

# Lecture 1: Sport Policy, Organization and Management in Lithuania

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MYKOŁO  
ROMERIO  
UNIVERSITETAS

# Content

- *Sport policy institutions*
  - *Government, non-government, intermediate*
- *Sport policy processes*
  - *Programming, financing, research - evidence based*
- *Sport policy outcomes*
  - *Participation, infrastructure, consumption*

*Task to overview Sport policy, organization and management in Lithuania using critical-reflective approach*

*What are the current **realities** and **challenges** of the sport sector in Europe? Lithuania? Ukraine?  
(2-3 realities/challenges)*

\*\*\*\*\*

*Why we should study, understand, analyze and evaluate sport policy?  
(2-3 arguments)*

# For policy

- Analysis that makes a **direct** contribution to the policy **processes**, clarifying **criteria**:
  - To judge policy
  - Enhance decision-making in relation with agreed criteria

# Of policy

- Analysis of policy **process** and **explanation** of how the policy process operates:
  - Interests
  - Outcomes

Analysis for policy



Methodologies for policy evaluation

- Cost-benefit analysis in the analysis of sport policy (Chapter 5)
- Meta-analysis, analytic logic models and the assessment of impacts of sport policies
- Sport and international development: methodologies for evaluating the use of sport in post-conflict societies
- The economics of sport policy

Defining critical policy success factors

- Identifying 'success factors in elite sports policy systems'
- Measuring and forecasting elite sporting success
- Bidding policy for major sporting events

Analyses of types of policy programme

- Promoting student athlete interests in European elite sports systems
- Sport and urban regeneration
- Sport and social inclusion
- Sport development and community development

Analyses of policy structures

- The development of a world anti-doping system
- Global governance of the Olympic System
- The developing roles of the European Union and the Council of Europe
- Models of policy in the European Union
- Non-governmental organizations (NGOs) in sport for development and peace

Analyses of key policy concepts

- Sports governance
- Sports policy and social capital

Social theory and policy analysis

- Clientelism and sport policy
- Feminist analyses of sports policy
- A postcolonial approach to sport policy: case study of the Maghreb region in North Africa

Analysis of policy

- Theorising the analysis of sport policy
- Discourse analysis and its application to sport policy analysis

