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**The Network and Low-cost Approach to Leisure and Sport for All – Theory and
Practice Review**

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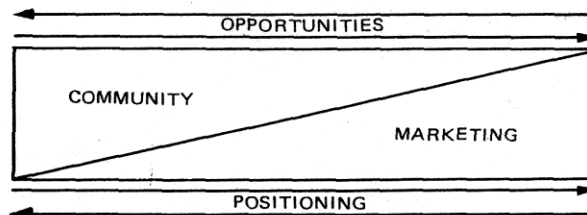
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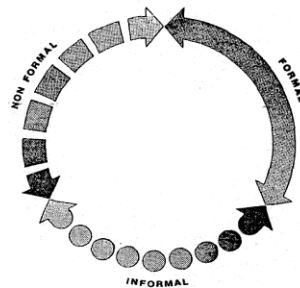
CONTENTS

INTRODUCTION PAGE 3

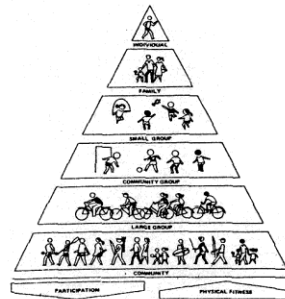
DEVELOPMENT PAGE 3



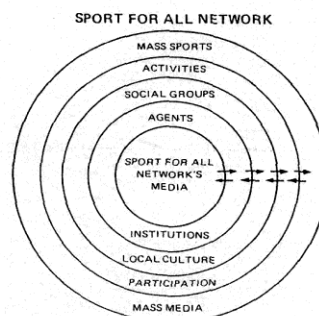
DEFINITIONS PAGE 6



OPERATIONS PAGE 8



THE NETWORK PAGE 10



FUTURE ACTIONS PAGE 14

INTRODUCTION

The basic assumption of the present report is that modern sport is in a fast process of transition, not to mention similar occurrences with physical education and recreation. As a result many propositions and interpretations arised recently surpassing the classical boundaries of physical activities knowledge, with new approaches in philosophy, sociology, economy, politics, etc. (1) This often recognized fact, on the part leaders and administrators, is represented by difficulties in conducting or managing the “new sports”, so diverse in participation, activities and opportunities. Further, the key role of diversity is also being faced by governmental and nongovernmental organizations when dealing with individuals and group sport demands, or with political and commercial controversies.

Arising from these evidences, it is becoming clear that the growing importance of leisure and physical activities, as well as the lack of integration of sports physical education and recreation, are categories on which fundamental representations should be defined gradually, both causes are emerging by means of questions, as those related with the need of new social and political approaches of sports, r the necessary change of the physical education and recreation paradigms (2).

Also viewed in the large the increasing criticism about negative deviations of elite sports., i.e., excess of commercialism, exaggerated conservatism, competition as an aim, etc, is bringing about the needing for changes. With less impact, life long physical education innovative proposals – since they were set forth with impressiveness in the 70’s – have been acting similarly in some countries, at least on academic level.

Thus, we are experiencing a transition in which knowledge is far behind facts. Therefore, it is not surprising that theoretical approaches are outing forward more questions than answer in the changing patterns of sport organization and practice. Naturally, empirical positions and solutions will prevail for some years to come, despite the effort of analysts to produce ideal models. The present study, proposes to balance practice and knowledge of “Sport for All”, which is regarded as an answer to many of today’s challenges of social and political decision-makers.

This report attempts to evaluate past experimental initiatives of Sport for All”, focusing on the network as an organizational solution for “new sports” which enables to manage the transition considering its contra ditions. Such scheme comprehends situations of widely different nature, suggesting to be a synthesis of current organizational needing. Hereafter a comparative analysis of different approaches of Sport for All, is followed by technical essential and future perspectives of actions.

Therefore, our focus includes the rationales of renewal and integration, bearing in mind the separation of sports, physical education and recreation as much as the differentiation between rich and poor societies.

This review attempts likewise to discuss Sport for All searching for necessary synthesis that could consolidate fragmentary information’s, expressed partly by word of mouth in professional and partly by the foll owing overall documents:

- a) Sport for All Clearing House – Brussels – 1975/1985 – cards and reports;

- b) **Proceedings and Preliminary Proposals of International Congresses, Conferences and Seminars ON Trim and Fitness/Sports for All – 1969/1985;**
- c) **Council of Europe – Recommendations, Publications and reports on Sport for All – 1966/1965;**
- d) **Sport for All Programmers Throughout the World – UNESCO – 1980;**
- e) **“Articles Concerning Sport for All” – CONI / Roma – 1982 (in Italian);**
- f) **Olympic Scientific Congress 1984 – Papers Presented at “Sport as Recreation and Leisure” Area – Eugene, USA;**
- g) **Proceedings of International Symposium on Sports for Everyone – University of Illinois, USA – 1984;**
- h) **Sport for All Network – Brazil – Publications and proceedings of Congresses and Seminars “Sport Community” bimonthly magazine – 1977/1985 (in Portuguese, Spanish and English).**
- i) **Overviews of the World – Status of Sport for All – Jurgen Palm-German Sport Federation – 1983/1985.**

In addition to these purpose of evaluation and propositions, we are strongly convinced about the need of supporting research in order to review and recommendations from other sources.

DEVELOPMENT

The most common approaches to Sport for All regarding its origins are associated with pioneer cases of alternative practice from conventional sport or with prior proposals of social development of sport and leisure

Probably the simple and direct concern about the raising status of modern sport in social functions and individual needs* should explain primarily the surge of alternative possibilities of sports practice. This represents a natural trend of many of today’s society activities, to facilitate the access of some population segments, put aside by economic reasons or by all kinds of problems. In some cases this tendency comes up as a movement of ideas and practice.

This first approach gives grounds to the appearance of sports “for all” campaigns, initially with television as basic support but now diversified in mean and propositions. Under such circumstances, these organized movements emerged in the end of the sixties in North European countries, since in that region was located the main effort to guarantee sports benefits to population majorities. The innovation, in those pioneer cases, was understood as an emphasis on participation rather than competition, with a parallel encouragement of simple games and exercises, which could be adapted to different age and sex groups, as well as different living or working places of participants.

Progressively, the “Sport for All” campaigns, or “Trim” movements as they are called in Scandinavian countries and in Central Europe, assumed a variety of formats, sophisticated media coverage and occasional sponsorship. Once the preponderance of these initiatives was generated by government and private sport systems, the advancement in popular mobilization and simplification of activities met no corresponding attitudes of the decision-markers from those occasionally called “formal” sports organizations. In short, the “new sports have been basically a complement of “old sports” as they were innovative in methods not in concepts (3)

This assumption is to be appraised firstly taking in consideration the marketing techniques and rationales in which the central source of decisions is entitled to follow up its client’s needs and impulses, maintaining the classical products in line with new ones. Therefore, inside one single marketing-oriented body, there is not necessarily a contradiction of Sport for All alternative methodological solutions with well-defined procedures. In

short, this latter movement has been growing more as a modernization practice for its sponsoring organizations than a reforming action.

Secondly, in political terms, this “new methods with old concepts” approach underestimated in many cases the expertise of Sport for All, even in international exchange of knowledge, succeeding the traditional division among physical education, recreation and sports. Indeed, in most countries Sport for All were and probably is an exclusive issue of sports local system, generally supported by governmental or quasigovernmental agencies, as reported by McIntosh in 1980 (4). Again, according to McIntosh: “The growth of the Sport for All movement since 1966 has not been characterized by the use of a common term. Sport for All, however, is an adequate description of a movement which has taken many different forms and has become governmental policy under many different titles”. These reasoning were referred lately to UNESCO and IOC, which should assume an attitude recognizing the prestige and scope of the movement.

The evolution of alternative forms of sports might be also lacking in updated conceptions for better understanding and to meet further demands of practice, theory, research and co-operation. Such conditions would be contributing to the dependence of Sport for All to orthodox organizations and knowledge. Furthermore, a simple examination of Sport for All technical sources shows a remarkable stress on activities rather than a process of analysis and synthesis, reflecting the basic constraint of “new sports” to find its own conception.

The related issue of marketing requirements, otherwise, also overemphasizes activities – mainly games and exercises – with their organizational resources, since this latter discipline has been operating as a framework for sports innovative propositions. Still, Sport for All leaders should have been creating their proposals on perceptions of alternative needs of sports, very likely to occurrences of popular versions of medicine, agriculture, civil engineering etc. this hypothesis finally suggests that the state-of-the-art and comparative approach to Sport for All is to establish concepts as combinations of empirical and generally accepted perceptions.

Moreover, Sport for All initiatives are naturally differentiated in grass-root levels, becoming valid a diversified interpretation for practice. In addition, marketing focuses essentially on activity promotions yet a relevant dimension is to be undertaken by the community, if some process of development is proposed. But as a postulate, the understanding of this key role of community in Sport for All, has been much less effective than new devices in methods of practice and in communication (5).

