

Analysis of the results of public investment applied to federated sport

Análisis de los resultados de la inversión pública aplicada al deporte federado

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Abstract

This research work aims to characterize public investment in Ecuador as a contribution to the development of the provincial sport in Santa Elena, during the period 2013 to 2017 and its effectiveness in the incidence of the increase in athletes of High performance, for this we avail ourselves of the information provided by the financial and methodological departments of the Provincial Sports Federation of Santa Elena (FEDESE). The results obtained confirmed the lack of effectiveness in the increase of athletes of high performance, also revealed that the evaluation to the investment made only applies to sports results leaving aside the administrative management.

Public Investment, Federated Sport, Management Indicators

Resumen

Este trabajo de investigación tiene como objetivo caracterizar la inversión pública en Ecuador como aporte al desarrollo del deporte federado provincial en Santa Elena, durante el periodo 2013 al 2017 y su efectividad en la incidencia del incremento de deportistas de alto rendimiento, para ello nos valimos de la información proporcionada por los departamentos financiero y metodológico de la Federación Deportiva Provincial de Santa Elena (FEDESE). Los resultados obtenidos confirmaron la falta de efectividad en el incremento de deportistas de alto rendimiento, además reveló que la evaluación a la inversión realizada únicamente se aplica a resultados deportivos dejando de lado la gestión administrativa.

Inversión Pública, Deporte Federado, Indicadores de Gestión

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Introduction

The social, political and economic influence that sport has on the population and the growing demand for financial investment that is allocated by the government for its operation, demonstrates the importance of evaluating the way in which resources are administered. A common practice in the administration of sports organizations in Ecuador is the lack of academic specialization when it comes to administration, it is clear that each professional field requires specific knowledge, so why assume that managing sports entities is the exception? The efficient administrative management, to say of (Cohen & Franco, 2006) "... can help to reach more resources and also multiplies the performance of those that are available".

The public investment made in private non-profit organizations of a social nature requires the monitoring of the proper use of economic resources in achieving the objectives that these have been raised, consequently, evaluation means an important element of their actions, since it allows to make improvements in planning and allocate resources rationally.

The Ministry of Sports, rector of sporting bodies in Ecuador, regulator of budgetary activity, framed in the common principles of the Planning and Public Finance Code, conducts annual evaluations of state investment, as of the year 2017 implemented as evaluation policy the issuance of "Guidelines and Guidelines for the Execution of the POA" formulating compliance indicators for the different activities, before this, only the compliance of the economic investment was measured, leaving aside the expected impact on the Ministry's objectives. Although with little evidence, due to the lack of relevant information, the hypothesis was raised that the lack of effectiveness in the increase of high performance athletes may be related to administrative management, which can hardly be measured without the help of management indicators.

Theoretical framework

The administrative management in sports organizations requires an understanding of the magnitude and importance of the exercise of the position, given that among its functions is to formulate projects that provide athletes with the three essential conditions that according to (Acosta, 2005).

"They need to practice sports and participate in sports competitions: material support (opportunities and infrastructure), organizational support (planning and programming) and professional administration (pertinent and continuous information on the organization and clear and effective management) "so it is necessary that administration change from a command model to a knowledge model (Gutierrez, 2007).

Brostóns (2007) proposes an integral model of management for Sports Federations where the organizational structure and the functions of each member together with the documentary record of the processes and the execution authorizations, are the bases of the planning for the selection of strategies and the formulation of programs and projects ending with an evaluation and feedback system conducive to modifying strategies and formulating management indicators that identify the weak points of the actions.

Authors how (Beotas, et al., 2006), (Acosta, 2005) and (Brotóns, 2007) identify the need to have professionals in the sport administrative field, organizational learning guarantees individual learning but it does not happen the same if this relationship is In the opposite direction (Senge, 2005), due to the competitive nature of sport, we continuously seek individual protagonism not only in the disciplinary results but also extend to institutional objectives with respect to other sports organizations, this individuality also prevents us from being nourished by knowledge of other federations with greater experience and better technology.

Another point of view on administrative management is that of (Acosta, 2005), which examines sports organizations from the perspective of the organizational structure, where there is evidence of absence of administrative procedures, in fact, it speaks of the trilogy "Organization, Administration and Management "as the driving force of any sports association. To say (Cohen & Franco, 2006), although the administrative management is done with the best intentions but a thorough analysis of the alternatives and results of the investment will not be obtained the expected purposes.