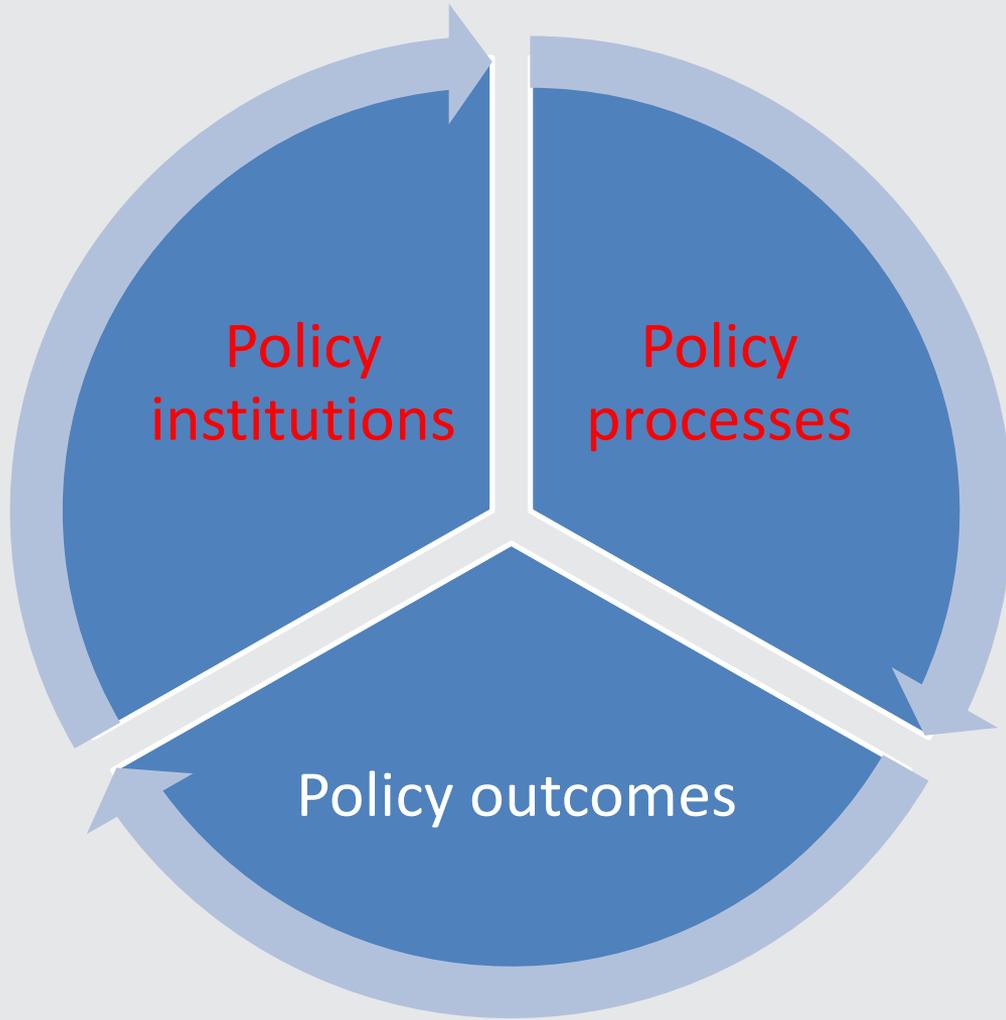


# Four types of comparative analysis of sport policy (Henry et al, 2005,2013)

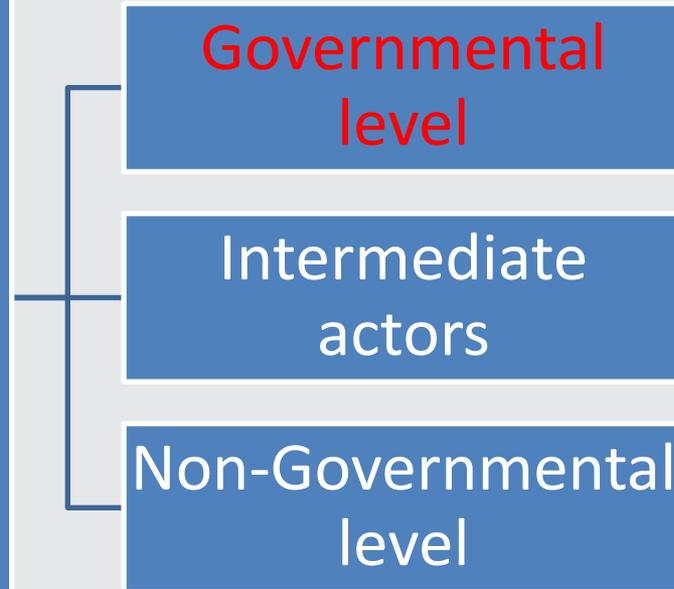
<i>Criteria</i>	<b>1. Seeking similarities</b>	<b>2. Describing differences</b>	<b>3. Theorizing the transnational</b>	<b>4. Defining discourse</b>
<b>Nature</b>	Law, generalization	Historical specificity	Globalization intra, inter, transstate analysis	Discursive process/ analysis
<b>Strengths</b>	Number of cases	How and why societies differ	Global, structural, local	Problem based
<b>Weaknesses</b>	No explanations	Only historical contingency	Complexity	Problems are not independent
<b>Core problem</b>	Different contexts	Validation of interpretation	Balance	Validity, reliability

## *Realities and challenges of the sport sector in Lithuania*

- *Balance between strategy and government programme*
- *Vertical integration between national and local sport policies*
- *Continuation of the policy directions*

