



UNIVERSITY OF PELOPONNESE

**FACULTY OF HUMAN MOVEMENT AND
QUALITY OF LIFE SCIENCES**

**DEPARTMENT OF SPORTS ORGANIZATION
AND MANAGEMENT**

MASTER'S THESIS

"OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND
MANAGEMENT OF OLYMPIC EVENTS"

**The Hungarian Sport System: Change and Continuity amidst
Political Transition, 1956-2013**

Lilla Szijj

Supervisor: Susan Brownell

Professor of Anthropology, University of Missouri-St Louis

Sparta, December, 2013



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Introduction

For people who are addicted to sports and live a healthy life, sport is vital and something they want to participate in. Sport is mainly a physiological process, which contributes to physical and mental well-being, and creates a good atmosphere for the members of communities or societies. Sport plays an important role in a given state, but almost always this role differs according to various external or even internal factors.

During the Cold War the two superpowers demonstrated their strength and their own political/ ideological view on a solid ground, through sport mega sport events, like the Olympic Games in 1956 (Takács Ferenc, 2012, p. 185). For Hungarians, this was a very important and strenuous competition, since there was a clear parallel between the revolution in their native country and the sport match in the swimming pool between the Hungarian and the Soviet water polo team. It is written (Takács Ferenc, p. 186) that the swimming pool was full of blood, and the members of the Hungarian team were also fighting for their independence, just in a different atmosphere, like warriors of the revolution in the real life. It was not just a simple triumph over the opponent; it was a triumph over another ideology, over an occupying power. It did not just have a symbolic meaning; it gained a crucial rule on the way toward a political independence. In this thesis, I will stress the different stages in the evolution of the use of sport for political or ideological purposes from the early times (around 1956) in Hungary. My aim is to prove that governments and other leading bodies were always interested in setting up a claim of promoting and developing sport in the given society under their leadership. However, this demand was mainly dependent on their intentions, determined by internal and external factors, and the execution. The ways to fulfil this was different, since manipulators always found the most appropriate channel to influence a given environment. Sport was used for entertainment, military, educational and social purposes. During the time of the World Wars, decision makers acknowledged that beside the previously mentioned functions, sport was necessary even for survival. Political aims were hidden in the shade of a seemingly innocent sport event. In Hungary at the time of the communist era, sport became a preliminary tool for imposing political views, for propaganda, and for educational purposes as well. Thus sport (mainly high performance sport) gained great governmental support to ensure the long term

availability of this strategic tool. This was theoretically a good decision but the execution was not as successful as it could have been. However, there was an advantageous framework for finance and operation of sport institutions; political leaders of the time of socialism utilized both individual athletes and the results of their international sport successes for their own benefit.

Objectives

The aim of this paper is to demonstrate the new sport system from a financial and management side in Hungary. Its framework and basic ideas have also been partly expressed before the change in the political system, but the proper execution had not yet been achieved. I tried to find reasons in the financial management system for the very high level of international sport success, and for the fact that people could easily find a suitable approach to do sport at an amateur level, during the years of state totalitarianism and before. With the government transition, political, economic and social environment were turned upside down. Both the economic and political reconstruction had been completed entirely before 1991 and privatisation also had been finished by 1997 (Földesiné, 2010, p. 222) during the first two periods of elected governments. Regarding “human” social areas, there was not a strong, institutionalized strategy and a legislative program. So even now, 23 years after the transition, sport as a social subsystem, which is a mirror of the society, has to find its place and role again and set up the most promising values contributing to a social, economic and political welfare of the country. Currently one of the most important tasks of the government is to recognize that one of the essential elements of the effective operation of its system is a mentally and physically healthy society whose members can serve as a stable foundation for the three institutions (family, school and workplace) that form the character of life, leading to a stable, coherent and a powerful society (Földesiné, 2008, p. 4.). To reach this goal, several objectives at different levels have to be fulfilled. The most important and substantial one is the sustainable development of sport, primarily by approaching it through a new point of view. We can see that the new world order requires different goals in order to survive and after that to emerge, but I firmly believe that one of the most important tools must be the same: sport. This tool has to be backed up by scientific considerations, and results of up-to-date research about the strong and

unquestionable image-building and social development role of sports. The influential economist, Mr. László Bogár, discuss the change in the world's priority of values "Nowadays, instead of real life, material tools have become more significant to sustain life, thus (not only) the European talking points are tending to avoid any kind of spiritual, emotional, real human values" (<http://www.echotv.hu/vendegek/bogar-laszlo-kozgazdasz>).

Obviously, this is a very gloomy statement and is possible in the future. However, through the work of professionals in the field, in cooperation with the new representative force, and an emphasis on the sport system from a comprehensive point of view to be set forth below, Hungary will be able to emerge from this mental and physical crisis.

Research methods

The effects of the sport system can be determined by many factors and we should consider it as an extraordinary complex and interdisciplinary topic requiring multiple research methods. In my work I used the following methods.

Secondary data

To gain secondary data I employed press analysis, document analysis and international studies as well. By using them, I gained a more accurate picture on funding and management structures of Hungarian sport. Furthermore, I outlined the evolution of the Supreme Authorities in sport, their role and effectiveness both at the national and international level. I collected data about Olympic and international sport results from as early as 1956, gained from the sources of the IOC and other International Federations, and I tried to find relationships with the sport management system of the country. I also investigated some international studies about the Olympic success of the country regarding its size, GDP and population beside the number of Olympic medals.

Primary data

Due to the nature of the topic, in-depth interviews proved to be the most effective tools. This method should be considered as an additional method to be able to interpret more subtly the data from desk-research. The interviews were conducted with sport experts and regional and community development officers. I was interested about their opinion

on the new sport system and its advantages and disadvantages. I also asked them about future prospects regarding the country's Olympic and sport successes.

Sport under socialism (1957 - 1989)

In advanced socialism, evolution in mental and physical culture was enforced by the intertwining and acceleration of the development of economic and mental factors of the society (Földesiné, 1996, p. 16). In this society, besides the basic, material and mental needs there was a healthy demand for body culture as well, which requires different social and individual efforts. In this atmosphere, people are the centre of interest, since they are determinant and productive elements of a developed progress. So, the advanced socialist society produces socialist conditions at a higher level, thus by its members, a sustainable development and a material enrichment can be brought about together with an expectable change in general lifestyle.

Sport politics in the socialist era

In the socialist, communist countries, sport has been treated as a universal organisation of nations (Grawátsch, 1989, p. 48). The role of sport during a long period was changed according to the internal and external political situation in communist countries, or even in the whole world. In those states in the eastern military- political bloc, sport was exploited in some cases, since it was used for particular foreign and domestic political purposes. Sport entails several positive effects on society, and it can involve a large number of people, thus they can be informed, educated, and better led as well. It means sport served as a tool for manipulating, but sporting activity remained free from politics, thus became attractive for sport consumers (Váczí, 2010, p.27). In the socialist sport model, it was visually advantageous to popularize mass sport, and within the new social conception of the new owners in the political power, sport (both mass and competitive) played an important role. The requirements for physical activity of the masses were stated in the central cultural policy and central planning was due for mass sport as well (Földesiné, 1990, p. 102-114). So the sport leadership described the target figures for mass sport, which was mandatory to perform and was controlled centrally. It could have been advantageous, but these plans and directives were unrealistic, and target figures for the development of mass sport were not feasible due to the unfavourable economic

conditions. Unfortunately these were not publicized, thus statistics did not show a real picture.

The basic principle of the totalitarian system was, that society has to be made happy and satisfied, even against its will, if it is in the public interest (Kolosi – Róna, 1992, p. 3-26.). So they realized that sport can be easily integrated after realizing the objective interests in the system and people can be forced to participate through state institutions. Now it is understandable why mass participation in sport in the socialist countries could have been so prevalent. As I see, the totalitarian system seems to be the most effective in spreading and implementing sort participation all over the union, or the given state. Considering the universal characteristic of sport, and the fact that it is the object of social constraint, liberalism seems to be an impediment, since in that case, there is not a compelling effect of right. So in the countries of the eastern bloc, politics entirely controlled all the social subsystems, their structures, operation and mission. During the years of the Cold War, sport became the tool of politics and resource of political capital. Between 1945 and 1948, when the communist conquest occurred, mass sport was put on the agenda, regardless national characteristics. We can observe, that sport programs of the parties (who were the executive organs with the main purpose to found the socialist body culture) were based on social justice, on worldwide successes, but without the development of democracy, mass sport will not have a wide social basis and opportunity within a comprehensive programme. Their sport conception was resembled on a campaign activity and its tools, and the fact that physical activity was obligatory, which were not attractive for the society. Governing parties led mass participation in sport, but there were not permanent organisations of mass sport, professionals and facilities, it was only visually successful, but in the long term these were only attempts doomed to be failed.

