

INTERNATIONAL CONFERENCE

#GOODGOVERNANCESPORT
BOOK OF ABSTRACTS



GOOD
GOVERNANCE
in **SPORT**



Co-funded by the
Erasmus+ Programme
of the European Union



GOOD GOVERNANCE in **SPORT**



Web



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Official project name: [Good governance in sport](#)

Project acronym: [GGS](#)

Project lifetime: [01.01.2018 – 30.06.2021](#)

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Project webpage: www.eusport.org/GoodGovernance

Project hashtag: [#GoodGovernanceSport](#)

Project Facebook group: facebook.com/groups/GoodGovernanceSport



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INTERNATIONAL CONFERENCE

#GoodGovernanceSport



GOOD
GOVERNANCE
in SPORT

AGENDA

04.06.2021

Sofia, Bulgaria and online



BSDA
Bulgarian Sports
Development Association



Instytut
Nowych Technologii



“Good governance in sport” (GGS)
(Ref. n. 590305-EPP-1-2017-1-BG-SPO-SCP)



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**GOOD
GOVERNANCE
in SPORT**

AGENDA

International conference #GoodGovernanceSport

04 June 2021

Venue: Sofia, Bulgaria, National Sports Academy "Vassil Levski", Aula Maxima

Remark: Blended event, with online and offline possibility of participation

Time Zone: UTC+3 (Sofia, Bulgaria)

09:00 – 09:30 Registration of participants

9:30 – 9:45 **WELCOME MESSAGE:** Ivan Boyanov –
#GoodGovernanceSport international conference moderator 

09:45 – 10:15 **KEYNOTE SPEECH: EUROPEAN PERSPECTIVE OF INTEGRITY IN SPORT – CHALLENGES AND PERSPECTIVES** – **Mariya Gabriel** – European Commissioner for Innovation, Research, Culture, Education and Youth 

OFFICIAL OPENING

Moderator: Ivan Boyanov, sport journalist

10:15 – 10:30 **Andrey Kuzmanov**, Minister, Ministry of youth and sport 
Prof. Tatiana Iancheva, Vice Rector for Science and International Activities of National sports academy "Vassil Levski"
Mihail Balabanov, Director of Human resources development centre (Erasmus+ National Agency in Bulgaria)
Yoanna Dochevska, Chairperson of Bulgarian sports development association


10:30 – 10:45 **#GoodGovernanceSport – PROJECT OUTPUTS AND RESULTS** – Bulgarian sports development association 

10:45 – 11:15 Coffee break

CHANGING LIVES, OPENING MINDS – GOOD GOVERNANCE PERSPECTIVES

Moderator: Ivan Boyanov, sport journalist

11:15 – 11:45 **"Erasmus+ Sport" – Opportunities for sport sector and citizens** – **Yves Le Lostecque**, Head of Sport Unit, Education, Audiovisual and Culture Executive Agency /EACEA/ 

11:45 – 12:15 **EUROPEAN ATHLETICS: GOOD GOVERNANCE PRACTICES** – **Jean Gracia**, European Athletics Executive Board member, Development commission Chair 

12:15 – 12:45 **INCLUSIVE GOVERNANCE IN SPORT ORGANIZATIONS** – **Christo Velkov** – Vice President, Strategic Development Special Olympics Europe Eurasia Region 

12:45 – 13:15 **CHALLENGES AND PERSPECTIVES OF GOOD GOVERNANCE IN SPORT AT EUROPEAN LEVEL –** 
prof. Vassil Girginov, PhD – President, European Association for Sport Management

13:15 – 14:30 Lunch break & Networking spot


PLENARY SESSION, RESEARCHES, REPORTS

Moderator: Yoanna Dochevska, Chairperson of Bulgarian sports development association


14:30 – 15:00 **NATIONAL POLICIES IN THE FIELD OF GOOD GOVERNANCE IN SPORT –** 
Viktoria Slavkova, Director of European Programmes, Projects and International Cooperation, Ministry of youth and sport, Bulgaria

15:00 – 15:30 **NATIONAL ACHIEVEMENTS IN THE FIELD OF GOOD GOVERNANCE FROM HUNGARY –** 
Zsófia Rácz, Deputy State Secretary for Youth Affairs

15:30 – 17:00 **PLENARY SESSION, RESEARCHES, REPORTS.**

GOVERNANCE SPORT CODIFICATION CONVERGENCE PROJECT – 
Grzegorz Botwina, PhD, President of Institute for Sport Governance and Assistant Professor, Faculty of Management, University of Warsaw;

G² ENGAGE NEW TECHNOLOGIES 4 GRASS ROOT SPORTS - HOW TO USE SOCIAL MEDIA AND VR TO INSPIRE AND ASSIMILATE – 
Dr. Tanya Kyriakidou, President HFUW (Hellenic Federation Urban Wheels) President ASTERI NGO Awareness 4 Sports Training Environment Research & Internet;

A ROADMAP TO MODERNIZE SPORTS IN LEBANON – 
Fadi Tabet, Consultant and Expert in Sports Management, President of Chabibeh Club Lebanon, PGD in International Sports Management from Royal Holloway University UK and FIBA Academy;

TRANSPARENCY'S ACTIVISM IN LATIN AMERICA - VISIONS FROM COLOMBIA AND PANAMA – 
Mauricio Hernandez – Founder of Transparency in Sport in Colombia;

15:30 – 17:00 **POSTER SESSION**

BULGARIAN BODY-MIND PRACTICE CULTIVATES PARTNER AND SOCIAL SKILLS - THE BASIS OF ANY GOOD MANAGEMENT –
Prof. Ludmila Chervencova, National Sports Academy “Vassil Levski”

SPORTS TURF SURFACES GOVERNANCE BY USING PERSISTENT VISUAL AND THERMAL IMAGE DATA – **Plamen Mateev, PhD** Fellow, National Sports Academy “Vassil Levski”



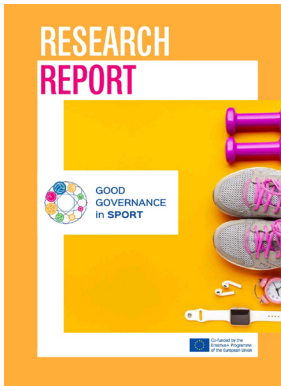
**GOOD
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#GoodGovernanceSport project is aiming to find the way of analysing, collecting and promoting the practices for proper visibility of the decisions taken, decision making stakeholders, transparency of public funding in sport organizations. In the frame of the present project different activities has been implemented in order to support the implementation of the basic principles of Good Governance in Sport - Integrity, Accountability, Transparency, Democracy, Participation and Inclusivity into sport organisations on European and National level.

#GOODGOVERNANCESPORT OUTPUTS:



Research report that consists of different stages of analysis of the public face of the sport organizations, in particular their public websites – the easiest way for the citizens to find out what are their activities. The report is based on a survey with concrete information that interested sport stakeholders has been able to provide regarding good governance in sport in their own organizations and an independent research of project team experts on the web pages of 28 European sport organizations and 28 National sport organizations.



Download

https://www.dropbox.com/s/2mm0ayyouau3nts8/IO1_GGS_Research_Report_ENG.pdf?dl=0



Accountability and transparency Handbook for sport organizations includes tips and tricks on how to optimize the webpage of a sport organization, how to show the public money spending and how to increase transparency and accountability of sport organizations on different levels. This resource also have some highlighted good practices of the “perfect” web page and some ideas how we can improve organizational management in sport organizations. The edition includes as well tips on how to ensure all stakeholders are aware on our accountability process and how the transparency can help the development of the organization in order to more sponsorship contacts and more public support for organizations with clean and transparent public face.



Download

https://www.eusport.org/files/IO3_GoodGovernanceSport_Handbook_design_compressed.pdf



<https://www.eusport.org/goodgovernance/courses>

#GOODGOVERNANCESPORT SELF-LEARNING PATH

for self-development of sport leaders and managers provides the possibility to be acquired new skills and knowledge regarding the level of accountability and transparency of the webpage of a sport organization. The #GoodGovernanceSport self-learning path includes the following Modules: What is Good governance in sport; Principles of Good governance in sport; Online presence of sport organization; Transparency of sport organization in online environment – human resources aspects; Transparency of sport organization in online environment – financial aspects; Integrity of sport organization in online environment; Accessibility of sport organization in online environment.

DURING THE PROJECT LIFETIME, DIFFERENT EDUCATIONAL ACTIVITIES HAS TAKEN PLACE AS WELL:



#GOODGOVERNANCESPORT TRAINING COURSE - ITALY

In the period May 29 - June 3, 2019 in Sassari, Sardinia, Italy, an international training of #GoodGovernanceSport was held bringing together over 40 representatives of sports clubs and sport organizations from 7 European countries. During the four training days, the participants went through interactive training modules in the sphere of good governance and in particular: importance and need for good governance in sport, good practices, online presence and transparency of sports organizations, financial transparency and integrity in sport.



#GOODGOVERNANCESPORT SEMINAR – HUNGARY

In the period 28 November 2019 – 02 December 2019 in Budapest, Hungary, an international training of #GoodGovernanceSport was held bringing together 36 management representatives of sports clubs and sport organizations from 7 European countries. During the three training days, the participants went through interactive training modules in the sphere of good governance and in particular: importance and need for good governance in sport, good practices, online presence and transparency of sports organizations, financial transparency and integrity in sport. On the second day, a high level round table was organized with the participation of H.E. Tibor Navracsics – European Commissioner for Education, Culture, Youth and Sport that in his last working day on this position informed the participants about the achievements in the sport sector that he made in his mandate and inspired the participants to become good lobbyists for #BeActive Europe.





PROJECT HAS BEEN CONCLUDED BY INTERNATIONAL CONFERENCE #GOODGOVERNANCESPORT



On the 4th of June, 2021, in Sofia, Bulgaria, the International conference Good Governance in Sport was held, bringing together high-level representatives from 6 continents, sport experts and stake-holders, the conference shed light on some very important issues regarding good governance in the sport sector. More particularly: the European perspective of integrity in sport, good governance practices and inclusiveness in sport governance, challenges and perspectives of good governance in sport at European level, and many more topics were presented in the National Sports Academy “Vasil Levski”.

The conference was opened with a keynote speech by the European Commissioner for Innovation, Research, Culture, Education and Youth: Maria Gabriel, and her thoughts on the European perspective of integrity in sport. Followed by the Bulgarian Minister of Sport, the Vice Rector for Science and International Activities of the National Sports Academy and the director of Erasmus+ National agency, the conference brought together some of the brightest minds in the field aiming to empower the audience to have a better understanding of the current challenges and ways to improve our reality for future endeavors regarding the sport sector. Of course, this event could not have happened without the possibilities presented by the Erasmus+ Sport program that was presented as well to the conference participants by the Head of Sport Unit, Education, Audiovisual and Culture Executive Agency - Yves Le Lostecque.

In the international conference, devoted to good governance in sport took part more than 150 participants from 41 countries and the valuable speakers that shared their knowhow was: Jean Gracia, European Athletics; Christo Velkov, Special Olympics Europe Eurasia; prof. Vassil Girginov, European Association for Sport Management; Zsófia Rác, Deputy State Secretary for Youth Affairs, Hungary; Viktoria Slavkova, Ministry of youth and sport, Bulgaria.

MAIN MESSAGES FROM THE INTERNATIONAL CONFERENCE #GOODGOVERNANCESPORT

**Mariya Gabriel –
European Commissioner
for Innovation, Research,
Culture, Education and
Youth**

There is need for raising the standards in the field of sport governance especially in the application of the principles of democracy, transparency and accountability in decision-making. Integrity in sport will be with high priority in our work and the Erasmus+ budget in the field of sport have double increase in the new programme period, resulting in 470 million euro.



**Welcome address by
Andrey Kuzmanov,
Minister, Ministry of
youth and sport**

In order to protect the integrity in sport and to keep sport clean, as well as to have sport competitions interesting and unpredictable, it is necessary to work as a team and in close cooperation.



**Prof. Tatiana Iancheva,
Vice Rector for Science
and International
Activities of National
sports academy “Vassil
Levski”**

We believe that sports values such as fair play, solidarity, responsibility and democratic principles are and should continue to be leading.



**Mihail Balabanov,
Director of Human
resources development
centre (Erasmus+
National Agency in
Bulgaria)**

The name of the programme is not a coincidence – one of the quotes of Erasmus from Rotterdam highlighted that “people are not born, people are created” and through this instrument of the European Union, we have the unique opportunity to bring the positive change in our societies through devoted investment in human capital of our country and of the European Union.



