



**Women – new leader’s empowerment in sport and physical
education industry / *NewMiracle***

**DESK ANALYSIS OF THE WOMEN’S SPORT
MANAGEMENT STATUS AT NATIONAL (Estonian,
Italian, Lithuanian, Latvian, And Slovakian
Partners) LEVEL**

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Actual situation and implementation of the Women's sport management at National Level

Rationale

To provide a sound basis to structure possible training contents and learning approaches for participants to the New Miracle trainings (Multiplier Sports Events 1 and 2), the IO 1 needs the contribution of the **Lithuanian, Latvian, Slovakian and Italian Partners** to:

- identify strengths, weaknesses, opportunities, and threats (SWOT) of the equal opportunities in sports management;
- explore information related to women managers/administrator's empowerment in sports;
- identify existing women empowerment trainings and classify their methods.

Disclaimer:

"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein"

Country: Estonia

1.0 Brief description of sports management at the sport bodies and education institutions levels

In Estonia the sport is under the Ministry of Culture. Figure 1 shows a schematic representation of the Estonian Sports sector's hierarchy. The policy of the sports sector, the decision-making policy and the influence the sports sector has in the State mainly determine the work of those organizations that plan, coordinate and manage the development of separate sports. In particular,

The Cabinet of Ministers – Ministries hold executive power. The Estonian Ministry of Culture is in charge of sport and the Sports Department within the Ministry carries out the sports administrative functions for the State and follows the uniform State policy, develops regulatory enactment projects, engages in planned international cooperation and ensures that Estonia is represented in international sports organizations as well as carries out other functions and tasks stipulated in regulatory enactments.

Nongovernmental Organizations – Non-Governmental organizations implement sports policies and are the main advancers of sports development. The most impactful collaboration partners for the Ministry are Estonian Olympic Committee. The importance of sports organizations in administration of State's budget allocated for sports has increased and respectively their impact on decision-making regarding sports matters has also increased.

Estonian Olympic Committee (EOC) –EOC is umbrella organization for the full Estonian sports federations. He's represents all sports sociality in communication with the state and others stakeholders. The EOC represents Estonia in the Olympic movement. Its responsibility is to comply with Olympic charters and World Anti-Doping Code, and to follow the decisions of the International Olympic Committee.

Sports Federations is an association that unites sports clubs and legal persons that specialize in definite types of sports or scope of work manage and that coordinate the work in the respective type of sports or scope of work and that represent their type of sports or scope of work in international sports organizations. Mainly members of sports federations are clubs.

Sports schools are schools that operate after regular school hours, with orientation to sports. Presently there are 454 sports schools in Estonia. On average every year the sport schools come 50 – 200 children, it depends on where the sport school is located (region, city size, population). The sport schools are open for everyone, it is not focused only on elite sport, there are no special tests for entering, only for high achievement sport groups there are tests, competitions.

Sport clubs – A sport club is an association that unites physical and legal persons with an aim to implement their interests in the types of sports they specialize in and to contribute to its development. Sport clubs are private, club members (any adult, child) need to pay membership fee, and it is the main source of income for club.

1.0.1 SWOT analysis of sports management at the sport bodies and educational institutions

1.0.1.1 Strengths,

Well organized and widespread sport organizations. Good background cooperation between public and private entities. Well organized and digitalized sports data

1.0.1.2 Weaknesses,

Lack of professional sport managers, a lot of small and weak sports clubs

1.0.1.3 Opportunities,

As a flexible country, it's big opportunity to change our weaknesses, with hard work, to our strengths

1.0.1.4 Threats

Sports sector mainly dependent on public money – no major motivation for management improvement in order to be more cost effective

1.1 Official documents supporting gender equality, possibly specific to sports-athletes, coaches, referees/judges, and management.

The Constitution of the Republic of Estonia Article 12 states – “Everyone is equal before the law. No one may be discriminated against on the basis of nationality, race, color, sex, language, origin, religion, political or other views, property or social status, or on other grounds. Incitement to ethnic, racial, religious, or political hatred, violence or discrimination is prohibited and punishable by law. Incitement to hatred and violence between social classes or to discrimination against a social class is also prohibited and punishable by law.”

Furthermore, the Executive Board of Estonian Olympic Committee and the Athletes Commission signed and translated the IOC Athletes Rights and Responsibilities Declaration (<https://media.voog.com/0000/0041/2571/files/Sportlaste%20deklaratsioon.pdf>) that applies to all concerning sports bodies in Estonia.

Estonian Olympic Committee has been using different approaches to increase equality for women in sport, for example organizing special awards for female athletes, but also holding special courses, educating both sides, men and female, on this topic. Furthermore, the Estonian Athletes Commission which has 9 members – 4 women, 5 men, is representing the athletes' interests and presents their suggestions and recommendations to the Estonian Olympic Committee.

1.1.1. SWOT analysis

1.1.1.1 Strengths

Many specific documents, regulations and rules supporting gender equality has been taken into consideration by many member federations

1.1.1.2. Weaknesses

Lack of attention in the topic
Soviet-like mentality that nothing can be changed yet

1.1.1.3 Opportunities

Small country, bigger opportunities
Digital society and solutions

1.1.1.4 Threats

Estonia is in the bottom group of EU countries when it comes to indicators of gender equality. If the average gender equality index for European Union member states was 67.4 points out of a possible 100 in 2019, Estonia's score was 69.8, data from the European Institute for Gender Equality (EIGE) suggests. Two sport federations have a female president, 13% have a female vice president. As the topic is not widely spread in other sectors, it's not that important in others opinion.

1.2 Educational sports management paths at University level

Master's degrees are present for coaching and no sports management.

1.2.1 SWOT analysis

1.2.1.1 Strengths

1.2.1.2 Weaknesses

1.2.1.3 Opportunities

1.2.1.4 Threats

1.3 Educational sports management path at sport level

1.3.1 SWOT analysis

1.3.1.1 Strengths

Special educational programs, created by Olympic committee. Learning and communication modules for the women in executive level of sports organizations.

1.3.1.2 Weaknesses

Women's lack of interest in taking leadership responsibilities in sports organizations. Also it's hard to find the good teachers for the specifically courses.

1.3.1.3 Opportunities

Cooperation with universities on creation more of non-formal education for sport administration – courses

1.3.1.4 Threats

Lack of sport professionals with educational background and Lack of motivation from the sport sector to attend courses

1.4 Recruitment modality of sport managers in sports bodies and possible implementation of gender equality

Recruitment is not regulated any way. It is rather done according to individual characteristics, skills etc.

1.5 Career progression modality of sports managers in sports bodies and possible implementation of gender equality

In terms of career progression, in fact it is the same process as with the recruitment. Evaluating performance and individual characteristics and personal skills are important.

Figure 1: Schematic representation of the Estonian sport hierarchy.

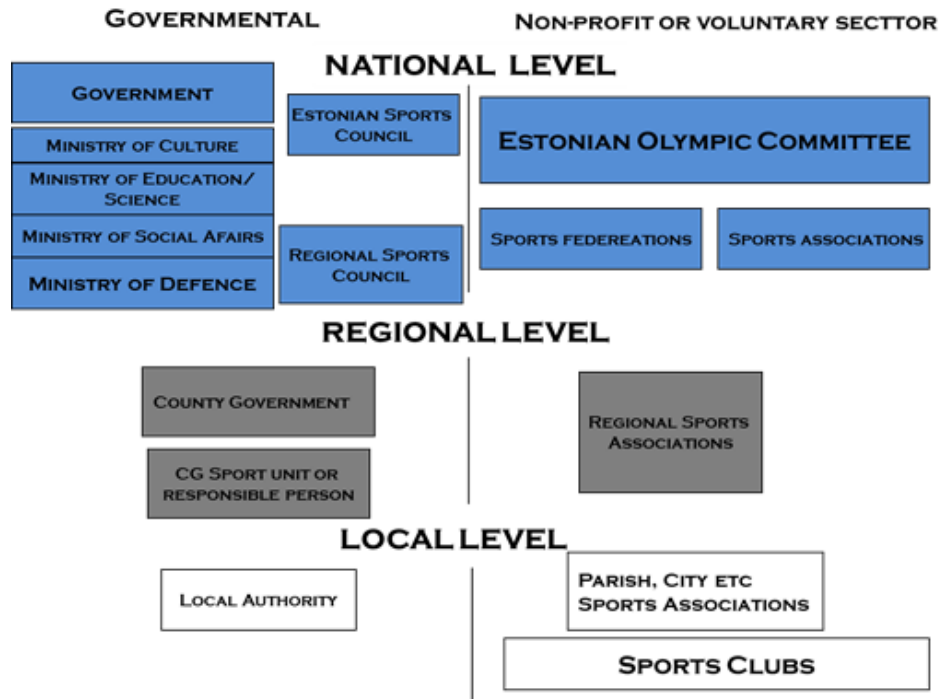


Table X1. Sport management positions, required education, percentages of women

SPORT BODIES (2019-2020)			
NOC	Total n	% Women	Required education
President	1	0	No special requirements
Vice-president	2	0	No special requirements
Secretary	1	0	No special requirements
Manager			No special requirements
Staff	10	50%	No special requirements
Provision of sports management education (Y/N)			No
Sport federations			
President	68	2.5%	No special requirements
Vice-president	Not gathered		No special requirements
Secretary	68	11.1%	No special requirements
Manager	Not gathered		No special requirements
Staff	Not gathered		No special requirements
Athletes	Not gathered		No special requirements
Provision of sports management education (Y/N)			No
Grassroot Sport organizations			
President	125	Not gathered	No special requirements
Vice-president	Not gathered	Not gathered	No special requirements
Secretary	Not gathered	Not gathered	No special requirements
Manager	Not gathered	Not gathered	No special requirements
Staff	Not gathered	Not gathered	No special requirements