Thus, the empirical observation of Sport for All actions points out a conspicuous trend, represented by marketing approach with minor community engagement, and another one often unnoticed, expressed by community-centered initiatives, using technology of mobilization. Both extremes explain the large differentiation among programmers and the importance of this dichotomy to be solved equally by expertise of both developed and developing countries.

Within these limits of Sport for All variation, at least in one case there have been opportunities to assess different positions between marketing and community approaches. Surely, the Brazilian experience in Sport for All is worthy of note for its contribution to develop new theoretical concepts on sports practice, as it had a peculiar evolution on a step-by-step basis, facing diversity besides isolation from traditional sports, physical education and even recreation. More specifically, the case history of Sport for All in Brazil is the first one of *demarketing* a campaign, looking forward to the necessary balance between marketing and community approaches. The main reasons on this conscious decision might be summarized as follows:

1. There were sound difficulties in sustaining an overall campaign with one single line of coherence (mark, proposals, slogans etc), facing similar initiatives at local and regional

levels. The national campaign was launched in 1977 but there were previous community sports alternative and self-generated actions since the 1910's (popular football), the 1920's ("Public Recreation" in streets with adapted volleyball and other activities), the 1930's ("holiday Meetings" for children's play or exercise), the 1950's "Leisure Streets") and the 1960's to 1970's (large groups promotions).

Also, in 1975 a private TV network with the best national coverage, started the "Mexe-se" (Move Yourself) campaign with commercial sponsorship and four month duration. Until now, in many parts of the country, people use the mentioned slogan as a colloquial expression, which clearly proves the promotion's impact. Then, in 1978, when the Sport for All campaign was brought to an end, there were 22 organizations carrying out some form of unstereotyped sports program, with government or private support under seven different denominations.

2. The country is a cultural and ethnic mosaic with great social, educational and economic inequalities. In this context, many population segments normally tend to alternative solutions, explaining the premature – taking into account the "new" Sport for All point of view – Appearance of simplified forms of sport.

Such diversity always recommends to simplify procedures and to decentralize initiatives even when modern technology is applied. This was the operational choice to convert the campaign into a movement of many institutions and regional actions, after two years working to mobilize nearly ten million participants and about eleven thousand volunteer helpers.

Today, the Brazilian Sport for All movement comprises an outstanding variety of involvements, interpretations and denominations, according to local cultural background. As most activities are traditional or nearly so, the movement's theorists' common approach is "new conception with old methods" balanced with the way of conducting major sports systems-shared campaigns. It is equally important to consider the seventy years old practice of alternative sports in the country. These generally accepted and perceptive pioneer activities have been fully announced and became the basic references to present and future proposals of the movements (6).

Of course, correspondent phenomena of self-generated sports activities are plausible to many countries whatever cultural tendencies or technological level may be. In some cases of individual, group or organization discoveries of non-conventional sports practice, the logic of their usefulness is so obvious that the innovators remain unaware of dealing with a new technical category. Such expressive situation was identified among others in two prominent demonstration initiatives of Brazilian movement's present stage: Sorocaba, an industrial town (300 thousand population), and Itapira, commercial and agricultural center (50 thousand) where open public spaces were adapted to simplified sports and leisure programs. Although the first national Sport for All campaign was activated in 1977, the Itapira case was promoting stable events since 1969, as an alternative to physical education of local institutions. The former case also started its community recreational projects in 1972 and was dedicated to expand games and exercises as leisure possibilities in the neighborhood of participants (7).

With the appearance of the national campaign both groups of promotions did not classify themselves into the new propositions and methods, just as they had to be provided with more than simple information and motivation demands. As long as they were local leaders and professionals of physical education or recreation, they were accustomed to receive the support from external enterprises. Reversing the campaign proposals from 1979 onwards, they were finally mobilized according to their own perspective of participation, in successive stages of contacts, discussions and direct training.

Arising from these examples there is a significant conclusion: exaggeration in marketing efforts putting aside individual, groups and community involvement is a complication of simple and traditional tasks. Underestimating modern technology is also a complication. Moreover, the trade-off of complex versus simple solutions seems to be peculiar to alternative choices in conventional ordered environments. This might be the reason that motivated Per Hauge-Moe, the Trim pioneer, to advise his international counterparts in 1981, against the complication tendency of Sport for All actions (8).

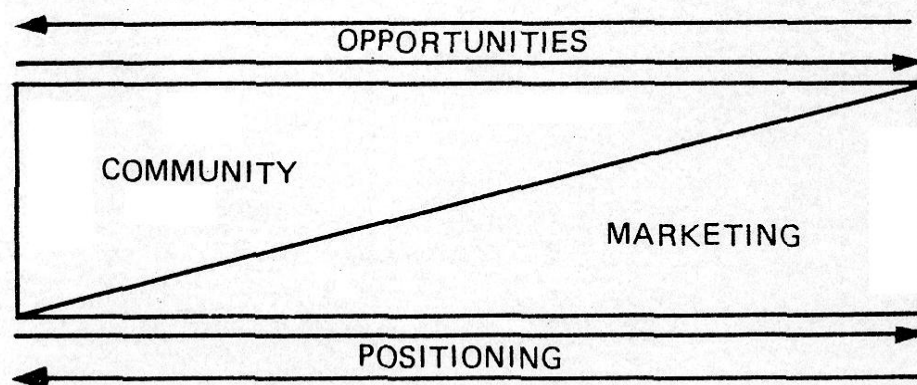


FIG. 1

In other words, we are dealing with a continuum of two complementary variables, which proportional participation in actions is dependent upon environment's historical background and tendencies as well as the external organization capabilities and aims. It can be argued, in this case, the usual interpretation of Sport for All by means of national models, since contingency seems to be a more adequate basis in terms of empirical reality. Figure 1 depicts schematically the marketing-community continuum, showing the contingent nature of opportunity (environment) versus positioning (organization). These both alternatives, of course, are better fit together by conscious and in-depth knowledge of local, regional or national characteristics, underlying a basic premise: *each country or distinct region must be encouraged to explore and meet its unique sports needs and to organize its sports actions* (9).

If some advanced Sport for All programmers are compared, the polarization marketing-community emerges through detached forms and contents, such as: broad communication – local creativeness, fitness – participation, physiological effect – psychological effect, activity as an end – activity as a means, etc. in this sense, a Council of Europe's study (10) identified one key ambiguity, early in 1975, but forwarded a significant proposition: "In particular it has been recognized that the last category of activity (conditioning activity) stands in contrast to the other three (competitive games and sports, outdoor pursuits and aesthetic movement) in some important respects. Activities in the first three categories possess intrinsic interest. Given a sufficient level of skill to attain a sense of achievement, the performer derives pleasure directly from participation. Motivation is thus "built-in" to taking part regardless of other "benefit" accruing. Such "benefit" – especially physiological effect – is incidental and dictated by the nature of the activity not the needs of the participant. Activity in the fourth category, however, can be selected on account of its known effects on physical working capacity and can be less dependent on a particular level of skill. Motivation on the other hand, is more likely to fluctuate and, initially, must almost certainly depend on an element of public campaigning. Overemphasis of these differences can give rise to a polarization of views characterized, at one extreme, by preoccupation with prophylactic and therapeutic aims and, at the other, by insistence on the "purity" of true sport and recreation and contempt for any form of "contrived"

activity. Either kind of overemphasis is misguided, for in the current socio-cultural situation, there is a need for both approaches they can be mutually reinforcing. Sport for All must accept and encourage both. If it is not concerned with sport and recreation it contradicts its own title; exclusive preoccupation with these forms limits its possibility of catering for all.

A recently and more detailed survey referred to United Kingdom ('The Impact of Sport for All Policy 1966-1984 and a way forward'), confirmed thoroughly the mutual reinforcing thesis, as we remark from its final conclusion (11): "Sport as a means and sport as an end are not mutually exclusive. There is a continuum of emphasis from extrinsic to intrinsic rewards and from sport as useless enjoyment to sport as social machinery. Our suggestion is that Sport for All has traveled too far along this continuum towards social machinery. The next stage for Sport for All might be to travel back and to base both research and promotion on enjoyment rather than social function. There is here a paradox: if sport is promoted and pursued as an end in itself it may bring social benefits which will elude the grasp of policy makers if they treat it as little more than a clinical, social or political instrument to fashion those very benefits. Our final suggestion is then, that a social policy for sports should now be based on twin principles expressed in two slogans; Fit for Life, and Sport for Fun".

Is a nutshell, we are actually dealing with natural ambiguities as direct consequences of the diversity involving Sport for All proposals and actions. By establishing this as a focal point of our analysis we can broaden our basic assumptions as follows:

- i) Mutual reinforcing of most contingent and oscillatory variables of Sport for All gives content to needful integration when relating with diversity problems. Therefore "new sports" are above all "contextual sports", which means that people in diverse situations is the basic reference to procedures instead of "old sports".
- ii) Sport for All is a bridge linking people to "old sport", also reinforcing the need of its own conceptions as much as becoming valid the old methods of practice along with new ones.
- iii) New conceptions of Sport for All are based in empirical perceptions of pioneer but theoretic development is dependent upon the integration rationale in definitions, operations and organization.
- iv) The state-of-the-art of today's Sport for All is an outcome of programmers and campaigns comparison, nevertheless this classification approach must evolve to analysis and synthesis, to seek proper development in research and co-operation.