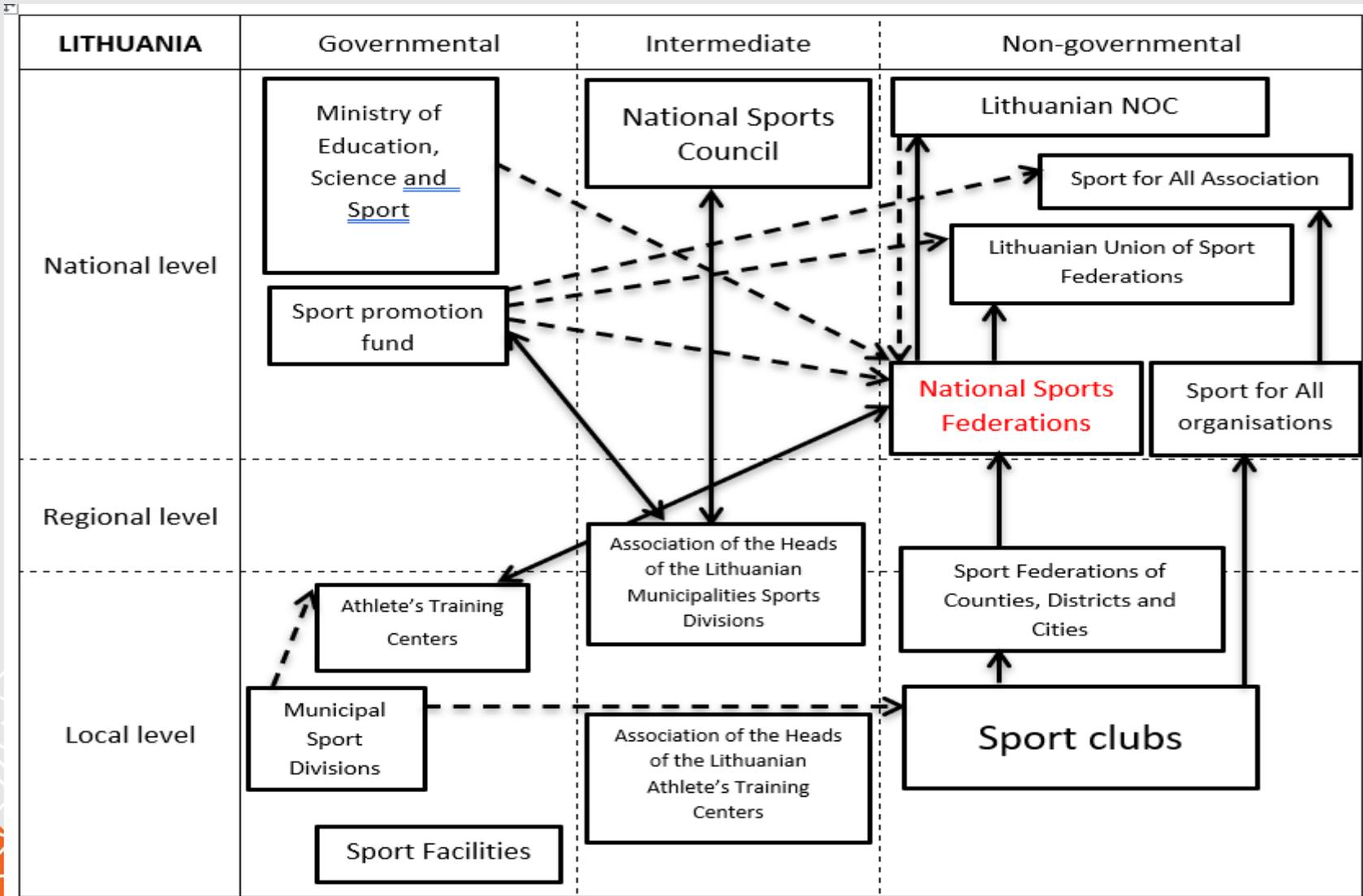


# POLICY INSTITUTIONS



## Sport policy institutions

# Organizational framework



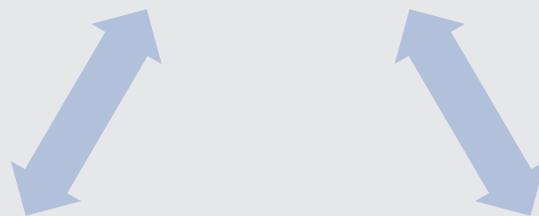
Financing

Membership/partnership

Note: PE-Physical Education; NOC-National Olympic Committee

Source: modified from Scheerder et al., 2015

Governmental  
level



**NATIONAL**



LOCAL

# Lithuanian sport: legal environment

- Constitution of the Republic of Lithuania states: *“The State shall promote physical culture of society and shall support sport” (chapter 53, 1992)*
- Law on physical education and sport (1995, 2008)
- Law on Sport (2019)
- Sports Development Programme 2021-2030 (*as part of National Progress Plan 2021-2030*)
- Ministry of Education, Science and Sports (MESS) is responsible for state sports policy formulation, coordination and implementation (*from January 2019*)

# Lithuanian sport: legal environment

## National Progress Plan 2021-2030

2. To increase the social **well-being** and **inclusion** of the population, strengthen **health** and improve the **demographic** situation in Lithuania

4. Strengthen national and civic **identity**, increase cultural **penetration** and societal **creativity**

## Sports Development Programme 2021-2030

2.11. Promote health preservation and promotion activities and strengthen the psychological (*emotional*) resilience of society

4.4. To strive to increase the highest achievements of Lithuanian sports

# Lithuanian sport: the Government of the Republic of Lithuania

- XVIII Lithuanian Government program for 2021-2025
- Project: *Sports system for physical activity, inclusion and high performance*, articles 61-62
  1. Responsible, transparent and effective sports and physical activity policy
  2. An effective and sustainable sports management structure
  3. A healthy and active society
  4. Nation's visibility through sports
- In cooperation with the sports community, we will adopt clear and competitive criteria for the goals, activities and results of **strategic sports federations** to be funded from the state budget. We will pay more attention to the high-performance sports programmes of the national sports federations intended for the development of children, junior, youth and elite sports while ensuring the continuity of the athletes training system. We will work to attract young coaches and to regularly develop coaches' competencies, and we will strive to make this a priority criterion for the evaluation of the programmes of sports federations and for their funding. Together with Lithuanian educational and research institutions, business and employers' associations, we will develop and approve dual career programmes for high performance athletes so that high-performance athletes who have completed their sports career can successfully acquire a speciality and integrate into the labour market.
- The government is based on a coalition of the Homeland Union-Lithuanian Christian Democrats (TS-LKD), Liberal Movement (LRLS), and Freedom Party (LP).

# Governmental level: national actions towards Sport for all-Programme *Learn to Swim*

- The purpose - to train as many children as possible to navigate and to behave in water and water in a safe way.
- The target group of project participants is 8-10 years old children.
- Scientists point out that kids of this age have the most favorable initial swimming skills and correct rules of behavior in the water.
- 3685 children were given the opportunity to acquire original swimming skills (2017) in 34 municipalities.
- Cooperation among MESS, swimming federation, municipalities, companies.



# Governmental level: national actions towards Sport for all-*Physical Education Badge*

- Every year, at the beginning and end of the school year, every student can test his physical fitness and sporting knowledge by taking the tests of the Lithuanian Physical Education Badge program.
- The program of the Lithuanian Physical Education Badge consists of three parts:
  - "Grow and Strengthen" (8-11 years old),
  - "Move Everyday" (12-13 years old) and
  - "Get Better" (14-18 years old).
- For participation in the program, school children should contact the school's Physical Education Teacher.
- 1197 participants were granted in 2017 (1356, 2016)
- Lithuania presented good practice in the publication dedicated to the 2004 European Year Education thought Sport

# Governmental level: national actions towards Sport for all-*Physical Education Badge*



**BRONZOS  
10 TAŠKŲ**



**SIDABRO  
14 TAŠKŲ**



**SIDABRO SU  
AŽUOLO  
ŠAKELE  
18 TAŠKŲ**



**AUKSO  
22 TAŠKAI**



**AUKSO SU  
AŽUOLO  
ŠAKELE  
28 TAŠKAI**



**AUKSO SU  
AŽUOLO  
VAINIKU  
35 TAŠKAI**



# Governmental level: national actions towards Sport for all-*Sporting Community*

- The purpose - to train as many children as possible to navigate and to behave in water and water in a safe way.
- 47 communities from 34 municipalities organize various PA with 9883 persons involved
- All activities were based on Health Enhancing Physical Activities (HEPA) recommendations (2007)