Athletes	Not gathered	Not gathered	No special requirements
Provision of sports management education (Y/N)	No		
Sport clubs			
President	2490	Not gathered	No special requirements
Vice-president	Not gathered	Not gathered	No special requirements
Secretary	Not gathered	Not gathered	No special requirements
Manager	Not gathered	Not gathered	No special requirements
Staff	Not gathered	Not gathered	No special requirements
Provision of sports management education (Y/N)			No
EDUCATIONAL INSTITUTIONS (degrees in sports management, 2019-2020)			
Bachelor degree			
Coordinator/President			
Teachers			
Students			
Graduated students			
Master's Degree			
Coordinator/President			
Teachers			
Students			
Graduated students			

References

Estonian Parliament (2015). *Põhiseadus*. <https://www.riigiteataja.ee/akt/633949>

Merili Luuk (2021). *Eesti Olümpiakomitee 2017-2020*. Tallinn: Eesti Olümpiakomitee

Estonian Olympic Committee (2021). <https://www.eok.ee/organisatsioon/koolitused>

Estonian Olympic Committee (2021). <https://www.eok.ee/organisatsioon/spordiregulatsioonid>

Eesti naised spordis (2021). <https://coachjanne.com/>

Estonian Public Broadcasting (2021). <https://news.err.ee/1061276/estonia-lags-europe-in-terms-of-gender-equality>

Country: ITALY

2.0 Brief description of sports management at the sport bodies and education institutions levels

The Italian sport sector is governed by a combination of actors, both public and private. At present, three major actors manage the sport environment: the Undersecretariat of State at the Presidency of the Council of Ministers, (with political competence and funding capacity over the entire sector), the Italian National Olympic Committee (public body regulated by Law 426/1942 with direction, coordination and control functions over the sports organizations) and Sport e Salute Spa (a stock company owned by the Ministry of Economics acting as services provider in the field of sport). The National Federations and all other sport associations falling under CONI umbrella are private entities based on free association and self-sufficiency, referring to the NOC with regard to sport regulations and to Sport e Salute for funding and operations (sport e salute provides annual revenues, human resources and a number of services).

Since the beginning of the century the scenario has been affected by substantial changes and the most recent ones – the sport sector reform – is still ongoing since 2019, creating great uncertainties among all actors (both public and private) about their specific role, mission and target groups, which at present show some overlaps which generate operational conflicts.

2.0.1 SWOT analysis

2.0.1.1 Strengths,

Well organized and widespread sport organization. Good background cooperation between public and private entities

2.0.1.2 Weaknesses,

The long ongoing reform of the whole sport sector engenders overlaps among the different actors' roles and missions. Uncertainties about future scenario make operations difficult and undermine efficiency standards. The increasingly important role of politics in sport make priorities instable, leading to less effective action which is often subject to changes according to governance balance.

2.0.1.3 Opportunities,

In a changing scenario, present times represent an excellent opportunity to redesign sports governance and strategies, inspired to good governance principles and in line with international policies on sport. New funding opportunities provided through the new EU funding schemes – especially Erasmus+ - offering priorities both at vertical and transversal level, privileging social inclusion and gender equality. Greatly improved access capacity, particularly for direct funding schemes.

2.0.1.4 Threats

Reduced capacity of individually accessing indirect funding and instruments of economic recovery with regard to COVID 19 pandemic at local level

2.1 Official documents supporting gender equality, possibly specific to sports-athletes, coaches, referees/judges, and management.

In Italy, gender equality is recurrently addressed by policy makers since the beginning of the century, initially regulating the rights of women and their safeguarding at work but also backed by Amendment of art 51 of the Constitution, in 2003, promoting equal access for men and women to public offices and elections. Ten years later such norm is extended also to regional and local public offices but only in 2013 decree 216 enforces the EU directive 78/2000, reiterating the ban over discrimination based on gender over the entire working relationship both in public and private sector.

Notwithstanding its public status, only in 2015 CONI - as recognized entity of the International Olympic Committee, is pushed to adopt and respect the values and principles enshrined in the Olympic Charter. On the occasion of the National Council held in May 2015, it amended art. 2 (paragraph 4) of the Statutes, inserting the reference to "sex and sexual orientation", consistent with the terminology used in point 6 of the Universal Principles of the Olympic Charter.

The article is therefore integrated as follows: "CONI, in the context of sports orientation, **dictates the principles against exclusion, inequalities, racism and against discrimination based on nationality, sex and sexual orientation and takes and promotes appropriate initiatives against all forms of violence and discrimination in sport**".

This gesture is intended to confirm CONI's commitment to promoting positive values of inclusiveness and welcoming any useful initiative to counter any form of discrimination.

Furthermore, following the IOC Forum in 2017 in Vilnius, Coni National Council adopted the **introduction of the minimum requirement of both genders representation (1/3 min. ratio=33%)** among the Fundamental Principles of FSN and AD Statutes; the decision was adopted by CONI National Council on Sept 4, 2018 (resolution nr. 1613), backed by a Decree from the Presidency of Council of Ministers-Sport Office on Sept. 14, 2018.

The above measures only concern the top governing bodies; Sport Organizations according to their private nature are self-regulated. An in-depth research on NFs position on the topic would provide a clearer picture of gender equality measures adopted – if any.

2.1.0 SWOT analysis

2.1.0.1. Strengths

Anti-discrimination principles are enshrined in the founding Statement of governing bodies.

2.1.0.2. Weaknesses

Theory does not match with reality: behaviours are affected by cultural background and are difficult to change. Women at managerial level are only appointed to leadership roles; there is still a long way to go before women will run for elected positions. Sport Organizations falling under CONI umbrella are free to approach the topic and regulate according to their internal cultural background, resulting in strong differences among sport disciplines.

2.1.0.3. Opportunities

Pink quotas have risen the number of women representatives in leadership roles. Next step should be a cultural change inside organizations, led by the HR departments (portrayal, training, mentorship, etc.)

2.1.0.4. Threats

Women leaders, when appointed, are often chosen in relation to pink quotas requirements and not on grounds of merit.

2.2 Educational sports management paths at University level

Approximately 32 Universities in Italy are active in this field, and as a consequence part of the NQF/EQF process, delivering bachelor degrees in sport science and 16 of them also master degrees in sport management, adapted physical education and sport coaching, normally with impact on the labour market of Sport for All. By means of example, University of Rome Foro Italico in close cooperation with CONI and Torino University are licensed to provide qualifications for trainers and coaches at various levels. They offer degrees in coaching, sport instructor, and not only train teachers in physical education and sport but on specialized training for sport management and research as well.

The content of university study programs is displayed by University, an online portal aimed at students that need to choose the university, university students who want to continue their studies, and finally to universities that want to propose their educational offer.

Italian graduates, universities and businesses are also supported by AlmaLaurea, an Interuniversity Consortium, member of the National Statistics System, that represents 76 Universities about 90% of Italian graduates. AlmaLaurea surveys the Profile and the Employment status of the graduates, monitors the students' learning paths and analyses the graduates' features and performance at the university and in the job market, collects and makes available online the resumes of the graduates, evaluates the needs and professional profiles required by public and private, Italian and foreign companies, internationalizes its services, skills and research activities in a global perspective, cooperating with other European Countries in line with the Lisbon Strategy, and also non-European countries, focusing on the Mediterranean basin countries and most recently on Asian country.

Sports management study programs are offered only at post graduate level. They are held by 4 universities in 5 venues and 1 online university. One international program on Wellness culture: sport, health and tourism is held in English. Students in sports management typically deal with topics such as organization and management of sports activities and motor activities, with the capacity to coordinate and manage human and material resources, innovative technologies and communication tools for the production and efficient exchange of services in sport.

2.2.0 SWOT analysis

2.2.0.1. Strengths

Four universities and colleges in five big cities in Italy (Università degli Studi di BOLOGNA: Bologna and Rimini; Università degli Studi di NAPOLI "Parthenope"; Università degli Studi di PALERMO; Università degli Studi di ROMA "Foro Italico") offering the post graduate sport management degree, plus one online distance learning program (Università Telematica PEGASO). Master degrees in Sport Management are offered by Università degli Studi di TERAMO n. 1, Università Telematica degli Studi IUL n. 4, Università Commerciale "Luigi Bocconi" MILANO n. 1, Università degli Studi di PERUGIA n. 1, Università degli Studi di TORINO n. 1, Università degli Studi di MILANO-BICOCCA n. 1, Università degli Studi del MOLISE n. 1).

2.2.0.2. Weaknesses

Even though, most sport management courses teachers are female, only 17% are at Coordinator level.

2.2.0.3. Opportunities

One year after graduation 62% of the students are employed. The percentage rises to 87% three years after graduation.

2.2.0.4. Threats

Sport programs are sometimes combined with tourism, while safety and risk management in work place are held in separate courses, therefore choosing the main area of post-graduate studies can be challenging.

2.3. Educational sports management path at sport level

Multiple training providers are active in the field of education and training in Italy. Vocational education and training in sport in Italy is mostly under the responsibility of and formalized by CONI and the National Sport Federations, the only competent bodies to deliver qualifications and set rules for sport actors (sport teachers, coaches, trainers, instructors, referees/officials and sport managers, other). The only relevant exception is the qualification of skiing instructors and mountain guides that is delivered by the Regions in conjunction with a specific body of the skiing Federation.