DEFINITIONS

The prior proposals of social development of sport leisure represent the other most common approach besides alternative cases to stereotyped sport practice. Now the innovation is credited to Council of Europe for its 1966 – Sport for All Charter, as for the follow up of this original proposal by means of updating studies (12).

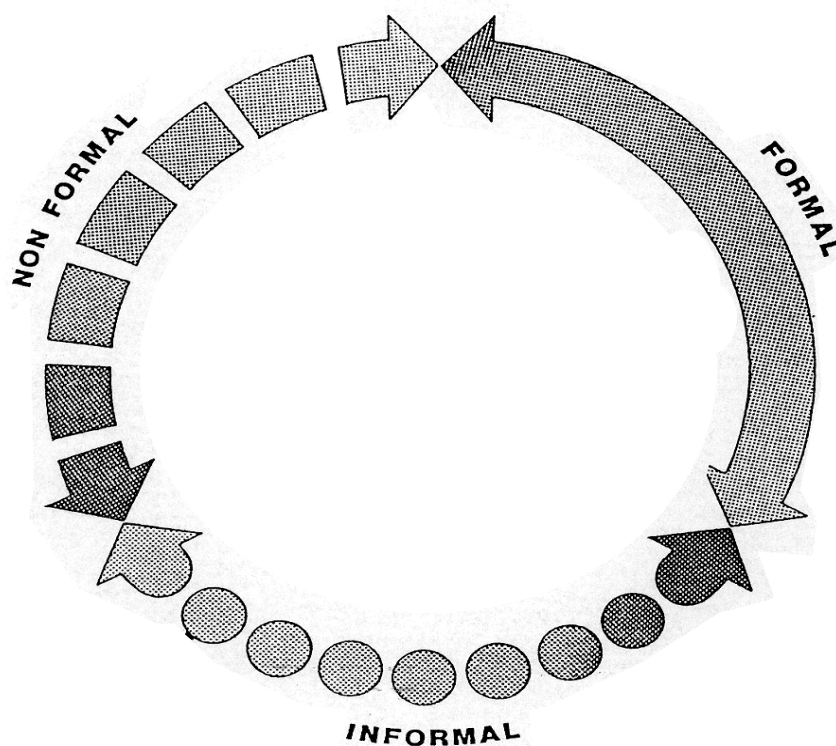
Of course, there was a challenge in defining "new sport" since this beginning, although the Charter declared that "every individual shall have the right to participate in sport". This was not remarkable to expertise, once difficulties in defining sports, physical education and recreation known from the turn of this century up to 70's, when nearly 60 interpretations and nomenclatures were identified (13). However, a 1970 Council of Europe's report proposed a broad meaning and universal appeal (14): "The concept of Sport for All which is quite different from the traditional conception of sport - embraces not only sport proper but also, and perhaps above

all, various forms of physical activity, from spontaneous unorganized games to minimum of physical exercise regularly performed”.

In 1975, a clarification came up from the same source (15): “The expression ‘sport for all’ is also frequently used as a slogan, when it seeks to create a climate of opinion encouraging all to take part in sport and calls for action to provide opportunities for all to do so”. Further, there was a complementary remark (16): “Sport does not mean the same thing to all people and to attempt to justify it in either way is to over-rate it in the short term and to under-rate it in the longer term. Is special significance for different persons or for the same person at different stages in his life”.

This sort of discussion has been particularly important in Brazil, from where it was proposed a definition based in the rationales of renewal and integration as well as in the existing inequalities between poor and rich regions (17): “Sport for All is the set of all the sport and recreational activities that strive, in different degrees, for the physical fitness and the physical socializing of the practitioners; activities that take place in locations with adapted equipment under simplified direction; activities to which all natural groups of society have access without excessive limitations of economic, gender or age conditions. In summary, Sport for All is any sport activity that is not practiced at high level conditions but that be a support for the latter when it is necessary”.

Related to these definitions and to the previous assumptions of the present paper, is the outcome of the framework formal/informal/non formal (FIN), now being adopted by Brazilian academic leaders. This FIN model was initially conformed to UNESCO definitions on Life-long (18), but then it assumed proper configuration and content considering the needful coherence of non-conventional sports’ theory and practice. Figure 2 exhibits the three dimension FIN model and its empirical characterization is presented as follows:



DEFINITIONS

Formal activity is a continuous flow of actions with ordered and stable components, which applies the fundamental purposes of standardization, synchronization and maximization (19). Non-formal activities are complementary and discontinuous versions from formal events with different degrees of utilization of their original components, aiming at the fulfillment of contingent needs. Informal activities are independent and self-governing actions performed by individual or group in the attainment of their permanent or casual requirements.

These three possibilities are integrated in a continuum of overlapping interrelationships of daily life, work and leisure diversity. Thus the formal components decrease progressively in quantity, outside their specific environment, changing their fundamental characteristics and diversifying non-formal alternatives. When arrangements become autonomous from formal involvements, the activity is considered informal. Though peculiar in nature the three types of events have mutual dependency, with a clear and general predominance of formal dimensions which present the best control capabilities. This dependency, otherwise, is based on information, the only regular component found at any part of the continuum.

ORIENTATION

The FIN model is a dialectic one just as “new sports” natural ambiguities are concerned. The formal is an original direction while non-formal and informal are opposites and their unifications at the same time. *In academic terms, this represents one adequate possibility to analyse sports as a process instead of activities.* Being naturally self-sufficient, formal is virtually isolated from its alternative non-formal and informal; however the continuum interpretation makes possible the aggregation of different perceptions in one consistent conjunction.

This open-system approach is able to provide integration to physical education, sports and recreation, in the sense they are separated only in formal context, equally to any other organized branch of knowledge or activity. At the environment of non-formal or informal practice, these three related areas are mostly subjected to mutual reinforcing.

Another proposition of FIN model is an individual, group and organization – centered continuum, with the meaning that each one of these can make the best possible choice among formal, informal or non-formal possibilities, combining components and focusing efforts, with the available skill and capacity. Bearing this integration in mind, the marketing and community approaches may avoid extremes of specialization, searching the best result for each specific situation. This approach is naturally contingent, giving grounds to the proposed bridge between context and “old sport” procedures.

Further, the concept generation for knowledge development is also a consequence of the individual, group and organization-centered continuum. Classified into the dimensions of FIN framework, each proposition from observers or leaders may be compared, analyzed and submitted to a synthesis, from which derives tool concepts for activity organization or new assumptions. This rationale is now taking place for instance, in the medicine of many countries, facing the rehabilitation of popular practices.

The FIN model gives also an orientation to the diversity of nomenclature in alternative actions of sports. As a superior category of classification, “non-formal” or “informal” are adjective forms whereas “Sport for All” and other names are substantives, which imply in separate areas of activities. Since this latter conclusion is supposed to be contradictory with the existing physical education, sports and recreation, the solution is to qualify each traditional *corpus* of knowledge. Therefore, the substantive nomenclature of promotions is to be respected in order to emphasize individual’s, group’s and organization’s initiatives. Similar attitude was taken by technology as a whole, which alternative versions are being generally accepted by the term “appropriate technology”.

MANAGEMENT

The FIN concept is essentially an open-system approach to general organization of initiatives with different levels of expectations and contributions. Giving the necessary status to non-formal and informal, this framework acts as a management guide with emphasis in simplification and decentralization. This is also the opposite direction of modern bureaucratic enterprises, especially governmental ones. As a transition arrangement, the FIN option has a strong connection with attitude change and training as a key priority to be established.

The Brazilian FIN experience is already able to settle significant conclusions in these matters as, for instance, the distinguished role to be given to professional or volunteer “animateurs” or agents. He and she now represent the movement by their actions and behavior as long as this intermediary position is the real point of integration of formal with non-formal or informal. During the marketing-oriented campaign’s phase it was the central point of decisions which tried to do so, through messages of motivation and practice information. It seems more consistent now that this integration is better developed by trained mediators living at that same palace of practioners.

From this local point of decision, the messages are more adaptable to community reality whether using modern media – in the case of high standard of living or large extent areas – or personal contacts. In summary, *in the begging agents were parts of campaign’s actions as currently the movement is complementary to agent’s initiatives.*

Technically, this FIN management is based on general reactions as much as on local opportunities and not in the usual flow of decisions. Because of this the dialectic concept of “coordination through information” was developed with the meaning of directing media central production more to agent’s and less to the general public. As a result the movement presently has two basic and permanent prospects: training leaders and agent’s, and maintaining the flow of information’s from these agent’s to movement’s own media. The communities’ actions depend on their choices, traditions and trends. Therefore, *the movement simply collects agents and communities’ achievements and feeds back training preferences.* This is also valid for technical development in event’s organization concerns.

