

# The System of Organization and Sport Management in Ukraine: Problems and Prospects

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**Abstract:** Sport in the modern life of society and the state - is a very special world with its social values and its own rules. Sport has long been a cultural phenomenon, a significant social and developed activity, an important means of preserving and developing European personal identity. The failure of the Olympic Team of Ukraine on the Games of the XXII Olympiad in Rio de Janeiro in 2016, non-fulfillment the planned indicators provided for by TheConcept of athletes training, indicates the existence of a crisis situation in Ukrainian sports and the need for systematic action to address these issues. State interests require the urgent use of effective measures to resolve not only purely sports but also socially significant problems of ensuring the development of sport in Ukraine, taking into account national traditions and current trends. Analysis of the changes taking place in the conditions of globalization of sport in the international olympic movement, as well as the study of trends in the development of the organization and management of sport in the world and the current state of sport in Ukraine, conditioned the choice of the topic of research. According to the strategy of the President and the Cabinet of Ministers of Ukraine, aimed at implementing the Agreement on the Association of Ukraine with the European Union and reforming all sectors of the country's life in accordance with European standards, sport as an important social phenomenon penetrates all levels of modern society, exerting a wide influence on the main spheres of society's life. It is clear that in the field of physical education and sports of Ukraine there has long been a need for reform. The main goal of the sport reform in Ukraine is to create appropriate regulatory, socio-economic and organizational conditions that will promote not only the improvement of the organizational-management system of national sports to the standards of the leading countries of the world, the appropriate level of coverage of children by sports, but also will provide a mechanism for selection and training gifted individuals in order to achieve higher sport achievements.

**Keywords:** Reforming, Physical Education and Sport of Ukraine, Sport of Higher Achievements, Globalization

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## 1. Formulation of the Problem. Analysis of Last Studies and Publications

At the stage of the current state of sport of Ukraine, the main problems that need to be addressed during the reform are:

1. Lack of adequate normative legal regulation of the guarantee of the principle of autonomy of sport at the level of national legislation, in particular, in the legislation of Ukraine;
2. Low communication skills between sports management subjects and the extremely low degree of such interaction is the result of the absence of indispensable

requirements for the organization of sports movement on the conditions of mandatory membership in sports federations for the purpose of carrying out competitive activities in the field of sports;

3. The lack of effective approach to the allocation and use of financial resources entering the sport of higher achievements leads to the fact that public funds are spent under vague public orders, without clear formulation of goals and the expected substantiated social and economic outcomes of such funding.

Today, we can't find any sphere of human activity that is not related with physical culture and sports. The intensive processes of integration of physical culture and sports into the economy, culture, health care, religion, ecology and other

types of social life is developing. From the comprehension of the social aspects of the problem of correlation of social practice, sport and lifestyle of people depends a lot in the life of society.

Many well-known specialists studied the problems of the functioning and development of Ukrainian sports [2-4, 8, 11-15, 17]. Almost all publications are dedicated to the conduct of modern and effective reform in the field of physical culture and sports of Ukraine. The main objective of regeneration of sport is to increase the role and status of national sports federations as management centers, carriers of rules, regulations and standards in the relevant field.

Excessive participation of the state as a single entity does not provide an effective development of sport in Ukraine (according to Article 5 of the Law of Ukraine "On Physical Culture and Sports", states that the state should control the sport in country). Therefore, the question of bringing the physical culture and sport of Ukraine to the standards and requirements of the leading countries of the world and Europe (USA, Canada, Germany, France, Great Britain, etc.), becomes extremely relevant.

Our study found common problems.

1. Determining the role and place of the state in the sports system;
2. Legislative consolidation and recognition the sport as an activity that, in their content and form, is autonomous (autonomy of sport), based on the recommendation of the Committee of Ministers of the Council of Europe No. CM / Rec (2011) of 02.02.2011, to the member states of the European Union «On the principle of autonomy of sport in Europe».
3. Insufficient efficiency of the mechanism of transitional period, in which the reform will take place with the preservation or further increase in funding for providing positive results in the field of social and economic consequences;
4. Lack of the legislative framework about ensuring the development of civil society in Ukraine;
5. Blurred functions of governing bodies of sports (state, sports federations, local governments, clubs, organizers of sports work in educational institutions);
6. The need to reform the industry, to create legal and organizational conditions for improving the organizational and managerial system of sport of Ukraine according to world standards.

Despite the availability of scientific research, which considers modern approaches to reforming the sport of Ukraine, this trend is not sufficiently studied and determines the relevance of the research.

## 2. Connexion of Author's Work with Important Scientific and Practical Objectives

The work was performed according to the research plan of the National University of Physical Education and Sports of

Ukraine for 2016-2020 on the theme 2.20 "Improvement of Competitive Activities of Qualified Athletes in Sport Games" (state registration number 0116U001627).