**Yoanna Dochevska,
Chairperson of Bulgarian
sports development
association**

I want to clarify that we are not having bad governance at all, but we are still learning, all of us and this is not a competition and we won't get a medal, ending the race and being a champion in good governance. This is a process that is every day.



Yves Le Lostecque,
Head of Sport Unit,
Education, Audiovisual
and Culture Executive
Agency /EACEA/

Good governance, integrity, fight against doping will continue being a priority for the Commission.



Jean Gracia,
European Athletics
Executive Board
member, Development
commission Chair

All members of the Olympic movement should adopt, as their minimal standards, the Basic Universal Principles of Good Governance of the Olympic Movement, as proposed by the International Olympic Committee.



Christo Velkov -
Vice President, Strategic
Development Special
Olympics Europe Eurasia
Region

The World is much more interconnected, much more colorful that it has ever been. And if our organizations, the governance of our organizations, are not prepared for this world.



**prof. Vassil Girginov, PhD –
President, European
Association for Sport
Management**

How do we then agree on the universal principles of good governance if we do not have an understanding of the meaning of this word.



**Viktoria Slavkova,
Director of European
Programmes, Projects
and International
Cooperation, Ministry of
youth and sport, Bulgaria**

We believe those processes will mitigate the risks of corruption and manipulation of sport competition thus preserving the sport integrity.



Zsófia Rácz,
Deputy State Secretary
for Youth Affairs,
Hungary

I am so happy to see that this is a conference that we are not only talking about young people but we are actually here as young people and we can exchange ideas and good practices.



The international Good governance in sport conference continued with more contributions to the aim to achieve integrity in the sport sector, presented by sport experts and researchers from Europe, Middle East and South America that shared their perspectives on codification, new technologies, ways to modernize sport and transparency activism, following in the next chapter.

GRZEGORZ BOTWINA, PHD – GOVERNANCE SPORT CODIFICATION CONVERGENCE PROJECT



Good governance in sport organizations is one of the most important topic being discussed on the international agenda, regarding sport organizations and their need to transform into well managed, transparent entities. It is also one of the priorities set by the European Commission in the Work Plans for Sport (European Commission, 2014, 2017, 2020)

Member States are setting policies and special guidelines i.e. Codes of good governance for sport National Governing Bodies e.g. Cyprus, the Netherlands, Poland, to address this issue. International sport organizations such as IOC, ASOIF and also universities are supporting the implementation of good governance reforms in European and global sport.

Good Governance is considered by most to be of paramount importance for the effective and legitimate management and administration of sport organizations. Good governance in grassroots sport is a prerequisite for organizational legitimacy and ultimately survival. Inappropriate and illegitimate way of governance leads to losses that reflect to sport organizations' reputation, membership support and financial support. Poor governance is a serious issue which holds sport back from fulfilling its true potential to benefit individuals

and society by reducing the efficiency and effectiveness of the use of resources available to sport. Unfortunately, several cases of poor governance have been reported in recent years in International, European and National sports organizations.

A growing number of sports organizations recognize the need for strengthening their integrity through better governance (ASOIF, 2020; IOC, 2008). As a result, an increase in the number of codes of governance has been the case thereby advocating for a normative approach in governing national sport federations. This 'codification of governance' constitutes one of the major reform strategies employed by State organizations that provide (most of) the funding to these federations. However, codifying good governance in sport has been a challenging process at all levels and stages: measuring good governance standards; developing a Code; implementing the Code; as well as measuring the effectiveness of such a Code.

The topic of Codes of Good Governance for sport organizations is widely discussed among policy makers, managers, academics and other stakeholders in the recent years, not only in the European scale but also globally. The issue of misconduct in the sport organizations is an issue of utmost importance for most of the sport sector. Both the international sport organizations and national bodies responsible for sport are addressing the issue of good governance in several ways – either by establishing specific guidelines, organizing training programs, cooperating with universities to create study programs for their managers or implementing codes of good governance into their operations.

The topic of Good Governance in sport is very widely described in the White Paper on Sport, which is one of the main documents setting up the priorities of the EU policy in the sport sectors (European Commission, 2007). The organizations in the sport sector are mainly non-governmental bodies with voluntary board members managing them. This structure in many cases proves that there is a need for change and support from governmental entities or umbrella organizations. It was also noted by the EU Expert group on Good Governance (EU Expert Group on Good Governance in Sport, 2016). In October 2013, the EU Expert Group on Good Governance adopted Recommendations on the Principles for Good Governance of Sport which serve as an action guide for sports organizations. The aim of the ACTION project is to find good practices in the policy making and implementation of those principles and to help Member States in the implementation of the local legislation or non – legally binding documents, which support sport organizations in improving their governance.

The EU Work Plan for Sport 2014-2017 explicitly mentioned as one of the priorities is to build intragovernmental cooperation in the field of sport

to enhance the problem solving in the EU scale. The ACTION project helps to build on the Good Governance Codes already implemented in Member States to create the convergence of the policies in the wider scale among other EU countries which still have not addressed the issue of good governance in sport organizations.

The EU Work Plans for Sport 2017-2020 and 2021-2024 bring the priority of complementing and reinforcing the previous Erasmus+ program achievements. We can see that many initiatives in this field were undertaken, but there is still space for future improvement of the Good Governance in sport organizations in the Member States.

Moreover, in 2016 the European Commission launched a pledge for good governance in sport to be signed by various parties in the EU. The pledge reads as follows:

“To preserve the reputation of sport, whilst maintaining its autonomy, sport governing bodies must ensure good governance is firmly embedded within the culture of the organization. The governance of the structures and operations of sport must be aligned to deal with the current and future threats and challenges, as well as able to exploit the possibilities arising from the continued growth of the sport sector. We voluntarily commit to implement the basic principles of Good Governance in Sport - Integrity, Accountability, Transparency, Democracy, Participation and Inclusivity - into our sport organization. We recognise that improving governance is an on-going and necessary process to undertake in order to be better protected from risks such as corruption and able to maintain, protect and promote the integrity of sport.”
(European Commission, 2016)

In recent years the specific topic of sports governance has attracted interest among policy and decision makers in Europe and worldwide, partially due to increased professionalization of the sector (Shilbury & Ferkins, 2011). The European Commission, International Non-governmental Organisations, such as the IOC, International and European Sport Associations and National Sport Associations noticed the need for reform in several aspects of good governance by implementing codes or principles of good governance. Several European countries have developed Codes of Good Governance for sport organizations (Walters & Tacon, 2018). Governance convergence is defined as the process by which states or organisations from around the world adopt increasingly similar governance policies and practices (McLeod & Shilbury, 2020). The literature distinguishes between two forms of convergence. First, ‘De jure’ convergence refers to a situation in which countries or organisations adopt increasingly similar governance laws or policies. Second, ‘De facto’ convergence refers to a situation

in which the actual governance practices of countries or organisations converge (i.e. there is compliance with laws and policies). To illustrate the distinction: All countries have rules against sport corruption. That is, there is de jure convergence. However, the actual prevalence of corrupt practices and enforcement of the rules against such practices vary significantly across countries, suggesting that there is no de facto convergence (Parent et al., 2018). A framework for governance convergence including the analysis of drivers and barriers was developed based on a case study of sport in India (McLeod et al., 2021). However, to date such research has not been conducted in the European sport.

“...researchers need to understand the differences and similarities that exist between the various governance principles and guidelines developed by respective national (sport) agencies over the last 15 years. By understanding why these agencies emphasize different principles and which ones are common, researchers may gain a clearer understanding of the potential foci for future studies of the adoption of governance principles over time and between jurisdictions and countries. As this review focused on English-language studies, researchers should expand the analysis to other language too. ...capture potential differences related to culture and context. Researchers also need to look outside the sport sector and explore the applicability of more generic corporate governance principles and how they may be adopted by sport organizations. A common set of principles would facilitate comparative studies between countries that would assist researchers and managers in understanding the contextual or environmental factors which might help or hinder the impact the adoption of these principles or guidelines have on actual governance performance.

...This systematic review has demonstrated that, despite an increase in interest in research associated with good governance principles and guidelines in sport, there is a clear need for both the international sport community and researchers to develop an agreed set of governance principles and language relevant for international, national, provincial/state and local level sport governance organizations.” (Parent et al., 2018)

As shown in the quotation above, there is a clear need both from practitioners and academics to deepen the understanding of the governance principles and adoption mechanisms in sport organization to benefit countries and sport in general. This rationale stands behind the ACTION project.

GovernAnCe SporT CodificatIon COncergeNce (ACTION) project is an Erasmus+ Sport funded initiative, which aims at implementation of Good Governance Codes for National Governing Bodies in Sport among Member States of the EU.



There are 3 main objectives of the project:

1. Mapping the existing landscape of Codes of Good Governance in Europe

2. Examination of common grounds among the Codes.

3. Facilitation of implementation of Codes of Good Governance in Member States who do not have such documents, as well as providing an update to Codes in Countries that already have one.

To achieve those objectives, below listed actions will be taken:

1. Review of existing Codes of Good Governance in Europe,

2. Examine the facilitators and impediments of governance convergence in sport,

3. Identify and/or develop common grounds from the existing Codes,

4. Design one that embraces cultural differences and national structural mechanisms,

5. Offer practical tools (e.g., good practices, case studies, short videos) of how articles in this converged Code can be applied by volunteer board members and practitioners in National Sport Organizations.

Consistent with project aims and goals, there are four project outcomes to be developed.

1. Baseline report of Codes of Good Governance in Europe. The baseline study is a desk research including all of the Codes of Good Governance and similar documents in the EU. It will include solutions introduced in Member States, together with description of similarities and differences in participating countries.

2. Good practices report on Codes of Good Governance in Europe - A mix of desk research and other methods will be performed e.g. Interviews with policy makers, sport organizations, stakeholders. The general objective is creation of good practices list in Codes of Good Governance and implementation of such documents, among the participating countries and allowing the transfer of those good practices to other Member States.

3. Design of a convergent Code of Good Governance for EU Member States – based on the outcomes of previous project research a Convergent Code of Good Governance in sport for EU Member States will be created. The document



will include the outcomes of the analysis of the facilitators and impediments of governance convergence in sport. It will also focus on the cultural and legal differences in Member States, which may enhance or impede the cross country transfer of such policies.

4. Online platform for NGBs with guidelines for implementation will allow sport organizations such as National Sport Governing Bodies to raise their awareness and knowledge on the topic of Good Governance and to facilitate implementation of Good Governance rules. Following the guidelines introduced by Code of Good Governance in their respective countries will also include implementation of good practices known in other Member States. Moreover, the Online Platform will allow the managers or policy makers from Member States to understand in an easy and accessible manner the issues and solutions for implementation of Good Governance reforms in the field of sport.

THE OBJECTIVES OF THE ACTION PROJECT ADDRESSES ISSUES RELEVANT TO THE FOLLOWING TARGET GROUPS:

1. Policy makers, civil servants, administration staff, public and local authorities related with sport and education sectors.



2. Board Members of National Sport Confederations, Federations and Associations, National Olympic Committees, Umbrella Sport Authorities, Governmental Sport Organizations (run by non-executives Board Members) in the European Countries.

3. Board Members of European and International Sport Federations and Associations, European and International Olympic Committees.

4. Board Members of Non-governmental Sport Organizations and Institutions and institutions associated with the sport and education sector.

5. Academic Experts and Researchers in the field of sport, management, policy.

6. Wider public.

The research within ACTION will aim to develop a converged code of good governance for National Sport Associations in Europe. To achieve the overarching purpose of the project, the initial study is to establish a foundation by mapping and analysing existing codes of good governance and their provisions in the EU member states. The baseline research in ACTION project is based on the National Sport Governance Observers indicators of good governance (Geeraert, 2018).

The partnership in the ACTION project consists of Ministries responsible for sport in respective Member States, National Sport Organizations, sport organizations with national or international reach e.g. Sport Confederation, Universities with special interest in sport governance and NGOs with the mission to improve the quality of management in the sport sector. The ACTION project consortium is aiming to support the implementation of the Codes for Good Governance in sport.

The idea of the GovernAnCe SporT Codification CONvergeNce project is to support Member States in finding the right solutions and implement it on various levels from nation-wide policy making perspective to implementation of the Codes in sport organizations.

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DR. TANYA KYRIAKIDOU – G' ENGAGE NEW TECHNOLOGIES 4 GRASS ROOT SPORTS – HOW TO USE SOCIAL MEDIA AND VR TO INSPIRE AND ASSIMILATE



In recent years, corruption and other integrity-related scandals in sport have tainted the image of sport. More and more stakeholders – sponsors, media, public authorities and even the general public – have raised questions on the current way in which federations and sport organizations are run in their countries and around the world. In some countries, public authorities have even made compliance with minimum standards of good governance mandatory for sport federations in order to be able to receive public subsidies.