ADAPTATION

The FIN model’s being dialect is presumed to be adaptable through processes of observation and events practice. This continuous knowledge development opposed to discontinuous situations is a simple representation from any natural environment, but is does not fit in the logic of formal organizations. As stressed before, modern management is very much connected with control which needs, by its turn, a continuity base. With the involvement of non-formal and informal, the degree of adaptability of the formal is on the increase, following the enlarged acceptance of discontinuity.

All sorts of non-formal sports situations are widely understood by the possibility of adaptation of activities to majority of people. In operational terms, competition becomes less important than participation, when formal is integrated to non-formal participation, the new general FIN proposition to sports would rather be based in activities adapted to people and not the traditional opposite. Of course, in the matter of physical training with the necessary control, or competitions of the sports elites, the right and indispensable predominance belongs to formal dimension.

UNIQUENESS

Having in mind the reserved participant-activity relationship, another consequence is the growing need of adaptation to local community and environment circumstances, when proceeding from formal to non-formal possibilities. The informal solutions, otherwise, are not gradual in nature, since each event is unique in the adaptation. In other word, “re-creation” is a non-formal quality whereas creation is an informal accomplishment, as both are usual but controlled practice in a formal context.

Despite the bureaucratic constraints, the ultimate aim in formal organizations should be the search of the best possible positioning in relation to non-formal and informal combinations. This is a suitable proposal to marketing or community requirements as well, presuming both are participant-oriented with different methods and objectives. In this case or in any case, as long s the non-formal is often a synthesis of formal and informal combinations. Still, emphasizing the balance between people and organization demands, the non-formal, with its adjective nomenclature, is the general category to define alternative actions of formal organizations or branches of knowledge.

In observing these proposals, the validity of this theoretical development can be questioned over facts of life and nature. However, modern society and its organizations are not sensitive enough to simple occurrences. In the beginning of Brazilian movement’s experience, the interpretation of this need was ideological – in the sense of ideal to transformations – among physical education teachers (20), but later a more effective and practical position was searched. With the FIN conception, this problem is likely to become a pursuit of adequate organizational tools.

The developing countries and regions, in spite of their backward management practices, are more vulnerable to organizations’ insensitiveness, simply because the local communities have not, in this case, sufficient motivation to resist the government and private enterprise’s pressure to gain political results or shares of the market. Equally serious is the export drive from rich to poorer regions, which encompasses technical knowledge besides other advanced factors. This trend is more clearly recognized in international relations, although is has the same importance internal exchanges of continental countries like USA, Canada, Brazil, the Soviet Union etc. As a consequence, the local traditions are often obliterated by practices of higher status.

Again the Brazilian experience is worth mentioning: after the campaign phase and the change of direction of the proposed one single line of coherence, there has been a constant effort to divulge the values of cultural forms of sports, with emphasis in appropriate technology, i.e. local low cost facilities or equipment development, as well as popular propaganda (word-of-mouth, banners, etc). In response, some sort of non-formal sports practices were found at about 25% of Brazilian municipalities, according with a 1983 survey (21).

Apart from this, later there were not indications of decreasing in marketing oriented promotions, except for mass events in open spaces of large urban concentrations (22). in one particular commercial example – “Roda Viva do Esporte” (Mary-go-Round of Sport), from the state of São Paulo – the impressive amount’ of 14 million cards, with the mobilization of a complex logistic system and a costly advertising campaign.

With these empirical characterizations in mind, again we stress that each country or region is unique in developing its own non-formal sports actions or programs if the cultural background is taken as an essential support. Further, in terms of international or inter-regional knowledge exchange, such uniqueness is defined by the following declaration:

Formal sports must be unique for every country or region to allow competition and development of sports. Non-formal sports must be unique in each country or region to improve participation and personal development. Both

versions are complementary and offer opportunities for informal sports creations, as choices for discovering the uniqueness of sport in each person.

In dealing with this proposition, one common Sport for All approach is entitled to change from its habitual form, using successful or influential case histories and performance achievements, to other with more technical content. As for the FIN model, it is resumed that a consistent approach should consider the noteworthy variables: people, operations and organization.

OPERATIONS

In extreme cases sports practice neglects people as factor of variation since this physical activity is normally selective, i.e. in formal sports individuals and groups are conformed to functional standards and norms. In schools, clubs and sports centers, most efforts are made to adapt people to traditional patterns, originating an elite of athletes, occasional practitioners and a mass of drifter. In FIN context the athletes and drifters became participants as they equally practicing adaptable activities, with expanded standards and flexible norms. As a result the variation in sex, age, physical fitness, sports background, economic status etc., is raised to the central position of every operational problem, taking the place of performance variation.

Besides this key variable identification, the non-formal approach implies in changing the nature of motivation and activity, from the original practices. Thus, to a lower impact of competition is added the incentive of individuals and group achievements, along with nature and community pleasant influences (beaches, forests, open spaces, streets etc). More important is to promote an activity correctly fitted to a specific targets group, in the place the participants live or in available areas and facilities.

In all, these necessary steps to plan or organize non-formal activities suggest similar efforts to those often found in formal promotions. But, since non-formal or informal tasks are capable to admit different degrees of organization, the promoters adjust themselves to lower levels of difficulties when facing complex situations. Another limitation is the insufficient knowledge about the benefits and disadvantages of alternative solutions. Both prejudices explain briefly the stereotype of improvisation frequently associated with non-formal or informal practices.

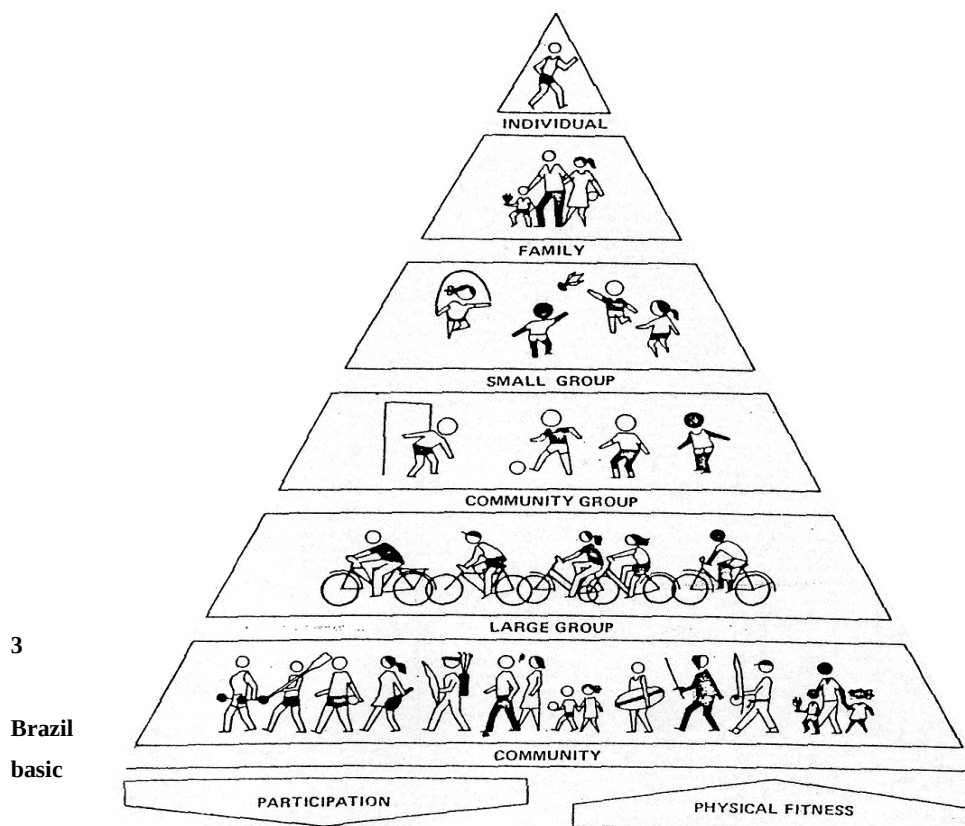


FIG. 3

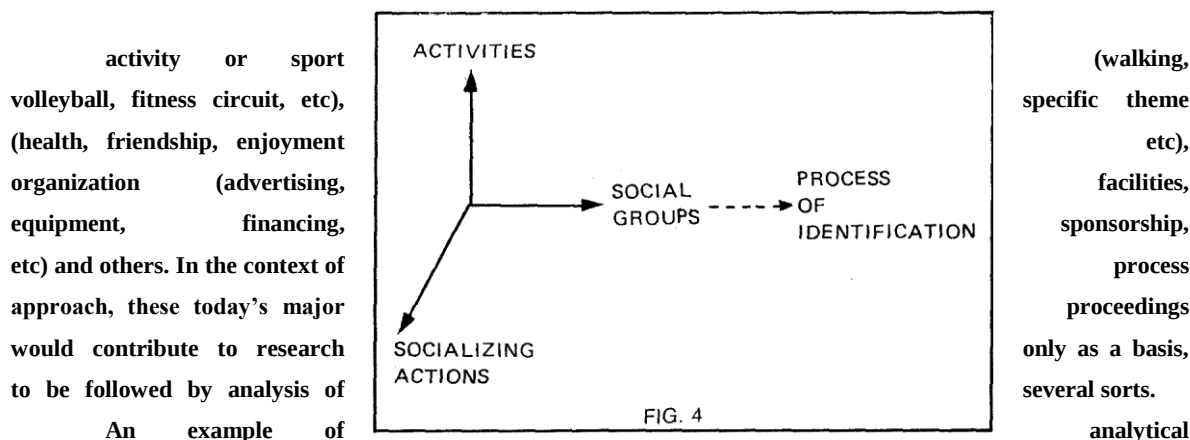
Figure exhibits a model followed in since 1981 as a assumption to operations (23). general orientation put

forward the need of adapting activities to specific groups but the references were the cultural acceptance of sports and not segments of participants which would involve surveys. The purpose of this model was to develop a transitional position between broad improvisation and well-planned actions. At the same opportunity of using this scheme, the cultural of activity organization. More recently, the University of Santa Maria, located in south of Brazil, developed another model (24) which instructs physical education teachers or Sport for All agent's to consult local communities about non-formal activities and facilities, including a park construction with appropriate technology. Other models of surveys have been experienced – especially in Sorocaba and State of Rondonia – in recent years, which might indicate that adequate levels of planed actions are long term objectives and an important issue of training and research.

