

The Sports Management in Brazil and the Implementation of Policy Programs and Projects

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Abstract: *This study aimed to analyze the guidelines of the national system of sport and leisure in Brazil as a public policy aimed at realization of programs and projects. As methodological procedure, this is an exploratory qualitative study. Thus, it was found que the National Sport Policy has the prerogative to emphasis on inclusion and appreciation of the local cultures. However, it was Observed que, in the system design built in the second conference, intended to implement programs and projects in various sports events with an emphasis on high performance sport. By contrast, the Management and Social Control axis requires a series of actions, seeking to implement participatory management in the planning and evaluation of activities related to the sector.*

Keywords: *Sport. Leisure. Policy. Management. Brazil.*

1. INTRODUCTION

The political opening in Brazil after the military dictatorship, through the establishment of democracy, enabled the public policy issue becomes seat at the table of academic discussion. Thus, the role of these policies to meet and seek alternatives to overcome enormous problems that our society is involved is an ongoing task requiring constant updating (Terra et al, 2011, p.35).

Within this context fall within the public policy of sport and leisure, that with the introduction of the 1988 constitution, take a legally supported character, for the sport and leisure become a social right. In this sense Starepravo (2007) says that despite being a theme in this discussion and scientific events, the production of knowledge in the area is still discreet and focused on experience reports, requiring greater dialogue with the theories.

Faced with this aspect pointed out, this work aims to contribute to the field of public policy, served as a tool for reviews and research for the manager and the municipal community studied. In addition, such research is justified by the affinity for the subject, given that of the research group on management of sport and leisure the State University of Southwest Bahia, Campus Jequié – Bahia / Brazil. In this context, here comes the possibility of implementation of the National Sporting Goods System through the implementation of the Second National Sports Conference held in Brasília / DF, in 2006. This system has the task of materializing the objectives, goals actions and guidelines instilled in the national sports policy. Thus, this paper seeks to analyze the sport of National Policies of Brazil, through an investigation of the prerogatives of the national sport and recreation system, with regard to implementation of programs and projects.

As methodological procedure, this research was characterized as exploratory study of qualitative nature (Mendonça, 2009). Regarding the data collection instrument was used to document analysis, which, according to Santos (2000) is held in such sources as information documents filed in government offices, bills, reports etc. Therefore, we analyzed the outcome document of the Second National Sports Conference, which presents in its prerogatives, a bill creating the National Sporting Goods System.

As regards, the theoretical framework of this research was carried out a search in databases related to teaching in this area, as well as consultations with books, theses, dissertations and articles that discuss the said matter. In this sense, taking into consideration the difficulty to have access to a significant range of studies that address the topic was not part listed criteria for inclusion and exclusion work.

Finally, for analysis and discussion of the data, we used the axes of this system as an analytical category of research, always seeking to highlight the prerogatives related to programs and projects to be implemented.

2. A NATIONAL POLICY OF SPORT AND LEISURE IN BRAZIL

The implementation and support of public policies, part of a decision-making involving public agencies and other actors in society, responsible for developing projects, programs and plans that actualize the implemented policy (Hofling, 2001). Such terms designate forms of social intervention which differ in scope and duration. Thus, according to Cohen and Franco (1993), the project is the minimum unit of allocation of resources, which, through an integrated set of activities, aims to transform a portion of reality, providing a shortage or changing a problem situation. At the same time, Garcia (1997) indicates that the program would be a collection of projects that have common goals allocating resources to be used. With regard to the concept of Coehn and Franco (1993) indicated that such action adds related programs, providing wider interventions. In accordance Cotta (1998, p.104) states that: "A plan is the sum of programs seeking common goals, [...] includes the strategy, that is, structural and administrative means, as well as forms of negotiation, coordination and direction".

In this perspective, Hofling (2001) reveals that the state can be considered as a set of stable institutions that allow the government action. In contrast, the Government is presented as a set of programs and projects built by a section of society which proposes actions for the social body as a whole. Soon, he said, public policies are perceived here as state actions, and such entity would have the role of implementing a government project, through programs, actions aimed at specific sectors of society.

However, it is clear that public policies of sport and leisure in Brazil take place spot and emergency way, based only on sporadic events (Mezzadri, 2011). In consonant, studies by Souza et al (2015, p.74), about leisure policies implemented in the municipality of Itaquara – BA / Brazil, show: "resource allocation need for the promotion of actions related to this phenomenon and lack of coverage the activities implemented through existing projects". At the same time, Silva and Avila (2014, p.38) to investigate the financial structure dedicated to leisure in the city of Jequié – BA / Brazil, found:

A broad targeting of financial resources for educational sport, leaving the community sport and recreation at the mercy of the budget, so it was considered that such an attitude corroborated not to promote public policies Rest of the municipality, given that such actions depend directly the financial resources to materialize.