Specific legislation on sport is quite limited, being essentially restricted to the recognition of the public role of the National Olympic Committee (CONI) as the National Governing Body for Sport (National Law n. 138/1992 and National Decree No. 15/2004), the definition of its tasks, competencies and responsibilities. This legislation also regulates the status and the competences of the National Sport Federations and other bodies in charge of sport promotion. Furthermore, in the light of the recent developments at EU and national level about the professional qualifications' recognition (EU Directive 55/2013 and National Decree 15/2016). The way qualifications are achieved in EU member states is clearly linked to the matching mechanism between qualifications system and EU labour market (professions recognition).

Italian Regions also have by law the competency for vocational training, with an increase of training programs and regulations at the regional level.

Private bodies, including professional associations, are also active in the education and training market for the sport sector in Italy.

Coaching qualifications are part of a sport-sectoral qualification framework based on learning outcomes described with level descriptors (SNaQ). The sport framework is based on occupational and professional profiles developed by the expertise of educational providers. The SNaQ was developed and offered by CONI and includes the implementation of the learning outcomes approach, and the methods of assessment, the curriculum and the validation mechanisms for sport specialists such as coaches, trainers and team managers. These latter qualifications and their level are not included yet in the developing NQF.

CONI also campaigns for coaches education, monitoring quality audits, the modernization of education and the accreditation of educational providers.

Provisions for quality assurance in Italy are organized by educational providers themselves.

Italy foresees future activities regarding the cooperation between the non-formal sectoral and formal education systems in the field of sport, even though a formal relation between the two education systems in the field of sport is not foreseen. Challenges in the future are the implementation in sport organizations of EQF principles for each actor.

2.3.0 SWOT analysis

2.3.0.1. Strengths

CONI in its role of umbrella organization has the authority to coordinate educational pathways, supporting the implementation of the reference framework also in sport organizations and for all sport actors and roles.

2.3.0.2 Weaknesses

The number of actors on the sport scenario require great effort and focus to harmonize educational approaches while guaranteeing specificity.

2.3.0.3 Opportunities

The SNaQ framework already designed sets grounds for further description of roles and specific educational pathways based on the same learning outcomes principle

2.3.0.4 Threats

An uncontrolled and free action of educational providers, showcasing a varied offer often "creating" new roles with no relationship to the actual labour market and requirements.

2.4 Recruitment modality of sport managers in sports bodies and possible implementation of gender equality

Difference must be underlined between the governing bodies (see 1.0) according to their specific nature. At institutional level the government chooses and appoints managers on the grounds of their CV and merit, even though from a political perspective. Sport & Salute, which manages all employees, also those assigned to CONI, is a state-owned private stock company and complies with all existing regulations. Career progressions from inside the organization and/or official selections are announced and carried out according both to gender equality principles and merit.

2.5 Career progression modality of sports managers in sports bodies and possible implementation of gender equality

The process of evaluating performance and skills of human resources represents for Sport and Salute an important tool for enhancing people thanks to the analysis of their strengths and the definition of areas for improvement, with the ultimate aim of activating a valuable path of growth and enrichment of the person. In 2017, 100% of the company's employees were subject to formal assessment, according to parameters and methods based on merit, comparability and equity principles (321 men and 366 women). Personnel evaluation takes into account organizational and managerial skills in consideration of the level of professional classification of each resource. (2017 sustainability report).

Figure X1: Please provide a figure of your country, which contains all important stakeholders of the Sport Management in place. Example of Italy – the powerpoint is provided:

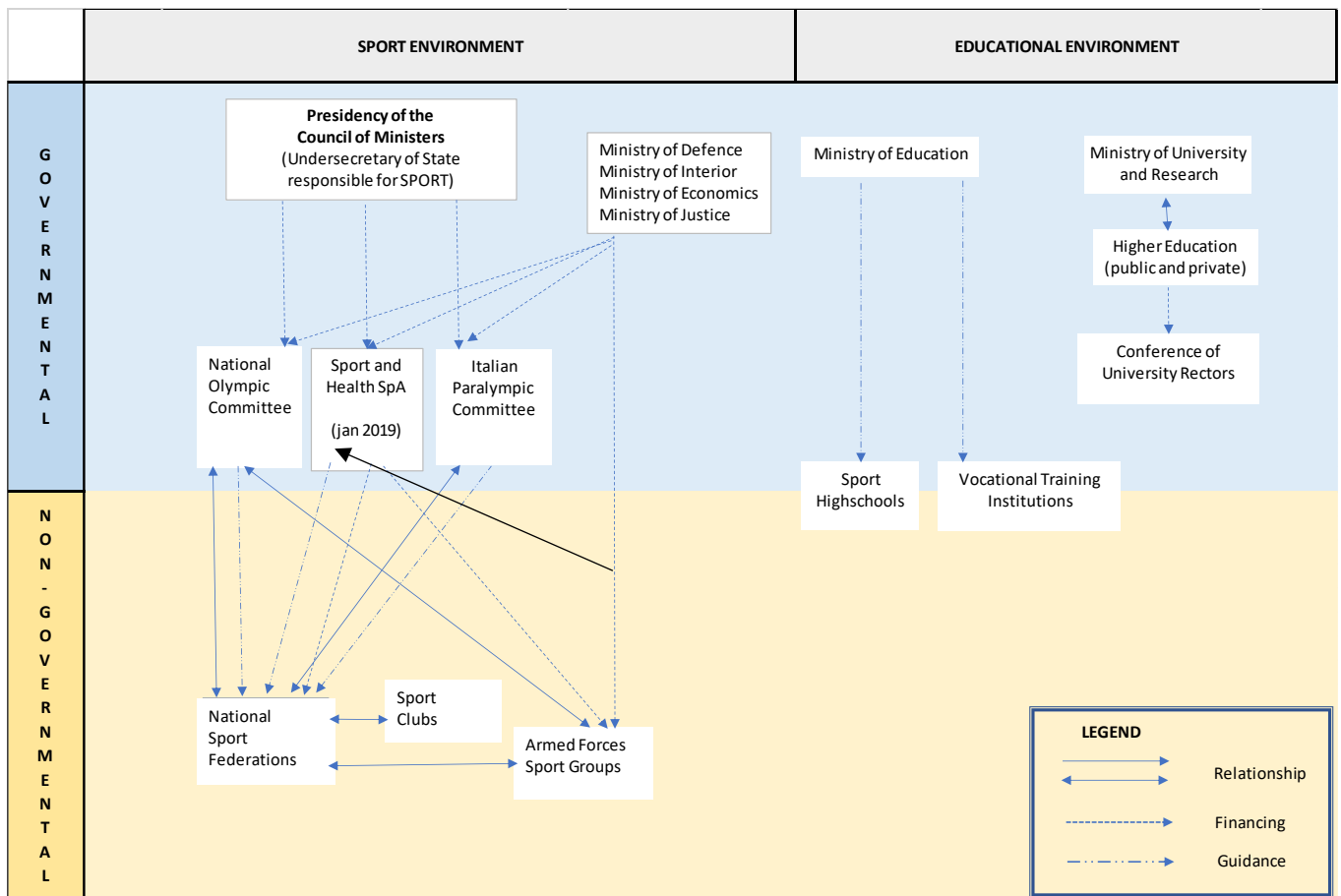


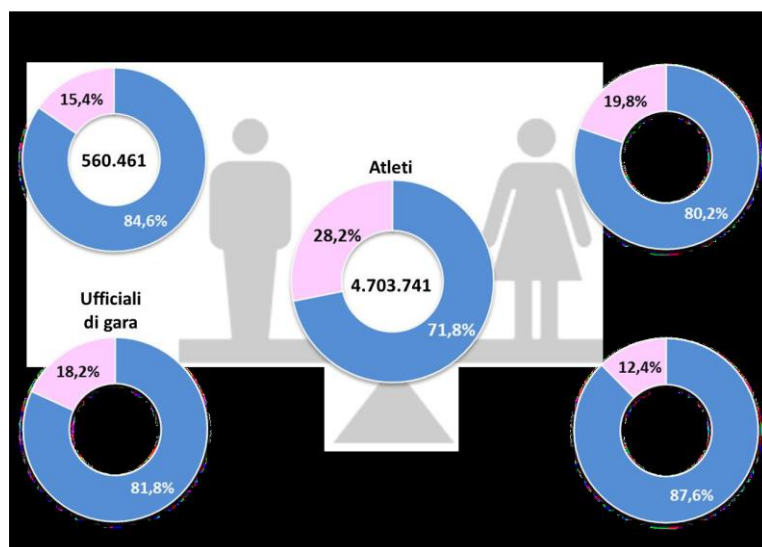
Table X1. Sport management positions, required education, percentages of women

