

# Developing skills and competences in sporting value chains

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## INTRODUCTION

Sporting Events (SEs) have become increasingly important as they are major business events, reaching out to global audiences and involving sectors of the economy such as tourism, hospitality, services and transports.

SEs constitute an opportunity to: a) developing employability skills through sport to fit labour market demands in particular in sport, services and tourism sectors; b) implementing decent work agenda (SDG 8) by using sporting events as value chains.

So far, the opportunity for developing skills for employability in sport is largely under-utilized. ILO research on development of skills through sport pointed at the: a) importance of soft and employability skills in MSEs b) relevance of such skills for labour market entrance; c) skills in sport has multiplier effect and can fit the labour market requirements.

The justification for such an approach is enshrined in the increasing mismatch of skills experienced by the labour market in general and in sport in particular and from the lack of coordination between international and national policies and in particular between SDGs and Sport Sustainability Strategy and Olympic Agenda 2020 with consequent inability to implement both.

The response to the needs assessed by the ILO is therefore on: a) policies aimed at reducing skills mismatch by using sport skills multiplier in and through sport and b) knowledge of international/national policies that would facilitate such policy and programme implementation; c) training programmes validating the above assumptions.

## **POLICY REFERENCES**

There is growing interest in identifying skills from sporting events and in value chains, but little evidence, except for studies, local training activities and surveys conducted by the International Labour Office (ILO).

The European Commission (EC) and recently the Slovak Presidency of the EU, have looked into the matter first by organizing a Conference, held in Bratislava in July 2016, and then by commissioning two reports on: a) qualifications in sport (2016) and b) employability of young people through sport (2017).

It should also be noted that in 2008 the EC conducted a study on the opportunities to develop tourism and through sport and cultural events involving MSEs and reached the same conclusions of the ILO on developing skills and competences along value chains.

More recently the IOC has adopted a Sustainability Strategy with as a priority skills through sport as part of legacy in the workforce pillar (five pillars of the strategy).

UNESCO MINEPS VI Draft Declaration also mention the need to include skills and competences in the entire cycle related to physical education and sport involving teachers training.

## **METHODOLOGY**

The ILO together with local stake holders and academic partners has worked on a set of employability skills, which were: a) identified from a survey of 260 sport projects; b) compared with internationally recognized employability frameworks (i.e. Commonwealth Framework for Employability); c) tested in training activities carried out in countries across regions; d) validated the results against highly standardized sporting events.

Such work was published in “Beyond the Score Board...”, ed. By G. di Cola, 2006”.

The first conclusion was that sport/tourism value chains could be instrumental as a “skills multiplier” to access the labour market. Moreover it was noted that such skills were intrinsic to decent work and they would fit employability requirements beyond sport value chains.

In this respect, after a number of training activities across regions and applied research on professional sporting events, a validation exercise was carried out in Switzerland. All of the above work was also published in Travail decent, Developpement local et Sport, ILO, 2008.

## **RESULTS**

Results showed how to: a) produce a value chain from a standardized sporting events; b) identify competences and skills; c) move/use them across from a local to a global value chain (see tables I, II, III in the annex 2).

They also showed how important was the institutional setting in support to sporting events and MSEs (see annex 1.1)

A training programme (course description attached) resulted from the above efforts.

It is based on the : a) identification of skills able to develop national policies out of global agendas recommendations (SDGs related) ; b) recognition of skills in sporting value chains and in their innovative multiplier; c) development of skills requirements applied to sporting events and sport value chains.

The target groups of such training course, with respect to sporting value chains, are: a) officials in the COGs and b) selected group of workers for the delivery of Games and c) volunteers of MSEs.

The target groups, from the sport sector in general, are: a) PE teachers; b) coaches and c) athletes transitioning from competition into the labour market and finally d) sport Ambassadors.

## **BIOGRAPHY**

Giovanni di Cola is Special Adviser to the ILO Deputy Director General for Field Operations and Partnerships, at the ILO HQS in Geneva. His experience in the UN System spans from field assignments at UNESCO, UNICEF and ILO in the areas of programming, technical cooperation and management in West Africa, Latin America and the Caribbean to technical areas (mainly employment, local development, sports and skills development) at the ILO in Geneva. His background is Political Science and Soviet Studies from Rome and Paris universities with a Doctorate in Development Economics also from Paris University. He has worked on sport for development and skills through sport since 2004 in various capacities and represents the ILO in the UN Sport and Development network. He is also Member of various sport boards and has contributed in the past to WTF in his bid to reform the discipline to be kept in the Olympics. He represents the ILO in the Mega Sport Events and Human Rights Platform (Multi Stake holder initiative) and in UN Agencies and Sport Federation collaboration Platform to achieve SDGs Platform.