Thus, Marcellino (2014, p.10) points out the need for materialization of leisure actions beyond the event packages policies:

[...] We must remember that in a sport policy and leisure events are only one element. They must be considered various other items such as: 1) the need for democratization, as minimization of socioeconomic and cultural barriers between and within social classes; 2) space and equipment; 3) training of staff to operate.

So to materialize such a policy, it is necessary to develop projects, programs and plans that may materialize elaborate planning. Thus, Mezzadri (2007) notes that a guiding government plan is essential and crucial to support the objectives and goals set for active management, taking into account that such action becomes necessary to support planning in public institutions.

In this context, public policies for sport and recreation in the country, began to gain ground from 1988 with the advent of the Constitution, bringing these phenomena as a social right, which in Article 6 mentions that (Brazil, 2006): "They are social rights to education, health, work, leisure, [...] "; and article 217, "is the state's duty to promote formal and non-formal sporting activities; as a right of each [...] ".

Thus, through Provisional Measure 103, of January 1, 2003, the Ministry of Sports was established, which presented as a prerogative: "formulate and implement inclusive and affirmation of sport and leisure public policies and social rights, contributing to the development [...] Human "(Brazil, 2003). Later, in 2004 I was made the conference Sport and Recreation country in which idealized up the proposal on the National Sporting Goods System, and the second conference held in 2006, was structured such System, which has as main objective to "strengthen the National Sport Policy and to

create mechanisms to ensure the implementation and accessibility of it in all walks of federation" (Brazil, 2006).

In addition, the National Council of Physical Education (2006) reveals that the second conference had as its main objective: "the construction of the National System for Sporting Goods, aiming to further coordinate the actions of agents working in this area, offering a quality service company to ensure access to sport and leisure and social rights".

In this perspective, for the said action consolidation divided the system into four axes, namely: Structure - Organization, agents and Skills; Human Resources and Training; Management and Social Control; Financing. Thus, a more meaningful understanding it is necessary about the National Sporting Goods Policy, regarding the prerogatives of the programs and projects to be implemented through the system in question.

3. RESULTS AND DISCUSSION

Analyzing the National System for Sporting Goods was taken as a starting point the axis I referring to Structure - Organization, agents and Skills. Thus, on that axis, it showed up in item 1, letter C, the direct relationship with the thematic programs and projects: "Create athlete scholarship incentive programs also at the state and municipal levels and other financial aid programs to the athlete;" (Brazil, 2006). Thus, this first time, identifies the proposal of a working partnership between government spheres, but therefore with a greater focus on high performance sport. Thus, according to the study by Frey (2000) such notes are characterized as a Public Policy focal range, therefore, Mezzadri (2011, p. 93) discloses that such policies "are constructed to meet the demands of a particular social group or situations of momentary imbalance".

At the same time noted in the item 5, letter C, trying to care for other sporting spheres, "Delivering base of sports projects, high yield and leisure in partnership with the three levels of government" (Brazil, 2006). With these ideas of autonomy to government bodies are expected to occur decentralization in the formulation and implementation of policies (Boschetti, 2009). On the same axis, is identified in Section 5 the proposed democratization of sport and leisure in all spheres:

Implement in partnership with government programs and sporting events and leisure activities for children, adolescents, adults and the elderly and people with disabilities, indigenous and maroon communities, including not popular sports and extreme sports covering not only the sporting interests, but also social, intellectual, artistic and tourist leisure; (Brazil, 2006).

In this logic, it is believed that such action may encourage the scope of actions related to the sector (Amaral, 2009; Marcellino, 2011). At the same time, Mezzadri (2011, p 93) reinforces such a speech indicating that: "The universal public policies shape their structures for the whole society, and should be carried out to all segments of society".

It can be observed in such notes, the search for the realization of sport and leisure phenomena as social law, and providing opportunities, the universality of the shares, seeking to meet all segments of Brazilian society, so this should be covered through the programs and projects, but to identify that such action is being carried out successfully it is essential that happen analysis and deep APPRAISAL certain actions.

Thus, for Boschetti (2009), the evaluation of a social policy assumes insert it in full and dynamic reality thus evaluate means to establish a causal relationship between a program and its results, but for this to happen it is essential that to establish a causal relationship between the mode of assessed policy and its results taking as parameters the relationship between your goals and reach.

To the axis Human Resources and Training, identified the proposed creation of "incentive programs for the professional training of all those involved in the system" (BRAZIL, 2006). Thus, it is believed that the initial and ongoing training is essential for managers, teachers from other agents working in the area. Thus, Tavares (2006) clarifies that some projects reveal the need for better training of professionals to face the difficulties. So Frigotto (2003) points out that the effected clash around the educational processes and human qualifying firm up on the same reality.