Sport is no better or worse than any other part of society.

But Sport has other features that makes it more difficult to compare it with other sectors. It is for instance traditionally largely run by volunteers.

Considering what sport means to society and how crucial sport is for tackling various societal challenges, sport can even be considered as a kind of public good.

Another feature is that sport is based on clear values, such as the values of Olympism. Taking all these elements into consideration, in particular when such an emphasis is put on values and with a clear demand by the sport sector for autonomous self-regulation, it is logical that stakeholders demand that these values are embodied in all aspects.

ASTERI Organization volunteers under Dr Kyriakidou supervision conducted research on various participant segments of the youth sports' market (coaches, children, parents, volunteers) to determine the demographic profile of each segment and participation preferences.

The Market Segmentation for Parents study explored parents' attitudes and behaviours towards sports and kids participation. This helped us understand the decision making process that parents go through in selecting sporting activities or sport clubs for their children and how their attitude affects children and good governance in Sports.

The research identified segments based on differences in parents' participation, attitudes and behaviours towards sport & their children.

Following the results in order to get closer to our target and “teach” them while “playing” we started the creation of an innovative app which engages coaches and parents and promotes and disseminates Good Governance in Sports. This app will be presented for the first time in this Conference!

Dr. Tanya Kyriakidou is a former athlete with the National Greek Track and Field Team in Heptathlon and Discus throwing and a successful Track and Field Coach. With a BA in Physical Education from Aristoteles University in Thessaloniki and Thesis in Sports Journalism and Track and field for Young children she introduced Aerobics with Greek music and movements from folk dances to the University. She graduated from ASOEE with BA in Economics and was interested in Business Marketing. She moved to USA with assistantship for her Master's Degree in Ergo-mechanics and Ergo-physiology in the University State of Illinois and achieved a PhD in Special Event Marketing & Management in San Diego State, Olympic Games Structure and coordination, following the Open Sea Sailing Team of the same University. She studied athletes Nutrition in Omega Institute in California and Casino Management in Nevada. She attended International Relations in Kobe, Japan and Cartoon design next to Charles Monroe Schultz creator of Peanuts.

She has worked in Coca Cola in Chicago as New Product developer in the Marketing Department and as Sponsoring manager in Greek Professional Basket and Soccer teams. She has been an expert for European Project and campaigns construction and dissemination for several years.

She coordinated Safer Internet European campaign and several European Sport projects against Violence since 2001, fighting for equal rights and equal opportunities. She participates in several Sports Committees Internationally.

An Expert in Franchise has supported several companies in development and employee training and presents every year in the National Franchise Conference. She is Co-Founder and President of ASTERI, Awareness for Sports Training Environment Research & Internet, an Organization providing education and creating campaigns “for a Better life”. She coordinates the Green Sports Campaign and Awards for Greece since 2018.

She is the founder of the Center of Research, Education and Innovation and Shoe Museum in Greece and recently voted as President of the Hellenic Federation Urban Sports HFUW the New Olympic Sports, Skateboard, Rollers and BMX.

She represents USA Sport scholarships in Greece and she is a PADI & CMAS Master Diver. Co partner in Real Queens works for New product development for Food & Construction companies and as an consultant for Developing Countries was the Advisor of the Port of Thessaloniki responsible for Dry and Sea Ports development in Balkan Countries. She writes in several online magazines for Sports and Circular Economy awareness.



FADI TABET – A ROADMAP TO MODERNIZE SPORTS IN LEBANON



The fate of Lebanese sports is getting more and more uncertain and there's nothing in the horizon that heralds, as some claim, the emergence of a modern Lebanese sport sector. It is evident that the latest financial crisis speeded up the collapse of sports in Lebanon and revealed the weaknesses of this sector. In addition, the sport administrative body proved its inability in crisis management, which should form a major part of strategies, based on clear vision and defined objectives.

SPORTS IN THE WORLD

Before talking about Lebanese sports, let us review the characteristics of prominent European clubs, irrespective of the star players who are part of their teams. There are standards related to its sizes and responsibilities. First, these clubs represent the cities where they operate; and are eligible to use the sports facilities for practices, and games and to attract junior players through summer and training camps. These facilities are filled with life all year long.

The headquarters of these clubs are usually as big as a shopping mall, and consist of meeting rooms, offices, a commercial area where the club products are sold, restaurants, a museum for the club's achievements, and shops that can be rented or leased. Some even have a hotel, in addition to a gym and a

polyvalent sporting center for the club members, and educational academies, like in Latin America, England and even Spain. Some clubs also have schools and universities.

District clubs in Europe are not of the same size as the prominent clubs in terms of fans, budgets and facilities, but include, however, a sporting center consisting of meeting rooms, a gym, restaurants and snacks and the facility where matches usually take place. Some have a polyvalent sporting center for the members.

This review highlights the huge financial capacities of the European clubs and the factors that helped in materializing this merit includes the tax system that attracts investors and private sector companies into the sports industry. In addition, there are 4 main components needed in order for the sports sector to become an industry by itself, namely: Management, Organization, Marketing, Monitoring and Evaluation. These components guarantee the smooth implementation and functioning of championships in order to create a sports product with international quality standards under rules and regulations laws that protect the common interests of all stakeholders.

WHY DID LEBANESE SPORTS REACH THE CURRENT STATUS?

Comparing European district clubs to Lebanese clubs is not fair, because differences are large especially when it comes to sports facilities or headquarters and offices. But we cannot deny that some Lebanese clubs do have some characteristics mentioned above despite the difference in the size of sports facilities and the management structure. However, the majority of Lebanese clubs lack the minimum basic legal, technical or financial standards.

Today we hear a lot of statements suggesting to take sports back to being a hobby and to rely solely on the young players. While others suggest keeping the sector as it is now with a new financial policy. But Everyone called for a dialogue between all actors to lay down new foundations for sports in Lebanon. But what will this dialogue look like? What would be its agenda and the problematic issues to discuss? Until this date, next steps are still vague even though the big headlines are clear and similar. By looking at the different viewpoints, we can clearly see that each is realistic and true. But practically and scientifically speaking, managerial organization, law-making and assessing strengths and weakness are the basis Everyone is invited today to start working on changing and developing their performance, and shifting to an industrial sports perspective as a primary solution to a new sports era in Lebanon.

Lebanese sports had its highs and lows, enjoyed achievements and its joys and faced failures and its consequences. However, the sports management

kept its status quo in spite of significant progress in some limited areas. This is due to the political conflicts, and the sports electoral battles that caused divisions and breakups affecting negatively the sports management structure and its productivity.

Today, we have a rare opportunity. All concerned parties agree that a dialogue is needed to reconstruct sports. If intentions are really true and political interventions are kept away, we can develop a roadmap that will lead to a professional sports sector with modernized laws.

Professionalism does not mean we should disregard the sports hobby sector and does not mean that financial support is only related to political agendas, nor it means that support is restricted to academies that have a business objective. Rather all clubs should be supported in order to reach a larger population and develop more players. Moreover, eradicating professional sports is an act of suicide and leads to the destruction of the sports culture.

THE ROLE OF THE PUBLIC SECTOR

The first step is to replace the term “Competing parties” by the term “stakeholders” which includes: the ministry of youth and sports, the main sponsors, the private sector companies who support sports or invest in sports, sports federations, sports clubs, coaches and players.

During a financial crisis, unemployment rate rises, the national currency loses its purchasing power, and prices increase dramatically leading to chaos. Measures that politicians need to take in such situations include creating job opportunities, encouraging investments through the reduction of taxes and motivating the private sector to support the government in developing human capacities that form the base of the local economy. Sport is one of the main industries that can contribute to the economic healing of any country.

Calling for the eradication of professional sports only implies that the supporters of this idea either do not have the basic knowledge in sports and human development or lack the capacities and the vision to save the sports sector.

So, let us start working step by step. The role of the ministry of youth and sports is important in terms of legislation, supervision, and monitoring.

The first measure would be separating professional sports from sports as a hobby, and not cancelling any of the two. Then the sports hobby sector need to be updated in terms of licensing laws for clubs, by-laws and internal regulations of sports clubs and sports federations. In addition, a space should also be provided for those who have the ambition and capacity to engage in professional sports in the real sense of the word.

BUSINESS SPONSORS

Business companies count on advertising to market their products. If they see that sports can ensure a profitable marketing for their products, these companies will be interested and motivated to invest in this sector, especially because sports offer a long coverage timespan during the matches and the whole duration of the championships which extend for months.

However, everyone knows that financial and fiscal policies in Lebanon do not encourage companies to invest in sports, and this is not the only reason. Problems between the actors in the sports sector, and the inability of the sports federations to overcome the challenges faced and its negative consequences, damaged the image of sports. These issues discouraged the business companies from investing in or supporting sports.

In addition, the sport media does not cover enough the individual sports games and deprived these sports from a fair coverage. This also drove away potential support from the private business sector to these sport disciplines. not give individual games their coverage right. Last, some media was not even up to the needed quality level to cover the collective sports championships in a professional way.

Reducing direct taxes on commercial companies who wish to invest in sports is not a loss to the state's budget, but rather leads to a reduction in the health bill. Motivating companies to contribute to investing in sports will increase the revenues of this sector, which saves from the Ministry of Youth and Sports support to clubs and federations. In addition, it will increase the productivity of marketing companies in order to implement advertising campaigns for companies investing in sports, and this will ensure the continuity of youth work in the marketing sector and create new opportunities for them. The quality of the sport product will also be greatly affected and will become a valuable commercial investment, which will eventually raise the value of the sports market.

Without the sponsorship of business companies, the Lebanese sport will not witness any significant progress. The revenue from the business sector is considered the main incubator for a modern sports sector in Lebanon. Motivating the stakeholders is a primary duty and main objective in order to maintain the development of the Lebanese sports sector

SPORTS FEDERATIONS

On the level of sports management of federations, there are many weaknesses, including conflicts of interests, a lost identity, and the by-laws of the federation. These three points can lead to an endless Lebanese argument,

but the truth must be clearly and openly said publicly, and not hidden behind closed doors.

- Conflict of interest: How can a violator himself issue the penalty, and how can a right holder issue a decision in his favor? How is it possible for the management board of a sport Federation to do work equivalent to the work of more than ten field committees on a daily basis? How can a number of people not exceeding the fingers of one hand manage a game whose market size is estimated at millions of dollars? Can you imagine how it would be to manage this sport product? The Lebanese model lived for years and is still living with this anomaly which is one of the most important obstacles to the development of competitions and even the work of federations or sports, and the number of clubs which were negatively affected by this reality is very large. The solution can only be through professionalism and the expertise of specialists. As a result of the political interferences, especially in the federations elections, these federations became platforms manifesting the conflicts between the religious sects and the political parties. The federations elections are not based on future programs and visions for sport. The situation that the Lebanese sport has reached is expected and a natural result of past behaviors. Those who failed in preserving a country and a state, cannot succeed in any sector including sports.

In this context, we will have a comprehensive study on the impact of political parties on sport in general and on clubs and federations in particular. The role of the ministry of youth and sports is the restructuring of the federations' by-laws through new legislative measures that protect sports federations from external influences that are not related to the sports culture.

- Lost identity: Some clubs outperform some federations with regard to their financial capacities. Some sports have evolved quickly and became a burden for the corresponding federation. For example, in Lebanon one of the sports disciplines has an approximately 15 million dollars' market value, while the size of operating this sport administratively is only 2% and organizationally it does not exceed 4% of its market value. In addition, the volume of direct revenues does not exceed 5%.

In another sport discipline, the market value is estimated at 10 million dollars, and the size of the administrative operations do not exceed 3% of the market value. Is it acceptable that the commercial benefits from the aforementioned sport disciplines do not exist in the Lebanese federations, while

today these benefits constitute an important discussion subject in the NBA, the largest league in the world, because of the direct revenues estimated at tens of millions of dollars earned by this championship from this sector?