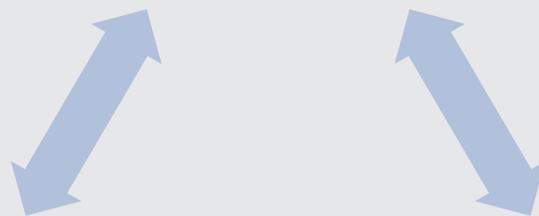
# Governmental level: *Sport Promotion Fund*

- the funds allocated to sports projects obtained from excise duty on alcoholic beverages, manufactured tobacco and loteries (€16,5 million in 2021)
- 10 per cent of the funds of the SPF is allocated for the implementation of projects promoting the development of disability sport
- Funding activities:
  - Physical activity activities promoting the development of physical activity;
  - Purchase of sports inventory and equipment;
  - Organization of sporting events;
  - Training of persons working or providing services in the field of sports and dissemination of sports information.
- Discussion about the distribution priorities of the fund

## Governmental level: *European HEPA-Focal Point*

- National recommendations on **how much physical activity** the population should carry out to **achieve health benefits** serves as a benchmark for **progress made to promote physical activity** and are an important element of a national strategy to promote physical activity.
- A national recommendation on physical activity and health: an officially adopted **statement on the duration, intensity and frequency** of physical activity behaviour that the population should reach. Recommendations issued by non-governmental bodies, which have not been officially endorsed by the national government, are not considered a national recommendation.
- **23 areas** are covered for the assessment of PA in the country

Governmental  
level



NATIONAL



**LOCAL**

# Governmental level: local

- There are 60 municipalities (12 cities and district 48) municipalities have the responsibility towards sports.
  - There two types of the structured units:
    - *sport division* (exceptionally for sport issues, for example in Kaunas city)
    - *culture, education and sport division* (sport in conjunction with other areas: education, youth, tourism, etc., for example in Vilnius)
  - 72 public funded *athletes training centers (sports schools)* across the country, where 7-19\* years old children and youth practice sport (45 372, 2019).
  - There are three national sport gymnasiums established under the agreement made by the main sector stakeholders: Ministry of Education, Science and Sport, national sport federations, local municipalities, ect.
- \* - *there are some exception*

# Number of participants in athlete's training centers (2013-2019)

N r	Sports /Number of participants	2013	2016	2019
1	Basketball	9813	26353	23444
2	Football	6406	20557	19513
3	Swimming	4504	5537	9099
4	Track-and-field athletics	4136	6119	7387
5	Handball	3092	3694	4156
6	Judo	1777	3048	2925
7	Volleyball	1860	5607	5013
8	Table tennis	1500	3166	3011
9	Boxing	1221	2177	1907
1 0	Wresling	818	1144	1275

# POLICY INSTITUTIONS

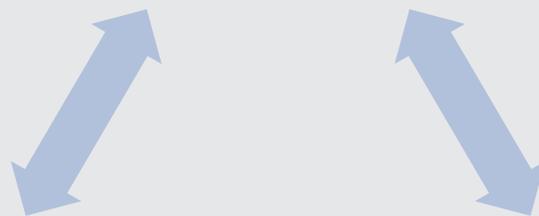
Governmental  
level

Intermediate  
actors

Non-Governmental  
level

## Sport policy institutions

Non-Governmental level



**NATIONAL**



LOCAL

# Non-Governmental level: national

- Lithuanian National Olympic Committee and Paralympic Committee re-established its membership of the International Olympic Committee in 1991.
- The LNOC includes 41 national Olympic sports federations.
- The LNOC develops and promotes the Olympic movement in Lithuania under the exclusive jurisdiction and the duty to represent the Republic of Lithuania in the Olympic movement.
- For the four-year Olympic cycle the LNOC, together with MESS and the Lithuanian Sports Centre, prepare the selection criteria of the candidates for the Lithuanian Olympic team and annually approve the updated team of candidates.
- The best athletes are granted LNOC Olympic scholarships.

• [www.ltok.lt](http://www.ltok.lt)



# Non-Governmental level: national

- Lithuanian Union of Sport Federations (LUSF) was founded in 1992
- 2021 the LUSF has 73 members: Olympic and non-Olympic sport federations
- Around 30 federation that do not belong to the LUSF as well as 5 federations of disability sport.
- The main objectives of the LUSF are:
  - take care of the promotion, dissemination and development of sport in Lithuania in partnership with other sport organisations,
  - coordinate the activities of sport federations,
  - provide services to sport federations,
  - initiate new programs and to debate and represent the interests of its members



# Non-Governmental level: national

- The Sport for All association founded in 1991 is an independent non-governmental organisation uniting 20 voluntary sport organisations, 452 clubs, 1805 volunteers (LSIC, 2018).
- The association's main objectives are:
  - enhance people's health and social well-being through physical education and sport,
  - promote healthy lifestyles and
  - organise physical education, grassroots sport and recreation activities for all ages
- The association provides clubs with organisational and methodological assistance in preparing competitions, championships, promotion and the organisation of joint festivals and workshops.
- Associations members actively involved in international organizations (*list*)