Public Investment and Federated Sports

The Provincial Federations

According to the stipulations of the Ecuadorian Sports Law Art. 25, the sports classification has 4 levels of development: Formative, High Performance, Professional and Adapted or Paralympic, Provincial Federations are framed within the training development. Santa Elena is one of the youngest provinces of Ecuador, established in November 2007 as the sixth coastal province of the Ecuadorian state, saw federated sport regularized with the creation of FEDESE in 2009, heir to the assets and liabilities of the extinct Cantonal Sports League of Santa Elena, assumed the responsibility of improving the old sports scene and provide federated athletes with the necessary implementation to boost them to high performance.

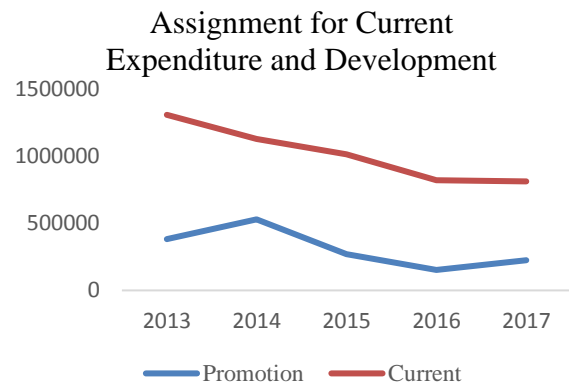
Budget and Distribution

Article 131 of the Ecuadorian Sports Law contemplates the use and administration of resources, through the control of budgetary and technical execution. 95% of the income of the FEDESE comes from the budget assigned by the State that during the period analyzed has been reduced from \$ 1 308,111.62 received in 2013 to \$ 812,126.06 in 2017, which would be approximately 38% less. According to current regulations, the budget distribution is divided into two main groups: current expenditure (salaries, salaries, basic services, leases, insurance, vehicle maintenance, etc.) and Sports Promotion (uniforms, sports implementation, trip of the sports disciplines in the different competitions and maintenance of sports venues).

The FEDESE has a unique sports scenario, the stadium "Alberto Spencer Herrera", located in the capital of the coastal province of Santa Elena, is affected by the corrosion characteristic of the salty climates, the chloride in the air coming from the water of the sea and that drags the wind, intensifies the corrosion process of the metallic materials of the old building, its gradual deterioration ended up leaving it out of service due to the lack of both preventive and corrective maintenance, so it is not a source of income limiting the economic independence that other federations have that have several sports scenarios that allow them to generate revenues higher than those assigned by the central government.

Since the creation of the Ministry of Sport in 2007 and the enactment of the Law regulating it in 2010, the national sport has experienced an increase in resources by the Ecuadorian State with a view to solving social and social needs.

The demand of the organizations responsible for sporting activities, however. Only a decade after the creation of the Ministry of Sports, the national government decided to merge it with its Education counterpart, this could lead one to think that the public investment made does not bring about the expected change.



Graph 1 Allocation for Current Expenditure and Development

Source: FEDESE Financial Department

Investment in Sports Promotion

As of May 2016, the e-SIGEF financial system was implemented for sports organizations that had the endorsement of the Ministry of Sports, in order to obtain relevant and relevant information for decision-making, for this reason the lack of formality of Financial information from the previous periods does not allow an efficient evaluation of the administrative management of these periods, however a breakdown of the expenses as close as possible to the sporting reality has been made.

The guidelines for the preparation of the POA identify 13 activities on which the subsequent evaluation will be carried out, these activities are: Operation and Administrative Maintenance, Operation and Maintenance of Sports Scenarios, Expenditures on Training Issues, General Sports Expenses, Concentrates, Camps, Evaluation, Base of Training, Selective, Championship, Games, Recreational Activities and Sports Implementation. In the province of Santa Elena The FEDESE has adopted as part of the Sports Promotion the following activities:

Maintenance of Sports Scenarios: It includes preventive and corrective maintenance of the sports venues of the institution. **General Sports Expenses:** It includes the payment of professional fees of trainers for the development of sports disciplines, expenses in medicine, purchase of uniforms.

- Training Base: This activity allows physiologically adapt the athlete to climatic competition conditions.
- Selective: It aims to qualify athletes with a view to forming a National Team.
- Championship: They are official sport events by discipline in order to achieve a title or climb positions.
- Games: It is characterized by being multidisciplinary, its execution can be national and international, it also includes all sports categories.
- Sports Implementation: Provide quality implementation for the promotion of sport and physical activity.