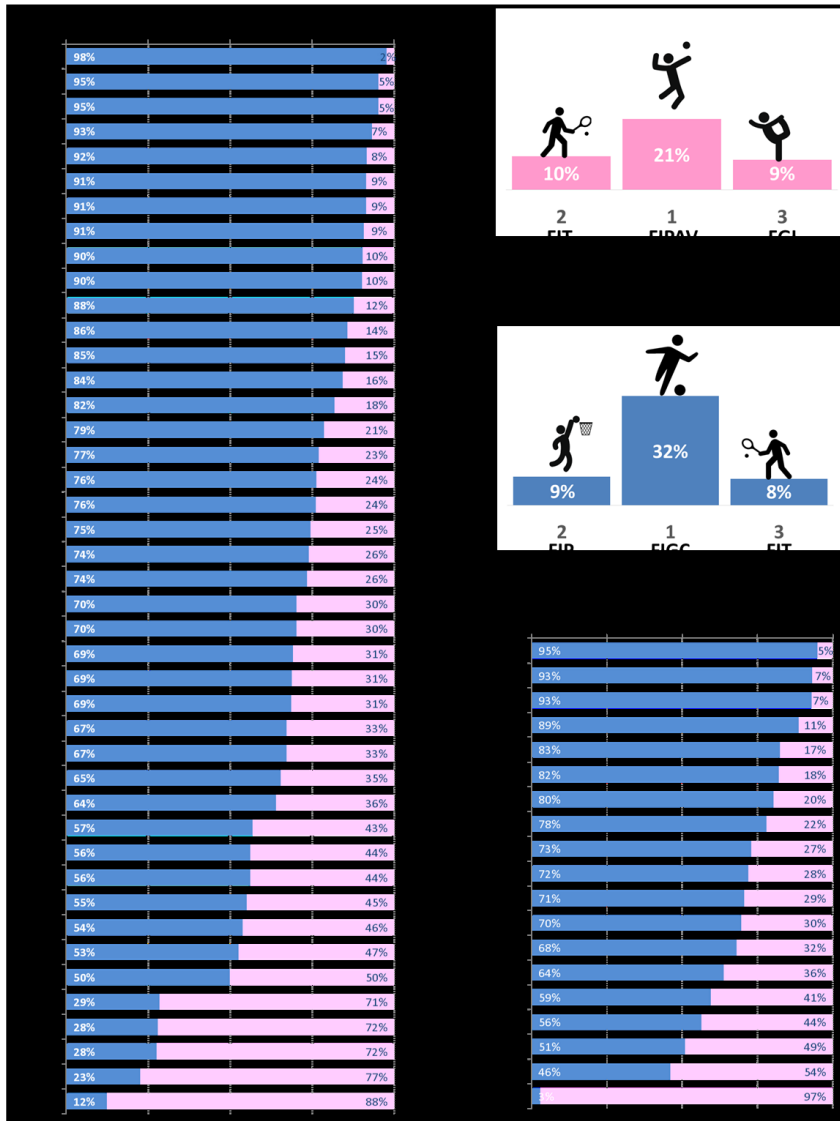
I numeri dello Sport 2018 (data at 31.12.2017)

SPORT BODIES (2019-2020)			
NOC (i numeri dello sport 2017)	Total n	% Women	Required education
President	1	0	n.a.
Vice-president	2	50 %	n.a.
Secretary	1	0	n.a.
Manager	185	15,1%	n.a.
Staff	687	53,3%	n.a.
Provision of sports management education (Y/N)			
Sport federations			
President	34	2,9%	n.a.
Vice-president			n.a.
Board Members	100	33%	n.a.
Secretary	63	19%	n.a.
Manager	18.264	12.4 %	n.a.
Staff	118.668		n.a.
Athletes	4.703.741		n.a.
Provision of sports management education (Y/N)			
Grassroot Sport organizations			
President	19		
Vice-president	20	10%	
Secretary	19	5%	
Manager			
Staff			
Athletes			
Provision of sports management education (Y/N)			
Sport clubs			
President			
Vice-president			
Secretary			
Manager			
Staff			
Provision of sports management education (Y/N)			

EDUCATIONAL INSTITUTIONS (degrees in sports management, 2019-2020)			
Bachelor degree			
Coordinator/President			
Teachers			
Students			
Graduated students			
Master's Degree			
	5+1 LM		
	10 master		
Coordinator/President	6 + 10	16.6 + 50	
Teachers	143	62.5	
Students			
Graduated students 2015	83	33.7	
Graduated students 2016	103	35.0	
Graduated students 2017	90	32.2	
Graduated students 2018	104	21.2	
Graduated students 2019	122	31.1	

I numeri dello sport 2017





References

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CONI National Council (2018) – *Resolution adopting New Fundamental Principles for Statutes of NSF and AD*

Presidenza del Consiglio dei Ministri – *Unerscretary with competence over Equal Opportunities (2019) - Directive 2/2019*

Presidenza del Consiglio dei Ministri – Ufficio Sport
<http://www.sport.governo.it/it/dipartimento/normativa/>

Comitato Olimpico Nazionale Italiano <https://www.coni.it/it/coni/leggi-e-statuto.html>

Sport e Salute S.p.A. (Già Coni Servizi S.p.A.) <https://www.sportesalute.eu/societa.html>

legge 53 dell’8 marzo 2000 - disposizioni per il sostegno della maternità e paternità, per il diritto alla cura e alla formazione e per il coordinamento dei tempi delle città. https://www.confetra.com/it/prontuari/L_53-2000.pdf

Testo unico sulla parità di genere nel 2001 - raccoglie e aggiorna mezzo secolo di disposizioni legislative in materia di tutela e sostegno della maternità e della paternità.
<https://www.gazzettaufficiale.it/anteprema/codici/pariOpportunita>

articolo 51 of Constitution, modified in 2003 – expressly calling for equal opportunities in the access to public offices and electoral positions for men and women

Legislative Decree no.198/2006 art. 46 – Public and private enterprises with more than 100 employees every two years must map their men and women in staff, reporting on recruitment, education and training, employment levels and careers or internal advancements

[.https://www.gazzettaufficiale.it/anteprima/codici/pariOpportunita](https://www.gazzettaufficiale.it/anteprima/codici/pariOpportunita)

legge 120 del 2011- introducing gender quotas in companies' Boards of Administration

Law 23 nov 2012, n.215 – promotes balance in gender representation in boards and councils of regional and local administrations..

Legislative Decree 216/2013 – implementing EU directive 78/2000 confirming prohibition of any form of discrimination on grounds of gender, not only upon recruitment but for the whole duration of the working contract, both in public and private sectors.

CONI National Council decision on Sept 4, 2018 (resolution nr. 1613), confirmed by Decree from the Presidency of Council of Ministers-Sport Office on Sept. 14, 2018.

EU Commission, Tender *“Study on Sport Qualifications acquired through Sport Organizations and (Sport) educational institutes”- Final Report* (2016)

Sport e Salute S.p.a. *Sustainability Report* (2017)

Country: LATVIA

3.0 Brief description of sports management at the sport bodies and education institutions levels

In Latvia, there is no sports ministry, with sport falling under the Ministry of Education and Science. Figure 1 shows a schematic representation of the Latvian Sports sector's hierarchy. The policy of the sports sector, the decision-making policy and the influence the sports sector has in the State mainly determine the work of those organizations that plan, coordinate and manage the development of separate sports. In particular,

The Saeima (Latvian Parliament) – Sports Subcommittee – Saeima is the supreme legislative authority in the Republic of Latvia.

The Cabinet of Ministers – Ministries hold executive power. The Latvian Ministry of Education and Science is in charge of sport and the Sports Department within the Ministry carries out the sports administrative functions for the State and follows the uniform State policy, develops regulatory enactment projects, engages in planned international cooperation and ensures that Latvia is represented in international sports organizations as well as carries out other functions and tasks stipulated in regulatory enactments.

Latvian National Sports Council – The Sports Council is a public consultative institution which participates in the development of the State's sports policy, facilitates sports development and co-operation in the sports sector, as well as makes decisions regarding matters related to sports.

Nongovernmental Organizations – Non-Governmental organizations implement sports policies and are the main advancers of sports development. In Latvia, some of the nongovernmental organizations have especially significant impact on decision-making. The most impactful collaboration partners for the Ministry of Education and Science are Latvian Olympic Committee, Latvian Sports Federations Council and Latvian Olympic Unity. Annually, the State allocates approximately 56% of State's financing to nongovernmental sports organizations thus delegating the State's tasks to them to be fulfilled in compliance with the Sports Law. The importance of sports organizations in administration of State's budget allocated for sports has increased and respectively their impact on decision-making regarding sports matters has also increased.

Latvian Olympic Committee – This organization represents Latvia in the Olympic movement. Its responsibility is to comply with Olympic charters and World Anti-Doping Code, and to follow the decisions of the International Olympic Committee. On the national level, Latvian Olympic Committee (LOC) has undertaken to participate in events that promote peace, support and promote ethics in sports, encourage female participation in sports, struggle against using doping and be environmentally responsible.

Latvian Sports Federations Council – This Council is an association of federations recognized in Latvia. The aims and tasks of this Committee is to coordinate the work of sports federations recognized in Latvia, to represent and implement common interests.

Sports Federations is an association that unites sports clubs and legal persons that specialize in definite types of sports or scope of work manage and that coordinate the work in the respective type of sports or scope of work and that represent their type of sports or scope of work in international sports organizations. In Latvia, members of sports federations mainly are sports schools and athletic clubs.

Sports schools are schools, that operate after regular school hours, with orientation to sports. Presently there are 68 such schools in Latvia. On average every year the sport schools come 50 – 200 children, it depends on where the sport school is located (region, city size, population). The sport schools are open for everyone, it is not focused only on elite sport, there is no special tests for entering, only for high achievement sport groups there are tests, competitions.

There is another sports organization institution in Latvia – **The Council of Sports Schools Principals**. This Council represents sports schools that are recognized in Latvia and defend their interests.

Sport clubs – A sport club is an association that unites physical and legal persons with an aim to implement their interests in the types of sports they specialize in and to contribute to its development. Sport clubs are private, club members (any adult, child) need to pay membership fee, and it is the main source of income for club.