Examining the figure 3 short description, it is, worthwhile to mention some remarks for operations' references. Thus, individuals in isolations are more receptive to fitness training, solitary joggers being the best example. In opposition, large groups easily accept social gathering with simple tasks (e.g., bicycle riding, mass running, etc). Between these two extremes we find families, small groups and community groups, all with peculiarities and different degrees of dealing with affection and cognition. In this case, community is understood as the global effect of al these groups' interactions, being equally peculiar. Therefore to promote non-formal activities s a persistent search of balance between two variables: physical fitness and participation. As suggested by previous sections of the present work, this dichotomy is mutually reinforced, depending in the integration of *people* (segmentation, community groups by cultural acceptance of activities, mix of community groups and segmentation), activity (traditional, proposed by surveys), motivation (participation, competition, nature and

community environment, achievement), participation (affection, cognition, group, group idiosyncrasy); and *physical fitness* (programs, control).

But the right proportion of each one of these elements is a contingent problem, to which is advisable to find formal and non-formal sports identity of individuals and groups through a process of combinations of *activity* and *socializing* actions. Not withstand, an informal sport is a case in which each individual or group realizes this process by themselves. Figure 4 represents this requirement, showing the static disposition of variables that should evolve to a dynamic process, whether by a trial and error procedure or by surveys orientations



breakdown follows in table 1, respecting variables as they are possibly characterized and aggregated in formal and non-formal contexts. After this classification by comparisons, it was identified the nature of each group of variables, to which synthetically interpretations and denominations suggested integrative functions to both formal and non-formal operations. This reference framework was a product of a matrix analysis (25) developed with 182 papers presented in 1982 – Brazilian Sport for All National Congress (City of Curitiba) and confirmed equally with 137 WORKS OF 1984 – Congress (City of Belo Horizonte). In fact, those technical reports were mostly related with event's classification and description, just like their traditional counterparts in other countries.

The overview of traditional Sport for All campaigns denotes a predominance of the static approach, i.e. classifiable descriptions, comprising one or more frameworks as target groups (youngsters, elders, disabled, families, population of a region or country, etc), specific

TABLE 1 – FORMAL / NON-FORMAL OPERATIONS

INTEGRATIVE FUNCTIONS	FORMAL ORIENTATION	NON-FORMAL ORIENTATION
SEGMENTATION	AGGREGATION: child - adolescent - adult - senior	INTERACTION : individual - family - small group - community group - community
ACTIVITY PARTICIPATION:	PROCESS AND OUTPUT: learning - training - working - objectives - standardi- zation - sincronization - maximization - effecti- veness	PROCESS AND PRINCIPLES: participation - proposed actions - task mobilization - individuality - group identity - freedom of actions - common purposes - opportunity oriented - progressive adaptation - reactions oriented
ENVIRONMENT PARTICIPATION:	ACTIVITY: fixed location - permanent facilities - standard equipments - institucional locus - moving - to event directed - limited space	GROUP: movable location - natural and public places - appropriate technology - communitary locus - moving - to - group directed - proposed space
EVENT OPERATION:	PRINCIPLES: teaching - coaching - managing - communication - order - discipline - continuity - program control defined responsibilities - efficiency	PROCESS: group - activity - environment - opportunity - flexibility - simplicity - discontinuity - references directed (localization; visual and oral informations; impact tasks; movings; main task; agents etc) - proposals directed (basic ations; opportunity tasks; group manifestations; purposes; rhythm; limits etc) - decentralized responsibilities - effectiveness.
EVENT PREPARATION:	PROCESS: organization - planning - management - institutional marketing	PROCESS: planning (target group, comprehensive events continuity, local survey, displacement survey, group consulting etc) - organization (event trial, local arrangements, activity adaptations, taks alternatives, group mobilization, local propaganda, advertising, agent's training etc) - social marketing - efficiency.

THE NETWORK

Organization is the complementary function of definitions and operations or, in other words, the support to people involvement with activities. Usually in Sport for all programmers, the term “organization” is connected to “campaign” since the pioneer stages and still predominant in today’s major initiative.

From marketing point of view, Sport for All campaigns were not innovative, but in reference of traditional sports a revolutionary way forward was created. Basically a campaign encompasses aims and messages, relatively to target groups and mass media coverage. For “new sports” purposes, the messages attempt to inform and motivate participants of simplified and adapted physical activities, aiming health and social development for individuals, groups and families. On the other hand, the selective role of traditional sports is minimized while new versions of games, exercise and competitions increase access to a diversity of people.

In Brazil, the campaign style was followed by the two first national Sport for All initiatives in the 70’s. As it had been clearly observed, there was a successful in mass communication but a doubtful effect in individuals’ and groups’ social requirements. Therefore the campaign model was placed by a community priority focus, with multiform methodology which would meet diversity according to capabilities and preferences.

This diversity of actions was progressively accepted as able to sustain Sport for All development if it could aggregate promotions of formal or non-formal nature, yield by promoters or institutions of diverse specializations, from government or private enterprises. In fact, the effectiveness of this approach was a discovery, a result of trial now understood as a comprehensive combination of decentralized initiatives.

The integration effort, in this particular case, implied in lowering the profile of the leading organizations in order to emphasize peoples' or institutions' autonomy, as well as to interpret effectiveness in terms of global results, a sum of many independent parts and not in relation to one single undertaking. Surely, this management style has gains and losses according to different involvements of Sport for All and even to leisure activities as a whole, suggesting an analytical and comparative appreciation.

Probably, the Brazilian experience is worthy of note since the integrative management started early in 1979 when it was assembled in a coherent grouping, parts of previous campaigns, occasional programmers, isolated actions and a reformation movement of physical education professionals. This coherence received the explicit denomination of "network" in the begging of 1982, after the Federal Government decides to finance a information system for Sport for All. In summary, the empirical fundamentals of this pioneer "Sporty for All Network" according with today's positions are the following:

AGENTS

As we continually emphasized in FIN model's propositions, agents are the structural basis of Sport for All. For network concerns they represent the essential decentralized and autonomous points of decision, mobilizing local participants to activities, properly fitted to geographic and demographic conditions with simultaneous approach to cultural traditions. As mediators, they motivate local communities to practices as efficiently as institutions.

Additionally, agents can provide the local rhythm of accepting and experiencing physical activities distinct from traditional sports and folk games. They are also the best alternative to adapt equipment and facilities using appropriate technology. In this concern, it is supposed that low-cost Sport for All is more a result of agent's local creative solutions than a managerial implementation of objectives.

As for Brazil, pioneer "animateurs" and today's agents, achieved in crating spaces for activity in beaches, parks and other public places, using the support of institutions. If these latter ones should tried to do the same by means of bureaucratic routines, the costs could be equivalent to formal solutions with more benefits in long term basis.

At least in one important case this proposition becomes obvious: the rural areas, where distances and scattered population increase costs of sports projects and promotions, making them clearly questionable. None the less, the most successful case of Brazilian network in 1983/1984 period was the Rural Sport for All in Rio Grande do Sul State, which comprised nearly 200 municipalities with more than 400 trained agents, in a project sponsored by the State's Secretary of Agriculture. Undoubtfully, the auspicious results were credited to agent's independent actions. That was the main reason to locate the Firs PanAmerican Conference on Sport for AI (November, 1984) in Rio Grande do Sul rural region, making possible the observations of six countries, UNESCO and OAS representatives, over the feasibility of the agent as basis support to Sport for All.

Another agent's feature is his or her capacity of integrating Sport for All components of practice and support. Few central organizations are able to level off local intermediary functions because of common isolation and competition behavior exhibited by formal systems. Thus, agents are the best information producers and often

concept proponents, when involved in academic relations. In all, these characteristics enable them to establish the demanding process of developing activities instead of a simple repetition of models and check-lists.