- **Sports Federations By-laws:** Sports federations' management boards are getting more and more confused and lost between the general official by-laws of sports federations and the administrative and commercial development of sports worldwide. The current by-laws include important regulatory provisions and articles, and if it was implemented correctly, sports would have been in a better position today, bearing in mind that the legal amendments must be fixed rule in order to keep pace with the development of sport, and force sports federations to respect these laws and the roles defined for these federations. The duties of sports federations are not solely about managing leagues, nor outreaching foreign players and granting them the Lebanese nationality and paying forward for their services only to win championships. And what for? Only for the sake of a false image and marketing of an incompetent administration? Sports federations should focus on studies to continuously amend the laws, rules and regulations in order to develop the sports administrative performance of the committees. In addition, federations should organize lectures, seminars and conferences about sports management, sports marketing and sports as an industry. Federations should seek to make agreements with successful countries for each sports discipline in order to learn from their experiences and develop the skills of the young players instead of limiting these efforts to sports clubs who monopolize the support from the rulers. Federations should supervise, monitor and advise the works of its committees. And here we are still talking about the hobby system. The federation's work should reflect the reality of the game. Sports federations are one of the stakeholders and not the sole owners of the game. Their performance is an indicator which will either attract investors or not. Therefore, an institution should be created to monitor and evaluate the work of sports federations by issuing scientific and professional reports evaluating the federations' performance and suggesting corrective measures. These reports should be published to the public.

SPORTS CLUBS

The ministry of youth and sports is invited now to initiate the amendment of sports clubs licensing laws. This sector suffers, without doubt, from many weak points and needs further development and amendments so it can

go along with the development of sports in the world. For example, it is not acceptable to have clubs licensed and listed only to support certain candidates in the federations' elections, while technically these clubs do not operate or even exist. Licensing conditions should contain a law enabling the ministry to have an ongoing supervision mechanism to monitor the sports clubs' operations. It is well-known that some clubs after receiving their license from the ministry, automatically lose the right to use the offices and sports facilities based on which they were licensed. This is a weakness in legislation, and later on we will suggest in this article ways to solve this problem. In addition, criteria for licensing clubs should not only include technical aspects related to the sports facilities. Two main aspects should be added, first one related to the number of citizens in the region where the club will be licensed, and the second one a field study showing the need of the community for this specific sport. This will limit the chaotic licensing of sports clubs that at some point find themselves unable to sustain their operations or their existence. Reasons for non-sustainability include the large number of clubs in the same region, lack of financial support to maintain their sports facilities or the right to use such facilities, in addition to other sports and non-sports related reasons.

Is there a solution to the lack of sports facilities, or open spaces to build such facilities, especially in cities where spaces are very limited? The Lebanese ministry of education and higher education (MEHE) has around 1200 public schools around the country (including both the rented buildings and the one that the government owns) The annual cost for operating these schools is approximately 35 billion Lebanese lira, and it is only used for eight months per year. In order to be more accurate, and with a simple mathematic formula, there are 40 working hours per week per school. If the academic year is 8 months, then the total number of working hours per year is 1280. Therefore, every working hour for all the schools, costs the ministry approximately 27 million Lebanese liras, before adding the electricity, water, cleaning, maintenance, renovation and teachers and admins salaries. This shows that it is a very weak investment. In addition, most schools suffer from lack of renovation and maintenance, due to the government's inability to cover these costs.

The solution we suggest is a form of agreement between the Ministry of Education and Higher Education (MEHE) and the Ministry of Youth and Sports (MOYS) and sports clubs, based on which clubs are allowed to use the schools' sports facilities beyond the working hours of the schools, while committing to cover the maintenance and renovation of the facilities in addition to the cleaning and some other miscellaneous costs that the school funds are often unable to cover. We can, whereby, secure for people who are interested to work in the sports sector a substantial space away from created or natural obstacles they

may face. In addition, we will create a fruitful interaction between civil society and the government, filling the gap between these 2 actors. This suggestion is based on a successful previous experience.

Amending the by-laws of federations and sports clubs should also consider articles ensuring the representation of both women and men in management boards, in addition to including the youth. Moreover, every sport club should have a manager who holds a sports management degree.

Sport is part of the development sector contributing to physical and mental empowerment. In addition, it enhances the development of human capacities, of youth and of society. Sport should be accessible to all, especially children (The right to play is listed under article 31 of the United Nations Convention on the Rights of the Child).

Sport also enriches the human being and refines him not only physically, but also intellectually and socially, and many international programs started using sport as a tool to break down the barriers between cultures and civilizations and for non-violent communication, and to empower young people and build their competences and life skills through recreational, cultural and sports activities. This makes sport clubs a clean and safe environment in the community and helps state actors and parents in offering safe youth development spaces. The Ministry of youth and sports must work to amend the law and tasks of sports associations to make sure that clubs will provide greater prospects for Lebanese youth.

PLAYERS AND COACHES

Sport players are the foundations of all sports. Without players, there would no clubs or federations. Players' protection should be neither a mean nor an end result. It should be part of the policies.

The current status of the coaches and players' contracts with sport clubs is still very vague. The declared opinions of the players and coaches seem unified, and their demands are clear. However, there is no direct communication until now between them and the clubs. Any current solutions done so far are individual ones, solving problems with individuals separately rather than finding a collective solution similar to what was done in some foreign countries where they found solutions based on the common interests of concerned parties. How can we ensure a better situation for Lebanese coaches and players?

It is becoming more and more evident that coaches and players need a legal umbrella protecting their rights and solving their problems. This umbrella



is not available yet in Lebanon. This umbrella can take the form of a syndicate, one for professional coaches and one for professional players, for whom sport is the main income generating job, and the basis of their future and career path. Syndicates are a first step towards securing the rights of these groups and their duties towards clubs, federations and the state. Clubs should not be afraid of the existence of these syndicates, especially the struggling clubs that still want to compete in the professional leagues, because so far and in case of challenges and struggles, it cannot refer to any actor for solutions.

Forming syndicates is an important step towards the re-organization sports in Lebanon in order to become a professional sector. Group work is completely different from the individual efforts. The presence of a syndicate has many positive aspects benefitting all the stakeholders, specifically in terms of setting a legal regulatory mechanism for communication and coordination. Agreements become binding between all concerned parties and this is what happened with the international institutions who were able to solve problems related to players and coaches' contracts amounting to millions of dollars. This proposed solution could form a pillar for dealing with the problems facing Lebanese sports.

The establishment of a syndicate must include a set of conditions, including but not limited to: a general assembly, an executive board representing the general assembly, which tasks include resolving disputes related to contracts, setting conditions for syndicate memberships, and managing financial matters (taxes and insurance) etc. the syndicate goals are protecting and improving the conditions of the contracts negotiations with the clubs, fighting manipulation of results through a monitoring committee, implementing awareness programs to fight doping and drugs, and motivating age groups to play the game and other things that bring benefit to the society.

Leaving the situation as it is now, and using the current crisis as an excuse is only postponing the problem to a future date when it will become worse.

THE STRUCTURE OF A PROFESSIONAL SPORT SECTOR

We cannot deny that the financial crisis affected largely the sports sector in Lebanon, specifically the basketball, football and volley ball disciplines. However, the collapse of sports was not caused by the financial crisis. There are many factors that negatively affecting and are still influencing this field until this date, as mentioned under different titles above.

The first factor is politics, and behind it the Lebanese political parties, which transmit the political agendas, problems and interests to the sport sector. How many sport clubs suffered financially after cutting political funding?



How many clubs ceased to exist due to political conflicts in sport? There are many examples and the results are clear. Blaming the collapse of the sport sector to the financial crisis is the argument some are using to hide their inability to manage, develop and modernize the sport sector, and to cover the political interventions that led to the current status. The collapse started more than three years ago, and sports organizations need to take the initiative and find solutions before problems get larger and more serious.

Separation between the sports hobby and professional sports already exists in many European countries. However, there is a legal administrative mechanism linking both pathways, which paves the way to those who are willing to invest and progress in sports and without obstacles, but based on a concept totally different from managing sports as a hobby.

Lebanese sports clubs fall under two main categories: Clubs with ambition and capacities, and clubs with ambition and limited capacities. It is not fair to deprive the first category from the chance to engage in sports and to capitalize on their capacities and ambition. It is not fair to deprive the national economy from a potential investment project based on commercial concepts just because people in charge lack administrative sporting capacities. It is neither fair nor acceptable to deprive our young generation from a sector that can offer job opportunities. It is neither acceptable nor fair to destroy the dreams of the emerging Lebanese talented players and deprive them the chance to become professional players in a championship that is considered one of the best leagues in Asia, just because of a policy that's has no vision and future prospects.

Is it acceptable to keep on destroying the achievements made by many national athletes because we lack the skills to manage the professional league? Did anyone submit a scientific study based on evidences and documents proving that it is not possible to organize a professional league whether for basketball or football or volley ball or tennis?

At the beginning of this paper, we talked about the European clubs whether in football, or basketball or other sport disciplines. Research showed us the huge investments done in this field. In May 2011, the market size of the English Premier League was estimated at nearly 2.76 billion pounds, while in May 2020 it reached 7.98 billion pounds. How did it happen and who contributed to this? The answer is very simple: a good management that produces a successful product that attracts successful investments, and yields figures that grow and double with time, and profits that flow into sporting institutions.

The Lebanese sports sector lead by the Ministry of Youth and Sports, is invited to create autonomous or semi-autonomous sports institutions responsible for the management of the professional league. Administrative and business stakeholders should be represented in this institution with no representation to sports clubs in order to avoid the conflicts faced by federations now. This ensures the protection of the sport product, and the investors through strict supervision by professional institutions. We only need to take successful models from other countries and apply it to the Lebanese context which is small in size but large in its capacities.

This model will serve the Lebanese economy by creating job opportunities for youth especially in the following fields: Sporting marketing, sports management, attorneys specialized in sports arbitration, sound engineers, electrical engineers, infrastructures workers, carpenters, graphic designers, creative artists, sports technicians, experts, physical therapists, psychologists, pharmacists, commercial benefits, printing, hotels, transportations, players and coaches etc...

Pretending that laws are unavailable and do not match the obsolete Lebanese specifications are no longer relevant.

It is high time to organize workshops for the development of laws, rules and regulations for these institutions. Let us use the expertise of professionals from abroad to help us create sporting institutions able to shape a modern administrative structure that includes new sporting laws for an already existent model which the ruling sports institution failed to preserve. This will make it easier for clubs to progress, grow and attract investors (from Lebanon and abroad, individuals and companies) through financial stimulus like cutting off taxes, in order to attract funds to be invested in the professional league.

CONCLUSION

Managing sports as a hobby is not less important than managing professional sports. Sports as a hobby is half way to professionalism. If it is well managed and well dealt with according to sporting management rules, it will become an industry able to create jobs and successful investments. Professionalism in sports, on the other side is a duty, primarily to valorize the time and efforts already spent and achievements done, secondly, because now is the time to find new investment opportunities in a country facing a financial crisis. So, saving and limiting expenses should be the job of the government, not the private sector where opportunities and future prospects for younger generations are secured.

MAURICIO HERNANDEZ – TRANSPARENCY’S ACTIVISM IN LATIN AMERICA – VISIONS FROM COLOMBIA AND PANAMA



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Topic: Good governance in Sport

Good governance in sport has two promoters from opposite sides: governments and sports organizations. There is a gap between both. On one side, governments seek to implement good governance according to the guidelines of the World Bank, the OECD, The Open Government Partnership, and so on. On the other side, sports organizations are committed to International Federations, their own codes, the Olympic Charter, and some governments that require high levels of compliance. Transparency in Sport and The Panamanian Coalition Prodeportes Panama see the need to have independent and professional organizations filling that gap. Transparency in Sport is a civil society organization

on in charge of producing a positive change in Sport in Colombia. Our focus is to bring education and compliance to sports events and organizations. The Panamanian Coalition is also a civil society organization constituted by former sports officials concerned about the misuse of public funding in sport. While time has elapsed, we describe our visions about three topics: what is activism for us; what is (and should be) the role played by governments; sports organizations, and National and International NGOs in the fight against corruption in sport; and what are our challenges.

Keywords: Activism, Latin America, good governance in sport in Latin America

The growing interest in good governance in sport has overcome the sphere of the sport itself. As is said by Gardiner, there is a plethora of sporting and non-sporting bodies and actors promoting an ideal of sporting integrity in recent years, this is what we call 'sports integrity industry' (Gardiner, Parry, & Robinson, 2017). This is a trend in Europe, but not now in Latin America.

The sporting systems in Colombia and Panama are constituted by public and private organizations. The second receive most of their funding from government. The substantial funds allocated to nonprofit sport organizations by governments to support their activities in areas of mass participation or elite sport performance has meant that governments are increasingly trying to influence the way in which the nonprofit sector of sport operates (Hoye & Cuskelly, 2007).

It is not common to find organizations like Transparency in Sport and Prodeportes Panama. We are focused on good governance in sport and we put our efforts in compliance mechanisms to facilitate the relationship between public commitments with good governance, and implementation in sports organizations.