According to Mr. Rezső Gallov (Gallov, 1991, p. 4-7.), former president of National Sport Office, functions of sport in the socialist countries were similar to the developing countries, like nation-building, integration, preventive health-care, social-political and international-respect, and so on, obviously beside other, specific functions, abiding by socialist regulations. In many cases, we can observe a strong support of performance sport over sport for all. I think it would not have been a problem, if professional sport

had not have been handled separately, but would have built upon the physical activity of the society. In this way a stable development of Hungarian sport could have been brought about, to strengthen peace and internationalism, together with socialist nationalism. As we know sport was, already from the first boycotts of the Olympic Games or from the race issues, a useful tool in the hands of governments or other leaders in their propaganda. It is sure that sport, or better international sport success has a strong advantageous effect on the image of the country, or the evolution of the society, but at that time it was not scientifically based, like it is today. The superior situation of professional sport could have contributed to strategic international diplomatic purposes, since high-level athletes could serve as ambassadors of their countries, who promote the opening process to the west by crossing the iron curtain. High-level athletes were useful to promote the country and so gain an advantageous international reputation, while there was no total prosperity in the country neither in the social nor in the political area. Allowances like free mobility, visa easing or illegal custom reductions influenced the lives of athletes who were born in a communist country. These privileges were a kind of reimbursements, since in this society these intangible benefits, rights, opportunities had real value, not as material, measurable rewards. In reality, the leading party subjected these allowances to different conditions, like athletes had to take part in denunciation actions, or had to observe and report on happenings and news in the western part of Europe. I strictly believe that this kind of attitude cannot fit to the personality of a real sportsman, so it did not happen by chance, that several Hungarian champions, for instance the water polo team in 1956, emigrated straight from Melbourne to the US or simply started a new life in Australia.

Not only internationally, but at a national level and from a domestic political point of view, function and situation of sport was unique. In the background an easily understandable principle can be seen. Sport is both liberal-democratic, and collectivist-nationalist-minded, because of the inspiration, like it is in socialism. Due to the political and economic system in communism, sport was the only tool to compensate those deficiencies, arising from the internationalist point of view, which suppressed national identity at that time. To sum it up, sport had serious diplomatic and compensative roles, thus it became an important political and social factor, and so political influence can be seen until the collapse of the system.

Structure

In practice, politics determined the establishment, finance, operation, and functions of the sport system. The centralisation of sport had started in the years of 1930 and after that it had been gradually increased (Frenkl, 1992, p.19.). Measurements regarding the ownership over sport facilities and the leadership over the federations and clubs operated on a social basis resulted in a fully centralised sport system. In most socialist countries, there was a supreme state authority of sport under direct governmental control. In the Eastern European communist countries that were in close relationship with the Soviet Union, soviet sport politics was mandatory to implement (Riordan, 1990, p. 153-145.). In Hungary, sports were governed within the single context of national sport organisations closely linked to party structures. The government had worked through a government agency of sport. From 1973 sport had been managed directly, thus as a Sport Supreme Authority, the so called **National Office for Physical Education and Sport** (NOPES) had been established. With this step, it was an open aim of the government to increase the level of centralisation of Hungarian Sport System. Through this Office, the role of the state could be strengthened at every level. As a task of the centralised sport system, the continuous development of financial instruments and their harmonized and effective use had to be ensured, besides diminishing the amortisation of sport facilities. The federations were supposed to popularize, organise, and manage professionally the different sports and to complete competitions and other events, to maintain and nurture international relationships and good results. There were 36 federations that contributed to the work of the National Physical Education and Sport Office. (Sport Élesztő (1989). Jogszabályok a művelődési miniszter feladatköréről és az Országos Sport Hivatal létesítéséről. 6-7p. 60.).

Beside the above mentioned Sport Supreme Authority, the **Hungarian Olympic Committee** also remained an important body, representing the civil sector in the Hungarian Sport System (Gallov, 2005a, p.7-16). Its duty was to cultivate the Olympic Values and Principles, represent our country in the Olympic Movement and any other tasks related to the Olympic Games. Even in the 19th century, the Hungarian political leadership had still followed the socialist strategy, or consideration, that the successful performances in international sport events, mainly on the Olympic Games, is unavoidable, if we would like to build up and preserve a good international reputation

of the system (Takács, 2012, p. 80). According to this, the Hungarian Olympic Committee usually dealt with the Olympic preparations on a daily basis. And since the host city of the 1980 Games was Moscow, it continuously consulted with the Russian leaders as well. Extra political preparation was required to make Hungarian athletes to participate at that huge international sport event.

By taking into consideration the personal issues, we can see that the president of the exclusive representative of the civil sector, the HOC, was the same person as the leader of the given state sport authority (Gallov, 2005b, p. 5-6). This was a so called personal union, which existed up until the beginning of the post-socialist transition. Formally, HOC had a formal autonomy, but the Sport Supreme Authority stayed at the top of the hierarchy. Logically, the existence of a single sport authority provided by full authority means that everything had to be done by abiding to the relevant order of the leading party, so every aspect of the sport system could have been directed by one and more importantly, scientifically based regulation-frame. This however was not how it was done. Publications, people and leaders working in the sport-world at that time, stipulate that there was an abnormal symbiosis of “anarchy” and overregulation in the legal system of sport (Földesiné, 1996, p. 17). How could it be? I can only write about the facts I have heard or read, but the real motivation could have been divergent and dependent on political, financial and any other individual interests. In case of smaller less important issues, thousands and thousands of regulations have been issued, which put a great burden on the lower levels of the system, while in other, more important cases, crucial questions were not regulated by any rule, or just by some single order. These areas were for instance finance, or “realisation” of athletes’ performance, and so on. According to these legal uncertainties, sport remained exposed to political interests. The above mentioned Sport Authority was always under the leadership of the state and the leading party.

Let me introduce the level of influence by the state. After the Second World War, the **Ministry of Culture** (Kis T. 1991, p. 12.) was responsible for school sport and education. Regional and local leadership of sport was in the hands of the Councils. In the leadership and management of physical education and sport social structures also participated. These organisations contributed to the completion of tasks regarding

recruitments, initiatives, forming views, and considerable financial support. The other organs related to the parties used different political tools to help, lead, and supervise the implementations of political targets in sport and to harmonize the work of those organs, dealing with sports.

If we take into account the above discussed different levels in the Hungarian sport administration, we also could question, that support of sport had been shifted for the benefit of elite sport. There were existing departments, branches, offices in this hierarchy with the task to operate the institution of sport for all, and free time physical activities (Frenkl, 1995, p. 65-66). Unfortunately, in practice, these institutions did not have real power, rights, and financial support. It is notwithstanding that in the framework of the official sport politics, equality of competitive sport and sport for all was for a long time hypocritically highlighted all over in Eastern Europe (Jády, 2010, p. 41). It was not the same in the case of the physical education of pupils and university students, since they had to be brought up in the spirit of the era and more importantly to serve as the replacement of the competitive sport. This was only true for the “production” of professional athletes (Ábrahám, 2006, p. 210).

Professionalization?

The system of competitive sport functioned relatively well and effectively in the 1960s and '70s from the point of view of political expectations (Földesiné Sz. Gy. 1986, 11-35). It was mostly ensured by the social and political partiality of competitive sport and with the help of the ordering of the resources flowing there, which both overestimated the role of this sphere. A new type of selection (reserve-recruit) method was introduced that have mobilized various schools, students and excellent professionals (Farkas P., 2008, p.10). Performance remained the focus, but only in case of the historically successful sports, like modern pentathlon, martial arts, gymnastics, fencing, water polo, weightlifting, wrestling, swimming, or kayak–canoe. These sports were less professionalised and more popular in Western European than the American top sports, like boxing, football or athletics and ice-hockey (Földesiné, 1996, p. 184-188). So we can say that the socialist competitive and elite sport was anti-modernising and anti-professionalising. It was a paradoxical situation that the native country insisted at any price on the very high level of these non-spectator sports without any media success.

Dysfunctional troubles and political problems of sport system in socialism, could be seen clearly in such facts that, e.g. only a few thousand spectators were interested in football matches in the stadiums for decades (Jády, 2010, p. 27), and at the same time such sport halls were built in which only a few hundred spectators could be seated. This meant: spectators did not form an integrated part of the competition system. The Hungarian sports culture was contra-selective, thus it formed an obstacle for modernisation and business- integration. Furthermore, the performance of the competitive sport is predetermined by the number of people participating in mass sport (Földesiné, 2010, p. 204). And if those traditional competitive sports are less popular, young generation will not be sufficient to fill in the gaps.

However, a strong emphasis on professional sport can be observed, which gives account of the socialist sport politics, among the main aims of sport politics, the development of sport for all, physical education in schools and sport for youth can be counted as well. Behind these intentions was a typical principle of the paternalist state, namely to lead the thinking of its community and eliminate their critical thinking (Bakonyi, 2008, p. 5-27). So with supporting sport activity of the society, the state could convince people that the system is perfect, and so ensure its long-term prosperity.

