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**PRIORITY TASKS IN ORGANIZATION OF NATIONAL
PHYSICAL CULTURE AND SPORTS MANAGEMENT
IN UKRAINE**

Physical culture is a part of the general culture of society to promote health, physical development, moral and volitional and intellectual abilities for the harmonious formation of his personality. Physical education is an important means of improving the social and labor activity of people, meeting their moral, aesthetic and creative requests vital for mutual communication, development of friendly relations between nations. The role of the state and thus the role of the institutions of physical culture and sport control is a concern for the citizen's health, giving opportunities for active physical education and sports. Understanding of the fact that future of any state is determined by the health of society led to the strengthening of the role of physical culture and sports in the state. A special role is given to the principles of scientific management. They are designed to accumulate new trends in governance, consider the scientific knowledge which increases its social significance.

Keywords: physical education, sport, governance

Nikitenko S.V. Priorytety w zarządzaniu kulturze fizycznej i sportu w Ukrainie

Kultura fizyczna jest najważniejszym narzędziem w poprawie i aktywności zawodowej osób, odpowiadając na ich moralnych, estetycznych i twórczych wymagań, życiowej konieczności komunikacji, rozwoju przyjaznych stosunków między narodami. Zadaniem państwa i społeczeństwa jest dbanie o obywatela, jego zdrowie, dając mu możliwość aktywnego udziału w kulturze fizycznej i sportu. Zrozumienie, że przyszłość każdego kraju zależy od zdrowia obywateli, doprowadziła do umocnienia roli aktywności fizycznej i sportu w państwie. Szczególną rolę poświęca się zasadami organizacji zarządzania naukowego. Są one przeznaczone do gromadzenia nowych trendów w rozwoju administracji publicznej, aby wziąć pod uwagę stan współczesnej wiedzy naukowej, która zwiększa jego znaczenie społeczne.

Słowa kluczowe: wychowanie fizyczne, sport, administracja publiczna

Нікітенко С.В. Першочергові завдання в організації державного управління фізичною культурою та спортом в Україні

Фізична культура та спорт – є складовою частиною загальної культури суспільства, яка спрямована на зміцнення здоров'я, розвиток фізичних, морально-вольових та інтелектуальних здібностей людини з метою гармонійного формування її особистості. Фізична культура виступає важливим засобом підвищення соціальної і трудової активності людей, задоволення їх моральних, естетичних та творчих запитів, життєво важливої потреби взаємного спілкування, розвитку дружніх стосунків між народами. Завданням держави та суспільства, а відповідно і органів управління фізичною культурою і спортом – є турбота про громадянина, його здоров'я, створення йому можливостей для активного заняття фізичною культурою і спортом. Розуміння того, що майбутнє країни визначається здоров'ям членів суспільства, привело до посилення ролі фізичної культури та спорту в діяльності нашої держави. Особлива роль автором відводиться принципам організації наукового управління. Вони покликані акумулювати нові тенденції в розвитку державного управління, враховувати стан сучасного наукового пізнання, що підвищує його суспільне значення.

Ключові слова: фізична культура, спорт, державне управління

Никитенко С.В. Первоочередные задачи в организации государственного управления физической культурой и спортом в Украине

Физическая культура и спорт – составляющая часть общей культуры общества, направлена на укрепление здоровья, развитие физических, морально-волевых и интеллектуальных способностей человека с целью гармонического формирования его индивидуальности. Физическая культура есть важнейшим инструментом в повышении и трудовой активности людей, удовлетворении их моральных, эстетических и творческих потребностей, жизненно важной необходимости общения, развития дружественных отношений между народами. Заданием государства и общества, а значит и органов управления физической культурой и спортом – это забота о гражданине, его здоровье, предоставление ему возможностей для активного занятия физической культурой и спортом. Понимание того, что будущее любой страны определяется здоровьем граждан, привело к усилению роли физической культуры и спорта в деятельности государства. Особая роль отводится принципам организации научного управления. Они призваны аккумулировать новые тенденции в развитии государственного управления, учитывать состояние современного научного познания, что повышает его общественное значение.

Ключевые слова: физическая культура, спорт, государственное управление.