As a general view, our role in Colombia and Panama are grouped in three actions. Monitoring commitments, agreements, public statements and work in coalition within actors from inside and outside sports movement. We believe that some sports organizations are looking for real changes, but they do not have enough resources and knowledge to achieve them. Educating actors, whatever the role they have, we do participate in workshops, webinars, local and international conferences. Leading advocacy, it refers to impact politics, producing changes in statutes, regulation and to call attention to the challenges the sport system has.

ACTIVISM AND THE FIGHT AGAINST US

Activism is defined by Oxford dictionary as the activity of working to achieve political or social change, especially as a member of an organization with particular aims (Oxford, 2021). Activism into the sports integrity industry can be different because we do not promote the sport, we promote good governance in sport, so we do not consider ourselves as sports organizations and we are outside the sporting system.

Pretending to produce changes in a national sporting system, mainly in Latin America, implies the fight against corruption in sport. This is seen as an undesirable task, mainly if this task is coming from outsiders, civil society, or law enforcement agencies.

In sport, there is a deficit of actions and organizations. We see many organizations but little activism. Sampson (2010) identifies with the general anti-corruption industry, 'an apparatus of understandings, knowledge, statistics and measures, all of which tend to priorities anti-corruption institutions over anti-corruption activism' (Gardiner et al., 2017).

We stand for better practices in the sporting system in our countries, but we cannot turn a blind eye to ignoring culture. Despite the admission of the importance of the context, as Girginov (Girginov, 2019) suggests that research in the field has largely failed to examine good governance from a cultural perspective, the governance of sport ought to learn valuable lessons from other fields, so it can avoid repeating the same failed policies.

CULTURE AND GOOD GOVERNANCE IN SPORT

Sports officials are good at talking about good governance, they host events, promote academic research; even more, they lecture about that at universities. Unfortunately, they turn blind eye-catching corruptors inside their own organizations. Declan Hill has described how sports officials are systematically ignoring corruption in international sport (Hill, 2016).

CULTURE AND CORRUPTION

Latin America has exported at least three models to fight corruption, those lessons come from Peru, Brazil, and Guatemala (EFE, 2017). Let us explain. José Ugaz, former president of Transparency International, and the ad hoc attorney who unveiled the corruption network of the former Peruvian president, Alberto Fujimori, explains that 'Latin America lately not only exports good footballers and corrupts but also anti-corruption models', emphasizing the antecedents of countries such as Peru and Brazil.

There it was possible to face large state corruption schemes "thanks to the moral reserve of the justice systems." In the case of Peru, anti-corruption judges and prosecutors managed to stop Fujimori's criminal network, and in Brazil "a group of young and brave prosecutors and judges managed to confront immense economic and political powers," referring to Operation Lava Jato.

According to the specialist, the case of Guatemala is one of the most effective and radical anti-corruption models in the region. The United Nations negotiated with the Guatemalan government to create the International Commission against Impunity in Guatemala (CCIG), in which 50 investigators from around the world supported the national prosecutor's office in investigating corruption cases, drastically reducing the rate of impunity in the country. The model is extreme because it implies a transfer of legal sovereignty, but it proved to be effective and other countries are demanding it, such as Ukraine.

The challenges presented by these anti-corruption bodies are related to the lack of sustainability, since Ugaz affirms that "they are dynamic processes that require a sustained and permanent effort." Anti-corruption measures should not be temporary but sustained in the long term because corruption does not give rest.

Latin America has an average of 32 points out of 100 in Transparency International's Corruption Perception Index (Ugaz, 2018), which indicates endemic corruption that cannot be dealt with only temporary solutions, but the structures of the system must be modified. Furthermore, the challenge is to change a culture that has become tolerable to corruption, assuming it as an integral part of daily life and, what is worse, understanding it as a mechanism of social mobility. Therefore, corruption took root in our societies, affecting governance, hindering development and, above all, deepening poverty.

To face this problem, institutionalization is another challenge to face, since the institutions of the region are designed to be in tune with corrupt practices (Pérez, 2021). The implementation of new legislation focused on the transparency of processes is also important, but it depends on the political will of governments, which in most cases prevents these processes from moving forward.

However, citizens have a preponderant role in the fight against corruption since they can assume a role of observer of government acts and mobilize to make their claims visible. Organizations and activists for transparency must educate citizens in their capacities so that they are aware of their role as victims and the leading role they have, because victims of corruption, as Ugaz affirms, "do not have a definite face".

Corruption depends on what is socially accepted as it. Let us be clear: corrupt behavior, at least from a social view in our countries is a sign of being smart; kids are taught to obtain advantages everywhere, to be the first in the line, or to be chosen first in a team. We think it is necessary to redefine corruption, introducing systematic and individual. The sport practices not always give us good examples, fair play is associated with being dumb in some contexts. We see every day on TV how some players are more concerned with cheating than playing. The short path to everything is not limited to social class or economic status. It is the practice of deception and defense against it as a system of social life (Úslar Pietri, 1986), that has been one of our biggest barriers to growth as a society.

ACTIVISM: IDEALISM PLUS ACTION

We made an online survey with collaborators and supporters from Colombia and Panama. We asked about activism, the role of governments, sports organizations, and civil society, and the challenges we face to improve transparency in sport.

We grouped the answers about activism, so we can define activism as follows:

Transparency's Activism in sport is a mixture between idealism and action. Activism is bringing a positive change into the sport system. The goal of activists is to kick out the corruption of sport through four actions as follows: Engaging stakeholders action, empowering active athletes, creating surveillance structures, and improving accountability into the sports organizations.

Activists do not act alone or by themselves, they push social changes establishing cooperative, or competitive relations with the government or opposing it. Replies about the government's role in sports transparency show that they expect three actions from the government. The first is to support and funding without managing. This could be highly problematic, especially in places where public sport agencies or ministries of sport overlap their functions with NOCs and Federations. For example, in Colombia in 2019, 30% of the public budget invested in elite sport, were destined to one national federation. In the end, sporting success is a place where all want to be and get the credit for.

Second; auditing public funding and controlling expenses from sports organizations. More laws, rules, and regulations; this includes control mechanisms for sports officials and organizations. Third; no politics in sport, at least, no politicians involved. This vision can be naive, pretending not to have politicians involved in sports events or organizations is a consequence of two situations. The first one is the public distrust in politicians, in theory (and practice)

politicians are public servants who are elected by majorities to represent people and take relevant decisions. Second, some sports persons believe the traditional Olympic myth that sports officials and events are 'politically neutral', so, there is a common belief that sport is a 'clean place' when politics and politicians do not mix. Absolutely false.

Finally, they request more education in the forms of guidelines, seminars, workshops, education related to fair sport and integrity. This claim for more education could be specially studied because civil society is not always well informed, they want changes, but they do not have clear ideas on what and how to do.

When we asked about the role that sports organizations should play in the race for transparency in sport, they replied in two ways. One is traditional, which means the creation of mechanisms of internal control, compliance from inside, sanctioning, and punishing, choosing proper people in charge, increasing accountability, and athlete's involvement in decision-making processes. The second is related to the agency problem.

The role that NGOs or Civil Society Organizations (OSC for their initials in Spanish) should play in transparency in sport is presented in five items. The first is being an independent organization. This means developing tools to do effective controls and auditing public funding. Second is following complaints, some of them suggested doing a criminal investigation. This can be easily written but tricky to take into practice. As we mentioned before, being a social leader in Latin America is a risky activity, and civil society should not get involved in it. The third is bringing media involvement. We recognize the crisis of the media but believe in the independence of some journalists. Fourth, red-flagging nonsense, and five, some do not trust even in civil society activism. They think that we (OSC) do not have any role and corruption in sport has no consequences. The system is in a credibility crisis.

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ASSOC. PROF. LUDMILA CHERVENCOVA, PHD – BULGARIAN BODY-MIND PRACTICE CULTIVATES PARTNER AND SOCIAL SKILLS – THE BASIS OF ANY GOOD MANAGEMENT

Paneurhythm is a unique **Bulgarian** and **European** kind of physical activity involving marked social interaction. It has an extremely big potential for the development of partnership skills and for the improvement of social functioning. Paneurhythm is a widely-accessible new instrument for personal and social development. This is confirmed by the existent scientific studies, revealing that, with children and adults, both initial training and further practising Paneurhythm leads to the improvement of interpersonal relations and social skills.

WHAT IS PANEURHYTHMY

Paneurhythm is a unique psycho-physical activity consisting of exercises performed to music outdoors, in pairs and in groups. It has three parts, comprising 30 exercises.

Paneurhythm is very attractive as it is easily accessible and very pleasant. Paneurhythm was created in Bulgaria in the first half of the previous century by the Bulgarian theologian, philosopher and musician Peter Deunov. In less than 100 years since the creation of Paneurhythm, it has won legions of fans from many countries around the world.

CHARACTERISTICS OF PANEURHYTHMY DEVELOPING

PARTNERSHIP AND GROUPWORK SKILLS

GROUP PRACTICE, PERFORMED IN PAIRS

The mere fact that Paneurhythm is a group motor practice with a variety of interactions between the participants during its performance is a condition for the development of partnership and social skills.

THE AIM OF THE PRACTICE

The aim of the practice is not to elect a winner, to compete or to dominate in competition, which could lead to contradictions. Paneurhythm requires constructive cooperation, leading to the creation of harmony and beauty. So each Paneurhythm performance requires the right attitude in an effort to offer help and partnership.

GROUP RHYTHM AND SYNCHRONIZATION OF MOVEMENTS

Paneurhythmy always presents a reasonably coordinated and rhythmic group movement which has the power to unite its practitioners, helping them feel a sense of belonging to the group.

TYPES OF DISTANCES AND MOVEMENTS IN THE PAIRS

The types of movements, the distance between the partners, holding hands in pairs while performing Paneurhythmy, all helps to create an atmosphere of friendly communication and support in the name of mutual progress.

SHARING SPACE

Paneurhythmy teaches awareness of, and respect for, providing space for others in common activities while performing it. When the skills of providing space for all participants at the same time and in a fair way are developed through Paneurhythmy, a communication model has been created which could be naturally applied in many other situations in life.

THE GENERAL ARRANGEMENT OF PARTICIPANTS

Taking initial positions for the collectively shaped figures before the start of the performance, as well as preserving these shapes during the performance, requires special attention and the joint effort and cooperation of all participants to keep the general design of Paneurhythmy. This situation naturally promotes partner relations in the group, and with the regular practice of Paneurhythmy, it cultivates the skills and habits for successful cooperation.

THE TYPE OF MUSIC

The tempo, tonality and other musical forms vary in the music for Paneurhythmy exercises, but a general positive note is constantly present. In the language of music, it is an expression of peace and harmony.

THE LYRICS OF THE SONGS FOR PANEURHYTHMY

Each performance of Paneurhythmy is accompanied by instrumental music and vocal singing (out loud, or silent) of the songs. The lyrics of the Paneurhythmy songs in a natural way help the participants realize they are not only individuals, but also partners in their pair and in the group.

THE PHILOSOPHY OF PANEURHYTHMY

Philosophy of Paneurhythmy stimulates the desire of people studying and practicing it to acquire valuable qualities, fundamental for their good interpersonal and social relations.

ACTING OUT SOCIAL ROLES

The geometric figures, formed in Paneurhythm performance represent particular social roles in the group.

WIDENING THE RANGE OF AWARENESS

Performance of the most complex group geometric figures in Paneurhythm requires practitioners synchronize their own movements with the music and with their partner, and to be aware of, to create, to keep or to go from one to other regular geometric figures while moving in space, participating in several different size groups which form these various figures. This is a higher level of coordination in groups which requires widening of the attention span, and practically trains skills for more complex group interactions.

See more at: <https://www.researchgate.net/profile/Ludmila-Chervencova>



International conference 15
"Good Governance in Sport"
06.09.2017 - Sofia, Bulgaria





BULGARIAN BODY-MIND PRACTICE CULTIVATES PARTNER AND SOCIAL SKILLS – THE BASIS OF ANY GOOD MANAGEMENT

Assoc. prof. Ludmila Chervencova, PT, PhD
Department of Kinesotherapy and Rehabilitation, National Sport Academy "Vasil Levski"

Paneurhythm is a unique Bulgarian and European kind of physical activity involving marked social interaction. It has an extremely big potential for the development of personal skills and for the improvement of social functioning. Paneurhythm is a widely accessible new instrument for personal and social development. This is confirmed by the existent scientific studies, revealing that, with children and adults, both initial training and further practicing Paneurhythm leads to the improvement of interpersonal relations and social skills.