The Ministry of Sport technically evaluates sports performance by the annual results of national games developed in the categories of minors, pre-youth and youth, so it is a priority for sport organizations to focus efforts on activities that help prioritize it as They are sports implementation, training bases and general sports expenses, leaving aside the maintenance of sports scenarios as shown in table 1.

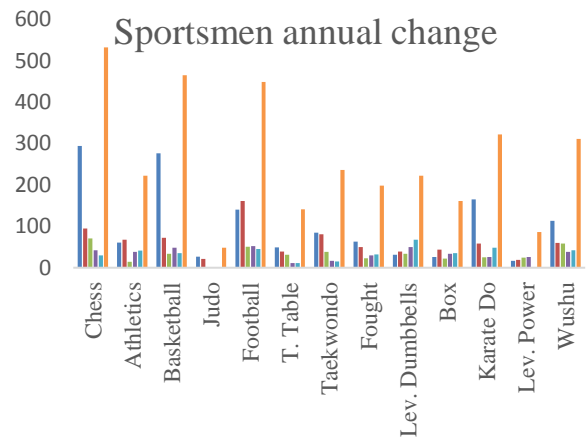
Activities	2013	2014	2015	2016	2017
Maintenance of Sports Scenarios	20,000	8,200	70,000	8,000	2,450
General Sports Expenses	92,257	112,995	22,050	10,332	94,640
Training Base	31,259	41,556	53,918	29,216	23,274
Selective	40,418	90,974	11,648	0.00	7,900
Championship	80,368	76,419	57,787	28,020	25,123
Games	0.00	91,514	38,472	37,784	23,732
Sports Implementation	138,100	67,820	17,000	47,000	43,985

Table 1 Components of Sports Promotion
Source: FEDESE Financial Department

Favored Athletes

Graph 2 shows the number of athletes who have benefited from the investment in Sports Promotion during the period analyzed. In addition to the Sports Promotion, the budget was invested in Recreational Activities such as the "Ecuador Exeritate" program that was carried out during the period 2013, as supported by the POA and whose objective was to reduce the sedentarism in the population of the province, so that this value was not added as part of the Sports Promotion in order to exclusively determine the funds allocated to the achievement of high performance athletes.

The lack of formal information is evident in the lack of a computer platform that yields reliable results on the measurement that is to be established between the budget and the number of athletes, the lack of knowledge on the construction of indicators and the activities ordered and planned by the Ecuadorians that govern the actions of the different disciplines make it impossible to comply with the organizational goals.



Graph 2 Federated athletes
Source: FEDESE Financial Department

Year	Chess	Athletics	Basketball	Judo	Football	T. Table
2013	294	61	276	27	140	49
2014	95	68	72	21	161	39
2015	71	14	34	0	51	31
2016	42	38	48	0	52	11
2017	30	41	35	0	45	11

Year	Taekwondo	Fought	Lev. Dumbbells	Box	Karate Do	Lev. Power	Wushu
2013	85	63	31	26	165	17	113
2014	81	50	39	44	58	19	60
2015	38	23	34	22	25	24	58
2016	17	30	50	34	26	26	38
2017	15	32	68	35	48	0	42

	Investment	Athletes	Disciplines
Investment	1		
Athletes	0.719280938	1	
Disciplines	0.802906822	0.78070196	1

Table 2 Correlation of variables
Source: Self made

Methodology

The economic investment was identified in the projects of Sports Promotion and the incidence in the number of federated athletes through a non-experimental design of a retrospective cohort with descriptive scope. The information used comes from the archives of the financial and methodological departments of the FEDESE from the periods 2013 to 2017 involving variation of budgetary amounts characterized in graph 1, distribution of the budget assigned to Sports Promotion indicated in table 1, also established the correlation between financial investment and the increase of athletes by discipline.

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Conclusions

The evaluation of public investment made in private sports organizations such as Sports Federations has taken off at this time in which the Ministry of Sports is absorbed by its Education counterpart, which suggests future budget reductions as a result of this merger, forcing Federations to become more efficient in the use of allocated resources.

It is evident the relationship between economic investment and the number of athletes, it should be noted that, in the last two periods, where the financial management tool e-SIGEF was incorporated and despite the budgetary decrease the number of beneficiaries per discipline, although in a minimum percentage, it was increased, this would indicate in some way that the resources were used more efficiently by the administration.

The generation of information is essential if you want to project yourself towards future achievements, correcting past mistakes that allow an efficient administrative management.

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