Murjani Sports Gymnasium – this is a general secondary and sports education school established by the State and operating under the supervision of the Ministry of Education and Science.

3.0.1. SWOT analysis

3.0.1.1. Strengths

3.0.1.2. Weaknesses

Overly fragmented management of the sport system and financing model.

Absence of defined and organized structure or system prevents the development and use of all offered opportunities.

3.0.1.3. Opportunities,

3.0.1.4 . Threats

3.1 Official documents supporting gender equality, possibly specific to sports-athletes, coaches, referees/judges, and management.

The Constitution of the Republic of Latvia Article 91, second sentence has been determined – “**91.** All human beings in Latvia shall be equal before the law and the courts. **Human rights shall be realised without discrimination of any kind.**” Rights, including, in their content, the possibility of standing as a candidate a specific, defined position, namely one which the person has chosen to be desirable and to his or her own fit.

Section 7 of the Labour Law states that every person (both man and woman) has equal rights to work, fair, safe and healthy working conditions as well as to fair remuneration.

Section 3 of the Sports Law refers to the principles to be followed in the field of sport, one of these principles is equality, which is defined as follows: everyone has rights to do sports.

Regarding the legal framework for sports federations, the Cabinet of Ministers Republic of Latvia regulation “Procedures for the Recognition of Sports federations and the control of the Recognized Sports federations” does not define a model for the implementation of the principle of equality.

Chapter 7 of the Statutes of the NOC of Latvia refers that must be equal opportunities for the elected women and men as in NOC General Assembly and NOC Executive Committee.

3.1.0 SWOT analysis

3.1.0.1. Strengths

Governmentally defined equality, defined in the main Documents of the national administration.

3.1.0.2. Weaknesses

No specific documents, regulations and rules developed supporting gender equality.

3.1.0.3. Opportunities

For the next Election General Assembly, the NOC of Latvia plans to develop and determine terms, providing equal representation of women and men in the Organization - NOC General Assembly and Executive Committee, composed of representatives of Olympic sports federation (two representatives from each and 32 individual members (nominated by federation and elected).

3.1.0.4. Threats

3.2 Educational sports management paths at University level

There are no developed special Gender equality programs. Latvian education system provides equal opportunities for education without any discrimination, refers The Constitution of the Republic of Latvia and Education Law.

By Central Statistical Bureau Republic of Latvia data in 2019, 36,6% of women higher educational gained in the management, whereas only 23,7% of men gained higher education.

3.2.1 SWOT analysis

3.1.0.1. Strengths

Governmentally defined equality, defined in the main Documents of the national administration.

3.1.0.2. Weaknesses

3.1.0.3. Opportunities

3.1.0.4. Threats

Lack of support and low responsiveness for special gender equality developed programmes.

3.3 Educational sports management path at sport level

There are no special documents and regulation for educational sports management path at sport level. The regulation is the same - There are no developed special Gender equality programs. Latvian education system provides equal opportunities for education without any discrimination, refers The Constitution of the Republic of Latvia and Education Law. If there is an educational offer every with no discrimination have opportunity take a part.

3.3.0 SWOT analysis

3.3.0.1. Strengths

There is wide offer for adult education, professional qualification courses.

3.3.0.2. Weaknesses

No common framework system for Continuing training (Adult education, professional qualification courses)

3.3.0.3. Opportunities

To develop common network or date base with all information together (educational, curses opportunities)

3.3.0.4. Threats

Lack of support and low responsiveness for special gender equality developed programmes.

3.4 Recruitment modality of sport managers in sports bodies and possible implementation of gender equality

There is no such as regulations or modality. The recruitment of a person take place based on his or her personal quality and professional qualifications.

3.5 Career progression modality od sports managers in sports bodies and possible implementation of gender equality

The same as point 1.5.

Figure 1: Schematic representation of the Latvian sport hierarchy.

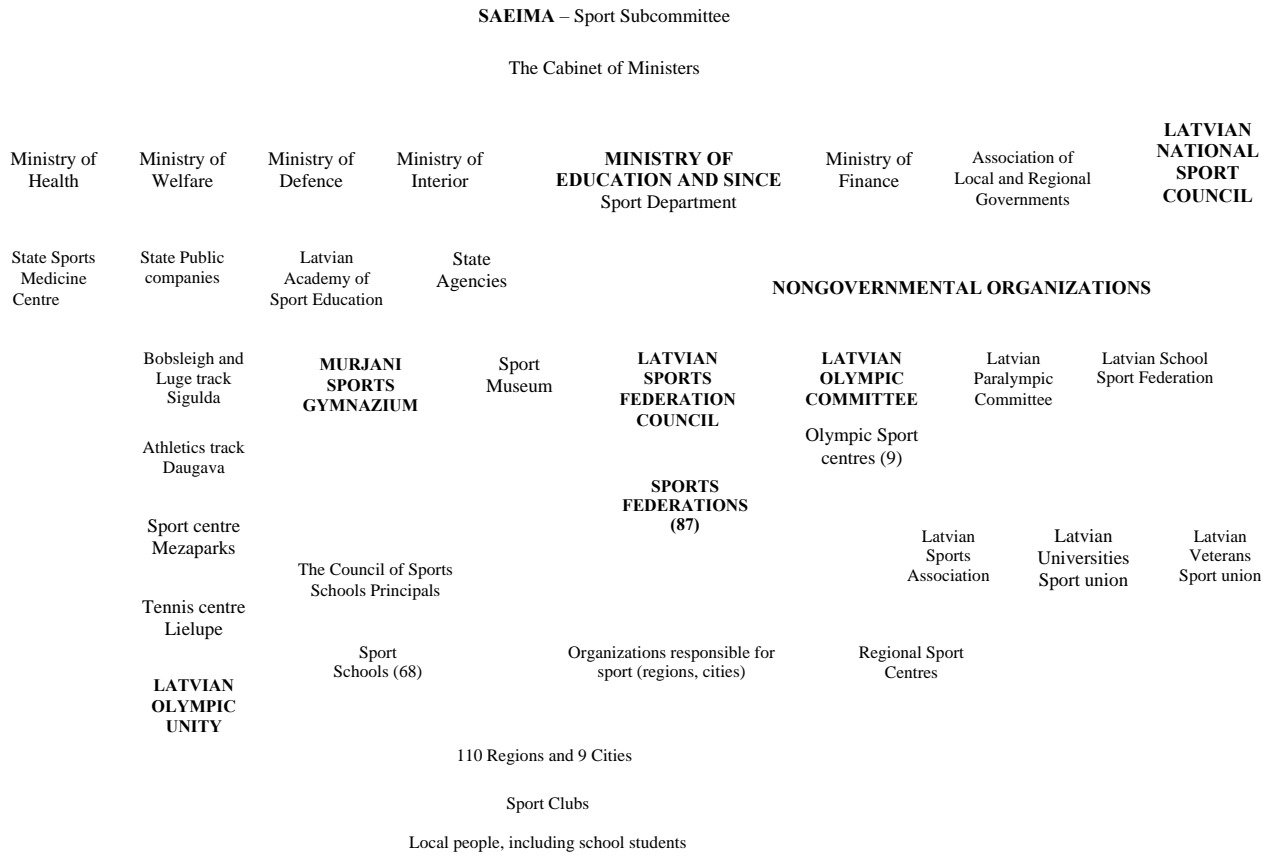


Figure 2. Schematic representation of the Latvian educational hierarchy.

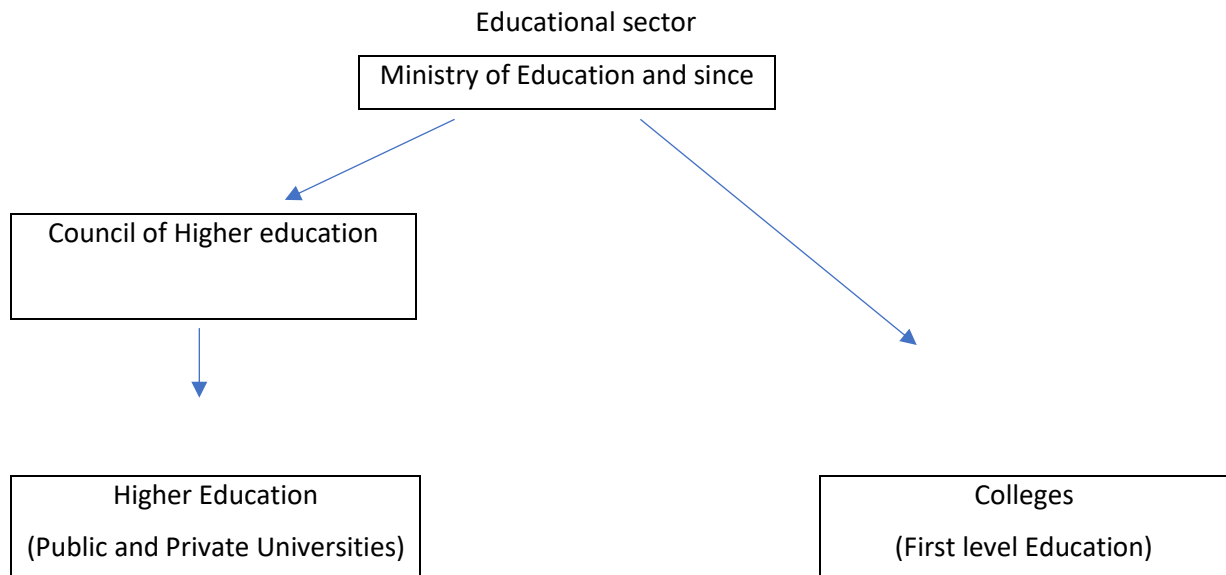


Table 1. Sport management positions, required education, percentages of women

SPORT BODIES (2019-2020)			
NOC	Total n	% Women	Required education
President	1	0	Higher education
Vice-president	2	0	Higher education
Secretary	1	0	Higher education
Manager	3	67%	Higher education
Staff	5	60%	Higher education
Provision of sports management education (N)			
Sport federations	39 (Olympic)		
President	39	12%	No data
Vice-president	16	18%	No data
Secretary	39	32%	No data
Manager	No data		No data
Staff	No data		No data
Athletes	No data		No data
Provision of sports management education (N)			
Grassroot Sport organizations	No data		
President			
Vice-president			
Secretary			
Manager			
Staff			
Athletes			
Provision of sports management education (Y/N)			
Sport clubs	No data		
President			
Vice-president			
Secretary			
Manager			
Staff			
Provision of sports management education (Y/N)			
EDUCATIONAL INSTITUTIONS (degrees in sports management, 2019-2020)			

Bachelor degree			
Coordinator/President			
Teachers			
Students			
Graduated students			
Master's Degree			
Coordinator/President			
Teachers			
Students			
Graduated students			

References

Example of APA for books

Hoye, R., Smith, A. C., Nicholson, M., & Stewart, B. (2015). *Sport management: principles and applications*. Routledge.

