

Public sports management in the United States of America and Ukraine: a trial at analysis

Tetiana Dorofieieva

PhD (Physical Education and Sport) Associate Professor, Department of theory and methods of physical education, Kharkiv State Academy of Physical Culture, Klochkivska str. 99, Kharkiv, 61058, Ukraine. <https://orcid.org/0000-0001-9025-5645>
a.oleh.harhat@gmail.com

Abstract

Objective: to analyse the United States of America experience in the settlement of the question of public administration of sports in rural communities as well as to find out the possibility of its borrowing and its further realization in Ukraine. **Method:** there were used philosophical methods: dialectical, metaphysical, analytical and dogmatic; general scientific methods. **Results:** a comparative analysis was carried out between public sports management in the United States and Ukraine, also taking into account the experience of countries such as Canada, China and Denmark, which allows identifying the challenges for its development in Ukraine. **Conclusion:** the public administration in sport at the regional level by its nature is a system of sectoral measures implemented in a particular state. Its aim is the formation of social, economic, organizational and legal conditions to meet the needs of the rural community in recreational and physical culture activities at a particular region. Correspondingly, based on the analysis of the experience of foreign countries it was established that in the world there are two main mechanisms of public administration of sports, depending on the way of financing this sphere by the state: direct or indirect subsidies. Regarding the definition of the method of implementation of the mechanism of public administration of sport in a country its choice will depend on the administrative structure of the state, taking into account the customs and cultural traditions of the people and the socio-economic state of the state.

Keywords: public sports management, sports system, sports financing.

Introduction

Ukraine is its acute phase of a military conflict with Russia, and the primary task of our state is to overcome its negative consequences in the economic, political, and social spheres. However, it is obvious that the preparation for the post-war period, the development of such mechanisms that will help both Ukraine and its population to return to a full-fledged peaceful life of a democratic country as soon as possible, is of great importance. Indeed, the system of local authorities has shown its effectiveness under martial law in Ukraine and can be an effective tool in this mechanism.

Both sports and physical culture are important for physical, mental and emotional health of any state that provides effective social protection of its citizens. Sport organizations have recently been given great leverage to implement their social role. Nowadays, the sphere of sport has become a full-fledged social institution. Accordingly, it is characterized by a certain structure, where the important functions are performed by sports management. One of the main problems of sports management in Ukraine is the lack of appropriate personnel in small towns and villages, the lack of sports facilities and technical support for rural physical culture and sports, especially children's sports, becomes an obstacle to the implementation of state policy in the field of sport in Ukraine. Also uncertain, both on the theoretical and practical level, is the question of participation effectiveness of rural communities, the implementation of public administration in the sphere of sport at the regional level after the end of the armed conflict in Ukraine.

According to Arakawa et al. (2018), "sport organizations are increasingly expected and encouraged to take up a wider social role", and sport, as the basis of a healthy lifestyle, is becoming increasingly popular, both in Ukraine and abroad. In addition, those countries in the world that have well-established democratic traditions, such as the U.S., value each citizen as the highest social worth, taking care of the physical and emotional health of their own nation, so they actively introduce sports, both in urban and rural areas.

The United States has a specific system for the development and management of sports. It differs in a number of criteria that has been implemented in most countries in Europe and Asia. Its main feature is a significant degree of decentralization of administration and financing. Thus, the United States of America federal government has almost completely transferred the authority to develop and manage the sports system to the regional level (individual states). For the mentioned reason the practical experience of this country in this sphere is valuable for Ukraine and rational for use by the local self-government bodies in the conditions of decentralization in our country.

Moreover, Ukraine is now undergoing significant social, political, and economic changes in all spheres of society, so all this will require further development of the sports system and the improvement of its management mechanisms, since the sport is not only an indicator of the social progress of a certain society. At the same time, it is an auxiliary component of the economy, one of the conditions of productivity of the population of a certain country, as well as scientific and

technological progress. Due to them there is an overall increase in welfare and living standards, which is relevant, first and foremost, for rural communities in Ukraine.

Sports system is open socio-economic in its content, so its development, its management should be rational and based on a thorough analysis of the external (macro environment, as well as the above experience of the United States of America development and management of sports to accumulate outside the budget) and internal (state of development of scientific research of a particular country, the quality of methodological recommendations and scientific developments, the characteristics of the personnel potential of the system, the quantitative and qualitative aspect of its material and technical support).

Especially important is the study as well as the comparative analysis of development and management of sport problems at the regional level (rural communities) because of the small number of scientific papers in this research direction, as well as in conditions of decentralization of power, which takes place in Ukraine.