[www.sportasvisiems.lt](http://www.sportasvisiems.lt)



## Sport for All association: organizations (2016)

N	Association	Clubs	Gov.Funds	Other	Total
1	Sport for all	19	145,68	<b>90,23</b>	235,91
2	Amateur runners	28	19,00	8,00	27,00
3	Gymnastics for all	10	18,60	0	18,60
4	Children street football	16	2,25	0,40	2,65
5	Children and youth street football	14	3,00	0,50	3,50
6	Rural sport and culture "Nemunas"	94	30,40	<b>82,50</b>	112,90
7	Travelers	20	20,00	0,29	20,29
8	PE teachers	270*	11,75	0	11,75
9	School children sport	12	4,30	0	4,30

\* - individuals

# Sport for All association: organizations (2016)

N	Association/Federation	Clubs	Gov.Funds	Other	Total
10	Women's sport	21	17,20	6,23	23,43
11	Company sport "Zalgiris"	68	38,00	385,00*	423,00
12	Sport club "Makabi"	1	7,00	25,30	32,30
13	Student sport	14	79,00	292,48**	371,48
14	Healthy people	65	23,30	32,61	55,91
15	Chooter's	1	12,00	132,00	144,00
16	National youth "Jaunalietuviai"	5	0	12,30	12,30
17	Speed skating <b>fed.</b>	2	32,08	54,27	86,35
18	Sport fishing <b>fed.</b>	20	17,48	0	17,48
19	Sport dancing <b>fed.</b>	87	85,18	110,90	236,48
20	Orienteering <b>fed.</b>	31	79,08	63,96	143,04

\* - commercial activity

\*\* - Ministry of Science and Education

# Sport for All association: events, initiatives

- National:
  - Sport for all festival
  - Lithuanian neighbourhoods sport games
  - Lithuanian kindergarten championship
  - I, mother and my grandmother
  - Dance feast
- European:
  - Beactive week
- National initiatives

# National event: Sport for all festival

- May 25-27, 2018 festival "Sport for All" in Palanga, was dedicated to the 100th anniversary of the restoration of Lithuania and attracted more than 5300 sports and health enthusiasts, and more than 12600 participants (number of starts) participated in the program of the program in physical activities, competitions and other events.
- This year's festival program has exceeded **75 different or continuous sporting events**, competitions, competitions, lectures and other active classes, a special dance composition with a hundred flags dedicated to commemorating the 100th anniversary of the restoration of Lithuania's independence was created.
- The festival participants and guests of the city have tried several completely **new sports** that have not yet been included in the festival program: the balancing (sports) band, the orienteering maze, the summer biathlon race, the Lithuanian cross-country sports event, as well as the disk golf, fanco, beach tamborello, chess blitz tournaments, INSANITY exercise and so on.

# National event: Lithuanian neighbourhoods sport games

- Lithuanian neighbourhoods sport games is the largest systematic event for sports for all, covering the broadest geography of the country.
- The idea of the games is to invite all residents of the country to exercise regularly in residential areas and thus increase their physical activity as a major health factor.
- The goal is to ensure that the inhabitants of the country organize sports in a residential and organized setting.
- The tasks are to promote the development of sports for all in the regions of the country, to foster physical education and amateur sport, and to increase physical activity of the population.

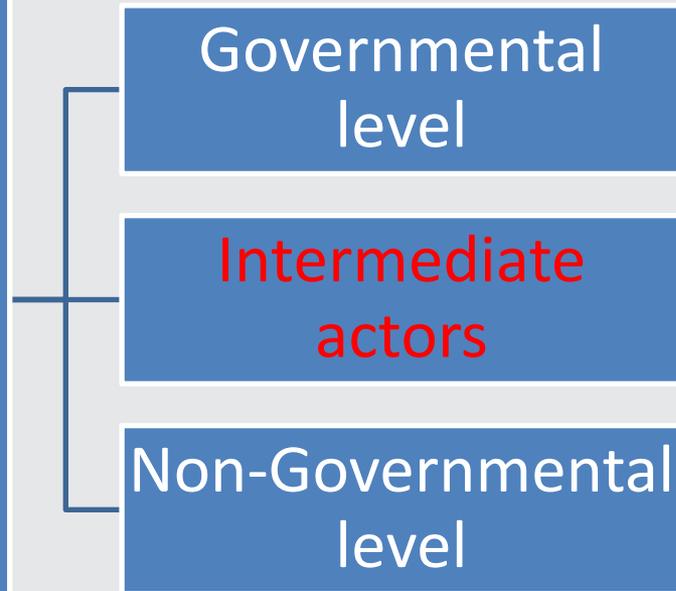
# European event: Beactive week

- September 22-30, 2018
- The #BEACTIVE **Awards** recognize the best civil society projects from European countries that create and test creative, innovative, and inclusive, sports and physical activities. The award is also given to a citizen-sports ambassador, whose inspirational story tells of commitment to sport and physical activity.
  - #BEACTIVE Education Award;
  - #BEACTIVE Workplace Award;
  - #BEACTIVE Citizen-Sport Ambassador Award.
- Sport for All – Healthy Human

# Sport for All association: initiatives

- In 2014 association *Sport for All* initiates a global social project "Judèkim.It" (MOVE)
- The goal of the project is to encourage society, especially **parents raising small children**, to move more and show an example of an active lifestyle for children.
- According to a study from 1994-2010, Europe is the fourth most sophisticated player in terms of physical activity. More shocking is not the numbers themselves, but the fact that trends do not change or change for the worse.
- Parents play a key role in developing children's healthy lifestyle skills. It is in the family, and after in the school or kindergarten, that the first active life habits are infused with children.
- Judèkim.It is the first initiative that emphasizes the model of communication between parents and children in solving the problems of immobility.