The shaft Management and Social Control is observed that the same features as a principle: "the democratic management of the public sphere, aiming the full exercise of citizenship, through participation and social inclusion" (BRAZIL, 2006). Therefore, for such action is solidified it is necessary:

Establishment of technical and financial partnerships, agreements, consortia and cooperation between the three levels of government, with the private sector and the third sector in order to enable actions that encourage and promote the sport and leisure. Such partnerships, agreements and cooperation should aim for intersectoral policies, integrating the work of multidisciplinary and interdisciplinary teams, with the areas of education, health, culture, tourism, environment, social welfare, among others. Should encourage the development and management of programs and projects of sport and recreation as well as for the construction, revitalization and maintenance of spaces and equipment in addition to supporting the formulation of municipal master plans, adapting them to the National Sporting Goods System in view of the full exercise of citizenship and social inclusion (Brazil, 2006).

Thus, the said activity validates the guidelines of the National Policy on Sport and Recreation, which indicate that it is necessary to develop collaborative actions and cooperation between all fields and subfields of society so that all work towards scopes in common (Brazil, 2004). In this sense, the document indicates the need for action planning through a participatory management: "plan and conduct sports events and approved calendar-based leisure next to their advice, with reporting that can support and disseminate future advances as well as the production of knowledge in the area" (Brazil, 2006).

So it is salutary public participation in the construction, implementation and monitoring of public policies and programs and projects. In this regard, Silva and Bassi (2012) indicate that the policy of the participating agents must strive to be part of the implementation process, should not occur, you may not get successful and what was planned did not get off the paper.

At the same time, it was found in the shaft in question, the elucidation of the importance of evaluating the activities to be performed: "evaluation of projects and sport and leisure programs that make up the public policies of sports and leisure;" (BRAZIL, 2006). Thus, this activity is consistent with the thinking Costa and Castanhar(2003), which reveal that the evaluation process assists the agents responsible decision making, mentees for continuity, need for patches or even suspension of a policy or program.

Finally, the shaft also presents the possibility of implementing projects related to the promotion of research in the area, "stimulating research on social projects and programs of sports and leisure" (Brazil, 2006). This factor may contribute to overcoming the current framework appointed by Starepravo (2011, p.65), which states that: "the tests to programs and projects have been carried out through descriptions, lacking a greater theoretical foundation." In addition, Faria (2003) indicates the inability of traditional models of interpretation of intermediary mechanisms of interest, a result of a variety of empirical research.

On financing axis, identified himself: "The use of federal, state and local resources for the implementation of public policies should prioritize programs and actions in the different dimensions of sport and leisure" (Brazil, 2006). In this sense, it was observed that such prerogatives, as the thought of Boschetti (2009), seeking to respond to particular social situation, and depending on each action, its scope can consolidate itself as a focused and selective policy. In contrast, Castelan (2011, p. 100) reveals that most resources are allocated to the sector in question relates only to strengthen the sport in its dimension of income, subjugating other forms of sports activities to its logical.

With regard to programs and projects to be funded system, there is allocation of such shares under the educational sports, participation and income. However, Marcellino (2014, p 17) argues that: "what we have in the area, even today, are government programs, not a state structure that addresses fundamental issues such as defining the role of federal entities in this sector policy ". In addition, a survey conducted by the Brazilian Institute of Public Opinion and Statistics - IBOPE (2007) on the knowledge of people about the projects implemented by the Sports Ministry revealed that most people are unaware of the actions taken.

4. CONCLUSION

After the completion of this investigation, it was found that the National Sport Policy has as a prerogative emphasis on inclusion and appreciation of local cultures. However, it was observed that, in the system design built in the second conference, intended to implement programs and projects in various sports events with an emphasis on high performance sport.

In addition, the structure axis: organization and skills emphasizes the perspective of sectoral actions materialized through partnerships between governmental and non-governmental spheres, thus aiming the democratization of sport and leisure as social rights. However, it was found that such action is still presented embryonic manner. In this perspective, we identified the shaft Human resources and training, few proposals in relation to development programs and initial training projects and permanent agents inserted in this context. At the same time, he was diagnosed on the shaft funding, that most of the investments are linked to high performance sport. By contrast, the Management and Social Control axis requires a series of actions, seeking to implement participatory management in the planning and evaluation of activities related to the sector.

Finally, he realized the importance of expanding the theoretical basis of researches on the theme, as well as the projects and programs to be implemented through the National Sporting Goods System. However, it is necessary to carry out further research in order to develop a more comprehensive understanding of the actions that underpin the programs and projects of sport and recreation in the country.

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