Method

In order to achieve the study's goal and its problems solving there were used philosophical methods: dialectical, metaphysical, analytical and dogmatic; general scientific methods, particularly, induction, deduction, analysis, synthesis, as well as a special method of comparison. General philosophical methods were used in the study of the category of public administration in the social sphere. General scientific methods of research were applied in the issues of functioning of the system of public administration in the sphere of sport. Philosophical and general scientific methods of research allowed studying the implementation of decentralization policy in Ukraine in the sphere of sport, to highlight trends of further development and implementation at the regional level. Philosophical and general scientific methods of research allowed identifying the problems that need to be solved for the optimal and effective implementation of the tasks of the state policy of Ukraine in the sphere of sport.

Using a special method of comparison the models of regional management in the field of sport, which are justified and appropriate for implementation and use in Ukraine through the borrowing of the effective foreign experience were highlighted. The combination of these general scientific and special methods allowed achieving the goals and objectives of the research.

Results

Evidently, the public management of the social system at the regional level involves the ability of the subjects of management to make the dynamics of this system as predictable and manageable as possible. Public administration in the sphere of sports is not an exception and has its own specificity. It is due to the fact that the subject of this management is authorized in the manner

prescribed by law, and the relevant body of the state apparatus realizes its functions exclusively on a professional-competent basis.

As for the information about the influence of the subject on the object of management at the regional level, it should be noted that he receives it only after some time from a localized source. If there are certain difficulties in the implementation of state sports policy at the local level, the solution of its tasks will be delayed, unlike the case when both the implementation of sports management and control over its implementation will take place directly at the local level. In this case, the importance of the participation of local governments in the implementation of public administration of sports in rural communities is indisputable. The mechanism of implementation of public administration in the sphere of sport in a certain state is carried out depending on the fact that the significant role of the state in the system of functioning of sport is so important. In some countries, such as the United States of America, the role of the state is not significant, in the economic system there is no direct federal funding of sport, but only indirect, through tax policy mechanisms. Other countries, in particular Sweden, the UK, and the Netherlands provide material assistance in the form of subsidies for the needs of sports within the framework of its functioning.

Besides the armed aggression against Ukraine, one of the obstacles in the development and management of the sphere of sport in Ukraine can be defined as the insufficient understanding of the national (national) regional or local determinants of the specifics of sport, management of sport and the relationship between public administration and other actors in the field of sport, the lack of a clear understanding and reflection of it in normative legal acts and conceptual and program documents of the model of management in the field of sport at the level of rural communities, actually implemented in the state, and the most optimal, relevant model (expected, projected). It would provide an opportunity to implement the policy of local government bodies in the field of sport through the use of organizational and financial support for the accumulated out-of-state resources.

The main tasks of the management and development of sport in rural communities are not limited to the coordination and organization of activities to develop sport among the masses or the organization of sport competitions at the regional level. According to the above mentioned, it is also necessary to promote the development of the sports movement not only in certain rural areas but also throughout the state, as evidenced by the analysed United States of America experience.

Sports public policy at the regional level of rural communities should contain such components as: elaboration and control over the implementation of state and regional programs on sports management and development; the implementation of regulatory and legal regulation and promotion of sports infrastructure development; the effectuation of quality provision of physical culture and sports services; promotion of organization and research in the field of sports medicine and sports law; enforcement of lawfulness.

Mass sport, for the general public, should be a compulsory component of secondary and higher education in rural communities ensuring the all-round development of the individual. Also, the duty of higher educational institutions, if such institutions operate within the territory of a rural community, is to create the conditions for the physical education of students, the implementation of mass sports, and physical fitness work, sports should be carried out in accordance with the curricula and standards, sports competitions in universities should be an integral part of the educational process. The effectiveness of such measures shows the experience of the United States. Due to such an approach it leads the place of the leaders in the world sports scene.

One of the obstacles in of sport development and management in Ukraine is a lack of understanding of the national (state), regional or local determinants of the specifics of sport, sport management, and relations between public authorities and other actors in the field of sport, the lack of a clear understanding and its reflection in normative legal acts and conceptual documents of the model of sport management on the level of rural communities, actually implemented in the state, and the most optimal, relevant model (expected, projected), which would provide the opportunity to implement the policy of local authorities in sport through the use of organizational and financial support for the accumulated outside state resources.

There are certain contradictions and misunderstandings between representatives of state and regional authorities of Ukraine on the solution of important social issues of rural communities in the conditions of decentralization of power, including those related to the development and management of the sports system. However, it is important to continue its transformation and qualitative changes, as the activity of a democratic state governed by the rule of law provides for a certain organizational unity of public authorities to ensure a sufficient level of the social and economic life of the population. One of the effective solutions to this problem is the transfer of powers from the centre to the regional level, to rural communities.

Management in the social sphere in Ukraine is diverse; in the sphere of sport it is possible to distinguish the main directions, which are important from the position of the importance of state priorities, as follows:

Table 1. Areas of sports management and development in Ukraine

The direction of sports management and development	The content of the direction
Socio-demographic	Related to the use of the potential of sports among the general public and professional sports, physical culture among different groups of the population.
Socio-political	Related to the creation and maintenance of the sports image of Ukraine on the world stage. Its aim is to achieve results in professional international sports competitions.
Socio-economic	Related to the sport as an activity that can result in not only social but also economic results.

