **UNSS:** National Union of School Sports - Union nationale du sport scolaire
- **USEP:** Primary Schools Sports Union - Union sportive de l'enseignement primaire
- **USFSA:** Union of French Athletic Sports Clubs - Union des sociétés françaises des sports athlétiques
- **VAE:** Validation of Acquired Experience - Validation des acquis de l'expérience
- **WADA:** World Anti-doping Agency - Agence mondiale antidopage
- **WHO:** World Health Organisation - Organisation mondiale de la santé

September 2006

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AEROMODELING AERONAUTICS AMERICAN
FOOTBALL ANGLING ARCHERY ATHLETICS
BADMINTON BALL-TRAP BALLOONING
BALLE AU TAMBOURIN BALLON AU POING
BASEBALL SOFTBALL AND CRICKET BAS-
KETBALL BILLIARD BODY BUILDING BOULES
BOWLING AND SKITTLES BOXING CANOE-
KAYAK CLIMBING AND MOUNTAINEERING
CYCLING CYCLO-TOURING DANCE EQUESTRIAN
FENCING FLY-FISHING AND CASTING FOOTBALL
FULL CONTACT GIRAVIATION GLIDING GOLF
GYMNASTICS HANDBALL HAND GLIDING
HIKING HOCKEY ICE HOCKEY JUDO-JUJITSU
KARATE KENDO KICKBOXING LONGUE PAUME
MODERN PENTATHLON MOTORCYCLING
MOTORING MUAYTHAI ORIENTEERING PARA-
CHUTING PELOTA PETANQUE AND BOULES
POWERBOAT RACING RESCUING ROLLER-
SKATING ROWING SKIING RUGBY SAILING
SAND YACHTING SAVATE AND FRENCH KICK
BOXING SEA FISHING SHOOTING SKATING
BOBSLEIGH LUGE AND CURLING SKIING
SLEIGHING SKI-PULKA AND DOG SLEDING
SNOWBOARDING SPELEOLOGY SQUASH SUR-
FING SWIMMING TABLE-TENNIS TAEKWANDO
TENNIS TRIATHLON TWIRLING BATON
UNDERWATER SPORTS VOLLEYBALL WATER
SKIING WEIGHTLIFTING WRESTLING WUSHU

Let it be known!

The French sport movement has many assets and projects to react after its disappointment in Singapore.

These assets are based on its founding values and on its institutional as well as political recognition. With time it has gained new ones through its economic impact and that of the media. Its deep ties in society contribute to its renewal and enable it to better adapt. Through the multiplicity of its activities, the sport movement has developed its own representativeness. In this way, it represents all actors, whether they are disabled or not, of organised sports and contributes to the remarkable results of its athletes and national teams. Thus it is strongly attached to ensuring continuity in sport, from sport for all to elite sport, as well as to the complementary nature of amateur and professional sports. It takes on missions of public service in partnership with the State and local governments and develops the cultural heritage of sports. Finally it plays a role in reinforcing good citizenship and welcomes those that find in sports answers to their educational, recreational or health demands. The sport movement extends the intense life of its non-profit organisations, while respecting their plurality, with a unique basis of values. Its members thus have as their mission to develop and share ethics and solidarity. All of these initiatives make of the sport movement a major actor of French society and make of sport a unique way of life.

To be promoted without restriction!