Multi-channel financing system

Basically every service is capital-intensive and has prices that reflect to its value. Since in socialism, services did not have a price, in order to make them attainable by every member of the society, the state supported the establishment of the service itself, instead of the demanding consumers (Kalotay, 2003, p. 34). As a consequence, real supply-demand relation on the market could not get across, but services came into existence on the basis of party politics or other considerations on the supply side. Due to the comprehensive availability and free services of physical activities, consumers could come from every sector of the society regardless their livelihood (Földesiné, 1996, p. 41.).

So politics exclusively lead sport in practice, thus its finance was also expected from the state itself. State responsibility was to support all the competitive and professional sport, mass sport, physical education and sport in schools. However up until transition this had not been occurred (Debreceni, 1989, p.104). Even if on an unequal basis, all fields were

sponsored by the government, through its channels. These channels were, for instance, the central budget, the budget of the council, state owned business organisations, or through tax-releases and so on (Vácz, 2010, p. 50). Beside these open methods, different forms of so-called hidden finances were also accepted in Hungary (Földesiné, 1996, p.14). Obviously, it increased the level of support that sport could gain, but these were generally illegal activities, like establishment of fictive workplaces for athletes, leasing of state-owned flats out of turn, or even purposely illegal financial transactions. These were also financial backups, but did not have a direct, supportive intention, rather aimed at individual interests, concealed behind supporting sport. (Dénes & Misovicz, 1994, p. 58).

In this model, the above mentioned NOPES and any other organisations that had relationships with clubs or federations were under total state control (Földesiné, 1996, p.34). Clubs and federations were supported directly by the state through the NOPES and its regional offices. Sport clubs were not only financed by the state, but also belonged to some economic institutions operating with independent financing systems. Some were supported by factories (steel works, mines, machine factories, rail, etc.), others by ministries (interior, defence, agriculture), or by public offices (e.g. regional councils, or the Hungarian Post) and universities or national federations. They were the so called 'basis organizations' representing the indirect part of resources in the sport sphere (Nyerges, 2006, p. 20). The relationship between the basis organisations and clubs were based mainly on informal agreements. Based on this, financial transactions between them were softer, than the ones between the clubs and a given state representative body. This is shown well by the fact that, for example, state support was given to the basis organisations even if they were suffering losses, or state firms suffering losses owned very successful competitive clubs at international level (Laki – Nyerges, 1996, p. 88).

According to this, sport was financed through a multi-channel financing system, where resources were flowing to clubs, and there was no need for real interest-based transactions between the clubs and basis organisations (Nyerges, 2006, p. 20). State support was given through the NOPES and the federations, so there were two filters before money arrived to the clubs as end users, who used this amount for the following

purposes, as it was originally stated in the party's plans. These were for instance, money for calories, provisions for professional athletes, bonuses after world championships, sport camps, participation fees and so on (Földesiné, 1996, p.16-17). Another direct state financial resource was provided by the Hungarian Olympic Committee to the Olympic Sports, which was double the amount of money paid for the NOPES up until 1988. (Act XVII of 1988 on State Budget: <http://www.1000ev.hu/index.php?a=3¶m=8589>)

According to the estimations, about 40-45% of the financing of sport clubs came from state support, another 40-45% came from the support of the 'basis organizations', and the rest, roughly 10-20%, came from the clubs' own income returns (Vácz, 2010, p.:57). I would emphasize that those are estimations and rough numbers. Resources existed in two different types. In the form of money and its amounts numbers can be easily followed and calculated, but the very popular and frequently used form of natural support is a more difficult area to calculate. For example, the basis organisation maintained and operated the sport facilities and the sport association or club could use it for free (Földesiné, 1996, p.86-87). There were several precedents for the fact that athletes or coaches got jobs, salaries, bonuses, flats, or discount loans from political leaders of the state. On the other side, architecture companies provided free work on the construction of sport facilities, so this can be considered as an in-kind support as well. These forms of support resulted in non-transparent financial conditions without real economic transactions. It was a difficult and hardly transparent system owing to the high number and the manifold characteristics of the responsible organisations and institutions (Tibor, 1997, p.3).

We do not really know the real power of the basis organisations and the state in overall support of sports. The support of the basis organisations could have been considerably higher than the direct state support, but it was not related to real sport successes or opportunities for development, but rather to personal relationships, to political and economic interests.

The post-socialist transition

In general

With the democratic transformation in Hungary a sharp change was brought about both in the political and the economic sector. It was not so in the sport system, since only in the beginning of the new millennium could we speak about a new status of the Hungarian sport system. With a new government and its radical reforms, the establishment of the market economy and opening to the West could result in a quick re-organisation of the political and economic system. In the area of sports, the socialist sport system had a long-term influence on the Hungarian sport administration even ten years after 1989 (Földesiné, 1996, p. 43). Why? Firstly, due to the fact that sport, more precisely professional sport, was in a favourable situation during socialism, the change was compelled by external forces, it was not forced internally. So the big turn was not preceded by substantial internal reforms. Secondly, after the first wave of reforms, there were more and more strong opponents of the development of professional sport, since this was the first opportunity for them to let hear their voices. It was a big hindrance on the adoption of new sport policies and laws as well. The third reason arose from the way the socialist sport model had been operating. At that time, sport was totally under state control and centralized, which helped people to forget about the fact that sport is a product of the civil society. Thus, it is understandable why it was so difficult to implement the new structure, which involved imminent financial liabilities and burdens; however it was already legally accepted to socialize any sport organisation that can make them independent. Due to the above mentioned reasons and based on the fact that, financial aid of the state was still needed for survival, transition toward socialisation could not be entirely completed in practice. Thus, there was no total independence. This meant that sport clubs, federations and other organisations lobbied to gain support from the state, because it was still more stable than the newly privatised or established companies and other financial sources in the civil or private sphere (which were later brought into bankruptcy). (Földesiné, 1996, p.27.) Now, it would be a fair question to ask what the problems with the centralized system were, and why we did not stay by that. It is said (Fekete, 1991, p.11-13) that the regular sport activity of the society in the socialist countries (with the exception of the GDR and Czech-Slovakia) did not exist,

since the re-organisation of the financial foundation of the sport system started earlier than the transition of the whole organisational system (Földesiné-Dóczy, 2011, p. 14). It also explains why sport system was shifted towards professional sports.

Antecedents

Changes in the Hungarian sport before the post-socialist transition

In Hungary the systemic change in politics, economy and culture was preceded by reform activities from the second half of the eighties. For this reason, the transformation of sport should be examined in the years of the accelerated destruction as well, beside the political transition that occurred after 1989.

Compared to other sectors, in sport one could have observed a strong political inactivity. One unambiguous reason could have been the exceptional situation of sport, but more important was the general impartiality of the decision-makers. Their attention had been mainly directed toward high performance sport regardless of the related social questions and problems. However, several writers (Földesiné – Dóczy, 2011, p. 94) revealed that through sport the most desirable reform- ambitions can be easily brought about. On the contrary in Hungary there was no internal motivation for a comprehensive change; solutions had been requested from the top levels of the hierarchy (Kolosi – Róna, 1992, p. 22). In 1989, Sport Supreme Authority in sport had been re-organised again, on the basis of political and economic considerations without taking into consideration relevant scientific information. It meant that the Presidential Consultation abandoned the decennial autonomy of the Sport Supreme Authority (NOPES), and collapsed the unsolved youth and sport issues into one office. However, the management of youth sport had been separated, the new Authority, the National Sport Office could not gain its autonomy as it was expected, and was put under the control of the Ministry of Cultural Affairs (Sportértésítő, 1989, p 60.). Furthermore, beside youth sport, the University for physical sciences had been separated out, and out of the Council of Sport Sciences several Committees dealing with sport and physical education and several Special Committees had been established as well (Kun. L, 1990, p. 396-406). So the decentralization started to show its first signs, but there were not enough time, interest and stable leadership to implement a long overdue Sport Act, or Programme.

Sport leadership exclusively concentrated on the highest level of sport performance and on Olympic participation. So, an internal demand for comprehensive change was revealed only after the Seoul Olympic Games, because a Hungarian society reacted unconcernedly to the outstanding Olympic successes (Onyestyák, 2008, p.14-29). This showed that sport lost its prestige, and fell to the periphery. The change should have been shown in a statute controlling structural, financial, health care, educational and scientific questions and issues of sport. Beside the above mentioned reasons, there was a strong need for reforms in other parts of the society as well.

Changes in the financial background of Hungarian sport before the socialist transition

Twenty years before the transition, financing of sport did not exist in the control system of the incomes of enterprises and other business entities. In 1987 and 1988, a healthy need for a stable and transparent financial system, which fits well into the new tax-system, was compelled by financial difficulties in the country caused by economic and politic reforms and disadvantageous processes outside sport. (Bakonyi, 2008, p.20) Extra support could not have been expected from the country or from public funds. The exclusive aim of the state was to make competitive sport and elite sport autonomous, so it supported mainly these fields, which resulted in a huge deficit in the resources of the clubs and federations (Földesiné, 1996, p. 39).