Example of APA for scientific Articles

Taylor, E. A., Smith, A. B., Rode, C. R., & Hardin, R. (2017). Women don't know anything about sports: Contrapower harassment in the sport management classroom. *Sport management education journal*, 11(2), 61-71.

Country: Lithuania

4.0. Brief description of sports management at the sport bodies and education institutions levels

The Department of Statistics of the Republic of Lithuania does not publish data on the number of sports managers in Lithuania. Based on the approximate data provided by the Sports Management Association and the Lithuanian Sports Federation, it is assumed that the number of sports managers in Lithuania is about 2,300.

4.0.1. SWOT analysis

4.0.1.1. Strengths

Lithuania is relatively small country, but in overall Olympic medals table in RIO Olympics gained 64 place, population per medal even 12th place. This indicates that national federation are managed in proper and good way, sport managers working in federations are motivated and goal oriented.

4.0.1.2 .Weaknesses

Lack of professional sport managers in Lithuania: - Lithuanian Sport Federation Union initiated a study on the need for professional development of employees in the sports sector. A survey of 520 sports managers working in federations revealed that as many as 75.3 percent they have no sport managerial education. This led to the conclusion that the competence of most sports managers working in sports organizations is not really sufficient to perform the functions inherent in this job.

4.0.1.3. Opportunities

People working in the sports sector have a positive attitude towards improvement and the acquisition of new knowledge. - Lithuanian Sport Federation Union survey of Lithuanian sports managers showed that the absolute majority of sports managers consider their management skills to be insufficient, and the need to improve their qualifications was expressed by as many as 95%. respondents.

4.0.1.4. Threats

There is no specific description of the competencies of a sports manager in Lithuania, therefore it is not defined what competencies are needed to work in this job, business management is taken as a basis.

4.1 Official documents supporting gender equality, possibly specific to sports-athletes, coaches, referees/judges, and management.

The National Olympic Committee in Lithuania has used different approaches to increase equality for women in sport, including establishing special awards for female athletes, teams, and coaches, as well as special national and international courses. However, the Department of Physical Education and Sport under the Government of the Republic of Lithuania has not implemented any action in the field of gender equality in sport since 2015 (now for sport is responsible: Lithuanian Ministry of Education, Science and Sport).

4.1.1. SWOT analysis

4.1.1.1. Strengths

Lithuania is one of the few countries in the world that has a female president of the Olympic Committee. This is good example to over women, that there is possibility to climb career ladder in sport sector in Lithuania. The National Olympic Committee of Lithuania embarked on a campaign in support of HeForShe with a focus on gender equality in sports. The campaign invited men to become allies for equality by discarding old stereotypes and becoming united for change

(<https://www.heforshe.org/en/lithuanias-national-olympic-committee-tackles-gender-equality-sports>).

4.1.1.2. Weaknesses

Only four federations (archery, basketball, football and taekwondo) have a policy for advancing towards equality for women and men in their sport and neither the sport federations, nor the Ministry or Olympic Committee, have used affirmative action or gender mainstreaming strategies to change the situation.

4.1.1.3. Opportunities

Actions/measures taken to increase the number of women in decision-making positions in Lithuania - 50 % (n=17) of the sport federations have taken action, since 2015, to recruit or increase the number of females in elected/appointed decision-making positions in sport. These federations are archery, athletics, badminton, cycling, equestrian, fencing, football, hockey, ice hockey, judo, modern pentathlon, rowing, rugby, speed skating, taekwondo, triathlon and wrestling.

Almost half 47% (n=8), of these sport federations have developed gender friendly election/appointment procedures. 41% (n=7) have held training seminars and workshops for decision makers. 24% (n=4) have seats reserved for females on boards and committees and the same number have arranged female only leadership courses.

The Olympic Committee has also been engaged in educational measures to increase the numbers of women in decision making by holding leadership training courses for females only, organizing training seminars, workshops, etc. for decision makers and running awareness raising campaigns to encourage women to stand for leadership roles. The Olympic Committee has also supported research on gender equality in decision making positions.

4.1.1.4. Threats

In 2020 the Lithuanian Gender Equality Index (56.3 points) still lags far behind the EU average (67.9 points).

In Lithuania the leaders of sport are males. Two sport federations have a female president, 11% have a female vice president and 17% of board members are women.

4.2. Educational sports management paths at University level

In Lithuania, University education study programmes are developed in accordance with the regulations of study fields, which summarize the experience of universities of those or other study fields, and national professional standards, which provide specifications of the activity system, competence modules and qualifications. The content of university study programs is focused on the acquisition of general cultural, spiritual and cognitive knowledge and skills, as well as the development of functional, cognitive and general competencies necessary for a specific professional activity. Undergraduate study in sports management can be a particularly exciting start to a career in sports. Professionals with this bachelor's degree typically work in sports agencies, associations, or companies that manufacture or sell sports equipment, and hold positions from financial manager to organizer of sporting events. A frequent student also chooses to continue their studies and enrol in a master's degree in sports. Sports management study programs are offered by various universities and other higher education institutions. Students can usually choose not only full-time sports management studies, but also much more flexible part-time, online, or distance learning programs. Undergraduate students in sports management typically deal with topics such as sports in a social and cultural context, marketing, sports funding, and so on. Master programs also are offered by universities.

4.2.1. SWOT analysis

4.2.1.1. Strengths

Three universities and colleges in the biggest cities in Lithuania offering the sport management course.

4.2.1.2. Weaknesses

Lack of the organizations which could offer sport managers paid workplace, because in majority of the sport organizations work is organized on a voluntary basis, due to lack of the professional sport organizations (most of them are mature level).

4.2.1.3. Opportunities

After the preparation of the Sports Management Programme, a survey of the leaders of Lithuanian sports organizations was conducted, which showed that 60 percent of the surveyed sports industry organizations are ready to hire sports management specialists.

4.2.1.4. Threats

Sport programs are combined with tourism, so focus during the studies are divided. What is more, lack of focus on practical/hands - on experience.

4.3. Educational sports management path at sport level

4.3.1. SWOT analysis

4.3.1.1. Strengths

In most educational institutions there are possibility to study in both Lithuanian and English languages.

4.3.1.2. Weaknesses

In Lithuania despite the increase in the number of women participating in sport, the increase of women pursuing non-traditional academic majors like sport management, a disparity remains. There are lack of information regarding sports management possibilities for women, no communication campaigns with success stories. Lack academic cooperation with organizations from sport sector.

4.3.1.3. Opportunities

After completing the sports management study programs, graduates are able to work in managerial, expert-consulting work in state, non-governmental and private organizations, also to teach and carry out research work in various university and non-university educational institutions integrating women in managerial positions.

4.3.1.4. Threats

Changes in Sport Law can cause problems in educational sport management path, as there will be no possibility for sport level sport management courses itself.

4.4. Recruitment modality of sport managers in sports bodies and possible implementation of gender equality

Sport federations gender equality mentioned in long-term plan or business plan 44% (n=15) (Athletics, basketball, biathlon, boxing, fencing, football, golf, handball, hockey, modern pentathlon, sailing, taekwondo, tennis, weightlifting and wrestling).

4.5. Career progression modality of sports managers in sports bodies and possible implementation of gender equality

In Lithuania the leaders of sport are males. Two sport federations have a female President, 11% have a female vice president and 17% of board members are women. Lithuania is also one of the few countries in the world that has a female president of the National Olympic Committee. The country has more female elite level coaches (29%) than registered coaches (36%) compared with men, which is also unusual. As some of the sport federations have provided limited information, especially in relation to their membership, the results for Lithuania are incomplete. However, it is clear that over half of the federations have taken action to recruit more female leaders and to encourage more girls and women to be active in their sport. 38% have implemented measures to improve the situation for female elite level athletes but only 21% have addressed the prevention of gender-based violence. Only four federations have a policy for advancing towards equality for women and men in their sport and neither the sport federations, nor the Ministry or Olympic Committee, have used affirmative action or gender mainstreaming strategies to change the situation.

Figure 1: Important stakeholders of the Sport Management in Lithuania.