The limitation of agent's actions, however, refers to aims and objectives when these general orientations are proposed by central organizations. With major community involvements and agent's autonomy, there is no guarantee for original purposes. Despite this trend, the final results are likely to be more realistic, meeting local needs and wants. Taking the Brazilian experience as an example, the several changes in courses of actions of the whole chiefly reflected influences from the parts, i.e., agents and organizations. Because of *this peculiarity, this network only associates participations* instead of affiliations, without any formal engagement, rules, norms or controls. Coordination's, in this context, is more a result of agreements, collective opinion brought about by information, as reproduced by the network media or discussed in meetings, seminars, congresses etc. although imperfect as a definition, this proposition is now being denominated *coordination through information*.

Within these limits, the network structure is not strong enough to afford fast and efficient responses to environmental changes, according with the expectation of modern marketing enterprise's managers. But the "weakness" of the whole is compensated by the strengthness of the parts. This fact is an important gain when Sport for All deals either with developing of even developed regions' and countries problems as imitation of funds facilities and equipment or such diversity of natural environment, social structure, religion, standard of living etc.

In summary, the usual discussion in the field of leisure activities and Sport for All about motivation, participation, creativity, communication, resources and social and natural environment adaptation, is a relative issue with more importance to central organization's point of view. *Emphasizing agent's local work and decisions the original problems become normal courses of actions.*

The Brazilian experience also indicated new roles to agents. As Sport for All movement progressed different segments of agents were identified, suggesting diverse approaches to training, information and technical meeting. Besides the local agent – volunteer, semi-professional or professional, independent or supported by local or external institutions – there are at present stage academic agents (physical education teachers in most cases) and State's agents (public service professionals entrusted with the information circulations and training organizations at each State). These different roles regulate the network's media production and stimulate evaluation of Sport for All actions. Since community is a first priority, a decentralized social control was recommended and that has been partly provided by criticism and contributions from academic scope.

Indeed, this new profile of "animateurs" is quite diverse from the usual agents' procedures, including the well known model of primary health care in developing regions and countries.

INFORMATION

Concerning the agent's role the network structure, training is surely a key function regarding information production and circulation. With the normal reference of job description to instructional content, training material and methods would rather be based in common courses of actions. However, diversity of local situations makes this proposition unrealistic. The alternative adopted by Brazilian network was referred to broad communication of creative solutions from several and diversified cases, as mentioned in FIN framework analysis. This indirect approach to activity promotions stands currently to encourage local adaptability and creativity. Being also a motivation tool, this involvement represents an agent's compromise of developing his or her own work and of exchanging results and knowledge as well.

The voluntary concern of agent's initiatives – which should include professionals equally proposed to work with autonomy – implies in an important effect of turn over, demanding continuous training courses and information's in order to have a stable flow of agents. For Brazil's situation, the network estimated training capacity is approximately 5000 local agents a year.

In relation to other segments, there are about 200 steady academic agents, 100 State's agents (estimate including work teams of 29 States and Territories) and roughly 2000 transient adherents, comprising physical education university students and teachers, and professionals of various specializations. These figures come forth during national Sport for All congress which had participation of 1200 in 1982 (city of Curitiba) and 2800 in 1984 (City of Belo Horizonte). More recently, in 1985, the first post-graduation course in the specialization of Sport for All took place at the University of Santa Maria, with 30 enrollments, indicating a trend to increase the amount of academic steady agents.

For those upper levels of agent's actions, training is interpreted as an exchange of information (State and professional levels). This proposition emerged with the “Comunidade Esportiva” - Sport Community magazine, firstly circulating as a 20000 copies newspaper and then, 1983 onwards, as 5000 copies technical and scientific publication in Portuguese, Spanish and English languages.

With the inclusion of radio to back up the network's information flow in the beginning of 1982 – a weekly program, broadcasted every Sunday morning with a national coverage of half of the existing 1600 Brazilian stations – the segmentation of agents was consolidated as follows:

- a. Local agents: national radio transmission, State's network newspaper or bulletin, training brochures and local radio transmissions;
- b. Academic agents: “Sport Community” magazine and other technical publications o tapes from network's central office;
- c. State's agents: (a) and (b) adding the “Network Bulletin”, a special report from central office connecting State's agents for mutual exchange of information's.

By establishing this orientation, the network was converted in a co-operation structure, acting in a national perspective with the aim of exchanging information for mutual interests and realizations. Schematically, figure 4 represents the Brazilian Sport for All Network in today's positioning, in regard of the basic relationship between agents and media. From this core connection, different layers are included with characterizations discussed in the next sections.

MEDIA

Comparatively with major and traditional Sport for All campaigns, the network approach reversed the trend to emphasize the general public and its segments (for local or group-oriented promotions) as main media targets. In other words, marketing rationales became community logical basis for “new sports” concerns. Television, in this particular case, appears as the central focus of discussion since it often represents innovative stimulus to Sport for All, as envisaged by pioneers.

Television, of course is the most important medium of nowadays communication. In turn, its adequacy is related to mass events and interests, except in cases of local stations. Whether commercial or not, the use of television implies in two key interrogations concerning Sport for All: message and costs. For the first topic, the

question is about appropriateness of intense repetition of messages in which sport is a “product” to be “consumed” by practitioners. Apart from ethic or ideological possible issues, a technical uncertainty is acknowledged in relation to effectiveness of this kind induction. As for costs, television is by far the most expensive medium, putting forward a permanent doubt about its benefits.

With the Brazilian experience in view, an alternative positioning of television is proposed by figure 4 in which mass media is the external coverage layers of the network. If “mass sport” is the aim, mass media with television in prominence are likely to be the appropriate approach, dealing with entertainment or mobilization. Contrariwise, if the aim is related to democratization of sports, presupposing more consciously participation, the combination of specialized media with segments of agents is probably the adequate intervention in social environment. Considering the previous conclusion about the mutual reinforcing of both options, the network is proposed to deal equally with each other alternatives.

But in reference to television this compatibility came out by itself as a complex task. Facing the commercial purpose of this medium in Brazil, the relationship was characterized by pressures and business interests. Even when using Public Service and Educational television, the predominance of the medium’s organization and management avoided the desirable exchange with Sport for All social propositions.

In short television and mass media are naturally adapted to activity promotions and broad participation. Furthermore, they lack in capacity to interpret social groups in the context of local culture, with the exception of some local or regional production, probably, social grouping hold the balance between mass and specialized media in Sport for All network design. Figure 5 suggests this state of equilibrium and stresses the relationship of suitable layers. Thus, the importance of elements in the network decreases from core to outer layers whereas adequacy gains its significance in separate parts of this structural and non-hierarchical organization.

COORDINATION

The network concepts as indicated by figure 5 is also a matter of compatibility, resulting in the inclusion of pairs of management guidance. That is the situation of the layer directly connected with the core, reffered to an agent and institution continuum, although the former is subjected to a more conspicuous role than the latter. Politically, both are entitled to receive the same attention, once exclusions in an exchange organization have the meaning of

mismanagement
disintegration.

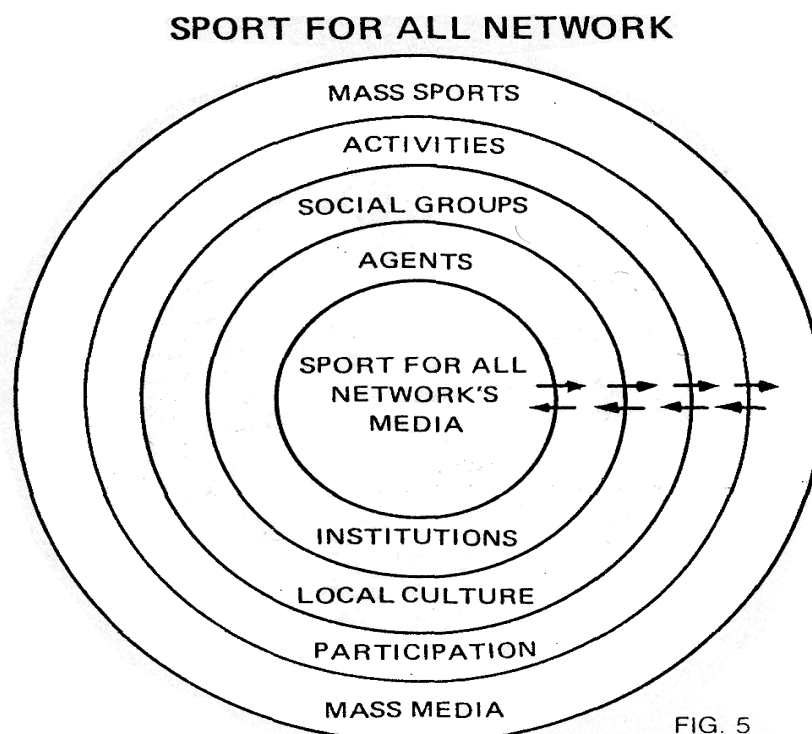


FIG. 5

The same advice refers to local culture following social groups, participation in connection to activities and mass media related to mass Sports. Therefore, the proposed objective to renew sports practice and concepts is now defined by integration as a management priority.