The years of the 1980s was thought to be the “age of enterprises” (Laki-Nyerges, 1996, p. 91). Sport clubs had to face the tendency relatively fast, that it was more and more difficult to get the state resources necessary for their activity, operation and development. Although central support had previously decreased the chance to become independent and autonomous and the possibilities to start business seemed to counterbalance the negative effects (Földesiné – Dóczy, 2011, p. 55). Supporting firms and other institutions were also shrinking, thus the cancellation of state money could not be replaced by other, private funds. So the 'basis institutions' could not or did not want to replace state financing in field of competitive sport (Nyerges, 2006, p. 20).

Around 1987, politicians and leaders were saying that a sharp change in the market would occur, resulting in a more and more awkward financial environment in the 90's, after the completion of the political change (Frenkl- Gallov 2002, Fehér könyv, p.9). So

due to the scarce public resources they had to rely more on business relationships between enterprises and sport. Sport clubs started to look for new financial approaches to the enterprises. A great boom could be observed in this field in the second half of the 1980s. They operated small businesses (e.g. a buffet, restaurant or hotel, etc.) within their facilities, or connected to their clubs. On the other hand, clubs joined the autonomous enterprises founded by those institutions have been broken away from state firms, cooperatives, etc. often from the 'basis institutions' as well. (Nyerges, 2006, p.22) Personal relations had an even greater value at that time. This was the age of shortage economy and there was not big business risk, as enterprises mostly used state facilities and resources (Bakonyi, 2004, p. 51). Small and middle sized enterprises did not have to face risks arising from the high level of competition; furthermore, they could easily enter the market. Their demand could increase and the private incomes of clubs and federations could replace the former state support to some degree (Jády, 2010, p. 17.). Clubs wanted to make money from everything, just like sport organizations that shifted towards being enterprises in the same time, since they hoped that by organizing competitions, they would gain huge income again.

They soon realized that these experiments had their limits. It soon turned out that without certain knowledge, experience and market relations the move towards economics was not successful. Furthermore these small businesses could support only some people, or supplement the budget of the clubs only with a few hundred thousand or million HUF, which could not replace the previous state support (Földesiné, 1996, p. 28). The multi-channel financing system proved to be unfavourable, and the clubs were pressed to raise the money for their activities by themselves, even if they had to do it through an autonomous enterprise. The change to the democratic economic system from the socialist one could have been a great opportunity for them to truly participate in decision making, but personal counter-interests made it impossible. Furthermore, in the middle of the 80's the Hungarian Olympic Committee and NOPES were separated organisationally and partly financially as well (Földesiné, 1996, p. 91). It meant that the above stated organs, which previously could provide state support fell into crisis. Due to the Olympic traditions, the real value of sport as a commodity of the Committee was much higher than that of the Sport Authority.

Already in 1987 a need for a new sport management and financial system had been defined (Somogyvári Tamás, 1998, p.6). According to this, less bureaucracy of sport federations and other institutions was thought to be favourable. In case of the financial system, supports should have been given after performance and enhancement of financial interest and so a complex development of the financial and bureaucratic system of sport could be brought about. The advisory board of the Parliament stated that the most important requirements in 1987 and 1988 were the enterprise character and the effective use of the already existing tools of sport. (Földesiné, 1996, p.91-95) They knew that transparency, orderliness and the ability to follow cash flow and controlling the budget were the first steps to be taken. In case of (re)distribution of resources, a proper mechanism had to be set up to eliminate bias and corruption. (Frenkl- Gallov, 2002, p.4-6) It was a responsibility of the perennial Superior Authority on Sports to define tasks and responsibilities of every organ, and control this mechanism. For example, the Supreme Authority decided the amount of support to be given to each of the sport federations, preliminarily on the basis of their national and international successes and performance. However, social effectiveness was also a decisive factor, thus traditional, basic sports could gain relatively high support. The level at which a given sport was able to sustain itself was also considerable, beside the ability of being a useful media tool for business purposes. It was also clear that the multi-channel system for distributing sources had to be maintained as well, and the three most important stakeholders - the state, private organisations and societies and other honest businesses - had to remain as strategic supporters (Földesiné, 1996, p. 70).

The effects of post-socialist transition on Hungarian sport

Reform was needed in the radically transformed state in every sector, but the real targets and directives of those reforms were not scientifically based and founded (Kolláth, 1997, p. 26). Without an ex-ante stated mission and vision we cannot speak about a radical change, just a slow transformation mainly in the structure of sport, but obviously it had several functional inferences as follows. It was clear that the communist model was no longer operable, while the new profit-driven model had not been working properly yet (Váczi, 2010, p.19). There were several directions in which the system could have been renewed. Possible ways were to change the model and the motivation system of the society, and also the whole value system with the help of the social forces

that organise themselves from the bottom (Földesiné, 1996, p. 26). In Hungary, the market-based transformation of sports brought marginal results. The adaptation of Hungarian sport to the modern sport frame was very difficult, since the former redistributive structures and methods were contradictory to the ones in the modern world, but this small country was in the forefront in the world of sport. The first question was the establishment of the new management system on the basis of autonomous, horizontally organised institutions with the integration of other actors than the state, and the new ownership system (Sport XXI, 2007, p. 14). Finally, the modern professionalised elite sport needed to be nationalized, but it seemed to be very difficult, since in the wake of political and economic changes, sports clubs faced critical funding problems (Jády, 2010, p. 73).

...and on our Olympic successes

In Barcelona in 1992, Hungary obtained 4 golden medals, and occupied the 25th place on the medal list (Takács, 2012, p. 83). The preparation was more important than every goal and aim, thus both state and social sport organisations supported preparations and the participation in the 1992 Olympic Games (Frenkl, 1992, p. 15). This relative success happened, because the centralised system had still not been wound up, so participants still could enjoy both the supreme support of high level sport and also the advantages of the introduction of the democratic system. But what happened in reality after the Barcelona Games? As Ms. Földesiné states (Földesiné, 1996, p. 35), the problems arising from the previous system had to be solved by a correct and clear policy that describes which structures, functions and purposes have to be adopted and which ones should be abolished. The state professionalism together with the Olympic centralism resulted in an organisational and financial illiteracy that hindered the process of the transformation of sport system that should have adopted the new political, economic and social conditions. In this “anarchy” tasks and responsibilities according to the new aims and purposes were not stated and clarified (Földesiné, 1996, p. 102).

Financial side

As we can see, the most influential effects can be drawn upon the financial background. In the socialist system, sport did not have any other autonomous financial resources than the state. I would stress competitive sport, which was entirely dependent on the

state. So its foundation and structure had to be fundamentally changed. The principle was that nothing is good that is in the hand of the state, so they tried to exclude the state from each sphere of the society, in order to create the smallest possible state. Even the first government after the transition in the political system did not want to and could not finance the accumulated losses (Vácz, 2010a, p. 34). This was a very disadvantageous situation not only for new governments, but for private market actors as well, who would have been basically able to help and support sport.

Disadvantageous external conditions

The comprehensive change in this financial system had occurred with the help of external changes, for example I would consider as a preliminary effect, the new law on taxation in 1988 (Act XVII of 1988 on State Budget, website: <http://www.1000ev.hu/index.php?a=3¶m=8589>), which brought about a considerable change in the financial mechanism of the state, and in the law on public meeting. With these measurements, the government evoked the development of the system of so-called open or hidden sport supports (Földesiné, 1996, p. 28.). Why? In the country a social reproduction had to be brought about, which should have evolved the reallocation of tasks and the resources under normal circumstances. In practice, the state followed a faulty transition policy, which meant that it entirely reduced its obligations for the purposes of public interests without rational and practical rewording of those duties and without being responsible for further flow of the financial issues (Gallov, 1992, p. 12-13). Since this process was not mandated, government could have decided about the pace and the extension of its withdrawal. Due to the relatively sharp deduction of state support, none of the former theoretically private supporters remained interested in supporting any sport-related organisations, sport venues, or even athletes. In theory the other actor in sport finances was the society itself, but with the withdrawal of the state from almost every sector (health-care, education, accommodation and so on), their costs had to be borne by the members of the society, so they could not spend extra money for sport (Földesiné, 1996, p. 32). In this situation, a new financial system in sport had to be introduced. However, one of the most important items in the system change was the re-distribution of the ownerships; - in this case over the different sport

facilities. I will not explain it thoroughly, since in the middle of my point of view are the different frameworks for determining the financial systems on sports.