Reforming the management and development of sport in rural areas in Ukraine is closely connected with the processes of decentralization of public authorities and reforming the activities of territorial communities. This transformation, as well as the potential of the whole system of sport, significantly depends on the emerging both in the world and domestic economy economic situation, on the one hand, and on increasing the level of manageability and organization and legal provision of this activity - on the other hand.

The solution of priority tasks in the sphere of management and development of sports can be achieved by state regulation, largely dependent on the marketing environment and the priorities introduced by the state (Saienko, 2016). Consistent relationship in terms of measures on the management and development of sports at the regional level regulated by the state is formed in accordance with the goals and objectives of the development of economic and social spheres as a whole.

Accordingly, the system of actions of the whole state to improve the management and development of sport includes the search of scientifically justified goals of its implementation, as well as the determination of priority state actions, simultaneously with the allocation and delegation of appropriate powers to rural communities.

At the same time, the effectiveness of the management and sport development, especially at the regional level, depends on the rational combination of tax and other economic conditions in relation to all participants in this system and the availability of the application in practice, particularly, the possibility for rural communities to accumulate funds for the development and management of sport outside the budget revenues. Also public authorities in implementing sports policy at the regional level should ensure the quality of services provided to rural communities, as well as monitor the compliance with professional ethics (Melnyk et al., 2019).

Obviously, the role of public administration in coordinating the activities of the branches that make up the social sphere is caused by a complex of reasons, among them can be noted the need to finance the production of public goods, to ensure access for the population, primarily the socially vulnerable (children, persons with disabilities, elderly) in rural areas to free social services in the sphere of sports. For rural communities, there are also paid services, financed from private sources, including private funds of the population, private, because the state does not participate in their payment.

However, despite the paid or gratuitous nature of sports services provided to rural communities, the necessary in the implementation of management and sports development for the specified category of the population, there is a consideration of social, cultural, and economic characteristics of the region in which they are introduced, as well as the needs of certain categories of the population, as well as the features of the territory, where the territorial community is located, regarding the availability of such services for it.

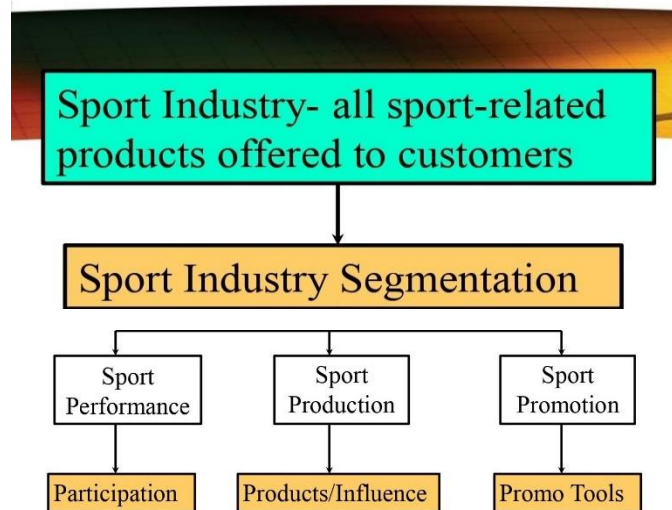
In contrast to Ukraine, funding for the management and development of sports in the United States is not provided by the federal government of the country, but by private sponsors, with the exception of elementary schools. Funding is done in 4 main ways: donations, investments, media (sale of broadcasting rights), and sale of merch, tickets, and fast food.

Table 2. Comparative analysis of governance and development financing in the United States of America and Ukraine.

Ukraine	United States of America
Mixed financing with the advantage of the state	Indirect state funding - tax benefits for businesses that invest in the management and development of sports
The sport of the highest sport achievements is financed from the state budget with the involvement of private capital	The sport of the highest sports achievements is financed through donations from the business community and individuals, grants from the Olympic Committee from investment activities
Professional sports are financed through the mechanism of functioning of special institutions that are responsible for financing the management and development of sports	Professional sport is financed through the mechanism of financing at the expense of sports federations themselves: at the own expense of athletes (their fees for participation in competitions, their membership fees), sports marketing, charitable contributions

It is also important to remember that sports, both in Ukraine and in the United States, is a part of the national economy, which has the following components:

Figure 1. Sectors of the sports industry.



Accordingly, it can be determined that the sports industry consists of 3 main industries and has the following main sectors within them:

Figure 2. Sectors of the sports industry.

The two-sector model of the sport industry



In addition, effective governance in the field of sports requires the availability of relevant competencies of those who implement it, namely:

Figure 3. Competencies of persons engaged in sports management.



The common for Ukraine and the United States of America is the financing of the management and development of mass and children's sports, which in most cases is carried out at the expense of local budgets.