Another important reason to establish pairs of reference is the weakness and instability pairs of reference of network's compromises, being this a typical for instance agents and institutions, the Brazilian experience shows a permanent shortage of guarantees in action, when preceding from a central source the orientation for procedures. This was clearly observed in poor regions and less in developed areas. For that motive, management function after 1979 was understood as coordination and later in 1982 this new concept was explicit adopted by the network.

Today, the network reaches most institutions by means of agents from their own structure since it has been more difficult to integrate interest at directive levels. This experience is valuable concerning government agreements, private sponsorship, financing as well as university relations, particularly with reference to physical education faculties. By far, the stronger resistances to Sport for All have been found in this university area: only 13 from 102 existing superior courses in Brazil had some connection with the network up to 1985, dealing with training courses, specific discipline of non-formal sports, activity promotion etc.

The coordination through information, and not as a decision, has been improved by old methods of work. An example is demonstration initiatives, based in successful accomplishments. This is particularly actual related to municipalities of medium size, rural areas and corporations, from which realizations have been widely disclosed by network media. The same orientation is followed in respect of agents' distinguished achievements, basically when radio and newspaper are involved. An essay of this method had been performed in the organization of national congress using "agents" to mobilize the "network" or participants and an internal radio transmission to set forth relevant occurrences (27). The verified impact of this prescription was a result of the best possible benefit of a network structure, but essentially it represented a simple revival of the old "education by examples".

PARTICIPATION AND COSTS

An important consequence of sharing responsibilities in Sport for All development is the low-cost of network's management. Taking the Brazilian case as an example, the Central Office located in Rio de Janeiro works with four people in printing materials (magazine and other publication), four part-time professionals in radio, a secretary and a coordinator. This teamwork has a capacity to process 650 communications a year (articles, reports etc)*, feeding them back to primary sources (agents and institutions) with adapted formats to network's media but respecting the original content. The total cost of logistic support (telephone, telex, facilities, printing and recording services etc) to these tasks is approximately US\$ 25.000,00, except salaries.

* Short news not included.

This amount represents the Federal Government's direct financial aid to Sport for All, complemented with funds distributed to 28 States and Territories for physical education, sports and recreation programmers. Thus indirect costs are found in several expenditures as well as it is widely recognized that few local expenses are covered by federal money. Because of this decentralization of efforts, Sport for All actually is managed by municipalities, communities, agents and institutions. From this fact, some important recommendations are frequently introduced in messages of network's media:

- (1) Local initiatives are not obliged to use central organization's denominations, symbols, principles, models etc;
- (2) Participants will not be pressure to know Sport for All or to join its activities;
- (3) Network design and operation are irrelevant to participants, agents, communities and institutions, since they understand better through examples or exposures of needs;
- (4) The agent's and institution's comprises are voluntary determined by local values and interrelationships, not through external organization and movement contacts and demands;
- (5) The Sport for All Network is explained in its parts or in the whole by the pursuit of inventive and modest solutions, always expecting changes in far-reaching prospects.

EVALUATION AND RESEARCH

Participative evaluation is the suitable assessment of methodology and results in network context. This proposition is based in precedent Brazilian experience, from the campaign phase in the 70's when community and agents were considered active proponents instead of passive participants. Unfortunately, this approach was and still is incomplete in methodology, recommending progressive adoption by promoters (28).

As the primary proposition remains, the necessary evaluation has to evolve by means of traditional survey methods and improvements in scarcely available technology i.e. absence of acceptable definitions in Sport for All concerns, lack of taxonomy of activities and others. Also, to this limitation is added the constraint of agents and researcher's knowledge, references and motivations.

In this sense, the problem of evaluation and even research has been observed as a decentralized work in progress, with a patient construction of support and stimulus, being "Comunidade Esportiva" magazine a fundamental step: after five years of circulation and two of technical specialization, the desirable flow of evaluation and research works turn out to be stable. But still is a clear requirement in quality to be fulfilled.

So far, the challenge of investigation is also been faced in international level, as one might conclude by Wolanska's specific report on current trends of research in Sport for All (29). Themes, in particular, are likely to be pertinent to both campaign and community – centered models, as they focus on problems of sedentary life physical potentiality and accident prevention, considering differentiation of age, sex past experiences etc; socio-cultural variables of participation. Time budget, life style and sports practice in relation to dropping out, attitudes and behavior of various social groups; social diversity of population etc. probably, these converging interest might be able to facilitate future co-operation amid researchers, organizations and countries.

Basic to co-operation feasibility and to evaluation and research development, is the problem of data. If the approach to Sport for All is the decentralized and autonomous network, to collect and process data is

responsibility of local agents and institutions, without the strict obligation to send them to upper levels. When reversing this proposition, the lower levels will be submitted to control in managerial terms. This interpretation leads to a conversion of the network into a hierarchical organization, at least in regions and countries where control is an important issue of political or commercial competition.

The Brazilian case is very significant in respect of data collection by central sources of any kind, since suppliers often modify them according with contingent needs. For that reason, the network in present-day status only solicits the number of agents submitted to training courses and of municipalities involved in some kind of non-formal sports activities.* This procedure permits to endorse benefits against cost for bureaucratic duties besides to urge for local evaluations.

Certainly, this is not the typical interface with evaluation and research, mostly dependent on controlled data, but it is the right approach to perform investigations with personal responsibilities implied notwithstanding, this is another reinforcement to network solution for many specific national or regional situations.

THEORY AND PRACTICE

In the theoretic terms, the described network structure consists in an open-system approach to Sport for All organizations and management, which should stand for a self-governing, self-designed and exchange purposes. Technically, this sort of organization is already known by its advantages and limitations. Natural co-operation among participants, for instance, is frequently pointed out (30), as difficulty in coordinating and controlling is the most critical deficiency (31).

For sports concern this solution is apparently unprecedented as a compatibilization system, that is, a specific situation. Beside the Brazilian case, there is another experiment with similar approach: the “participation Network”, the Canadian Movement for personal Fitness, an associative enterprise in progress since 1984, also acting in Sport for All fields. Similarly with the previous example from Brazil, the Canadian network derived from a campaign structure, being now a system of paid affiliations (magazine, brochure, books etc). Again, information is the basic support of this new network but many differences specify each one initiative (32).

Briefly, the network is an accumulative solution explaining the origin and evolution of both Brazilian and Canadian experiences. This fact broadens our initial conjecture about the possibilities of the network and brings about the aggregation of “new sport” to “old sport”, or physical education to recreation, or ultimately, all for these practices to leisure activities.

Of course, being a transition stage of physical activities in general, further observations must to be made to confirm these propositions. Meanwhile, the basic theoretic assumptions of Sport for All network design are consolidated as follows, on account of the preceding experiences and discussions:

- (a) Autonomy of participants, agents and institutions;
- (b) Objectives, evaluation and data mutually established and shared;
- (c) Specialized media to agents and institutions with mass media complementary function;
- (d) Decentralization of actions, respecting local culture and with community major participation;
- (e) Coordination through information;
- (f) Local production of information with broad distribution through specialized media;
- (g) Training for agents aiming autonomous decision and work, creativity, technical development, criticism capacity, motivation and mobilization;
- (h) Volunteer association without formal affiliations or compromises;

- (i) Self-designed, self-governing ad exchange orientation;
- (j) Decentralized use of denominations concerning operational knowledge;
- (k) Absence of controls, including results and data;
- (l) Integration and renewal of diverse organization and practices.

FUTURE ACTIONS

Throughout this paper, we have been attempting to submit experiences to theoretic interpretations but a simple appraisal of recent declarations from leading international organizations and congress in the field of physical education, sports, recreation and leisure, meets correspondents review and propositions.

Taking, for instance, UNESCO recommendations to member States in 1983 – referred to the 1976 International Charter of Physical Education Approved by 65 nations and 22 international agencies – a close connection is observed between the stated propositions of low-cost, community-centered and appropriate technology for future actions, and early evaluation of Sport for All in Brazil (33). Another relevant example is the 1984 Olympic Scientific Congress (Eugene, Oregon, USA) in which most of contributions about sports and related areas were concerned to conceptual revisions and new developments, apart from physiology, psychology ad coaching aspects (34).

In our opinion, the way forward to integrate and develop these common prospects might be settled by means of national and international co-operation. Summing up that was same of many other encouraging initiatives involving sports and leisure activities renewals.

At the minimum, future actions should be based in one final recommendation of the 1984 Panamerican Conference on Sports for All (35): “This first conference recognizes Sport as a means instead of an end by itself; a means with capacity of providing health and education to people, as well as integrating individuals and countries as protagonists of their own development process”.