Introduction

One of the principal results of the process of social and economic reforming in Ukraine is an attempt to decentralize management of the life of society in general and physical culture and sports in particular. The refusal of the administrative-command management model in favor of democratic principles requires scientific support of these difficult processes of transformation. In this regard, it was necessary to study the specific character of management of physical culture and sports at different levels under the conditions of reforming in the social and economic field. Primarily it concerns the definition of algorithms in the separation of powers between the central and local public authorities. There is a need to study the gathered experience with the purpose of accumulation of recommendations of the scientists on further improvement of activity of the local public authorities in the organization of physical culture and sports of higher achievements.

Analysis of recent research

The priority task of the Ukrainian state and society, and therefore of the authorities of physical culture and sports management, should be taking care of the citizen, his health, creating appropriate opportunities for him for engaging in physical culture and sports. The start of building an independent state and the transition to the market relations in Ukraine since 1990 posed many problems in the field of organization of physical education of the population and in the sports of higher achievements. The article of Yu. Michuda has an increased focus on this occasion [1]. The conceptual foundations of the reorganization of national management in the field of physical culture and sports which we study are arisen in the works of O. Vatsaba, I. Hasiuk, N. Zhmarova, P. Kohut and others [2-3, 6-7]. We can accept the opinion expressed by O. Vatsaba that there is a lack of special studies on organizational and managerial and legal issues of development of physical culture and sports at the present time [2, p. 5-6]. Therefore, the object of this study is the organizational and managerial base of development of physical culture and sports in Ukraine at the present stage.

Statement of research objectives

In this article, we aim to study all positive things that have been achieved in the field of protection of rights of the citizens of our country to engagement in physical culture and sports, as well as determine how well the public authorities contribute to this process, what problems still have to be solved on the legislative and organizational levels. As we consider one of the important issues, which actualize this study is the disintegration of the system of national physical culture and sports management. Much of this problem is determined by the imperfection of the legislation in the field of physical culture and sports, what

does not allow to avoid disagreements and conflicts between the center and the regions, between the state and public organizations and associations (federations of the respective sports) and what is the most important - between the individual person and the state authorities.

Results

For twenty-five years of continual experiments on optimization of the authorities of national physical culture and sports management, there has come the realization that the future of each state is determined by the health of society, and this in turn leads to the strengthening of the role of physical culture and sports in the activity of state bodies. In addition to the organizational component, the legal issues take an important place in the reorganization of the national management. Unfortunately, the legal foundation which is the basis for implementing the state policy in the field of physical culture sports has not yet fully met the objectives of social and economic transformations that have taken place in Ukraine in 1991-2015, and established promising programs. In fact, there are no reliable and effective (not declaratory) mechanisms for the enforcement of the rights of the citizens of Ukraine, guaranteed by the Constitution of Ukraine.

Quality implementation of functions of national physical culture and sports management is possible only in case of selection of interrelated with them methods, which meet the goal, tasks, content of each management functions. The use of modern management processes of the industry development is extremely an urgent problem, which is caused by the complexity and ambiguity of management situations, negative impacts of various factors affecting the dynamics of development of the field of physical culture and sports, as well as its daily functioning in the society, and this requires the search of appropriate management decisions in a purely methodological approach to the selection and use of effective mechanisms for the development of the industry as a whole, and its individual sub-systems [3, p. 196].

Due to the governmental regulation, the financial relations between the state and the sports organizations (societies) are built-up in a new light. Obviously, these trends have been formed through the definition of the principle directions of the state policy in the sphere of physical culture and sports, laying the legal basis of activity of physical culture and sports organizations. It is clear that the study of the possibilities of optimization of management of development of physical culture and sports movement, the introduction of innovative algorithms for planning and implementation of key activities will allow to understand more clearly the borders of professional competence of officials, will create conditions for a more successful cooperation with the public authorities of various

levels when implementing the common objectives and programs, will enable to implement more effectively the planned practical activities.

The situation in the field of physical culture and sports is still difficult. The most acute problem is the insufficient level of inclusion of the population in doing exercises of health and fitness destination. According to this index, our country is much inferior to the leading European countries: Britain, Germany, Finland, Sweden and some others. The existing experience of other leading countries shows (we have to take into account the existing researches of sociologists, physicians, gerontologists) that the physical activity during the passage of every human life - is an effective tool, aimed to disease prevention and health promotion. Accordingly, it affects the overall living standards of citizens and the expenses of the state budget on medicine and public health. The lifetime of population of our country takes one of the last places on the continent. Especially disappointing situation is observed among the male population: smoking, excessive drinking and other bad habits. Although we have to notice that some positive changes in the sports, sports industry and access to the physical training of a wide range of the citizens are in process.