# POLICY INSTITUTIONS



## Sport policy institutions

National  
Physical  
Education and  
Sport Council

Association of  
the Heads of  
Lithuanian  
Municipal  
Sports Divisions

Association of  
the Heads of  
the Lithuanian  
athletes  
training centers

Intermediate sport actors

# Intermediate sport actors:

## National Physical Education and Sport Council

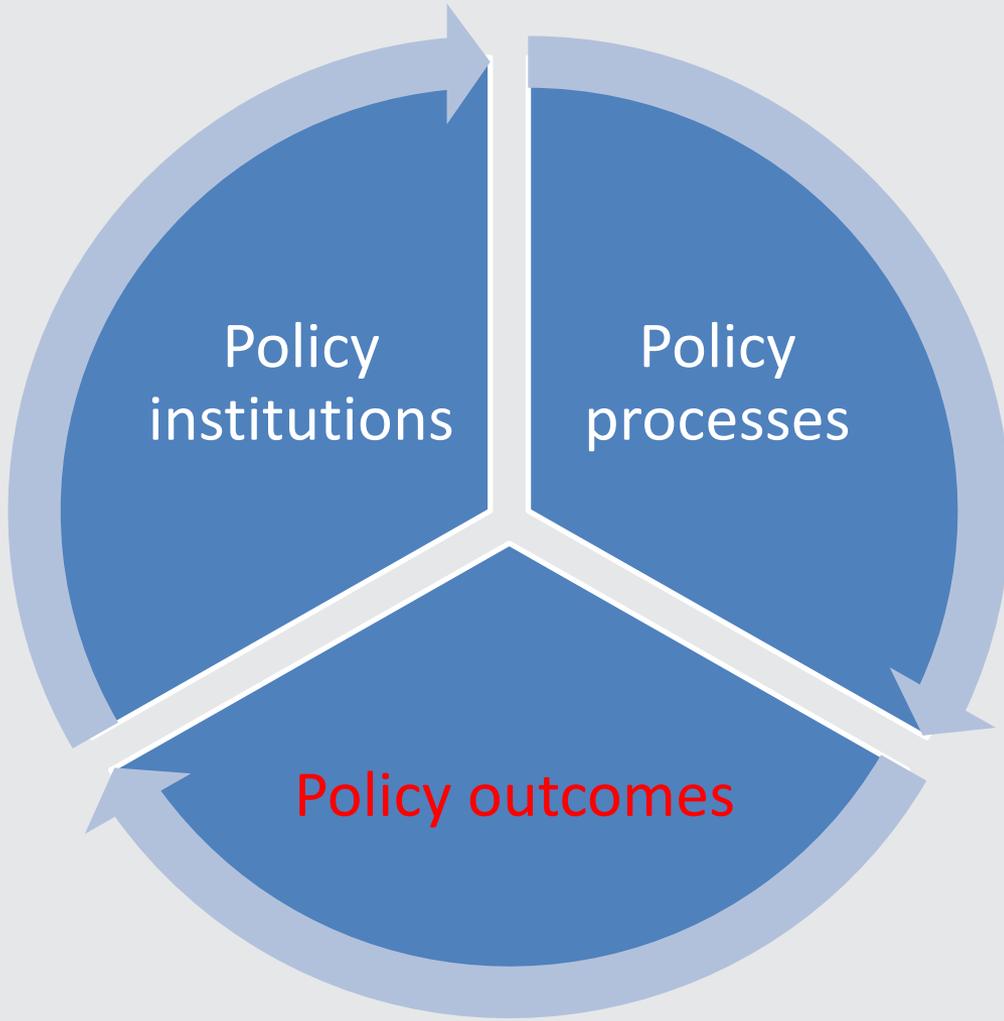
- Council was established with the aim to encourage the interest of all public administration institutions and non-governmental organisations in physical education and sport as well as their cooperation.
- The Council consists of representatives of nine governmental institutions (Ministries, Commissions and the Department) and representatives of non-governmental sport organisations.
- The Council mainly has an **advisory function** and is responsible for 'the promotion of PE and sport and seek that the development of PE and sport would be in compliance with the international regulations on PE and sport' as provided by the Law on Physical Education and Sport (Republic of Lithuania, 1995).

# Intermediate sport actors: The Association of the Heads of Lithuanian Municipal Sports Divisions

- The Association of the Heads of Lithuanian Municipal Sports Divisions (further – AHLMSD) is the main actor on the regional level.
- The association consists of representatives from local councils and from regional/local sport organisations.
- AHLMSD members can influence or give their opinion in the strategic decision making process.
- The president of the Association is also member of the board of the Fund and of the Council.

# Intermediate sport actors: The Association of the Heads of the Lithuanian athletes training centers

- The Association of the Heads of the Lithuanian athletes training centers is the main actor on the local level.
- The members of the association are the Directors of athletes training centers.
- They supervise the organisation of sports activities, discuss on various issues related to the development of sports education centres, etc.