## 3. Purpose, Tasks, Methods of the Study

The purpose of the research is to substantiate the directions of reforming the functioning system of sport of the higher achievements of Ukraine.

The object of the research is the organizational-management system of sport of higher achievements of Ukraine.

The subject of the research is the mechanism of functioning of the sport system of higher achievements of Ukraine.

According to the aim of the study, are set the following tasks:

To carry out a systematic analysis of scientific works of national and foreign researchers, the legal and regulatory framework about the essence;

To study the general tendencies of development and functioning of the field of physical culture and sports of Ukraine.

To solve the research tasks, were used the following methods:

1. analysis of scientific literature and normative legal documents;
2. system analysis;
3. methods of comparison and analogy;
4. methods of mathematical statistics.

## 4. Results of the Research and Their Discussion

In conditions of formation of Ukraine as an independent legal European state is relevant the issue of management of social processes. The conducting of meaningful and effective reforms is more relevant than ever. This applies to all equal contemporary life and human activity. Of course, this process can not leave out the attention the Ukrainian sport.

Our state for the first time joined the Olympic Games, like a separate team, in 1994 at the Winter Games in Lillehammer, and since then participates in all summer and winter Games. Over the years of its existence, it has won 116 medals at the Summer Games and 7 in the Winter Games. Starting with the Olympic games 2008-2016, we can clearly see the drop in sports results. Thus, the following is attested in the medal record:

1. Beijing (China) - 2008: gold - 7, silver - 5, bronze - 15, total - 27 medals;
2. London (United Kingdom of Great Britain and Northern Ireland) - 2012: gold - 6, silver - 5, bronze - 9, total - 20 medals;
3. Rio de Janeiro (Brazil) - 2016, gold - 2, silver - 5, bronze - 4, total - 11 medals.

An analysis of the results of the national teams (team game

sports) of Ukraine (for example, the absence in the Olympics Games, starting with Beijing 2008) indicates that such a negative process is not accidental, but is the result of a systemic crisis. Sad statistics in the field of mass sports and health of the nation stated that only 13.5% of the population is involved in sports in Ukraine (for comparison: in Scandinavian countries - 85%), our country is 99th in the world in terms of population health and the 150th - for life's duration.

Similar indicators testify to the existence of a crisis situation in the system of organization and management of Ukrainian sports, and therefore the system requires significant urgent changes. The above also deals with sports games, which in recent years have been under intense influence of external (first of all, professionalism and commercialization of Olympic sport) and internal (socio-political, economic, organizational and legal) factors on the system of organization and management [3-4, 8, 17-19].

Reforming the system of sport management in Ukraine and creating the appropriate regulatory, legal, socio-economic and organizational conditions will contribute not only to improving the organizational-management system of physical education and sports in accordance with world standards, promoting the involvement of children in sports, but also provide a qualitative mechanism for selection and training of talented people for the sport of higher achievements.

One of the most important tasks of the reform is the definition of state functions in the field of physical education and sport; the formation of conscious, socially active citizens capable of ensuring the country's economic growth and sporting potential; division of powers between the state and sports federation, clear distinction between "customer" and "responsible executor". There is no effective interaction, the activities of responsible organizations often contradict each other. Therefore, it is necessary to establish in legislation the rights of sports federations regarding their powers.

The principle of autonomy of sport from public authority is one of the most important principles on which the whole sphere of sport is built. And this principle must get a new sound in the context of globalization of sport. The content of sport autonomy is detailed in the Recommendation of the Committee of Ministers of the Council of Europe No. CM / Rec (2011) 3 of 02.02.2011 to the member states of the European Union «On the principle of autonomy of sport in Europe». «The autonomy of sport is found in the national legal framework, at European and international level guarantees of opportunities for non-governmental non-profit sports organizations:

1. freely create, modify and interpret the "rules" of their sport without undue political or economic influence;
2. receive adequate funding from state or other sources without incurring inappropriate commitments in this regard;
3. to realize at own expense its goals and the chosen activity without external restrictions;
4. cooperate with the authorities to improve the legal

framework in order to avoid legal uncertainty, in order to contribute to the development of regulatory provision in the field of sport (competition norms or norms applicable to non-governmental non-profit organizations) for legitimate and proportionate achievement of these goals» [1-6, 11, 15, 18].

It should be noted that the problems of sport governing, as well as their legal regulation, are considered in the scientific works of many Ukrainian specialists [4-5, 7, 9]. In recent years, have been published many scientific studies about Ukrainian sports management system, attention is drawn to the outdated forms of existence and the lack of conformity with the realities of the present, negative results are confirmed and the need of complex operational changes is emphasized.