Analyzing the current situation we should take into consideration the fact that the system of physical culture in Ukraine consists of a large number sub-systems. In general, all components of the system can be divided into three groups: state, public and commercial organizations.

In general in Ukraine there have been formed the legislative and regulatory basis, which is necessary for managing the development of physical culture and sports. On December 24, 1993 there was adopted the Law "On Physical Culture and Sports" [10], which defines the legal, social, economic and organizational principles of physical culture and sports in Ukraine, the participation of state bodies, officials and enterprises, institutions and organizations irrespective of their form of ownership in promotion of public health, achievement of the highest standards of efficiency and longevity by means of physical culture, sports and tourism. The Law "On Local Government in Ukraine" [11] defines the system and powers of local public authorities in the field of physical culture, sports and tourism. The evidence of a certain attention of the state to the problems of physical culture and sports is the adoption of the integrated target program "Physical Health Education of the Nation" (the program defined the major tasks and arrangements for the development of physical culture and sports in 1998-2005); the regulation "On Additional Measures of the State Support of the Development of Physical Culture and Sports in Ukraine" (there were given 140 maintenance allowance to outstanding athletes and coaches in Olympic sports); "On state grants to champions and winners of Olympic, Paralympic and Deaf-

lympic games”, “On National Doctrine of development of physical culture and sports” (there was approved the system of conceptual ideas and views on the role, organizational structure and tasks of physical culture and sports in Ukraine for the period till 2016). Unfortunately, under the conditions of the Russian-Ukrainian war on issues of physical culture and sports of the highest achievement took the back seat. Some activation from the part of the state “men” can be seen just before the important international competitions only.

Noting some positive developments we have to note that the transfer of the most federation to the self-sustainment by sports appeared unjustified. These decisions necessitated the creation of management structures in each federation, they caused the repeated increase in the number of management and operational personnel and as a result - an increase of non-operating expenses. Some sports due to the lack of funding go through the stagnation.

We found that in determining the structure of governing bodies of physical culture and sports management the objective reasons and legal justification for the replacement of one governing body to another are absent, there is observed the tendency to weakening of the role of the state in the development of physical culture of population, as well as the numerous cases of premature transfer of some functions from the national governing bodies to the public associations and organizations, a positive experience of organization and management of physical culture and sports , which had been accumulated in the Soviet Union and by the leading worldwide countries had not been used, the legislative acts, which regulate the activities bodies of management of physical culture and sports in Ukraine, are ignored.

If make a comparison, the analysis of the management of physical and sports movement of a number of leading countries has shown that in most of them the responsibility for the development of physical culture and sports are primarily born by the governing bodies. These countries include Austria, the Grate Britain, Spain, Canada, France and others [5, p.7-8]. In the countries where there is no Ministry of Sport, for its development are often responsible other governing bodies: The Federal Republic of Germany, Switzerland, Japan and others. [5, p. 9] The analysis of the organizational structure of the sports movement in different countries shows that its models result from the number of historical, cultural, social and economic, and in some cases, political factors. However, none of them can be considered an exemplary model, which the other countries and Ukraine in particular should use.

To improve managerial efficiency of physical culture and sports in Ukraine at the legislative level, there is an urgent need for consolidation of the modern conceptual apparatus of physical culture and sports, and provision of effective

powers for the managerial bodies. In the course of reforms, introduced in recent years, this is the time for adoption of the new law, which would allow to create a legal base for regulation of relations in the field of child, youth and professional sports, to regulate the legal status of athletes in all sports, to ensure favorable conditions for physical education and physical development of population [9, p. 9-10].

Now in Ukraine the citizens are actively interested in the healthy lifestyle. WE can talk about the fact that there is a new social phenomenon, which is manifested by a significant economic interest of the citizens in promotion of health as the basis of their own financial well-being. More and more citizens invest in their health by maintaining the proper level of their own physical conditions. Unwillingness to work for a pharmacy becomes a necessity of life.

As already noted, in addition to management decisions, the problems in the legal field have been accumulated. Due to government regulations the financial relations between the state and sports organizations (societies) are built in a new light. Obviously, these tendencies have been formed due to the determination of the main directions of the state policy in the sphere of physical culture and sports, laying the legal basis of activity of physical education and sports organizations. The citizens in an increasing number go to gyms, fitness centers, swimming pools and more.