## LITERATURE REVIEW

**ILO Decent Work Agenda(1996-2016)**

**<http://www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--en/index.htm>**

**ILO (1998) Declaration on Fundamental Principles and Rights at Work**

**<http://www.ilo.org/declaration/lang--en/index.htm>**

**UN Sustainable Development Goals (2015)**

**<http://www.un.org/sustainabledevelopment/sustainable-development-goals>**

**Olympic Agenda 2020**

**[http://www.olympic.org/Documents/Olympic\\_Agenda\\_2020/Olympic\\_Agenda\\_2020-20-20\\_Recommendations-ENG.pdf](http://www.olympic.org/Documents/Olympic_Agenda_2020/Olympic_Agenda_2020-20-20_Recommendations-ENG.pdf)**

**IOC Sustainability Strategy Executive Summary (December 2016)**

**[https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Factsheets-Reference-Documents/Sustainability/2017-03-21-IOC-Sustainability-Strategy-English-01.pdf#\\_ga=2.117526922.2035918701.1493975206-683962588.1439219189](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Factsheets-Reference-Documents/Sustainability/2017-03-21-IOC-Sustainability-Strategy-English-01.pdf#_ga=2.117526922.2035918701.1493975206-683962588.1439219189)**

**Giovanni di Cola ed. by (2006) “Beyond the Score Board. Youth employment and skills development in the sports sector.” ILO, Geneva, See in particular “Identifying Jobs , Core and Soft Skills for Employability, Ch. 14, pp. 173-192**

**G. di Cola, avec C. Costa, C. Bellony et B. Loze (2008), Travail Décent, Développement local et Sport, ILO, Geneva.**

**Commission Européenne 2007, Les manifestations Culturelles et sportives: une opportunité pour le développement des destinations touristiques et des entreprises,**

**[http://ec.europa.eu/entreprise/service/tourism/studies\\_and\\_publications](http://ec.europa.eu/entreprise/service/tourism/studies_and_publications)**

**Institute for Human Rights and Business, (2013), Striving for Excellence: Mega Sporting Events and Human Rights. [http://www.ihrb.org/pdf/2013-10-21\\_IHRB\\_Mega-Sporting-Events-Paper\\_Web.pdf](http://www.ihrb.org/pdf/2013-10-21_IHRB_Mega-Sporting-Events-Paper_Web.pdf)**

## **Attachment 1**

### **Description of the training course**

#### ***Sustainable Skills Development Through and in Sports Course***

#### ***Course Description***

This course provides an in-depth study of the principles, guidelines, and recommendations for promoting coherent strategies of development using sports as the context for learning.

#### ***Course Goals***

Upon completion of this course, each student will be able to:

1. Develop the sport skills that are both employable and sustainable
2. Summarize the impact that social, economic, and environmental issues play in the role of sport for local development
3. Assess the ability of sport to positively impact the local/national/global value chains
4. Assemble an effective network of actors from sports, education, local governments, and employers
5. Describe the impact of sports events on the acquisition of sustainable skills at the local, national, and global levels
6. Use effectively the local, national, and global agendas organizations as they relate to the ability to develop sustainable skills in MSEs
7. Use effectively the local, national, and global agendas organizations as they relate to the ability to develop sustainable sports events

#### ***Course Schedule***

Day 1

- I. Introductions and Overview
- II. Introduction of Mega Sport Events (MSEs)
  - a. Winning in the business of sport
  - b. New business models for the value analysis of sport organizations

- c. Defining key terms from Globalization to Localization
- III. Integration of the local perspective, the national perspective, and the global perspective
- IV. LUNCH
- V. International Organizations and Their Agendas
- VI. Accountability and responsibility for sustainability of the social, economic, and environmental issues
- VII. Individual Presentation Overview and Topic Selection

Day 2

- I. Developing Soft Skills
  - a. Leadership
  - b. Communication
  - c. Interpersonal Skills
  - d. Creativity
  - e. Problem Solving
- II. Class Activity (Soft Skills Activities)
- III. LUNCH
- IV. Class Activity – Event Evaluation Plan
- V. Individual Presentation Preparation
- VI. Final Project Overview

Day 3

- I. Developing competencies in the “sport value chain”
- II. Developing a “Decent Work Agenda”
- III. Sustainable Development Goals
- IV. Final Project Preparation
- V. LUNCH
- VI. Individual Presentations
- VII. Final Project Preparation

Day 4

- I. Planning a mega sports event
- II. Case Study of Proper Planning
- III. Class Activity (SWOT Analysis)
- IV. LUNCH
- V. Executing a mega sports event
- VI. Case Study of a Mega Event Failure
- VII. Class Activity (Risk Management)
- VIII. Final Project Preparation

Day 5

- I. Final Project Preparation
- II. LUNCH
- III. Final Project Presentations
- IV. Course Evaluation