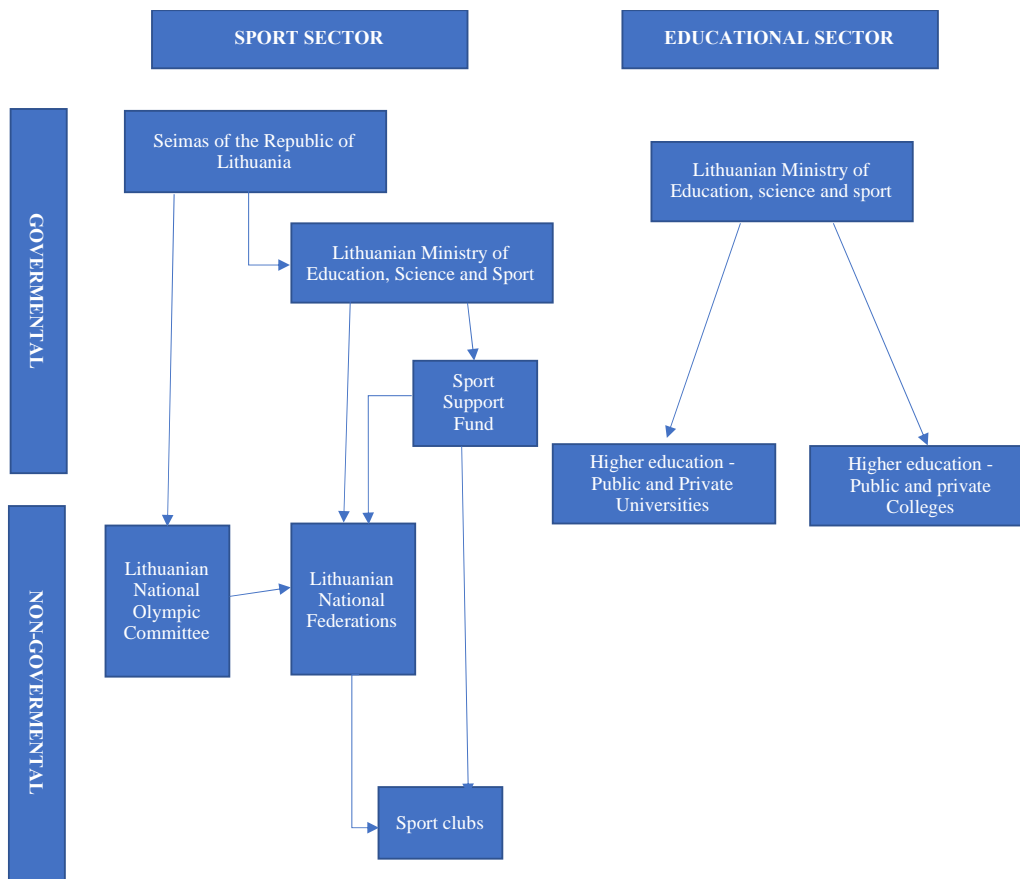


Table X1. **Sport management positions, required education, percentages of women**

SPORT BODIES (2019-2020)			
NOC	Total n	% Women	Required education
President	1	100%	
Vice-president	3	33%	
Secretary	1	0	
Manager	9	24.7%	
Staff	19	5.2%	
Provision of sports management education (Y/N)			
Sport federations			
President	40	10%	
Vice-president		16.5%	
Secretary	40	24%	
Manager		38.9%	
Staff		17.7%	
Athletes	Not gathered		
Provision of sports management education (Y/N)			
Grassroot Sport organizations			
President	Not gathered		
Vice-president	Not gathered		
Secretary	Not gathered		
Manager	Not gathered		
Staff	Not gathered		
Athletes	Not gathered		
Provision of sports management education (Y/N)			
Sport clubs			
President	Not gathered		
Vice-president	Not gathered		

Secretary	Not gathered		
Manager	Not gathered		
Staff	Not gathered		
Provision of sports management education (Y/N)			
EDUCATIONAL INSTITUTIONS (degrees in sports management, 2019-2020)			
Bachelor degree			
Coordinator/President	Not gathered		
Teachers	Not gathered		
Students	Not gathered		
Graduated students	Not gathered		
Master's Degree			
Coordinator/President	Not gathered		
Teachers	Not gathered		
Students	Not gathered		
Graduated students	Not gathered		

Country: SLOVAKIA

5.0. Brief description of sports management at the sport bodies and education institutions levels

Sports management and governance

Key source of funding in sport is public in nature. As transparency and efficiency of spending is one of the basic pillars of modern society, the attributes must also be linked by effective management. The **Sports Act**, which defined the basic concepts in this area, created the preconditions for the creation of model documents for individual sports organizations and, last but not least, established the office of the **Chief Sports Controller**, who exercises control in sports organizations that are recipients of public funds. In its activities, the Office supports the autonomy of sport and takes into account its specifics. Another benefit of the Sports Act in the case of management is the introduction of the **Sports Information System**. Its basic essence is the management of key registers, mapping the activities of individuals and entities in the field of sports. Unfortunately, it should be noted that despite the beneficial concept, the information system is still not fully functional. The state lacks a consistent strategy for the digitization of sport and the subsequent interconnection of data from different sports.

Education of sports professionals

In Slovakia, the "*Concept of Education of Sports Professionals in the Slovak Republic*" has been valid since 2006, which proposes a solution for the education of sports professionals in the form of a Unified Education System. The National Qualifications Framework, which unified the qualifications frameworks within the countries of the European Union, is also closely related to the education of sports professionals.

The training of sports professionals takes place in two basic lines:

Formal education: It is a system of education that is governed by general legislation governing education. It includes higher education institutions as well as higher vocational education institutions.

Non-formal education: The non-formal education system is mostly used by organizations that have their own sports and education system, including their own qualifications, as well as private training academies and sports federations, which organize training courses and provide sports qualifications. International sports federations also have their own education system. For example, in order to obtain an international arbitrator's license, it is necessary to pass examinations at the level of the relevant federation. These exams are carried out outside the education system in Slovakia. Apart from the Ministry of Education, the *National Sports Centre* is a key stakeholder throughout the process and on both lines of education. Its competencies include: ensuring the activities of the accreditation commission in the field of sports, coordination and control activities for I. - III. degree, implementation of in-service training courses, administration of a public information system in education in sport, provision of counselling for citizens in the field of education in sport, publishing activities, as well as cooperation with educational institutions in the field of formal and non-formal education.

5.0.1. SWOT analysis

5.0.1.1. Strengths,

new Sports Act
unified education system

5.0.1.2. Weaknesses,

information digitalization – Sports Information System
lack of sports management specialized courses

5.0.1.3. Opportunities,

new technologies, possibility for sport administrator to study high quality courses online
modification of management education for sport admin specialization

5.0.1.4. Threats

sports sector mainly dependent on public money – no major motivation for management improvement in order to be more cost effective

5.1. Official documents supporting gender equality, possibly specific to sports-athletes, coaches, referees/judges, and management.

No sport specific document exists. Most of the documents used for this topic are from the International Olympic Committee (IOC), International Federations (IFs), European Federations (EFs). Slovak gender equality supporting documents are following:

1. National strategy of gender equality in Slovakia
2. Fair state and public administration

Recommendations for increasing gender equality in higher management positions in state and public administration (https://www.ludskeprava.sk/wp-content/uploads/2020/04/rvvs_brozura1_web.pdf)

Slovak Olympic and Sports Committee, through its Women in Sport Commission, produces documents that nation specific modified to gender equality matters. All documents are mainly athletes, coaches, referees specific.

5.1.1. SWOT analysis

5.1.1.1. Strengths

compact system – easier to introduce new strategies
all stakeholders involved in the topic are highly motivated and professional

5.1.1.2. Weaknesses

Lack of attention to the topic
Administration overload of sport managers at the NOC, NFs

5.1.1.3. Opportunities

Best practice examples/documents that are effective in other countries- application in Slovakia
Use of the existing IOC, IFs, EFs documents and modification to our country – implementation
Can form the public opinion on the topic when carefully creating the communication campaign
Small country – less complicated sports system – easier to present and apply the guidelines

5.1.1.4. Threats

Society not prepared for this topic
Difficulties in gender equality application in sports as the topic is not widely spread in other sectors

5.2. Educational sports management paths at University level

Sport specific education in Slovakia is realized on 3 Universities: Matej Bel University in Banska Bystrica- Faculty of Arts - Department of Physical Education and Sports; Comenius University in Bratislava – Faculty of Physical Education and Sport; University of Presov - Faculty of Sports. Whilst only Comenius University in Bratislava has specific sport management degree (in cooperation with the Faculty of Management), education of coaches at university level is only for the highest coaching degree (IVth degree)

5.2.1. SWOT analysis

5.2.1.1. Strengths

Well established universities with high credit

5.2.1.2. Weaknesses

Lack of sport specific professionals for respective sports – decreases in the sport specific education opportunities

5.2.1.3. Opportunities

Creation of sport management degrees/courses

Creation of unifies syllabus for sport administration – IOC Sport Administration Manual

5.2.1.4. Threats

In case of additional sport management courses/degrees – lack of quality professionals to teach this courses

5.3. Educational sports management path at sport level

Sport professional's education at sport level is organized via respective National Sport Federations (NSFs). NSFs are responsible for sport professional's education (coaches, referees/judges) in the first three levels. These levels are renewed every 4 years after attending refreshment courses organized by the respective NSF to be able to apply for renewal. Only the football federation organized sports management education according to the requirement of UEFA, whereas Police Sports Centre organizes educational training sessions for coaches. Slovak Olympic and Sports Committee is organizing, together with the Czech Olympic Committee, sports administration course called Sports Diplomacy, that will have the Master of Sport Administration accreditation in academic year 2021/22. Moreover, Slovak Olympic and Sports Committee took part in project SUCCESS that was aimed at leadership training for women in sports, the Slovak Olympic and Sports Committee plans to continue with this activity in the form of leadership seminars organized by the Women in Sport Commission of the Slovak Olympic and Sports Committee.