If you look at the services market, you will see that its characteristic trait is a segmentation. It is caused by the fact that it can be oriented to different objective population categories. The business has quickly enough answered to changes in the public perception of physical culture and sports. Business structures offer a range of services. Including:

- educational and training activities;
- sports and recreational services;
- physical rehabilitation;
- improvement of professional sporting skills;
- organization of visits to physical education and sports activities;
- physical renewal and spiritual development of the individual.

Business services in relation to the consumer can be divided into direct (fitness, etc.) and indirect (broadcast on the internet of the sporting events, etc.). A certain classification by services' orientation can be possible: a) those that focus on person (athletic training); b) oriented to a specific facility (repair of sports equipment, etc.).

An important task of the state policy in the sphere of physical culture and sports is the development of the optimal industry management model, where the competence and powers of all objects of physical and sports activities both

at the national and regional level and the local authorities will be clearly divided and coordinated.

The practical application of the provisions of legal documents and evaluation of the results of this work requires certain mechanisms which are still in progress. The legal framework on the development of mass physical culture of the population and the sports of highest achievements is closely connected with the law on education, social protection of population, health care, entrepreneurial activity, local government, that's why it constitutes a wide array of legislative acts which regulate legal relations arising in the course of the implementation of the rights of citizens to do physical culture and sports, to maintain health through active lifestyle. That's why it directly relates to important tools of modern state policy in the field of providing quality life of the citizens of Ukraine.

Obviously, the management of physical culture and sports should be divided into three functional clusters: national, regional and local levels. It's necessary to create this system from the bottom-upwards, which will allow to better accommodate the interests and needs of the citizens. The national level requires:

- development of qualitatively new strategy of the state policy of development of physical culture and sports in the new social and economic conditions;
- ensuring of the implementation of key provisions of the target program for the development of physical culture and sports in Ukraine in the future;
- inter-sectoral coordinations and functional regulation in the field of physical culture and sports;
- further development of the legal framework of support of the sports movement, professional sports, including the participation of local cells in the formation of laws;
- creation of an adequate scientific and reasonable system of health and physical education of the population;
- development and implementation of inter-sectoral programs on issues of the development of physical culture and sports;
- training and retraining of highly qualified personnel;
- methodological, financial and organizational maintenance of the preparation and participation of national teams in the international competitions;
- creation of conditions for the development of sports industry in the country with the purpose of investments attraction in the sphere of physical culture and sports;
- conduction of all necessary works on mandatory certification of products and services in the field of physical culture and sports.

The prerogative of regional and municipal authorities should be a specific, practical work on the development of physical culture and sports. Its main di-

rection is the creation of conditions for physical training and sports at place of residence of the wide range of citizens, in educational institutions, labor groups, among all age groups and population categories.

The regional level obviously should include:

- formation of the regional budget taking into account the principle of priority of physical and sport activities in the authorities social policy;
- development and implementation of the specific regional and inter-municipal programs and projects on physical culture and sports, including the mass involvement of different population groups to the systematic engagement in doing physical culture and sports.

The local level must first have in keeping:

- interaction of executive and local authorities and with the public associations and other organizations;
- development of more effective systems of management and organization of physical and sport activities at the local level;
- reconstruction and construction of educational and sports base of educational institutions, providing them with necessary equipment and inventory, remuneration of experts' work;
- organization of sports and recreation centers at place of residence on the base of youth clubs, pre-school institutions, schools, pupil rooms, physical education and sports complexes etc.
- organization and arrangement of the municipalities of the digest competitions of sportsmanship, recreation activities at place of residence (Housing exploitation complexes, Directorate for consolidated procurement etc.), in educational institutions, in labor collectives;
- financial and moral incentives of all kinds and forms of physical education and sports activities, prominent athletes (the boards of honor, awards and prizes, scholarships, housing);
- promotion and support of athletes, students of sports higher educational establishments patronizing educational institutions;
- work on creation of material and sports facilities at place of residence and the development of payment mechanism for instructor-coordinator.

It is necessary to acknowledge that till the present time the necessary material and technical infrastructure of sports and recreation and wide sporting activities at place of studies, work, residence and recreation of the population have not been formed in Ukraine. The national sports industry which aims to produce the high-quality sports uniforms, tools and equipment, that would be able to compete with the leading manufacturers of such products in the developed countries are is practically non-existent.