NOTES

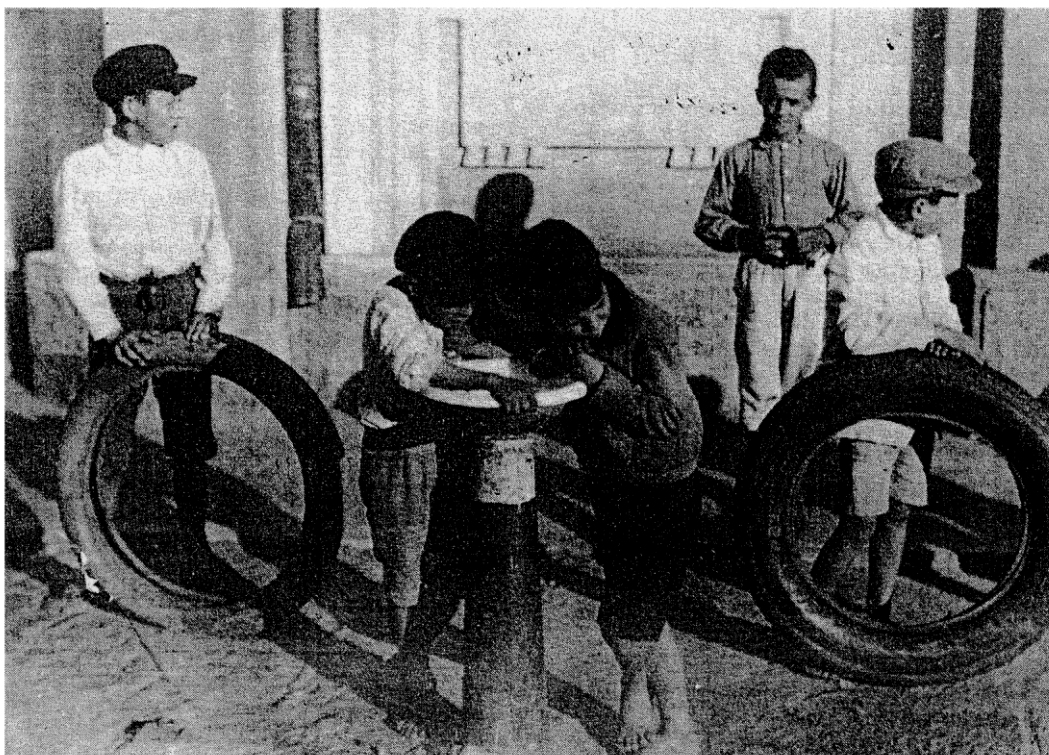
- 01. Already in 1984 Olympic Scientific Congress, for the 1054 papers presented there were 21 interdisciplinary areas related to sport. The major concentration was on “sports medicine” with 155 works (14,68%) while “genetics” had 11 contributions (1,04%). According with Tubino, M.J.G. – “As Tendências Internacionais de Pesquisa em Educação Física” – Kinesis, dez, 1984, p. 157-176, this academic diversity is a clear trend of modern sport research.
- 02. Paradigm is here used in the classical proposition of Kuhn, m T.S., “The Structure of Scientific Revolutions”, The University of Chicago Press, 1962.
- 03. Cf. Pereira da Costa, L., “The Uniqueness of Non-Formal Sports in Different Countries and Regions”, International Symposium on Sports for Everyone Proceedings, University of Illinois, Champaign, 1985, p. 16-17.
- 04. Cf. Mc Intosh, P., “Sport for All Programmers Throughout the World”, CIEPS – UNESCO, 1980, p. 8-11.

05. Cf. Pereira da Costa, L., “La Motivation dans les Programmers – Brésil”, 1977 Conference International Sport pour Tous, Comité National Olympique et Sportif Français, Paris 1977, p. 34-36.
06. Cf. Pereira da Costa, L., “Setenta Anos de Esporte Para Todos no Brasil”, Rede EPT – Petrobrás, 1984, this brochure presents the historical back ground of non-formals sports in Brazil since 1910’s onwards.
07. Cf. Pereira da Costa, L., “Teoria e Prática do Esporte Comunitário e de Massa”, Palestra Editora, Rio de Janeiro, 1984, p. 157-167.
08. Cf. Hauge-Moe, P., Opening of Trim and Fitness Conference”, Proceedings, SLS/ASS, Bern, 1981, p. 8.
09. Pereira da Costa, L., Op. Cit. In note nº3, p. 24-25.
10. See card 101 from Sport for All Clearing House – 1975, Appendix p. 6-7.
11. Cf. McIntosh, P. and Charlton, V., “The Impact of Sport for All Policy 1966-1984 and a Way Forward”, The Sports Council, London, 1985, p. 193.
12. From 1975 to 1985 there were several studies and surveys. The latest one is “1985 Sport for All Campaigns”, Sports Information Bulletin, number 2, 1985, Brussels, p. 40-69.
13. Cf. Simri, U., “Diversidade dos Conceitos de Educação Física e sua Influência sobre seus Objetivos”, Rev. Brás. Ed. Fís. Desp., nº 40, jan/mar 1979, Brasília. The original text of this survey was published in German-language, concerning conceptual diversity of physical education.
14. Cf. Council of Europe, “Sport for All. Five Countries Report”, Strasburg, 1970, p. 7.
15. Sport for All Clearing House, Op. Cit. in note nº 10, p. 1.
16. Ibid., p. 1-2.
17. Cf. Pereira da Costa, L., “Once and for All What is sport for All?”, WLRA Journal, vol. XXVI, nº 4, July-August 1984, New York, p. 16-19.
18. Cf. UNESCO, “Terminologia de la Educacion de Adultos”, IBEDATA, Paris, 1979.
19. Originally, these purposes were connected to all industrial system, as Alvin Toffler analyses in “The Third Wave”, Bantan Books, New York, 1981, p. 46-60.
20. Cf. Pereira da Costa, L., and Candido, P., “Sport for All Campaign in Brazil”, VI Trim and Fitness Congress Proceedings, Lisboa, 1979.
21. Cf. Ribeiro, N., Takahashi, G., Pereira da Costa, L., “Sport for All Movement in Brazil”, VIII Trim and Fitness Seminar, Stockholm, 1983.
22. Cf. Pereira da Costa, L., “Demarketing Campaigns and Improving Sport for All in Streets and Roads” VIII Trim and Fitness Seminar, Stockholm, 1983.
23. Cf. Pereira da Costa, L., Op. Cit. in note nº 7, p. 15.
24. Cf. Dieckert, J. and Monteiro, Fd., “Parque de Lazer e de Esporte para Todos”, MEC-SEED, Brasília 1983.
25. Cf. Comunidade Esportiva” II Congresso Brasileiro de Esporte para Todos”, nº 33, fev. 1985, Rio de Janeiro, p. 10-11.
26. Cf. Pereira da Costa, L., Op. Cit. In note nº 22, p. 108-128, section “Trim in the Open Air”.

27. The two national congresses are described in the books: “Teoria e Prática do Esporte para Todos – 1982/1983” and “II Congresso Brasileiro de Esporte para Todos – 1984”, both issued by Secretary of Sports and Physical Education – Ministry of Education, Brasília.
28. Cf. Pereira da Costa, L., and Rocha, R. L., “Participative Evaluation in Non-Formal Sports of Mass Programs”, Artus, nº 9/11, 1981, Rio de Janeiro.
29. Cf. Wolanska, T., “Tendencias Corrientes en la Ciencia para el Deporte para Todos y sus Aplicaciones Practicas », Comunidade Esportiva, nº 33, fev. 1985, Rio de Janeiro.
30. This is the central thesis of Axelrod, R. in his book “the Evolution of Cooperation”, Basic Books, New York, 1984.
31. Cf. Burt, R. and Minor, M. (eds.), “Applied Network analysis – A Methodological Introduction” SAGE Publications, Beverly Hills, Calif., 1983.
32. This network publisher four times per years the periodical “Members Magazine”, including the folders: “Leader’ Quarterly” and “Contact Sheet”. The reference is Participation Network”, Toronto, Ontario, Canada.
33. Cf. UNESCO, “Rapport Final – Troisieme Session – Comité Intergouvernemental pour l’Education Physique et le Sport », Ed – 83/conf. 216/8, Paris, 22-29 mars 1983.
34. Op. Cit, in note Number 1. the areas with direct connection to sports totaled 45, 27% while 16 other related areas were the reference for 54,73% of presented papers.
35. Cf. Comunidade Esportiva, “Primeira Conferência Panamericana de Esporte para Todos – 1984” nº 31/32, ano IV, jul/out 1984, p. 23-24, Rio de Janeiro.

ABSTRACT

The Brazilian non-formal sports experiences suggest that low-cost are a direct consequence of local agent’s (animateurs) initiatives and much less than management and technology introduced by central organizations. In this context, a network approach to Sport for All is described to meet either economic alternatives of practice or to provide adequate organizational support to leisure activities when facing diversity in cultural, social and natural environments. Being a pioneer proposal, the Brazilian Sport for All Network is analyzed as a trial-and-error result, of past experiences, comprising local and regional promotions, television-based and mass campaigns, programmers, movements etc, from government and private initiatives. Conclusively, this self-design structure is presented as an encouraging effort to integrate appropriate local solutions with modern requirements of communication and investigation, as well as to renew precedent sports organization and practice. Yet the network approach focuses the national co-operation amid individuals, groups and organization, bearing in mind international prospects.



Tires as local adaptation to equipment for leisure activities in streets and squares of Porto Alegre – Brasil – 1920's. Original foto from the collection of Frederico Gaelzer, pioneer of "Public Recreation! In Ro