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CHARACTERISTICS OF PANEURHYTHM DEVELOPING PARTNERSHIP AND GROUPWORK SKILLS

Group practice, performed in pairs

The most fact that Paneurhythm is a group motor practice with a variety of interactions between the participants during its performance is a condition for the development of partnership and social skills.

The aim of the practice
The aim of the practice is not to elect a winner, to compete or to dominate in competition, which could lead to contradictions. Paneurhythm requires constructive cooperation, leading to the creation of harmony and beauty. So each Paneurhythm performance requires the right attitude in an effort to offer help and partnership.

Group rhythm and synchronization of movements

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Types of distances and movements in the pairs

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Sharing space

Paneurhythm teaches awareness of and respect for providing space for others in common activities while performing it. When the skills of providing space for all participants at the same time and in a fair way are developed through Paneurhythm, a communication model has been created which could be relatively applied in many other situations in life.

The general arrangement of participants

Taking initial positions for the collectively shaped figures before the start of the performance, as well as preserving these shapes during the performance, requires special attention and the joint effort and cooperation of all participants to keep the general design of Paneurhythm. This situation naturally promotes partner relations in the group, and with the regular practice of Paneurhythm, it cultivates the skills and habits for successful cooperation.

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The philosophy of Paneurhythm

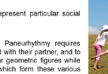
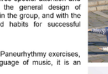
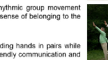
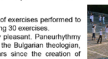
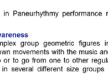
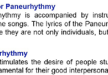
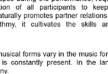
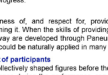
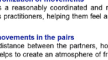
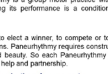
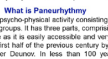
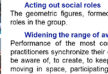
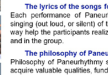
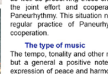
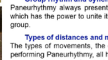
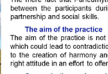
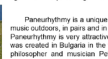
Philosophy of Paneurhythm stimulates the desire of people studying and practicing it to acquire reliable qualities fundamental for their good interpersonal and social relations.

Acting out social roles

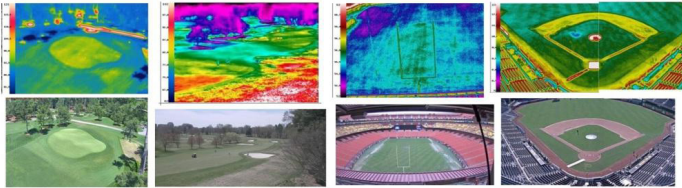
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Widening the range of awareness

Performance of the most complex group geometric figures in Paneurhythm requires practitioners synchronize their own movements with the music and with their partner, and to be aware of, to create, to keep or to go from one to other regular geometric figures while practicing in space, participating in several different size groups which form these various figures. This is a higher level of coordination in groups which requires widening of the attention span, and practically trains skills for more complex group interactions.



PLAMEN MATEEV, PHD – SPORTS TURF SURFACES GOVERNANCE BY USING PERSISTENT VISUAL AND THERMAL IMAGE DATA



The health of athletes must always be our first priority. An in-depth study of the limits of research and innovation is needed to design and create and maintain modern turf grounds systems for the sports industry. Although sport cannot be without injuries, we must continue to look for new ways to reduce the risk of traumas.

Using persistent thermal and visual imaging data to measure the spots grounds turf canopy allows the turf to tell us about the stress it is experiencing and the water content in it. A stress study looks for deviations in the surface where the quality is not raised to the desired standard. Homogeneity of the lawn surface is key.

Transpiration is calculated from observations from a meteorological station and is applied to the sport turf with a correlation coefficient. This is an estimate of the water used by the sports grounds so we can know how much to irrigate. Soil moisture sensors measure the water in the soil so we can know, based on the accuracy of the network, where and how much to irrigate. Looking and touching the turf, then applying intuition and experience to know when and where to irrigate is Practice. Persistent visual and thermal image data processed to illuminate changes in surface energy and lawn temperature.

2.SPORTS TURF SURFACES GOVERNANCE PROBLEM:

From: *Meniscal Injuries in the Olympic and Elite Athletes*

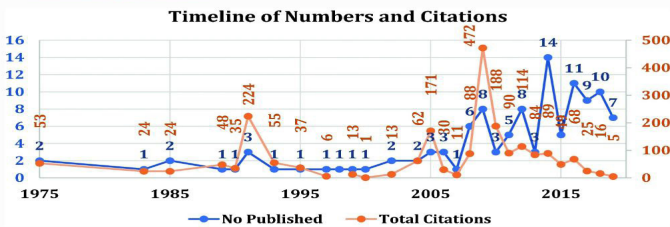


Chart shows the timeline of number of publications and citations



The technical and physical parameters for playing in elite sports grounds have increased significantly in recent years. Players now make more passes per game, more explosive sprints and cover larger perimeters.

One of the factors that has contributed to such a rapid development in the game lies in the creation and maintenance of playgrounds with natural grass cover. Wet and muddy clay soils from the past on a soil basis have been replaced by modern soils on a sand base, reinforced with artificial fibers covering drainage systems of crushed fraction.

The result - more consistent mechanical properties for interaction between player and surface (adhesion and energy absorption) and between ball and surface (ball bounce), which are less affected by climatic conditions or change over time.

Whereas before we witnessed the interruption of a match due to poor quality of the field, now it is much more likely to see a perfect playing surface regardless of the weather conditions.

This is great for the spectators, but is it so important for the players?!

While we rejoice at how the central striker of the favorite team dribbles with the ball in the opponent's half on a wet autumn afternoon, there are real fears that changes in the mechanical properties of the ground surface with the spikes of his buttons may increase the risk of lower limb injuries.

3.SPORTS GROUNDS RELATED INJURIES

(a) Factors that increase risk of Knee/Meniscal Injuries in Football	(b) Consequences of Meniscal Injuries in Football	(c) Variables involved in knee injuries in sport
Condition of the ground	Loss of time in the sport	Environmental
Lack of warm-up period before play	Impaired efficiency of sport	Ground condition
Not performing particular exercises	Early onset of OA of knee	Hardness
Position of the player in the field (midfielders)	Higher radiological signs of OA in injured	Dryness
Age of player (14-22 yrs)	Higher rates of TKR in injured	Grass cover
Experience < 10 years of players	MRI showed significant findings even in asymptomatic non-injured athletes	Root density
Low nutritional status of players	Injuries shorten sporting careers	Surface/terrain—snow/water/roughness of ground
Contact injuries	Chondral loss following partial meniscectomy	Weather
Unsupervised players	Partial meniscectomy and further arthroscopies	Winter—snowing/cold
The second half of play		Autumn
Lack of ground watering/softening		Summer
Long cleats in shoes of players		Rainy
Previous injuries to the knee		Player related
Competitive games > training games		Nutritional status of the player
Anabolic steroids		Age of player
Absence from sport > 4 weeks		Fatigue factor (first half vs final half)

A review of the football injury literature cannot conclusively confirm that the hardness of the pitch can be seen as an important external risk factor. There are methodological concerns about objectivity in site assessment and uniformity in the nature of injuries. Future ones are needed studies using objective assessment tools to draw more definitive conclusions about the hardness of the terrain as an external factor for injury in football. The knee is one of the most frequently injured anatomical sites in elite athletes. The main factor for this is the condition of the terrain.

There is a higher risk of injury due to increased surface hardness when performing one-leg landing tasks.

For better interpretation and comparison of results, it is necessary for the studies to fully describe the characteristics of the terrain and management practices. It is important to coordinate the methods for collecting data for the field and from the athletes. For interaction studies: Athlete-surface needs new technologies. Non-professional athletes should also be tested. It needs to be more in-depth cooperation between biologists, sports field managers, sports scientists and sports medicine clinicians.

This information is valuable for conducting precise practices for the management of natural sports grounds: for the potential improvement of multiple field properties, to support effective follow-up sampling, for future spatial map creation.

Terrain-specific values are essential for the application of precision control on the ground. Short-term spatiotemporal variations of compaction of soil and grass vigor are dynamic during the drought period natural sports fields. This is due to the connection between soil compaction and soil stress from moisture or drought and their identification of specific deficiencies areas in the field.

Conclusions, based on an analysis of the available literature on the prevention of injury risk in the management of natural sports fields:

1. Optimal interaction and risk of injury may be related to certain surface conditions and shoe characteristics. The increase in this load plays a major role in the widespread spread of lower limb injuries in football.

2. It is important to understand the variations in grass species, hybrid methods, soil composition, root zone density and soil moisture content in grass pitches and how these properties can affect the resulting adhesion to the surface and thus reduce the risk of injury to players.

3. For better interpretation and comparison of results, it is necessary for the studies to fully describe the characteristics of the terrain and management practices.

4. Research on interactions: Athlete-surface requires new technologies. Deeper cooperation between biologists and managers is needed on sports fields, sports scientists and clinicians in sports medicine.

4. MECHANICAL BEHAVIOR ON NATURAL SPORTS FIELDS



The mechanical behavior of natural terrain is largely determined by the behavior of the surface. Soil strength refers to the plastic behavior and represents the ability of the soil to withstand loads without experiencing plastic failure. Soil forces are caused by slip resistance between particles created by friction and cohesion and unsuccessful soil reactions created by changes in volume or shape.

The most common forms of force on the surface of natural grassland are vertical compression and horizontal shear forces. The behavior of soil elasticity determines the dynamic behavior of the natural grass surface during the impact. The energy is dissipated and absorbed by the natural grass surface through the plasticity of the soil. This is important to reduce peak forces, increase ground contact time for players and ensure that the risk of injury is reduced.

Surfaces that are very hard will not allow rough penetration into the surface when athletes connect to the surface through their buttons. This reduced penetration has the effect of reducing traction, as the smaller area of spikes and shoe sole is in contact with the grass. Insufficient resistance to cutting the grass during these movements leads to excessive horizontal movement of spikes and loading, determined by soil particles sliding on top of each other and can lead to players slipping.

The viscosity of the sports field is important for surface durability: the energy is dissipated by deformation during loading, which allows this section of soil to regain its original shape. Viscosity is time dependent and is not affected by the return of energy to the players or the ball and related to the soil: stiffness or elasticity.

The soil is compacted as a result of increased density and optimal particle targeting and as a result of greater soil stability. This behavior is related to the effect of wear on the turf of the game, as some areas of the field are compacted repeatedly and the mechanical behavior may vary.

5. GRASS PITCH QUALITY PERFORMANCE STANDARD

Natural Grass Construction Upgrade Performance Quality Standard

Element	Limits	Method of use
Sward Height mm	20-60 PS 20-75 SM	BS 7370 : P3 A3
Hardness in g	35-200	STRI method of test using a 0.5kg Clegg Impact Hammer from a drop height of 0.55 m
Water infiltration rate mm/hr	5	BS 7370 : P3 A8
Evenness - 2 meter straight edge	< 20mm	BS 7370 : P3 A4
Slope – Direction of Play Across Play	< 1.25% < 2.5%	BS 7370 : P3 A5
Ground Cover %	> 70 for SH 25-30 > 80 for SH 30-35	BS 7370 : P3 A6

The Performance Quality Standard provides a recommended minimum quality standard for the maintenance and construction of pitches. Specifically, it sets the basic standard recommended for natural grass pitches, which may be located at a variety of locations including a Club site, within a park or recreational ground. Principally, this recommends that a natural grass pitch must:

- Have adequate grass cover
- Low level of weed coverage
- Be flat
- Have the ability to drain water

If met, the PQS ensures a flat drained surface suitable for 'recreational' and competitive football activities up to Step 1 of the Non-League pyramid.

There has been no commonly recognised basic technical standard for a natural grass pitch. In order to ensure that any funding produces pitches of sufficient quality for community and non-league competitive use, it is recognised that a performance quality standard has needed to be developed for all future projects. Tolerances were set as a direct result of input from the voluntary technical consortium. This body was established to agree on a common technical approach to be utilised under the programme. This included the development of the PQS.

Sport England is currently undertaking a data checking exercise, in order to quantify the technical aspects of pitch improvement/ construction. This technical data will be an important 'legacy', which will be passed onto The FA. This will allow us to benefit from the 'lessons learned' under the programme, particularly with reference to the implementation and measurement of the PQS.

6. CONVENTIONAL SPORTS SURFACES MEASURING

One way to measure some of the most important terrain characteristics is by using testing devices. These devices allow routine and objective measurement of surface parameters, including: adhesion and surface hardness (energy absorption).

Although these devices do not provide an accurate representation of the forces applied by players when they are in a real game situation, they allow tracking of surface properties over time and comparison of different surfaces. This means that maintenance staff can prepare the ground surface with similar training and match characteristics.