Another effect of the economic change was the replacement of the centrally controlled economy by the market economy, which was accompanied by a high rate of inflation and a general economic crisis (Földesiné – Dóczy T., 2011, p.65). It resulted in a considerable fall in the number of tax payers, thus state income decreased beside the increasing extra costs of unemployment and other social difficulties. In the sport sphere, this process also meant an increasing level of expenses and decreasing incomes. Furthermore, based on the changes in the taxation system that did not take into consideration and did not give allowances to athletes and sportspeople at first, a sharp fall in participation both regarding sport participants and on labour side was also observed (Földesiné, 2006, p. 35.). It is obvious, that the overall tax system needs to be changed, if the power of the state and government is deducted from those areas, which were previously under state-control and ownership, thus income would need to be ensured by other sources. On the contrary, new social insurance allowances had been adopted, and the new system of profit tax to be paid for each member, worker and even athletes by any sport associations had imposed a reasonable burden for them. Many sport organisations went bankrupt. As is usual in a wealthy, industrialised society, sponsors are one of the most important funders of sport organisations (Soproni, 1993, p.11). With the establishment of the market economy, a gradual increase in the number of sponsors was expected. Unfortunately, it did not occur in harmony with the headway of the market economy, due to the unbearable tax liabilities. Seemingly, there was no chance for sport clubs and federations to survive, thus a following measurement was proposed by the NOPES and then accepted by the state. In 1993, the government forgave the debt of the sport organisations, and so it solved (but only temporarily), their problems (András K, 2004, p. 95). One of the most important reasons for the unbearable financial liabilities in the sport sphere was the fact that government did not extend the so called non-profit principle to include sport (Földesiné, 1993, p.16). This caused an unfavourable effect on the sport industry, up until 1995; when sport-related support could have been deducted from the tax base of legal taxpayers to an agreed extent (Földesiné, 1996, p. 102). Another strategy for the survival of sport clubs was the use of the already (under coercion) established enterprises. They did not have business plans,

or other professional background and knowledge, so these businesses retained the situation of sport and hindered professionalism (Debrececi, 1991, p. 5). Not only for the whole sport industry, but for individual elite athletes in this time period was quite hard, since they were considered as employees of their sport association, and so, according to the above mentioned new tax system, they could earn comparatively less salary than before. Furthermore, those allowances mentioned before, such as eased visa requirements, reductions on VAT, and other indirect supports had been unfortunately withdrawn (Sport XXI, 2007, p. 13).

According to the deficiencies of the structural change and of the new financing system, the whole finance and supporting system of sport fell into a so-called vacuum (Földesiné, 1996, p. 28.). The society experienced a sharp drawback on sport, thus the previously effective clubs and other institutions could not provide the public with the same level of services. So it is understandable why people thought that decision makers and the government did not care at all about sport, or even less about mass participation, and that they were only striving to maintain the high level of international sport successes, preferably at the Olympic Games. In the background there were serious financial difficulties needed to be solved, and, like in other non-profit branches of the social sector, a deep financial crisis became more serious. In addition, sport had less social (market) profitability, than sciences or arts (Varga, 1992, p. 47). To sum it up, in the years after 1989, sport could not count on state or public support, neither on private sources, owing to the fragile economic system. It had to establish its own financial basis.

New resources ≈ Stakeholders

I think, the biggest difficulty with the transition and its effects on sport finance was the following situation. The state did not back up unanimously the process of independence in sport; neither admitted publicly its official position on this issue. This can be explained by the fact that sport was still very popular, thus it could have been used for political purposes. However, it is also true that the state deducted all the direct supports, like tax exemptions or other grants. So sport had to rely on different and divergent channels, such as sources of the state budget, separated state monetary funds, contributions of local municipalities, sponsors' money, sport foundations, and revenues

from the activities of federations and clubs (Buda – Greminger, 1996, p. 48). These were mainly new resources from different spheres of the society, thus it was difficult to put these channels under one umbrella and make them operate as an integrated system. If there is one destination, but totally different directions and origins without a well-established and long-running system, uncertainty and ineffectiveness will be resulted.

Taking into consideration the most important resource in a market economy: companies and private funds; we can see that they became more profit-oriented, thus the support of sport could not fit into their business policy. Due to the process of privatisation, state property was sold and these companies became the new, private owners of those properties (Földesiné, 1996, p. 106). Some of the state enterprises were not only privatized, but also collapsed, so no one knew for example, who was the owner of the piece of land, or building where sport clubs have been operating. (<http://mozgovilag.com/?p=79>) The new owners had no 'traditional' relations to sport clubs. There were some leaders of the 'basis institutions' who gave some support to certain sport clubs until the time when they were in a better position. They were ad hoc helpers and dependent on good personal relations, and the rate of their support was much lower than during the time of state socialism. Basis institutions had been replaced by new interest groups, but they did not make a break-through towards professional sponsoring. There were some sport-loving, but “naïve” and unprepared entrepreneurs, who could not assess what a sponsorship of a sport club or sport organization meant from a business point of view. They soon left the sphere of sport. Some of them wanted to build their own political careers through sponsoring sport clubs, some of them proved to be 'swindlers', since they used clubs as 'laundries' to launder their money. These attempts matched the general practice of the era (Földesiné, 1996, p. 110). In this environment, after the transition, sport enterprises could count mainly on advertising techniques, organisation of events, television rights, distribution of books, videos and movies and contracts on the placement of coaches and athletes nationally and internationally. In this situation many sport associations were forced to operate within an illegal framework (Laki, 1998, p. 177-184).

The channels

In the 1990s, government spent much less on sports in real terms than before (Debrececi, 1991, p. 5). There were no overall financial regulations, only a few smaller one-time state supports could be seen in sport in general. The government channels were the followings (Vácz, 2010b, p. 77): NOPES allocated the direct state support for social structures, for the HOC and for the Federations with the aim to support junior sport, leisure sport activity and sport science. Indirect support of the Ministries (Ministry of the Interior, Ministry of National Defence) was given to sport clubs (Vincze, 2000, p.15). Due to the real money extraction process that started in 1993, there was a strong need for harmonizing state supports, however some traditional, big sport clubs were still supported from the budget of the Ministries. It was a great hindrance for the development of a new structure, since money came from, for example, the Chamber of Agriculture, which had nothing to do with sport and no real interest in sport development (Földesiné, 1993, p. 9). Sport businesses, federations, sport public bodies, like the HOC had to take part in the harmonization of state support, and in elaborating an allocation structure in which the financial support system was objective-oriented (Debrececi 1991, p. 5).

1. For instance, the Ministry of Education and Cultural Affairs made aid disposal to the National Office for Physical Education and Sport Sciences; however in a scarce quantity. Another source was the Ministry of Social Welfare, and from 1991, a reasonable amount of money was separated from the State Foundation of Social Insurance for youth sport and sport for all aims (Frenkl- Kertész, 1995, p.66). Together with other favourable measurements in sport, regarding gym, swimming pool, etc. construction projects in schools, or the exceptional pension support for retired Olympic champions, those were only one-time expenditures, without any guarantee for the future (Frenkl, 1992b, p. 19).

2. The NOPES

Up until the system change, state could easily exercise its power through its Office on Physical Education and Sport. The NOPES was under total state regulation, and so

leadership from the top could have been realized (Földesiné- Dóczy T., 2011, p. 58). It did not direct the sport sphere, because there was not a single Sport Act that would have given to that the right to regulate command. After that time, from the early 1990s state intervention started to become softer, thus NOPES gained some autonomy, and could gain incomes from new resources, in order to ease its dependence from the state. Sponsors were more interested in competitive sport, which was supported by the NOPES, owing to the higher level of popularity of elite and competitive sports than mass and leisure time sport (Soproni, 1993, p.49). The latter had to rely mainly on local initiatives. Sport Act LXIV in 1996 clearly stipulated the tasks and responsibilities of the NOPES. Among its fields of responsibility was the support of junior sport, Olympic participation and of federations, with the emphasis on football and other successful sports rather than traditional - but less profitable ones - like modern pentathlon. Its support had been awarded on the basis of international successes and of preliminary stated operational programs. (Sárközy, 2010, p.226)

3. The HOC

The main sponsor of the Committee remained the state, through NOPES. It got some private sponsors, but their support embodied only in payment in kind, like sport articles or other products, produced by the given company (sponsor) (Gallov, 1992, p.14). Since the direct support system of state owned businesses and societies to sport clubs collapsed, clubs and federations became autonomous, and the Committee was also transformed to an autonomous social organisation. The HOC received a lump-sum payment from the state for its operational costs; the previous support from the basis organisations was terminated (Sárközy, 2010, p.221-223.).

4. Other state channels

Due to the winding up of local sport offices by the Act in 1996, municipalities became responsible for their operation, so they had to form and issue budgetary estimates on sport and so on. According to this, as a favourable effect, the duplicated system at local level seemed to come to an end. One question remained tough. Will they have the right and sufficient resources in the future to intervene and represent sport interest? As I said, they had to develop and popularize mass, leisure, and school sport - everything that was

a general task of the localities. Since sport is an integral part of every community, with different ages and field of interests, there was a wide scale of responsibilities that localities or municipalities had to fulfil (Laki, 1991, p. 21).