In contrast to Ukraine, the United States of America is a federal state. For a long time it has been implementing a decentralization policy in its states. According to the mentioned above, in the United States of America there is no department of sport, which would determine the direction of management in the country, so, for example, the development of mass sports is realized by efforts of local communities, universities, and schools. Also, the Olympic Committee in the United States of America carries out its activity without state support, receives funds from sponsors, and distributes them among the relevant sports federations.

The American model of support for the development and management of sports can be defined as a path of talented young people to the sport of high achievement, which begins in schools, where they show sport skills, which are later developed in sports teams of universities and colleges.

Effective in the United States of America also introduced inclusive sports. Its implementation occurs through the efforts of local authorities in each state. The role of inclusive sports is to expand the external environment (mastering of new life activities); the health-improving influence of psychophysical activity; increase of life potential, acquiring of new life experience, mastering of new knowledge and skills; increase of its scientific-cognitive activity; improvement of health by activation of physical activity.

The key areas of public administration in the sphere of sport at the regional level for Ukraine, using the example of the United States of America and other foreign countries, first of all, should be those based on joint activities of physical education and sports organizations, institutions of education and health, as well as mass media, if it is about the popularization of sport, especially in rural areas. As the United States of America experience shows, the state management in the sphere of sport in Ukraine on the regional level must include the organizational and managerial activity in the realization of mass sport and physical culture initiatives, which may be offered to rural communities. It is, first of all, about the initiative, organization and carrying out overtime activities in educational institutions, including sports competitions and holidays, the formation of conditions for physical culture and sports at the place of residence of the population, as well as in the parks of culture and recreation. Also to ensure the effectiveness of public administration in the field of sport and implementation of its objectives at the regional level, it is necessary to take the initiative to increase the number of sports organizations, schools, clubs, circles, which will belong to rural communities, as well as the reconstruction of the activities of already existing.

In order to ensure an effective management of the sports system in rural areas of Ukraine, it is necessary to borrow the positive experience of the United States and European countries. Particularly, it is about the introduction of such measures:

1. The implementation of the creation of “smart” sports grounds designed for various sports (soccer, basketball, volleyball, floorball, strength training equipment);
2. The encouragement of professional activity of specialists in the sphere of sports and physical culture, who arrived (moved) to work in rural settlements, urban-type settlements;
3. Sports and technological equipment or equipment supply for physical culture and sports to the institutions providing physical culture and sports work in rural areas;
4. The support of non-profit organizations promoting the development of physical culture and sports in rural areas, and also the attraction of investors in this sphere;
5. The improvement of rural areas, including the construction of sports grounds for children and adults, and an increase in the number of such facilities.

Discussion

Sport plays an important role in the life of any society. According to Arlotti et al. (2021),

Sports should prioritize and promote the health and safety of athletes, team and operational staff, and other participants, and should not unduly increase those individuals' relative health risk while contributing to economic recovery, providing entertainment for the public and leading a responsible restoration of civic life.

The sport in a dialectical context can be defined as a wide range of activities for people of different ages and with different abilities. The International Working Group on Sport for Development and Peace has defined sport as a form of activity that promotes physical development, mental well-being and social interaction; it includes games, physical culture, as well as traditional sports. The purpose of the public administration in the sphere of physical culture and sports in Ukraine is to strengthen public health by developing sports infrastructure, popularizing grassroots sports and high-performance sports and involving various social groups in regular physical exercises.

At the present stage in Ukraine, the processes of transformation of public administration in all areas of public life, except for those that provide the primary needs for the life of the population has been temporarily suspended because of the armed conflict in Ukraine. However, even in the pre-war period, Ukraine faced difficulties in introducing reforms of territorial communities. Particularly, it is about the fact that “uncertain reforms introduced in the national level and the execution of changes in the service of analysis that can be carried out by local organizations, and these facts expose the measure for strong local centers” (Borland et al., 2020).

The mentioned difficulties in the communication of public authorities on important social issues should be eliminated for the future, because “effective politicians meet different standards of the system in order to develop a socio-political disability, not to develop the legal development and stability of public societies” (Koen & Robertson, 2021). One way to solve this problem could be

“cooperation among local governments has been encouraged to enable the aggregation of resources and improved public sector efficiency” (Dawbin et al., 2021). An example of such cooperation is the experience of the United States, the federal government of this country provides support and funding for the management and development of sports only in limited cases, for example, in mass, children's, and youth sports.

In recent decades the world population has been rapidly increasing, changes in the demographic composition of the population require appropriate power decisions of the states in the economic, social and political spheres of society. The most effective mechanism of public administration under such conditions in the social sphere of society, in particular, in sports, is seen as a combination of management techniques at the state and regional level, but the results of their implementation will differ depending on the administrative structure of a particular state, whether it is a unitary state or has in its composition federal entities, cultural values and assets of the people exist in sports.