When testing different surfaces, maintenance staff are interested in answering three simple questions:

- Is the surface too hard or too soft?
- Is there enough, but not too much, grip between the buttons and the ground?
- Is the interaction between the ball and the surface optimal?

In order to optimize the efficiency and reduce the risk of injuries in the interaction between the player and the surface, various measurements are performed. It is assumed that there is an optimal zone of adhesion and surface hardness.

Surface testing of terrains with mechanical devices provides immediate assessment of the properties of sports fields. This is done without waiting for further results or planning test methods specific to laboratory or bio mechanical

analyzes. There are a number of test devices, each with its own strengths and weaknesses. A review of the literature shows that testing methods can be divided into two main categories:

I. Method providing a view of the general condition of the surface

Data of an informational nature is collected and is not specifically applicable to the interaction: athlete-surface. These devices are typically used to compare surfaces or data over the entire field or over time. Initially, some devices were developed for use in other industries, but accepted for use on sports playgrounds due to their duration and cost-effectiveness in their application.

II. Method that reproduces or gives an idea of the interaction between an athlete and a surface

Reproduces a certain aspect of the sports load: e.g. replication of specific boundary conditions, rotational angles, leg positions, magnitude and speed of voltage applications. Some devices aim to replicate exact load conditions, thus examining the risk of injury from surfaces.

7. DISADVANTAGES THROUGH METHOD PROVIDING AN OVERVIEW OF THE GENERAL CONDITION OF THE SURFACES

Data of an informational nature is collected and is not specifically applicable to the interaction: surface-athlete. These devices are typically used to compare surfaces or data over the entire field or over time. Initially, some devices were developed for use in other industries, but accepted for use on sports playgrounds due to their duration and cost-effectiveness in their application.

Vertical lower devices:



Editing the study is possible, as the CIST load conditions are not in line with those of a sport and devices that cannot be used for this purpose.

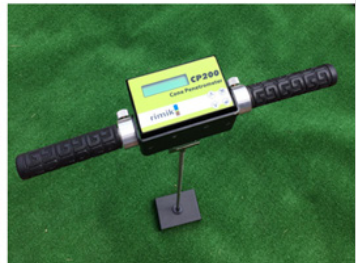
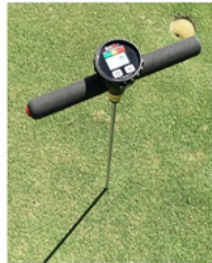
However, if CIST offers only one surface parameter (peak deceleration), another parameter is offered: time.

Synthetic surfaces are modified in a similar way by changing the peak velocity data. This variable is not sufficient to characterize the surface.

Data should be compared between grass and postal tests, taking reports reproduction by the effect of the leaves of the third.

Like CIST, penetrometer devices are easy to use, relatively affordable, portable, provide easy-to-interpret data - penetration depth has been used as an indicator to compare surfaces in Australian football.

Penetrometric devices:



Devices, similar to the disadvantages of the CIST device, is the function of devices (probe penetrating the ground) do not replicate the interactions of players or how the ball reflects the surface, which are controlled by pressure and horizontal shear forces.

However, it is considered that the use of trigger type penetrometers can be modified to assess the penetration of the buttons into the surface of the terrain.

The spiked disc and the options listed above should be considered to provide common indicators of horizontal surface shear resistance.

Although they measure the forces applied to grass spikes, the boundary conditions (Spike configuration, slab / spike materials) and loading conditions (Orientation, speed and magnitude of effort) do not constitute movements of athletes and cannot be used, to predict the exact grip.

These conditions are considered paramount to provide accurate traction readings on sports surfaces.

Devices determining the stability of horizontal cutting:



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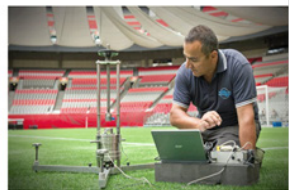
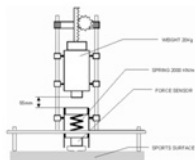
These conditions are considered paramount to provide accurate traction readings on sports surfaces.

The use of these devices is also hampered by the requirement to use 40 kg of weight as normal force during operation which is necessary, which means that testing with the device is difficult and time consuming.

DISADVANTAGES THROUGH METHOD REPRODUCING OR GIVING AN IDEA OF THE INTERACTION BETWEEN THE ATHLETE AND THE SURFACE

Reproduces a certain aspect of the sports load: e.g. replication of specific boundary conditions, rotational angles, leg positions, magnitude and speed of voltage applications. Some devices aim to replicate specific load conditions and thus investigate the risk of injury from surfaces.

Devices simulating impacts: Player - surface:



More work is needed to characterize the specific impact forces of athletes and their duration on natural grass in order to replicate their specific movements.

Despite their widespread acceptance and application of synthetic turf, the use of artificial sports devices on natural grass is limited. They are used to assess the deformation of natural grass surfaces of different grass species; the reduction of the strength and deformation of natural and synthetic grass surfaces is assessed. AAB is difficult to transport and cannot be used in wet weather due to the electrical components of the device.

A similar device of artificial athletes to assess specific athlete-surface impacts is lacking for use on natural grass sports fields. This limits the direct comparison of the behavior of natural and artificial grass material and the understanding of the ratio of elastic and plastic deformation that occurred on natural grass under the specific load of the athlete.

Traction measurement of surfaces:

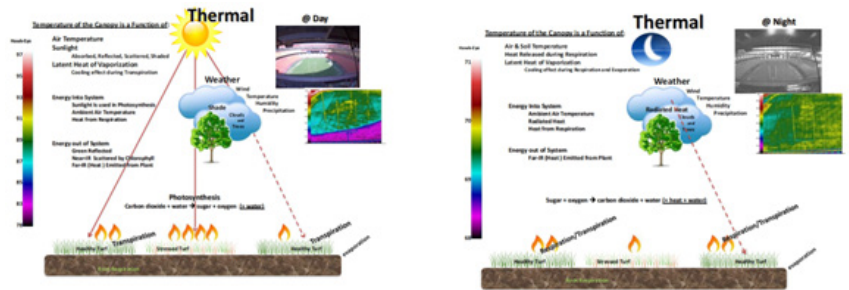


The permissible deviations of the human body from external forces must be further studied. The disadvantage is that there is no standardized approach to the use of this method, and cross-comparison of results is difficult.

Data on its use "in the field" on lawns is limited to synthetic. This is due to the difficulty of transporting the devices, the labor-intensive nature of testing with them and the requirement for trained operators.

The cost of developing these devices shows that they are often built as "disposable", and the possibilities are limited to further data collection on different physical and climatic conditions.

8. METHOD FOR MEASURING THE REFLECTION OF COLOR FROM TURF PLANT SPORS GROUNDS SURFACES



With the help of radiometric thermal imaging (8,000 - 13,500 nanometers) it is possible to measure the temperature of the grass cover on sports fields.

The grass photosynthesizes during the light part of the day and breathes at night. Both processes release water vapor as a by-product and the evaporation of this water vapor is a cooling agent. Monitoring the temperature beyond the existing part of the lawn can indicate places where stresses can occur.

Because this cooling process, which is very apparent during daylight hours, especially direct sunlight, can highlight areas of disease, pests, and / or stress from the water content.

This is a valuable tool when evaluating at night, because although surface temperature variations are small, radiometric images can see and measure these differences. Thus, drainage patterns and / or problems with diseases and pests can be assessed in homogeneous areas.

The analysis of digital visual image (400 - 700 nanometers) provides a reliable method for measuring the reflection of color from plant surfaces, measuring the degree of shade of the lawn. This shade measurement can represent the homogeneity of the grass surface.

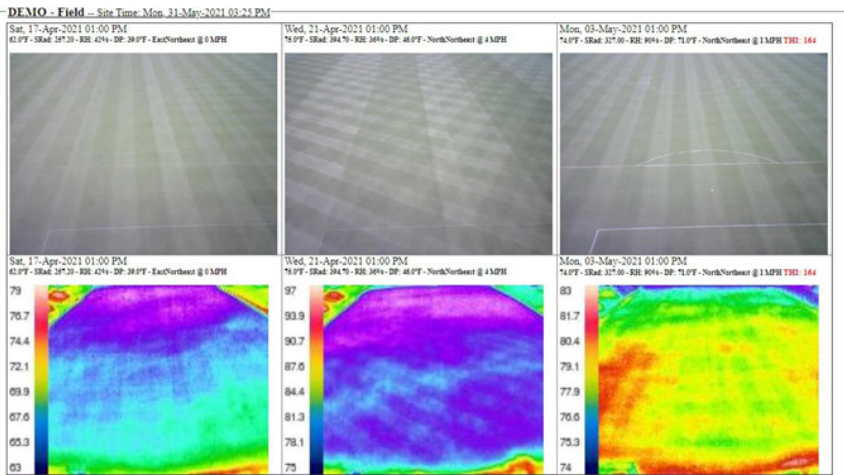
9. THE VALUE OF THE HUE

The color of the grass is processed to show the average value of the hue (the hue is measured by the degree of each pixel contained in the defined area) and the standard deviation of the average value of the hue. For grass, this is a representation of the energy and quality of the surface. The lower the standard deviation, the better the quality. When a "typical" value of the change in deviation is established, it illuminates a change in energy that is directly related to health.

Another indicator of a decline in energy is a change in the degree of hue outside the range of green to yellow and brown. This value calculated at each image data collection may also be known as the Quality Index. The daily visual or quality index is the average value of the standard deviation of the hue, +/- one hour of sunny lunch; or for 2 hours without shade during daylight hours.

A stress study looks for deviations in the grass cover, where the quality is not raised to the desired standard. Sport turf surface homogeneity is key.

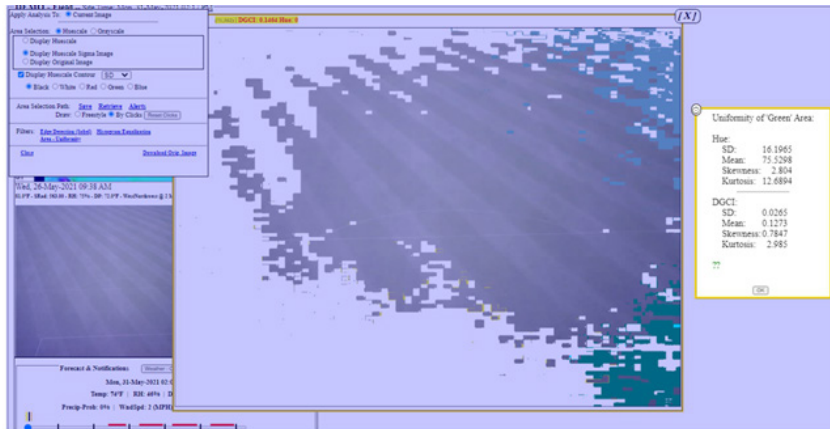
Given the relationship between leaf temperature and grass stress, the potential of thermal imaging to track the condition of natural grass sports fields is obvious.



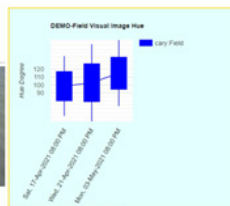
Thermal imaging can show differences between irrigated and non-irrigated plants and between different irrigation intensities. In some cases, only one thermal image is sufficient to reveal spatial variations in the water content of plants. Thresholds may vary depending on the environment and the species or variety.

Thermal imaging can be helpful to detect faults (eg leaks) in irrigation canals and water intake systems that lead to large water losses.

Using thermal and visual image data to measure the lawn provides an opportunity for the lawn to tell you about the stress it is experiencing and the water content in it.