*Policy outcomes:  
Realities and challenges of the sport sector*

- Participation in sport
- Consumption in sport
- Sport infrastructure

# Participation in sport and physical activity

- Lithuanian population aged 7-80 attitude to physical exercise and participation in sport: 2002, 2007, 2011

Type of participation/Year /	2002/	2007/	2011/	2016/
Number of respondents	7512	3974	4007	1519
Organized sports	16.6	15.9	20.6	56.0
Non-organized sports	31.04	32	46.8	
No participation	52.4	51.6	36.8	41.0

# The main reasons preventing from more regular participation in sports in the EU and Baltic States

Reasons	EU	Lithuania	Latvia	Estonia
No time	40	40	41	33
Lack of motivation or interest	20	22	19	13
Disability or illness	14	18	21	24
Too expensive	7	12	7	10
Dislike of competitive activities	6	3	5	5
Fear of the risk of injuries	5	4	3	4
Other	8	1	4	11

# Research on „Spending on sports among Lithuanian consumers “ (2014)

- Research aim - analyse the annual spending of Lithuanian citizens on active and passive sport activities, use the data for Sport Satellite Account and reveal the national sport consumer's profile.
- The survey sample in Lithuania consisted of 3506 respondents, who spent part of their budget on sports activities (active or passive), according to six socio-demographic criteria: age (15-75 years), sex, education, social status, place of residence, average income per family member excluding taxes. Data about consumer spending on 71 sport was collected.

# Households consumption

Active participation:  
everyday life

Active participation:  
camps, trips,  
holidays

Pasive participation

Active participation:  
everyday life

- Sport gear: shoes, apparel, equipment; Rent: equipment, facilities; Repair: equipment; Training services; Literature; Refreshments; Travel to activity place, competition (public transportation, car); Accommodation; Membership fee; Insurance; Medical treatment, etc.

Active participation:  
camps, trips,  
holidays

- Travel to activity place, competition; Accommodation; Sport gear: shoes, apparel, equipment; Rent: equipment, facilities; Training services; Insurance, etc.

Passive  
participation

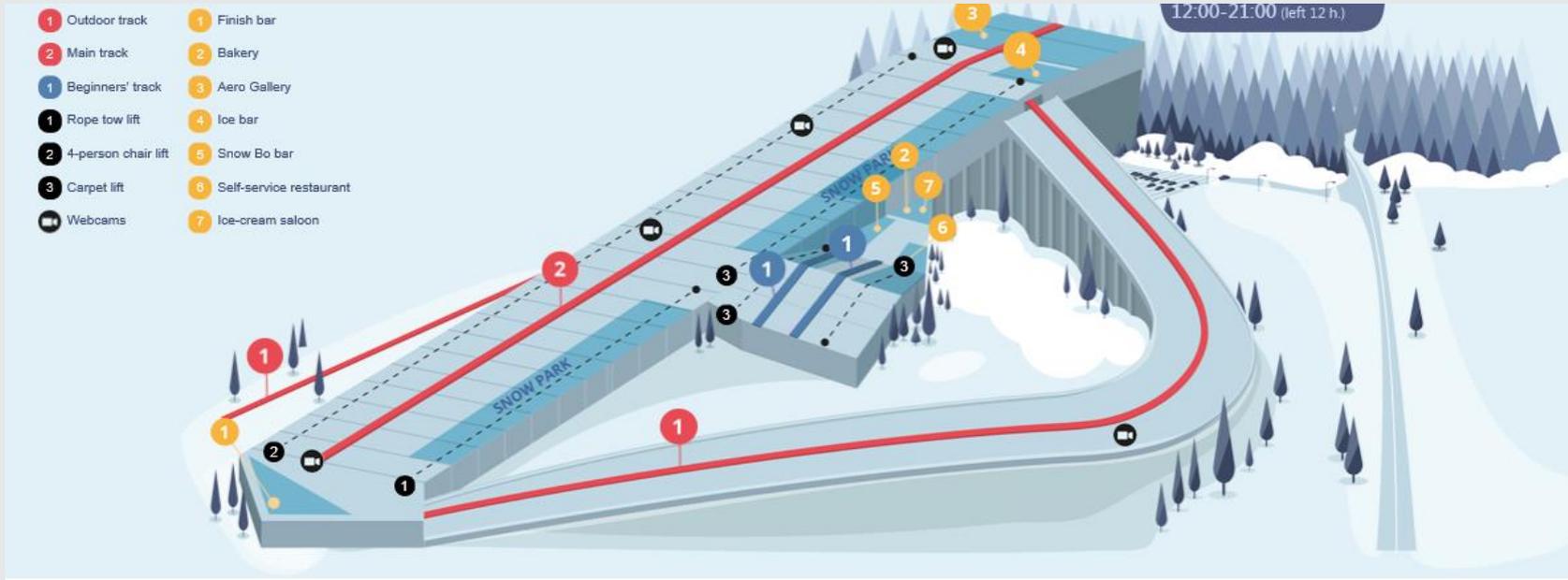
- Merchandizing; Tickets to sport events; Travel to activity place, competition (public transportation, car); Accommodation and subsistence costs; TV costs; Loteries; Donations to sport clubs, etc.