At the legislative level the state provides the citizens with the single standard of physical culture, volume and scope of services in the sphere of physical culture and sport, and guarantees the equal for all the citizens legal opportunities of physical improvement, including acquirement of sportsmanship for all comers, the activity which contributes to the development physical culture and sports, promotion of health is encouraged [9].

The weak points in the deployment of physical education and sports among teenagers and young people is determined by the complex of outstanding issues, which include the not-developed material and technical infrastructure; limited training time that is given to physical education classes; lacks in training teaching staff; focus on the average ratings; inconsistency in the actions of public education, health and others bodies [8].

Therewith, the analysis of law application showed the excessive declarativity, significant deficiencies and gaps in the rules governing the legal relations in the sphere of physical culture and sports, sometimes they conflict with other legal rules, including constitutional ones. The specific functions of physical education and are often governed by the sublaw, administrative and other legal and regulatory acts and documents, target programs, educational standards, curricula and more.

Also, the constitutional provisions are not sufficient for the organization and operation of the systems of physical culture and sports management. In the modern conditions it is important to determine the extent of state involvement in ensuring the process of expanded reproduction in the field of physical culture and sports. First of all, it needs quality refocusing of the economic activity of the central executive body of physical culture and sports. It is advisable to exempt from function of the operational disposal of financial resources with the purpose of maintenance of national sports teams, conduction of training sessions and other activities. The first steps in this direction have already been made in 2014-2015. The current legal framework has not received the necessary regulatory content, what generates the instability of managerial structures and as a result, there occurs its frequent structural and personnel changes etc. The office, which is responsible for the physical training movement and sport of higher achievements quite often changed its status, and it was headed by random people without managerial experience in the field of physical culture and sports. The solution of these problems will improve the effectiveness of organization of mass physical training and sports movement in Ukraine.

It is clear that the legislation and managerial methods in the field of physical culture and sports should be improved. Under modern conditions they should promote the formation of proper conditions primarily for the organizations,

which implements the programs of development of physical culture and sports among children, disabled, orphans. The governmental bodies should create the conditions that enable sponsors and investors to channel funds to the construction of new facilities and purchase of sports equipment. It also necessary to pay attention to the promotion of sports activities.

Conclusions

The problems in the development of physical education and sports of the highest achievements in Ukraine can be identified the following areas of activity:

- increase of competition in the international arena;
- budget financing of physical culture and sports with whatever funds remain;
- outflow of the qualified managerial and training personnel;
- small number of sports arenas, gyms, swimming pools etc.
- insufficient promotion of healthy lifestyle, on the contrary - advertisement on television, on big-boards promote cigarettes and alcohol.

Evidently there is a need to work out the professional “passport” following the sports, social security and to protect the interests of athletes with a special law. The question concerning the legal status of physical education and sports associations and organizations remains unresolved. The approaches to the creation and organization of activity of state and public organizations, commercial organizations of physical education and sport direction have not been regulated yet. Occasionally there are contradictions between investors, shareholders, owners of sports facilities, teams, registered brands. This sphere of sports life also requires a legislative regulation or managerial decisions. In Ukraine the legal basis of contraaction to use of doping or other crimes in the field of sports of the highest achievements is still insufficient. However, in contrast with the Russian Federation (as showed the doping scandal among athletics) in Ukraine the use of doping is not the national program – a win at all costs, but is the initiative of individual athletes or unscrupulous trainers what nevertheless strikes the international prestige of the state. In turn, winning athletes in a fair competition in the European championships and in the world, at the Olympic Games bring prestige to the state where they grew and gained the highest conditions [12, p. 156].

Our analysis of the situation showed that state and local authorities, in spite of some weak points in their work – are a guiding and organizing force that is able to make decisions and implement them in life. The important objective of the state policy in the sphere of physical culture and sports is the formation of the optimal industry managerial model, when the competence and powers, functions and responsibilities of all subjects of physical education and sports will

be clearly divided and coordinated. The key blocks of problems of state policy of Ukraine in the sphere of physical culture and sports at the present moment is the absence of precise and scientifically based concept of this state policy, low efficiency of its legal regulation.

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Section 3.
PUBLIC SERVICE