RGB
Color
Wheel



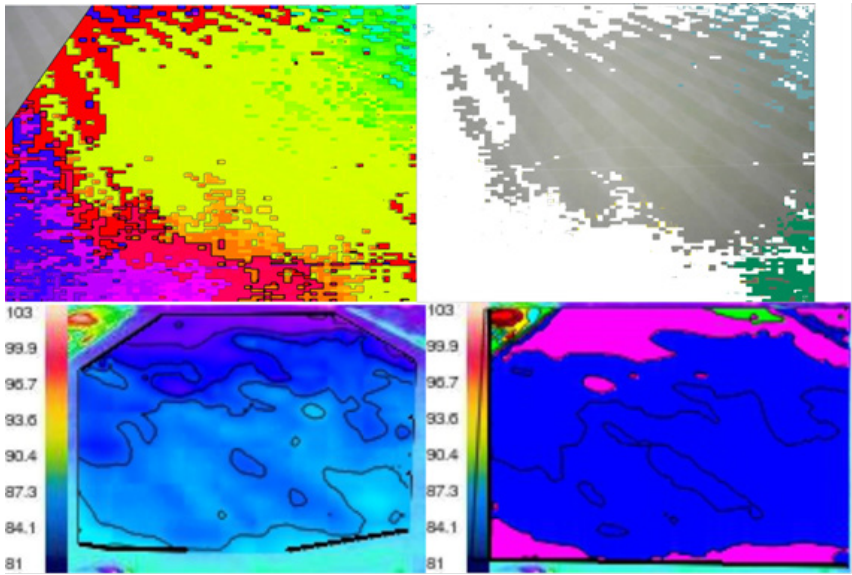
10. MONITORING METHODOLOGY

Technical management, consultations and services related to the application of information technologies and techniques for management and data processing, supporting sustainable management of sports grounds, through 24/7/365 monitoring by thermal and visual means for research of image data and irrigation prescription for field managers.

This remote monitoring system collects, processes and discloses the critical information we need in real time so that we can see, measure, understand and act on it. Grass stress and irrigation needs are instantly identified through the applied stress and irrigation indices.

Lawn health is crucial to play, safety and good looks. We influence it with our decisions on irrigation, disease and pest management and cultivation practices. It is essential to know the effects on the lawn in real time so that the right decisions become apparent.

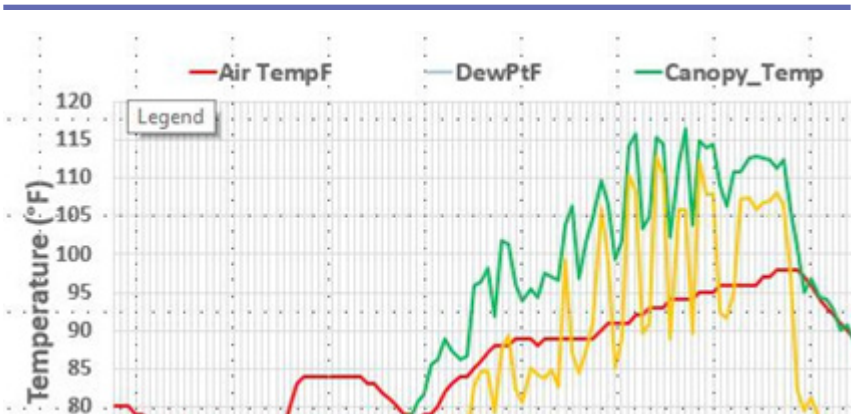
By monitoring grassland temperatures and color variations, it is possible to quickly identify types of stress and take immediate action to mitigate the problems before they become unmanageable.



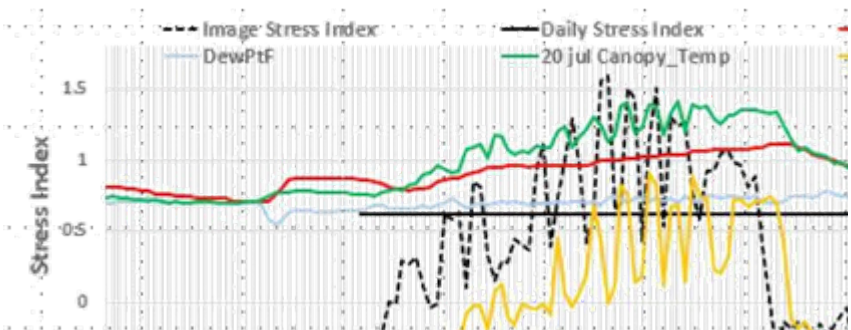
11. HEALTH, QUALITY, STRESS AND IRRIGATION INDEX

In 1981, Dr. Ray D. Jackson developed methods used worldwide to evaluate crop health, determined that the difference between a plant's canopy temperature to air temperature ($T_{canopy} - T_{air}$) depends on vapor pressure deficit.

Under non-limiting water conditions, healthy plants transpire at the maximum rate. Maximum evapotranspiration increases with increasing vapor pressure deficit. When plant health and water availability is not limiting there is a linear relationship between $T_{canopy} - T_{air}$ and vapor pressure deficit.



Jackson called this linear relationship the theoretical 'non-water-stressed baseline' and used the idea of upper and lower baselines, to create a crop water stress index (CWSI). This CWSI allows one to relate a crop's temperature to the maximum and minimum values of stress that the plant can experience under similar environmental conditions. The higher the CWSI, the greater the crop stress is assumed to be. It has since been shown that thermal image data make it possible to measure turf canopy temperature, pair it with air temperature measured by a local weather station, and measure daily upper and lower canopy temperature limits to inform a Stress Index. The turf's canopy temperature is the biotic integrator of the air temperature, humidity, pressure, water availability, wind, solar intensity, and sky conditions which contribute to the turf's health and water status. Stress values can be calculated over designated areas from an image frequently. From individual images this is known as the Image Stress Index. The Daily Stress Index is the average of the Image Stress Indexes from sunrise to sunset.



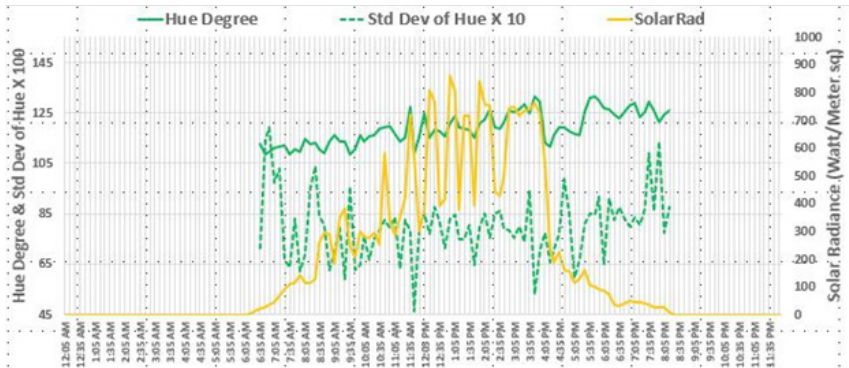
There are two signals that can be obtained from thermal image data of the canopy.

First, an examination of the video stream/time series of images, day and night, will highlight health and stress locations and show (not measure) soil moisture. Secondly, persistent Daily Stress Indexing make it possible to assess stress and turf water status. If the turf is found to be disease and pest free an elevated Daily Stress Index will signal the turf needs water.

In 2003, Drs. Douglas Karcher and Michael Richardson showed that an analysis of digital visual images provide a reliable method to measure the reflectance of color from vegetated surfaces and that the color can be measured and expressed as the hue degree.

By establishing an area of interest and then averaging the measured hue values in each of the visual image pixels an average hue and the standard deviation of the hue in that area can be determined.

The signals obtained from visual image data of the canopy hue infer chlorophyll content and its standard deviation gives a measure density/homogeneity of the turf. Taken together these values describe quality. They comprise a Quality Index.



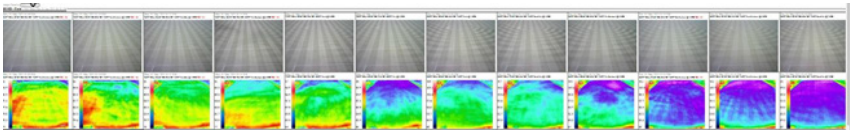
When paired with the Stress Indices over the period of several days the change of the Quality Index will significantly contribute to the assessment of plant health. A stable hue and a low standard deviation (high degree of uniformity) not only represents high quality but also confirms low thermal stress assessments. Low quality (wandering hue and large standard deviation of the hue) usually follow consecutive days of high stress.

When measuring turf for identification of stress, quality, and water status; persistent measurements are essential because the turf is continuously transpiring and respiring in a dynamic environment (see figures 1 & 2). Settling on any one image for a scouting report or for indexing turf may lead to poor conclusions regarding actions needed.

Irrigation Indexing is possible by evaluating and tracking the Daily Stress Index and Quality Index. The daily call for irrigation is signaled when the Daily Stress Index value exceeds a threshold established and indicates it needs water. When the Daily Irrigation Index crosses the turf's threshold that day, irrigation is applied in a predetermined amount. The Index threshold and water amount applied is a constant that is specific to the location and is based on a typical amount of irrigation that might be applied. Daily Irrigation Index measurements continue every day. If the next day the Irrigation Index crosses the threshold, water is applied again. The goal is to put water into the root zone, then irrigate again when called for and not until. There are periods where the Irrigation Index may call for irrigation two or three days in a row or it could go six or more days before water is called for by the turf.

The daily irrigation guidance is checked by evaluating the Quality Index at solar noon. With respect to the signal to irrigate, the greatest weight is given to the Daily Stress Index. But when the quality is seen to wander, i.e. the standard deviation is growing and/or the hue is changing, a close examination of the turf is needed. This check is important because too little irrigation may not be the cause of decreased quality. When there have been long periods of rain, cool air temperatures, and frequent cloudy sky conditions, it is important to look closely for disease rather than adding water if the Daily Stress Index measures high.

12. CONCLUSIONS



When measuring sports fields to identify stress, water quality and condition, continuous measurements are essential as the pavement is constantly rising and breathing in a dynamic environment.

The processing of incorrect data for indexing sports fields can lead to incorrect conclusions about the necessary actions.

Irrigation indexing is possible by assessing and tracking the daily stress index and the quality index. Daily irrigation signal when the value of the daily stress index exceeds the established threshold for water needs. When the daily irrigation index exceeds the threshold, irrigation can be applied in a predetermined amount for the same day.

The applied index threshold and the amount of water is a constant that is specific to the location of the sports field and is based on a typical amount of irrigation that can be applied. Measurements of the daily irrigation index continue every day. If the irrigation index crosses the threshold the next day, the water can be adjusted.

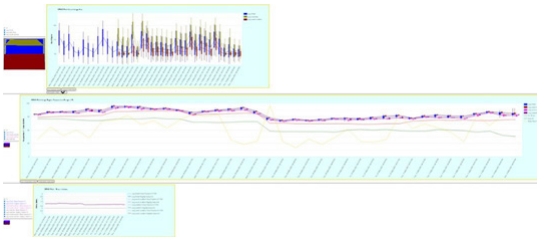
The goal is to deliver water to the root zone and then re-irrigate it when required, not when it comes. There are periods in which the Irrigation Index may require irrigation two or three days in a row or it may be six or more days before the grass requires water.

The guidelines for daily irrigation can be checked by evaluating the quality index at sunny noon. In terms of the irrigation signal, the greatest weight is given to the daily stress index. But when you see that the quality is wandering, the standard deviation increases and / or the hue changes, careful examination of the lawn is required.

This check is important, as too little irrigation may not be a cause of poor quality. When there are long periods of rain, cool air temperatures and frequent cloudy conditions, it is important to look carefully for disease instead of adding water if the daily stress index measures high.

The use of remote monitoring to control natural sports fields is complex and requires large amounts of measurements and calculations of image data, 24/7/365. Such systems, which collect, measure and calculate autonomously, can notify users of the system of a given activity and be alerted if there is something that requires attention.

13. DISCUSSION



There is something to learn by staring at the sports fields day and night. We can test the data from the images with the portable instruments for spot samples (shear blade, Clegg Hammer Soil Tester, soil moisture sensor, etc.). This can lead to a quick and reliable way to assess the sports field and eliminate the problem where necessary before the start of the game.

Machine learning is an ability that needs to be explored, because we will have data based on the thermal and visual image and the measured nature of the grass cover and the time on site and incidental solar radiation.

By collecting and basing data on irrigation, soil characteristics, other maintenance practices, practical agronomic experience and machine knowledge of the desired characteristics of grass sports fields, real intelligence can be dropped from the analysis.

One of the challenges we take from the eyeball is recognizing patterns that the machine can learn and make an intelligent statement using the database.

If all the data is in the cloud, it is possible to build an algorithm that recognizes constant variations in homogeneity and applies other data to it to extract statements about what has been learned. Evaluations can be more than counting colors and using a person's experience, but there are other subtle details that will be important.

The systems will autonomously and persistently measure the grass area of the spotted terrain and will inform us in real time when the color or temperature indicates that there is something we wanted to tell us, which is important for the health and condition of the grass surface. Analysis tools will give us a detailed idea of the lawn and what it wants to tell about itself. One of them is an index that will send an SMS to a phone at the end of daylight, announcing that the grass wants water (or not). Real-time results are available from anywhere in the world at any time, and the archive is easy to view.

We can go much further. Through temperature monitoring on the bodies of athletes during a match, the system can assess the risk of injury and signal to the coach before reaching critical levels.

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