Although there are different opinions about the lack of funding of the sports sector by the authorities, but in reality this is not the case. The state allocates a lot of money for sports. So, in 2018, through the state budget, local budgets and other sources (budgets of departments), it is planned to allocate UAH 5.7 billion for the development of physical culture and sports. The budget of the Ministry of Youth and Sports will be over UAH 2 billion, moreover, more than UAH 1 billion is intended for sports of higher achievements. In general, the sporting financial turnover of Ukraine is estimated at 7-8 billion UAH (!) – it is a worthy figure.

But at once there is a problem not in the amount of funds allocated by the state, but in the ineffective work of sport system of Ukraine in modern conditions, in which there is a lack of progress in the development of sports. Ukraine still retains the Soviet system, where all the issues of development of physical education and sports are governed by the state. But the Soviet Union created a sports system in accordance with its ideology, which was based on raw materials and low-tech industries, which greatly reduced the potential of Ukraine's development as a competitive state and planned the relevant economy. It is good that in the conditions of democracy and market economy, globalization of the world, this system does not work.

The state doesn't receive full returns in the form of sports achievements, the level of health and quality of life of the nation. Sports federations have no authority, there is a shortage of funds and there are legal restrictions. Sponsors and patrons are limited by laws that encourage their activities. The heads of sports institutions lack the ability to properly hold and maintain infrastructure facilities.

According to the Law of Ukraine "On Physical Culture and Sports", the form of sports management is state. The main functions of the state are: the approval of rules of sports; approval of the rules of the competition; approval of standards for sports facilities; organization and holding of competitions; management of teams; employment of coaches and athletes to the Ministry of Youth and Sport of Ukraine. Although the sports federation is an instrument that provides management of sports by the state, which has no recognized state authority, for the management of the sport. The relationship between the state and the federation is currently

based only on the following principles: competitive selection; granting of the national status; absence of clear rules of delegation of authority; delegation of powers that naturally belong to national sports federations [10-14, 16]. Therefore, the sports federation should become the center of sport management, which involves recognizing the rights of the sports federation in the field of physical education and sports, as well as the legislative implementation of this principle. Accordingly, it is necessary to establish in legislation the principles of the sports federation as a carrier of rules of the appropriate sport.

Article 3 of the European Sport Charter explicitly outlines the main principles of interaction between the state and sports federations: «The role of state bodies is primarily to support the sporting movement. Consequently, close cooperation with non-governmental sports organizations contributes to the realization of the objectives of this Charter, including the establishment of structures for the development and coordination of sports» [4-7, 8, 12, 19]. As Jose Luis Arnaud states, «sports federations should remain a guarantor of unity and should play a central role in ensuring solidarity between different levels of sports practice. In the context of the European sports system, this means that, in order to effectively perform the functions of pan-European and national sports federations, these sports federations must remain independent, and their normative autonomy must be recognized and respected. It also means that these organizations must have the necessary freedom of action to achieve their goals» [1-3, 7, 10, 17].

In the conditions of globalization of sport, the main functions of the sports federation for the management of the sport should include the following:

1. management and development of the type (s) of sport;
2. adoption (approval) of the rules of competition, rules of the sport, rules of disciplinary responsibility in the field of competitive activity, rules of functioning of sports infrastructure;
3. organization and conducting of competitions;
4. management of a national team;
5. preparation of athletes for participation in competitive activities;
6. activities in the field of prevention and control of doping in sport;
7. certification of sports facilities as facilities suitable for sporting events of the appropriate type (s) of sport, etc.

First of all, the state should become an effective investor in the field of physical education and sports.

## 5. Conclusions

The defects of the system of functioning of sport in Ukraine are revealed. It has been established that the sport management system of Ukraine's higher achievements requires reformation. In the context of globalization of sport, it is necessary to make changes in the system of management of the field of physical education and sports, where the modern system of sport management should ensure the

transition from state management to state support sports from the local self-government bodies.

The reform of the field of physical education and sport at the level of sports federations should ensure a high-quality, systematic increase of the role and status of sports federations of the national level as the centers of management of the relevant sports, rules carriers, regulations and standards in the field of sports.

## 6. Prospects of Further Researches

The research provides clear directions for the reform of sport of higher achievements of Ukraine through the introduction of a European model, and clearly determines that in the context of globalization of sport, the field of physical culture and sports is designed to address a large number of socio-economic issues. This is, first of all, society unification, achievement of physical and spiritual perfection, distraction of youth from harmful habits, disease prevention, improvement of quality of life and its duration, autonomy of sports federations, determination of principles of priority of sports, improvement of national anti-doping legislation. Therefore, having an indisputable social significance, the sport will shape patriotic feelings among citizens and the positive image of the state in the world community, will become an area of active international cooperation and increased attention from the state.

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