Canada as a federal state has 10 provinces and 3 territories. Successes of sportsmen of this country on international competitions, which were eminent during the last decades, show the effective state sports policy and effective public administration in this sphere. The peculiarity of the administrative structure of the country influences the structure of the Canadian legislation on sports and public administration in this sphere. A significant part in the integral structure of the normative-legal regulation of state management decisions is taken by the acts of the provinces. Consequently, an important feature of public administration in the field of sports in Canada is a combination of new public sports policy (CNP), which combines the implementation both at the federal and at the territorial level of provinces and territories. Canada's public sports policy aims to increase communication and cooperation among all stakeholders, implemented through complementary action plans developed individually and collectively by the government in bilateral and multilateral ways, in particular with the direct involvement of the sports community.

Another example of a country with experience in effective public administration of sports is China, whose athletes have won prizes in the international arena on a regular basis. And it should be noted that this country has a centuries-old sports cultural tradition, implements a systematic state policy in sports, an extensive system of state sports management bodies, and the essence of state sports policy is that sport is seen as the best way to improve the health of the nation, increase labour productivity and national defence force, and international sports successes as a way of foreign policy struggle. Part of the effectiveness of public sports policy in China is due to the centralized administrative and managerial structure with an effective system of selecting talented athletes, and the effectiveness of public administration in sports is achieved through individual approach.

One more example is Denmark. Given the fact that Denmark is a unitary state by its administrative structure, containing autonomous formations, so special attention is paid to the public

administration of sports not only at the state level, but also at the regional level. In addition, the access to sport infrastructure to the population of the country play an important role. Especially this provision concerns young people living in rural areas, because sport and its extensive system available to them can be an additional factor in avoiding the exodus of young people from rural areas.

Consequently, depending on how effectively this or that state builds public administration of sport at the state and regional level, there is a certain level of physical fitness of the population of a particular state, and a certain level of physical health of the nation, and the achievement of the state at the international level in the field of sport. "The urban expansion and the need of sustainable regional economic development make the rural land a resource base for spatial regeneration, transformation, and upgrading" (Di Porto & Paty, 2018).

Consideration of the peculiarities of community life in rural areas in the implementation of public administration in the sphere of physical education and sports is also evidenced by the effective experience of the United States. For example, in this country, in those states where the financing of the development and management of sports is made through the profits from the endowment, is directed primarily to the operational costs and implementation of local targeted sports programs, and, thus, the social needs of the population of United States of America are met.

In contrast to Ukraine, where rural communities are usually not provided with appropriate physical education and sports facilities, and insufficient development of transport infrastructure in rural areas of our country entails virtually no access to them, in the United States of America mass sports is publicly available. Also, in both federal and regional sports programs, the United States of America government takes all aspects of sports into account, including economic and political factors as well as cultural factors.

The federal concept of support for the sport is specific because it is up to the communities of the respective states to decide for which purposes, they spend the accumulated funds for the development and management of sports. Moreover, the United States of America system of supporting healthy lifestyles includes many different types of sports facilities, from basketball courts to modern sports complexes.

The implementation of the transformation of the system of physical sport in Ukraine should also take into account the requirements of inclusive needs of certain categories of the population, as it is realized in the United States of America through the implementation in the states of inclusive targeted programs to develop and manage sports, which by their content are effective. An important issue is the accessibility of sports infrastructure for the elderly, people with physical and mental disabilities in rural areas. This issue is acute in cities as well, but unlike rural areas, they have both an extensive system of specialized sports organizations aimed specifically at this

category of the population, and a transportation system to ensure the accessibility of sports for vulnerable or socially disadvantaged groups of the population.

In Ukraine, at the level of rural communities, first, it is the fact that “people with intellectual disability face a number of barriers to participation in physical activity” (DiFiori et al., 2020). Moreover, this provision concerns both adults and children with mental or physical disabilities pre-school and school educational institutions must be arranged in such a way that they have the opportunity to participate in sports.

Therefore, a necessary element in the management and development of sport in rural areas in Ukraine should also be its inclusiveness, and public organizations, which play an important role in the implementation of public policy mechanisms of social direction at the regional level, can help its implementation: “Public organizations which represent communication at several levels of the state management” (Dinnie & Fischer, 2020). An example of such successful interaction is the experience of the United States of America, in this country “government sport agencies maintain an enduring interest in National Sport Organizations (NSOs) and the development of a number of tools to create a more effective and efficient” (Harris & Jedlicka, 2020).

If proceeding from the fact that “sport is best characterized by four distinct sub-sectors that have grown around common ideals (e.g., community sport, professional sport) or within distinct systems (e.g., college sport, Olympic and Paralympic sport)” (Jahromi, 2021), it seems advisable to implement sports policy in Ukraine at the level of rural communities not in a generalized form, but in detail, taking into account the needs in the management and development of the sport of a particular community and, accordingly, with the development of appropriate subsystems of sport and sport activities, taking into account the direction and subject composition for which it was developed: for youth, children, the elderly, people with disabilities or professional athletes.