Generally, in developed countries, there are existing State Funds and Foundations that can promote sport indirectly. Before the Sport Act in 1996, the so-called National Sport Foundation and National Sport Public Fund had already existed. Previously they were financed by the state budget, by investments and their yields; the latter was supported on a voluntary basis and by the state lottery (Vácz, 2010, p. 44). After this transition period in sport finance and by the new Sport Act in 1996, different Public Funds and a National Sport Council was enforced. The Council had to elaborate the frameworks for allocation and then to control it, and it could make proposals for the central plans, directions and programs for development and had a right to state its opinion (Sárközy, 2010, p.56.). Two other Public Funds were built for conducting the responsibilities of the state in field of competitive sport, youth sport and so on. They had income from the state budget, National Lottery and membership fees (Földesiné, 1996, p. 90).

Before socialism the biggest support for sport operation was ensured by a fixed percentage of the state income from national lottery, but it had been revoked already in 1951. After this unfavourable measurement, many began to lobby in order to gain this important resource for sport. As a result, in 1991 four state-permitted lotteries were established. Most of the leaders of the time (Mr. Gallov, Sárközy) said that the so-called Bingo, for instance, was a good idea, because it was exclusively established for supporting sport, but it was under the control of the Sport Supreme Authority, not the state. The state only supported three other types of lotteries. Two of them were a reasonable resource for the state (Vácz, 2010, p.72). Unfortunately sport could only directly profit from this money from 1993 to 1996. After 1996, due to the new Sport Act, there was a change in the ratio and form of this support. These were normative supports that represented a stronger financial basis than supports for competitions. The angle of normative supports was the number of its members and athletes, its university student contributors, incomes, budget, expenses, conditions, results and responsibilities regarding international sport competitions (Bakonyi, 2009, p.43).

As we have seen, elite and competitive sports were in the centre of state-interest and directly under the control of the leading party, because those were useful for political legitimisation (Földesiné, 1996, p.37). After the political transition, partiality had to be maintained (mainly in the case of Olympic Sports), because its success had a new, but similar role, namely to recompense the worsening economic situation, which was also a political aim. Competitive sport involved a very large number of sports, thus its finance was a huge burden in the previous system. The problem was that the resources of the central state budget were decreasing and there were not accurate measurements on the establishment of a separated state fund with purely sport political aims. On the contrary, competitive sport was sustained within an over-sized structure that became more and more separated from society and did not reflect common social interests (Frenkl, 1992, p.15).

So, with partiality for Olympic Sports, state reached the point that sport could not have a strong social basis, and no other sources of funding were available, so sports were increasingly shifted into the background, but international successes on Olympic Games still remained unbelievable.

Structure – Power to be built from the bottom

During the socialist era, sports were governed within the single context of national sport organisations closely linked to party structures. Events in 1989 opened up a space for detachment of sports from the state and political power. The system as a whole had been reformed from the top to the bottom, in order to leave the bottom of the hierarchy to improve itself (Nyerges, 1994, p. 163). The first and at the same time the most significant step in the structural change was the independence of sport organisations, federations and clubs and obviously the Hungarian Olympic Committee (Bakonyi, 2004, p.16). The total socialisation of the government-owned sport system was both legally and financially a complex and difficult task. After the implementation of the Act Nr. II in 1989, federations, the NOC, and clubs had been renewed and started their path toward total independence (Ifjúsági és Sport Közlöny, 1989b, p. 4). After the State Youth and Sport Authority had been come to an end, the Council of Ministries established a new National Sport Authority. It became an independent publicly financed institution under the umbrella of Ministry of Cultural Affairs. In 1991, the National

Sport Authority became an independent State Secretary under the supervision of an appointed Member of the Government.

In the case of the Hungarian Olympic Committee and some clubs and Federations the change could have been completed without any problems, but almost everywhere this was a so-called bottom- up movement, and so they had not been set up on a solid social ground. And here comes the financial drawback, since these kinds of organisations were lacking the financial and moral background, which should have been guaranteed by the state despite, or even owing to, its defective structure (Nyerges 2006, p.26). Due to the above mentioned reasons and conditions, the sport sphere suffered a big loss not only economically, but also structurally with respect to the labour force as well.

Central and local administration

Public administration at lower territorial levels started to constitute rapidly as a basis of democratic and even more, civic society (Beviz, 2008, p.73). The area of sport, in relation to the public sector, went through great changes. Sport organisations in the state sphere were the sport-leading bodies, local sport offices, sport schools and other state bodies having sport among their duties (Bakonyi, 2004, p. 75).

In order to effectively build up the previously described sport economic system in the socialist era, a central state directorate of sport was needed. So the predominance of the state was obvious at that time. In practice it could not function well enough already from the end of the 80s, due to political influences. With the collapse of the State Council, the previous administrative system of sport, based on different management systems needed to be reorganised, and so it entailed various irrevocable damages in sport (Földesiné-Dóczy, 2011, p. 65). These unfavourable effects were multiplied by the fact that the municipality Act did not consider physical education and sport as compulsory tasks of the municipalities (Sárközy, 2010a, p. 47). Even if they would have had to deal with these areas, they would not have gotten any central support for physical education and sport purposes, as it was the case after 1991 (Bakonyi, 2004, p.188). It is true that a process of decentralisation of sport together with favourable personal changes had started, but without a comprehensive change in the basic structure of the political power (Kolláth, 2000, p.35). So it is understandable why decentralisation could not

function in practice, however, there was a strong need for it, after the collapse of the centralised system.

Theoretically decentralisation entails an increased role of municipalities all over the country. In the Hungarian case, according to the above-stated reasons, these bodies were not engaged and interested in supporting sports (Fekete, 1991, p.17). Furthermore, between 1990 and 1994 most of the representatives were not from the government party, and this situation had also some negative effects on sport. Under these conditions, the supreme Sport Authority did not support anarchic decentralisation, but better centralisation (Földesiné – Dóczy T., 2011, p. 54). In 1991 by a new sport Act (<http://www.fsz.bme.hu/mtsz/torveny/sport.htm>), a central sport administration system came into existence under the umbrella of the already existing National Office for Physical Education and Sport. It became a nation-wide authority on central sport leadership at the beginning of the year 1992. (Sárközy, 2010, p. 48-49) In order to effectively fulfil the given local tasks, there was a strong need for local administration as well.

According to the above mentioned situation, Sport Offices had been established within the network of the National Office (Földesiné, 1996, p. 33). For me, this seems to be a good solution for those problems that arose from disorganisation. These Offices could operate separately from the given municipality, thus tasks arising from developing and maintaining the system of sport organisations could have been exclusively their responsibility. Furthermore these offices were operated in every region and localities, so the need for a locally-administered sport system could have been theoretically satisfied. The further dependence between sport associations and federations on Sport Superior Authority had been minimized. What happened in reality? Despite the officially accepted order describing the tasks of the newly established Sport Offices, the functions of sport committees of the municipalities had not been separated and an overall system by which all of the responsibilities could be covered at a relevant level of sport organs did not exist. (Sárközy, 2010b, p.25) In the Hungarian case, by the establishment of the Municipal Sport Offices the sport administrative system had been duplicated. This entailed a double need for financial resources, together with several overlaps in their duties, and hindered the interest in sport development by the increased number of

officials and managers. Furthermore, the situation of these Offices was very fragile, and could not have enough power for effective operation owing to different orders and the long-expected Sport Act in 1991.

Municipalities gained stronger state support, and it was allocated according to the destination, where financial backup had to be settled (Váczi, 2010a, p. 22). So support was not really given in a fair way. The first step to solve these problems was taken in 1995, when municipalities and local offices of the sport supreme authority came into agreement, so the latter could gain more responsibility. I would conclude that it did not result in a real and clear decentralised system. Previously, there was a theoretical hierarchy between sport federations, associations, the National Olympic Committee and also the Sport Authority (Bakonyi, 2004, p. 66). In 1989 with the law on associations, the state and other central interventions, like the Sport Supreme Authority, had gradually withdrawn from this area, thus they became de jure independent (Act II, 1989, on page: <http://www.c3.hu/~civital/89EVI2.htm>).

However, among those circumstances, like being underfinanced, those sport associations had to lobby the state, thus their independence had been insulted, and so a similar support-system continued, like in the times in the centralised system (Fekete, 1991, p. 30). According to Hungarian sport historians, and also Mr Rezső Gallov, sport associations preferred the system in socialism, since at that time it was more secure to operate and maybe develop any kind of sport related intentions. Furthermore, according to our Olympic results and great success at the Olympic Games (already from the beginning, (the results in Rome 1960, or Helsinki 1952), associations and clubs wanted to maintain this level of success at whatever price, so during 1992 they strengthened their lobbying toward the state, aiming at a slower process of elimination of the centralised system. (Bakonyi, 2009, p.43) So the relationship with, or better the dependence on the Sport Supreme Authority of State was maintained long after the change in the political and social system.