# Structure of the active participation in sport, %

	Joging (n=803)	Indv. Training in the gym (n=684)	PA forms (n=435)	Basketball (n=409)
<b>Form</b>				
<i>By oneself</i>	90	69	83	72
<i>Organized</i>	27	55	23	40
<b>Frequency</b>				
<i>3-4 times</i>	29	42	21	12
<i>1-2 times</i>	41	35	40	40
<b>Duration</b>				
<i>0,5-1 hour</i>	55	40	36 (51 up to 0,5 h)	31
<i>1-1,5 hour</i>	18	36	10	32
<b>Period</b>				
<i>Up to 1 year</i>	19	24	33	8
<i>1-5 years</i>	56	50	42	32 (43 < 10 years)

# Main research conclusions

- The national sports consumer profile is identical both for active and passive sports participation in all aspects except for the age aspect.
- The survey revealed that a Lithuanian sports consumer is:
  - a woman,
  - aged 26 – 30 (active participation) or aged 18 – 20 (passive participation),
  - an urban dweller,
  - having a university education,
  - employed as a specialist or a public officer,
  - with family incomes per person EUR 300 – 500;



# Snow arena

<http://www.snowarena.it/en/home>



# Long term investment – modern, multifunction convention center's



Panevezys arena



Siauliai arena

Arena	Seats capacity
Žalgirio Arena	15000
Šiaulių arena	5500
Cido Arena	6700
Klaipėdos arena	5500
Alytus arena	5500



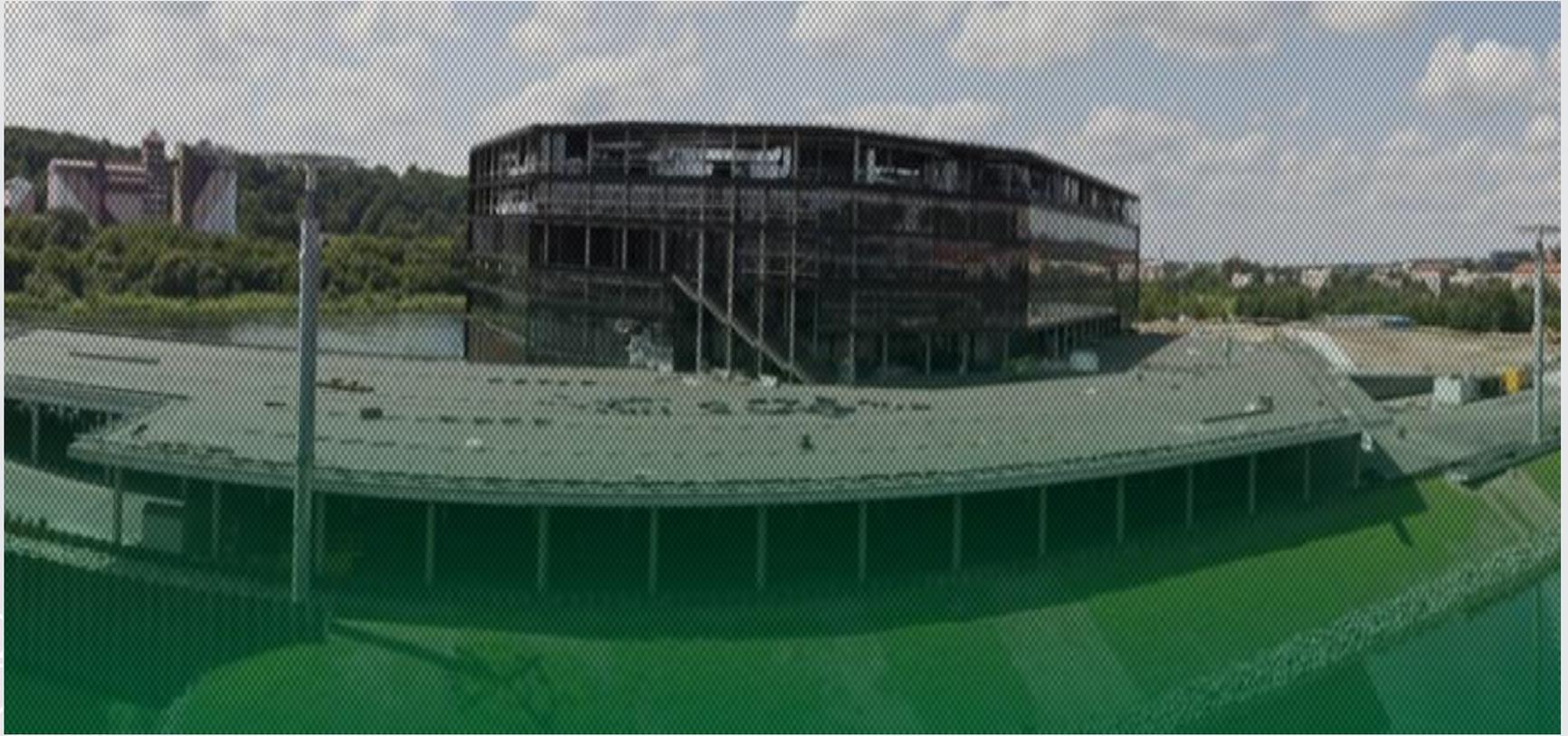
Klaipėdos arena



Kaunas arena



Alytus arena



Zalgiris arena

<http://zalgirioarena.lt/en>

The best arena in Europe, Eurolygue,  
2016, January



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