As Kumpulainen and Soini (2019) state, “mental health service providers, the National Sport Organizations, funders and policymakers should continue examining and enabling effective and appropriate methods in order to address mental health concerns and promote well-being, particularly for rural residents”, because Ukraine, like the United States of America, is a democratic state based on the rule of law, in which a person and his/her life and health are the greatest social value. Therefore, it is important to “be more inclusive of both elite athlete development and sport participation for all, including heightened attention to facilitating sporting opportunities for traditionally underrepresented groups” (Macaulay et al., 2021).

The implementation of the transformation of sports management and development in rural *hromadas* (basic unit of administrative division in Ukraine) will contribute to the achievement of “three main themes with subthemes, namely contributing factors to psychosocial well-being (such as spirituality/religion and community cohesion), hindering factors to psychosocial well-being (such as crime and unemployment), and means to promote psychosocial well-being (such as

provision of infrastructure)” (Maddox et al., 2022). “Sociocultural, organizational and institutional support means the higher students’ satisfaction” (McSweeney & Safai, 2020). The introduction of an effective regional sports policy in rural areas can be an additional way to attract young people to live in it, in addition “engagement of young people in sports events as volunteers fosters individual sustainability, of which sport organizations and sporting communities should take advantage by providing arenas where young people can re-engage in sport organizations” (Pomeroy, 2019).

Therefore, in the process of reforming the management and development of sports in rural areas in Ukraine, it is necessary to develop a comprehensive regional program, “community leadership programs have the potential to positively impact many aspects of young people's development, as well as the community” (Puxley & Chapin, 2021). It should also be noted that, unlike in the United States, in rural communities of Ukraine, there is a low level of literacy of the population on issues of physical culture and sports and, as a result, a lack of interest in them. Characteristic for all regions of Ukraine is that “rural health theory recognizes the importance of the social determinants of health; there is a lack of insight into public perspectives for improving rural health beyond the provision of health-care services” (Rogers, 2021). Following to Staley et al. (2019), the solution to this problem is that

key ingredients to successfully developing and delivering non-traditional sport opportunities for insufficiently active populations are: recruiting appropriate product deliverers; building the capacity of delivery organizations and systems; and developing products relevant to the delivery context that align with the needs and characteristics of the target population.

Moreover, since “for an effective management of community health information, the United States of America and maintenance of digital records are important” (Strittmatter et al., 2021), it is important to complete the reform of the local self-government system in Ukraine, particularly, to involve the latest digital technologies in the implementation of measures for the management and development of sports in rural communities, which is difficult to implement at the regional level. The main thing in the implementation of this task is to adhere to the principle of “community-led planning and statutory planning” (Thuesen & Andersen, 2021), as it was mentioned above.

However, it is clear that if the implementation of professional sports policy, both at the state level and the regional level of rural communities, requires “financial support, human resources, coaching provision and foundation phase activity” (Valenti et al., 2020), the implementation of measures for the management and development of sports for the general public, especially among rural communities, in addition to sufficient funding, requires active public participation, “covering sport and physical activity at all levels, from school-based PE and community sport to elite, high-performance sport, the book provides an important overview of developments in policy” (Waardenburg & Nagel, 2019).

Thus, “the concepts of sustainable development (SD) and sustainable communities (SCs) are firmly on policy agendas” (Wang & Li, 2018), and “community-based development practices have been seen as the prevailing paradigm for rural development” (Winston, 2022). In different regions of Ukraine, the management and development of sports in rural communities is different, with its own specifics, “these changes, however, are not universal, and different regions have different practices” (Yang & Lin, 2022), which is due to certain cultural traditions of self-government and economic development of a particular area. However, there is no doubt that the US experience analysed in the study is appropriate for application to rural communities in Ukraine.

No less important for the health of any nation is to ensure not only its physical, but also mental health, respectively, even at the stage when the war of Russia against Ukraine is not over, the system of public administration of sport in Ukraine needs an improvement and adaptation to the new social conditions of the post-war period to ensure the most effective recovery of mental and physical health of the Ukrainian nation. Achieving this goal is possible through the introduction of effective management tools in sport, which have been introduced and tested in the U.S.

The development of physical culture and sport in rural areas in Ukraine should:

- Provide the rural population with access to sports infrastructure and physical culture and sports, attracting qualified specialists to work in rural areas, and developing a system of mass sports competitions;
- Improve the regulatory and legal framework that ensures the establishment of the legal status of physical culture and sports clubs, their founders and participants, measures of state support, the establishment of specific features for the organization and holding of mass sports events and competitions;
- Develop the system of physical culture and sports clubs at the place of residence and work of citizens, including a set of measures aimed at stimulating their creation and activities at the regional and municipal levels;
- Develop the system of physical culture and sports societies and clubs in rural areas.