Beside financial issues and their powerful status, there were several external reasons for neglecting those strategic branches of the society. The country was in financial crisis, which had been reproduced and partly inherited from the previous system. In this situation people could not spend money for their healthcare or cultural needs, instead of

sport. On the other hand, owing to the long lasting hegemony of high level sport, people did not even have a need for every day sport activity, and they were fed up with the verbal, but not effective support of sport for all (Földesiné, 2010, p. 266). Unfavourably, I believe that beside the obvious effects, generations grew up without any experience in sport, thus they didn't possess the important skills acquired through physical activity and didn't know how to live a healthy life, so they were more exposed to diseases and other illnesses. And it was not only true for one generation. It had a ripple effect on future generations as well. Surely, it is a long process, but has negative effects in almost every bits of the sport sphere. If people are not exposed to sport, they won't even watch it, let alone practice it, thus there won't be a natural demand for spectating professional and high level sport, and those sports will not be able to survive only by relying exclusively on sponsors or other private funds and the government, which (as we know) did not feel any responsibility for sport after the political transition. So even if their standard of living would improve, there won't be a need for physical activity, thus authorities won't have to lobby or support sport. If a sportsman reads these sentences, he or she might consider this process as a disaster for the whole society.

Civil side

By investigating sport from the point of view of anthropology, one could ask whether sport is a public duty or task that has to involve other, private organisations to fulfil those duties, or not. Sport has to comprise a considerable part in public services, but it is also a voluntary activity, thus the presence of civil or private sphere is also needed (Bukta, 2011, p. 73). Then why could it operate successfully under state patronage? I think it depends on the environment of sport. In socialism, there was a totally different economic and political situation, the civil side did not have to be involved, and government did not have to rely on it. In the current circumstances resulting from the system change, sport should not be counted exclusively on the civil sphere. The civil society, as third sector, involves the most important sport organisations (Földesiné – Dóczy T., 2011, p. 55).

Federations and other sport organisations

The relationship between the existing sport organisations had been changed as follows by the Sport Act of 1991. A partnership had been established between the Supreme

Authority of Sport and the NOC, the Federation of the National Sport Associations and other Sport Organisations for School, - and University sport, or the Association of Sport as a Leisure Activity (www.fsz.bme.hu/mtsz/torveny/sport.htm). On the other hand, there was not a managing organisation with the function of harmonizing their operation, coordinating their tasks and fields of responsibilities. This step would have resulted in a well-running system without bureaucratic overlaps and ineffective functionalities. I think with the new sport Act of 2012 this was solved by the change in the role of the Hungarian Olympic Committee.

By the law, adopted in 1996, a leading body, the Hungarian Sport Council had been established, thus the above mentioned “missing”, but crucial functions could have been fulfilled. The Sport Council was composed of official professionals in sport sciences. Its task was to assist the state regarding sport issues at a social level by harmonizing and controlling those duties for the sake of strengthening the social character of sport administration (Act 1996. LXIV on sport in: Magyar Közlöny 1996. évi 76. és 100.). For instance, taking the financial liabilities, it had to take part in elaborating plans on the distribution of state budget for sport organisations. As a Council, composed of vocationally well qualified members, it had a capacity to describe the most effective principles on that and after to control and give feedback on the operation and the results (Frenkl, 1997, p. 5). To develop sport, we need strong programs with clear purposes, said Mr. Gallov. In this case Sport Council had to make proposals and take part in completion of them. After realising these activities and programs, it formed opinions about the drafts of state measurements. Furthermore, it had a right to initiate these decisions as well (Frenkl, 1997, p. 6). With the same measurement, the Hungarian Olympic Committee was reorganised as a public body, which is also a step toward the establishment of an efficient sport structure, where every member has its own field of responsibility (Gallov, 2005a, p. 14).

Federations became autonomous after 1989, so an understandable demand for private control was expressed by relevant persons. Theoretically, sport as a social subsystem, should have a well-separated organisation system and activity, but on the contrary, this demand could not have been enforced at that time (Kolláth, 1997, p.26.). There were several initiatives in the past two decades to transform federations to public bodies,

because there was a need for a civil partner, which is the most homogenous representative of the heterogenic sport sphere, since the preliminary task of these bodies was to dispense state supports, aimed at this field. So, according to the first Sport Act in 1996, federations were obliged to be transformed into public bodies, (Földesiné, 1993, p. 18). Beside this measurement, the act instructed NOPES to supervise and control the activity of these federations, because the area of sport is specific, thus it should not fall under the same long-lasting state administration procedure, like other, more known areas in state administration (Bukta, 2000, p.18).

With the same law (1996), beside the Hungarian Olympic Committee, three new public bodies, as corporate bodies of sport were established. These organisations were comprised of mass sport, non-competitive sports and sport for disabled people. The operation of them in practice involved many difficulties arising from the divergent fields of responsibility and the fact, that their affiliated organisations could not cooperate and find common aims. There were many overlaps and duplicated fields of responsibility as we have seen previously in case of sport organisations or local directorships. As a result, these bodies were only representatives and did not function effectively and so did not contribute to the promotion of any spheres of Hungarian sport (Földesiné, 2006, p. 32).

Diplomacy – International Relationships

Hungary had always had a strong diplomatic presence in the history of the Olympic Movement. I considered the question of how it changed, and whether it could sustain its role and importance in the period of economic and political “mess” as an important question. Obviously diplomacy is a great tool for communication, even for misleading the public, and when new trends occurred in this field, sport gained new responsibilities and tasks, but its importance did not reduce its value.

Diplomacy had always some independence, even in the totalitarian era, and it did not have to follow the instructions of the party (Elbert, 2003, p. 29). Why? Sport successes are nationalist results, so Hungary did everything possible to spectacularly defeat the Soviet Union at an international level and in case of a sudden or unexpected defeat, the country could say that we had to surrender because of political force. Hungarian sport was different from that in other ex-socialist countries, since the accomplishments of the

revolution in 1956, the country could easily open to the West (Takács, 1987, p.175). It meant that Hungary had strong sport relationships with western countries, and it had several political relations as well, and by an effective diplomatic presence, these relationships could be maintained for longer term (Földesiné, 1996, p. 88). As a result Hungary could have an access to the great supply of the products of the capitalist countries, which was advantageous regarding sport competitions with other eastern countries. That is why these relationships had a preliminary importance among the tasks of the Hungarian sport diplomacy, by taking into account the burdens in the process of independence.

Beside national political reasons, sport diplomacy is useful in foreign affairs. In the years of the socialist community, international sport successes were the measurements of the maturity of the political system, as it was officially stated. Later it fell to the background, and it remained as a symbol of the prestige. That is why in the field of foreign affairs continuity is so important. Objectives and so the directions of international relationships were always differing due to political and economic changes, for instance, the introduction of the new political system and other international tendencies. The new government did not find the support of Third World as its responsibilities, explained by the decreasing resources (Földesiné, 1996, p. 45). In my opinion, one of the most important targets of foreign affairs was to join the European Union. So Hungary tried to establish and maintain good relationships both with Western developed countries, but also with the communist ones, like China or Cuba. After the change, beside these foreign affairs, domestic political aims such as strengthening national identity gained importance as well, serving as an ideological basis for the absolute priority of Olympic preparation (A testnevelés és sport megújításának koncepciója, 1992, p.3).

Another tradition that still exists is the emphasis on the establishment of sport relationships, because by that, political ones could also be improved, together with new diplomatic relationships. According to this, I would stress two sport diplomatic successes from the past, one before and one after the transition. In the 80's Hungary contributed to an important establishment of diplomatic relations between the Korean Republic and Israel. In the beginning of the 90's, by organising several common events

(basketball competition and training for sport scientists) with Albania, the two countries made the first steps towards political cooperation.

Mobility was the privilege of Hungarian sportspeople before 1989, but foreign athletes or managers were not allowed to enter the country owing to ideological and economic reasons. After the transition to democracy, Hungarian sport became more open. It was not so in case of sport diplomats. There was no change in 1989, since it was a well-operating field, which could transcend political ideology. By the end of the two-pole world, successor states could come into existence, resulting in a competitive environment, so Hungarian sport diplomacy became stronger. I would prove it with our presence on the platform of international sport diplomacy, by mentioning the name of the ex-President of Hungary, Pal Schmitt, who was the vice-president of the IOC from 1995 to 1999), and Tamás Aján, President of International Weightlifting Federation and Honorary Member of the IOC.

The 21st Century Legacies, Outcomes and Starting Points

Introduction

There is a question whether the events of the late '80s and '90s were a process of revolution, or reform, or both simultaneously. The socialist countries have chosen the most direct path to bring about transformation (Földesiné-Dóczi, 2011, p. 39). New interest groups, whether from the previous system, possessing a political, economic and social capital, gained under socialism, or new “elites” came to the foreground. Pragmatism ruled. Law enforcement was insignificant, business ethics were at low level (Kolláth, 2006, p. 10-11). The attitude of striving for benefits, to be paid after the level of success, squeezed out the principle of fair play. Owing to the rapid and unregulated privatisation, companies, assets of state and other corporates had been disappeared, corruption and economic crime started to spread on a large scale. The realm of sport did not avoid it either (Sárközy, 2009, p.24). On the other side, there were several possibilities owing to the new legal and management system. There was a possibility to develop enterprises, which can bring businesses into sport, and so expand private services as well (Soproni, 1993, p.50). Obviously, in order to reach this stage, several conditions have to be realized. Before the last Sport Act in 2012, there was a huge

deficiency in a comprehensive strategy that would take into consideration the conditions inside and outside of the country. In practice, state reorganised its functions and structure from the top level, which cannot be a result of an organic development.