5.3.1. SWOT analysis

5.3.1.1. Strengths

Sports Diplomacy programme quality – high rating on sports level

Sport Professionals qualification renewal system – ensuring the up to date professional knowledge

5.3.1.2. Weaknesses

A noticeable significant shortage of coaches at all skill levels, which is also well below the European average. Partial compensation for professions is provided by volunteering. However, volunteer work often does not reach the quality level of a qualified sports coach, resp. expert.

5.3.1.3. Opportunities

Cooperation with universities on creation of non-formal education for sport administration - courses

5.3.1.4. Threats

Lack of sport professionals with educational background – low quality of education

Lack of motivation from the sport sector to attend courses – no minimal requirement on education for sport management position (in most cases)

5.4. Recruitment modality of sport managers in sports bodies and possible implementation of gender equality

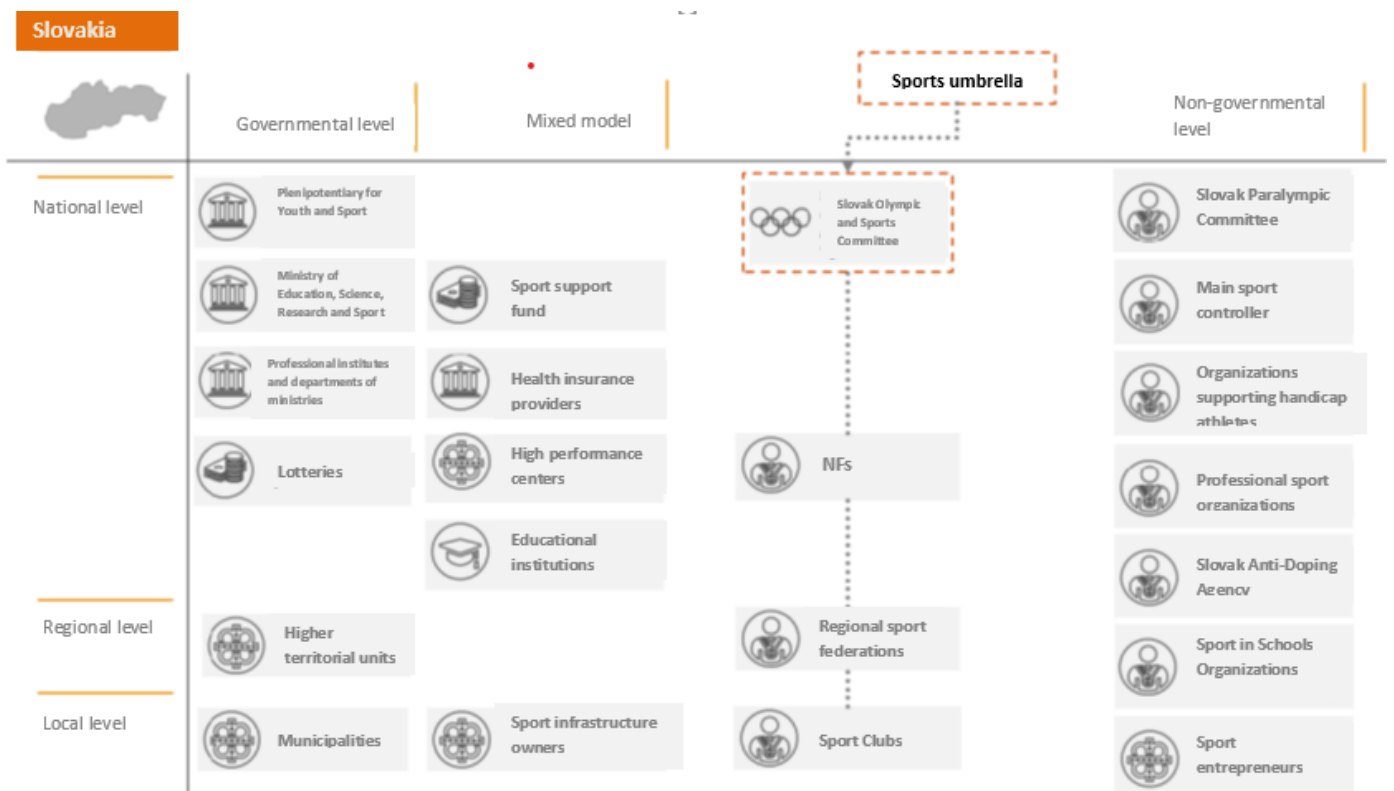
There is no strategy in place for whole sport movement in terms of recruitment is in place, it is done based individually for each sports entity, possible motivation increasing gender equality might be requirement in

the Sports Law to have minimum percentage of other gender represented in the bodies. As majority of sports bodies are financed mainly through the government money.

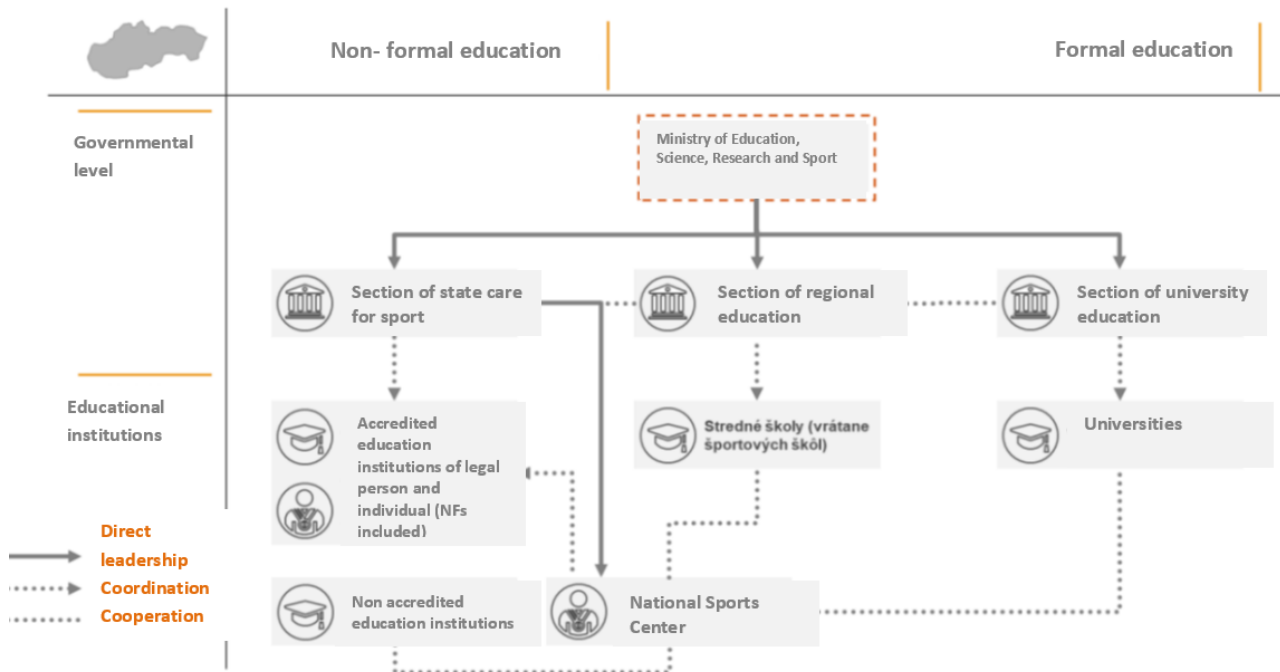
5.5. Career progression modality of sports managers in sports bodies and possible implementation of gender equality

No succession planning in sport is in place in Slovakia, therefore the implementation of gender balance is quite complicated on this matter. But possible solution similar to the one above could be applied for quota percentages of different genders represented on various levels of the sports bodies of respective organization.

Figure X1: Please provide a figure of your country, which contains all important stakeholders of the Sport Management in place.



Education System


 Table X1. Sport management positions, required education, percentages of women¹

SPORT BODIES (2019-2020)			
NOC	Total n	% Women	Required education
President	1	0%	N
Vice-president	3	33%	N
Secretary	1	0%	N
Manager	11	50%	N
Staff	24	40%	N
Provision of sports management education (Y/N)			
Sport federations			
President	71	10%	N
Vice-president	N/A		N
Secretary	71	15%	N
Manager	N/A		N
Staff	N/A		Y (for coaches in some NFs)
Athletes	144211 ²	25%	N

¹ All data as of 2019

² Only U23 are recorded

Provision of sports management education (Y/N)			
Grassroot Sport organizations			
President	N/A		
Vice-president			
Secretary			
Manager			
Staff			
Athletes			
Provision of sports management education (Y/N)			
Sport clubs			
President	5226	20%	N
Vice-president	N/A		N
Secretary	N/A		N
Manager	N/A		N
Staff	N/A		N
Provision of sports management education (Y/N)			
EDUCATIONAL INSTITUTIONS (degrees in sports management, 2019-2020)³			
Bachelor degree			
Coordinator/President			
Teachers			
Students			
Graduated students			
Master's Degree			
Coordinator/President			
Teachers			
Students			
Graduated students			

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³ Do not have this data accessible

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