The introduction of an effective foreign experience of management in the sphere of sport in rural areas in Ukraine provides:

- An involvement of young people, public activists, and veterans of sports in the organization and conduct of physical culture and sports activities in rural areas;
- An assistance in the improvement of conditions for systematic physical culture and sport in rural areas, as well as the students and working youth, middle-aged and elderly people living in rural areas attraction to systematically engage in physical culture and sport;
- The creation of platforms for the exchange of best practices in the development of physical culture and sport in rural areas;

- The promotion of regular participation in physical culture and sports in rural areas through the mass media;
- The organization of advanced training for rural specialists to train instructors, heads of organizations (subdivisions of organizations) engaged in activities in the field of physical culture and sports as part of additional professional education.

Conclusions

The comparative analysis of governance systems in the sphere of sport in rural communities of Ukraine and the United States allowed drawing the following conclusions:

Modern realities of community life in Ukraine require qualitatively new mechanisms of public administration, harmoniously combining elements of administration at the state and local levels. This issue is especially relevant for socially important spheres of community life, such as education, health care, sports, after the end of Russia's military aggression against Ukraine, when the application of effective methods for the rehabilitation of the physical, mental and emotional state of the population of our state will be necessary.

Besides, the introduction of effective methods of public administration of sport in Ukraine on the regional level with the effective experience of the United States of America will allow to develop this sphere as well as to solve a considerable quantity of social and economic problems of settlement communities. The question is about the diseases and bad habits prevention, especially among minors and youth, the increase of life expectancy and its quality, providing the possibility to go in for sports also for the least socially protected classes (the elderly, people with limited physical abilities), creating favourable conditions for doing business in the field of sports and, thus, the accumulation of additional funds for its development in rural communities.

The most difficult task, hindering the effective management of sports at the regional level, is the lack of adequate funding; especially this issue will be relevant in the post-war period. The solution to the problem is seen in the fact that rural communities, through the development of the institution of partnership between the state and business in the field of sports, investing the funds released after the satisfaction of the priority needs of communities, should, if possible, raise funds for the construction of new sports facilities and the improvement of the existing ones.

So, based on the study, the following conclusions can be drawn:

1. The American system of management and development of sports is financed by sponsors, by athletes themselves in professional sports, by investments, except for mass and children's sports.
2. The American system of management and development of sports provides the promotion of healthy lifestyles among the population, actively involves young people in sports at the local level of states, from schools to colleges and universities.

3. The American system of mass sports support in individual states, in contrast to rural communities in Ukraine, has a clear organizational structure, which combines different sports, athletic, and educational institutions.

4. The American system of sport management and development provides for the special needs of elderly people and persons with physical and mental disabilities, due to the provided activities of inclusive sport.

Conflict of interest

The author declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

References

Arakawa, N., Ota, K., Piyabanditkul, L., & Ishikawa, M. (2018). Construction and usability of Community Health Nursing Database in rural north-eastern Thailand. *International Nursing Review*, 65(4), 515–523. <https://doi.org/10.1111/inr.12471>

Arlotti, M., Parma, A., & Ranci, C. (2021). Multi-level governance and central-local tensions: The issue of local discretion in long-term care policy in Italy. *Social Policy & Administration*, 55(7), 1129–1144. <https://doi.org/10.1111/spol.12690>

Borland, R. L., Hu, N., Tonge, B., Einfeld, S., & Gray, K. M. (2020). Participation in sport and physical activity in adults with intellectual disabilities. *Journal of Intellectual Disability Research*, 64(12), 908–922. <https://doi.org/10.1111/jir.12782>

Dawbin, T. M., Sam, M. P., & Stenling, C. (2021). National Sport Organisation responses to Independent Reviews. *International Journal of Sport Policy and Politics*, 13(1), 29–43. <https://doi.org/10.1080/19406940.2021.1877168>

Di Porto, E., & Paty, S. (2018). Cooperation among local governments to deliver public services. *Politics & Policy*, 46(5), 790–820. <https://doi.org/10.1111/polp.12275>

DiFiori, J. P., Green, G., Meeuwisse, W., Putukian, M., Solomon, G. S., & Sills, A. (2020). Return to sport for North American professional sport leagues in the context of covid-19. *British Journal of Sports Medicine*, 55(8), 417–421. <https://doi.org/10.1136/bjsports-2020-103227>

Dinnie, E., & Fischer, A. (2019). The trouble with community: how ‘sense of community’ influences participation in formal, community-led organisations and rural governance. *Sociologia Ruralis*, 60(1), 243–259. <https://doi.org/10.1111/soru.12273>

Harris, S. J., & Jedlicka, S. R. (2020). The governance of sports in the USA. In B. Pitts & J. Zhang (Eds.), *Sport Business in the United States* (pp.24–49). Routledge. <https://doi.org/10.4324/9781003058625-2>

- Jahromi, M. K. (2021). Iranian women in Sport. In R. López, M. Jahromi & M. Guinto (Eds.), *Women and Sport in Asia*, (pp.79–89). Routledge.
<https://doi.org/10.4324/9781003131885-11>
- Koen, V., & Robertson, N. (2021). A qualitative exploration of psychosocial well-being experiences in a South African rural community. *Journal of Community Psychology*, 49(5), 1195–1211.
<https://doi.org/10.1002/jcop.22590/v2/review1>
- Kumpulainen, K., & Soini, K. (2019). How do community development activities affect the construction of rural places? A case study from Finland. *Sociologia Ruralis*, 59(2), 294–313.
<https://doi.org/10.1111/soru.12234>
- Macaulay, B., McHugh, N., & Steiner, A. (2021). Public perspectives on health improvement within a remote-rural island community. *Health Expectations*, 24(4), 1286–1299.
<https://doi.org/10.1111/hex.13260>
- Maddox, S., Powell, N. N., Booth, A., Handley, T., Dalton, H., Perkins, D., & Rowbotham, S. (2021). Effects of mental health training on capacity, willingness and engagement in peer-to-peer support in rural New South Wales. *Health Promotion Journal of Australia*, 33(2), 451–459.
<https://doi.org/10.1002/hpja.515>
- McSweeney, M., & Safai, P. (2020). Innovating Canadian sport policy: towards new public management and public entrepreneurship? *International Journal of Sport Policy and Politics*, 12(3), 405–421. <https://doi.org/10.1080/19406940.2020.1775678>
- Melnyk, N., Bidyuk, N., Kalenskyi, A., Maksymchuk, B., Bakhmat, N., Matviienko, O., Matviichuk, T., Solovyov, V., Golub, N., & Maksymchuk, I. (2019). Models and organisational characteristics of preschool teachers' professional training in some EU countries and Ukraine. *Zbornik Instituta za Pedagoska Istrazivanja*, 51(1), 46–93.
<https://doi.org/10.2298/zipi1901046m>
- Pomeroy, A. (2019). Insights from past and present social science literature on the (unequal) development of New Zealand's rural communities. *New Zealand Geographer*, 75(3), 204–215. <https://doi.org/10.1111/nzg.12238>
- Puxley, S., & Chapin, L. A. (2021). Building youth leadership skills and community awareness: engagement of rural youth with a community-based leadership program. *Journal of Community Psychology*, 49(5), 1063–1078. <https://doi.org/10.1002/jcop.22501>
- Rogers, C. (2021). Supporting health students on rural placements: a scoping review. *Australian Journal of Rural Health*, 29(3), 319–331. <https://doi.org/10.1111/ajr.12701>
- Saienko, V. (2016). Improvement and control of the development level of special endurance in athletes of high qualification in Kyokushin Kaikan Karate. *International Journal of Pharmacy & Technology*, 8(3), 18026–18042. <https://shorturl.at/twJS7>

- Staley, K., Donaldson, A., Randle, E., Nicholson, M., O'Halloran, P., Nelson, R., & Cameron, M. (2019). Challenges for sport organisations developing and delivering non-traditional social sport products for insufficiently active populations. *Australian and New Zealand Journal of Public Health*, 43(4), 373–381. <https://doi.org/10.1111/1753-6405.12912>
- Strittmatter, A.-M., Hanstad, D. V., & Skirstad, B. (2021). Facilitating sustainable outcomes for the organization of Youth Sports Through Youth engagement. *Sustainability*, 13(4), 2101. <https://doi.org/10.3390/su13042101>
- Thuesen, A. A., & Andersen, P. T. (2020). Coordination of village plans and Municipal Rural and health policies - can low-hanging fruit be picked? *Sociologia Ruralis*, 61(1), 190–211. <https://doi.org/10.1111/soru.12325>
- Valenti, M., Scelles, N., & Morrow, S. (2019). Elite Sport Policies and international sporting success: a panel data analysis of European Women's National Football Team Performance. *European Sport Management Quarterly*, 20(3), 300–320. <https://doi.org/10.1080/16184742.2019.1606264>
- Waardenburg, M., & Nagel, S. (2019). Social roles of sport organisations: developments, contexts and challenges. *European Journal for Sport and Society*, 16(2), 83–87. <https://doi.org/10.1080/16138171.2019.1622203>
- Wang, J., & Li, B. (2018). Governance and finance: availability of community and social development infrastructures in rural China. *Asia & the Pacific Policy Studies*, 5(1), 4–17. <https://doi.org/10.1002/app5.216>
- Winston, N. (2021). Sustainable community development: Integrating social and environmental sustainability for sustainable housing and communities. *Sustainable Development*, 30(1), 191–202. <https://doi.org/10.1002/sd.2238>
- Yang, R., & Lin, Y. (2021). Rural spatial transformation and governance from the perspective of land development rights: a case study of Fenghe village in Guangzhou. *Growth and Change*, 53(3), 1102–1121. <https://doi.org/10.1111/grow.12562>