According to this, it is not a surprise that Hungarian sport is said to be a loser in the transition both economically and politically. Its devaluation might have been the effect of state evolution. The post-transitional period in sport can be characterised by strong political influence, re-centralisation and paternalism (Földesiné – Dóczi T, 2011, p. 50). During the 20 years, three Acts on sport and several amendments on them were issued and the highest sport authority's organisation was restructured eight times as well (Földesiné – Dóczi T., 2011, p.53.). The guiding principles of sport politics were basically positive but the realization of the declared sport political purposes in all periods were poor. For today, sport became the only one social subsystem without comprehensive reforms, legal and economic framework. The old, nationalized, hand-governed system had vanished, but a new, well-founded and considered one which adopts European trends has not been established (Bakonyi, 2009, p.44). The over-emphasised basis approach does not contribute to the presence of the correct and real competition and equal, unbiased standards.

After long debates a National Sport Strategy was accepted by the Hungarian Parliament in 2007. It seeks for the best solutions for the deficiencies, arising from the wrongly executed transition, but also it has some major failures as well (Sárközy, 2010b, p.24).

Legal and strategic attempts

By taking into consideration the above stated facts, it became a central question of sport lawyers, whether is it useful to fill in the gap of sport budget in a decentralised way. (Bakonyi, 2004, p. 50) The sport management system had to adopt new conditions, thus after the transition period and owing to the need for a stable institutional background, the sport Act of 2004 and the National Sport Strategy in 2007 set up a new institutional system. As we have seen, the Sport Act in 1996 had launched at least two different organisations for one given task, in order to solve the presiding operational problems. In the beginning of the 20th century, there were five civil bodies of sport and two public funds. This situation resulted in fights for prestige, weakness in interest enforcement in the Hungarian sport life, and an almost totally non-transparent financial system

(Sárközy, 2010, p.57). It is also not negligible, that the operational costs of that time were on average almost double of those ones in Western European countries (Berkes, 2005, p.79). This fact refers to the divided characteristic of the public organisational system, which was to be solved by the National Sport Strategy in 2007, emphasising the unification, or cleaning of the profile of those public bodies. By examining the relation of the state and those civil bodies, unfortunately, we have to agree with the statement that the transition did not happen in sport field till 2011(Bukta, 2011, p. 67). It means this is one of the most difficult areas, for the new sport strategy and system to bring about relevant changes. For these civil bodies, the easiest way to get financial support is to increase the number of young athletes they nurture. From the side of the government, there is a stable constraint against placing sport organisations into a given, artificial system, hindering their process of self-organisation (Bakonyi, 2004, p.175). In this case, the role of the state is still not clear, and sport system can be considered as a captive of the past.

Summary of Sport Legislation regarding sport organisations

After 1989, owing to the opportunity of free association, there were always three determinant structures: clubs, federations and leading public bodies (Bukta, 2000, p.15-16). Actors had been changed according to the Sport Acts in 1996, 2000 and 2004. Up until 1996 there was a central sport Authority with its decentralised offices. With the implementation of the Sport Act in 2000 a new process of decentralisation could be observed. The majority of state support was distributed on a decentralised basis by the Hungarian Olympic Committee and the National Federations that were composed together as public authorities on sport (Sárközy, 2010, p.223-228). It meant that the financial safety of competitive sport was ensured by National Federations, and by restricting the opportunities of the mostly state-owned companies in supporting sport, the autonomous, civil characteristic of sport could be put into the foreground. This situation had been changed in 2002 by the establishment of the Ministry of Youth and Sport (GYISM, OM, 2002, p. 22). State intervention had been increased again, and National Federations had been transformed to Specialised Authorities on Sport with less autonomy. The new Ministry as a real sectorial sport authority was made to fulfil the prestige- interests of elite athletes, and sport experts, but was not really sufficient for sport managerial purposes. It was expected to elaborate a national sport standard with a

comprehensive financial system in sport. These tasks were almost unattainable without additional resources from state budget (Sárközy, 2010, p.254). As a first step, the government terminated the excessive rights of the Ministry, thus the sport system started to be more simple and transparent with decreased number of administrative overlaps. The Act also stated that each public duty has to be fulfilled by a single constitutional legal entity (Sárközy, 2010, p.245).

However, these were the first steps toward the implementation of an effective, democratised, but centrally controlled sport system; the above mentioned measurements did not answer the problem of financial insecurity and the difficult and over-sized sport management system. According to Mr. Sárközy, by considering exclusively the legal background of sport, a statute, which set forth the broad objectives should be enacted, which will serve as a basis to implement long term sport policy.

On the sport field

In the last two decades limited sports budget was accompanied by the preferred situation of the highly successful (already from the 1970's) traditional sports in Hungary (Jády, 2010, p. 17). Unfortunately these sports were not popular internationally (Földesiné, 1996, p. 184). It seemed to be a very difficult aim to preserve the high status of Hungarian elite sport in world sport and to promote the regular participation in sport of the Hungarian society (Sport XXI National Sport Strategy, 2007, p. 96). Why? Team sports, for instance water polo, are considered to be sponsor-sensitive; other individual traditionally successful sports are unpopular, like wrestling, which might be taken out from the Olympic Games. So now, before defining the aims of our sport policy, a well based program is needed, without disturbing the principles of democracy in sports. In order to execute and monitor these plans, some kind of centralisation of sport governance seems to be useful, which theoretically should not influence the principles of democracy. Democracy in sport movement has been wrongly understood as total decentralisation. Even today, sport organisations are competing mutually, and because of the lack of sources they need for their activities, it is complicated to find common approaches to state administration. Due to the inadequate democratic transition in sport, it was not an accepted custom that each club and federation has their own program and strategy; however, as we will see it will be needed according to the new sport Act.

Demand for sport

Owing to the social and economic processes in the years after the transition period, demand for spectator and leisure sport market had fallen in many aspects (Berkes, 2005, p. 88). These reasons were for instance the decreasing amount of available free time and salary, cultural attitudes, the purpose of spending free time and the varieties of the supply. During this period, the majority of the society had to face a considerable fall in their real- incomes, thus due to the transition to a market economy; most of the people could not afford any kind of sport or leisure activity (Laki, 1998, p. 178). On one hand, it entails a decrease in the chances to reach great and traditional successes, but it also serves also as a burden for development in quantity.

Obviously, among these circumstances, solvent demand for sport services could not increase. This is one of the reasons why, even nowadays the proportion of those who can do sports regularly compared to the other European countries is so low, in fact Hungary falls in the mid-range within Middle Eastern countries. (Felmérés az európaiak szokásairól, 2003, <http://www.euvonal.hu/index.php?op=magazin&id=219>. To sum it up, the capitalisation of sport had only marginal effects, the transition could not be completed entirely, and most of the researchers and sport leaders consider this process as a process of degradation instead of transition and capitalisation.

Supply in Sport

In this dimension, the most important is the quality of sport facilities and related services. As the previous system with the emphasised role of the basis institutions had been practically eliminated, most of the sport facilities fell under the management of the local authorities or the clubs itself (Lang, 2000, p. 35). These actors were not in a situation to support, maintain and operate those facilities, due to the economic situation of the country at that time, and also the above mentioned (heading: New resources ≈ Stakeholders) reasons regarding business policies and interests. Almost everything had been privatised, and in this new structure of ownership that had been built up, opportunities and conditions for doing sport and physical activity, regardless its level, was not obvious, and easily available (Frenkl – Gallov, 2002, p. 34). Those, who could still afford leisure sport activity, started to look for opportunities for pursuing leisure

sport activities abroad. In the case of competitive sport, with the involvement of different private sponsors and due to the fact, that professional athletes had to have their own businesses and jobs in order to develop their sport carrier (Nagy, 2005, p. 3-4). This meant they did not have anything, which would have hindered them to continue their (sport) carrier and private live abroad.

Ideas, plans to overcome those heritages

Based on the conditions resulted from our history and activities in the last 20-30 years, it can be concluded that we should not rely exclusively on external financial resources, but we should maintain the already existing structure, or functional mechanism, and it has to be amended. Finances also need to be reorganized in an efficient way in order to raise the adaptability of this heterogenic sphere (Kynsburg, 2011, in: Hungarian Sport Science Booklets III., p. 145). In the sport development plan of 2007, the main solutions for these problems were stated under 12 points. It highlighted those areas and responsible actors, whose participation is crucial, but conditions and opportunities provided centrally are not eligible to motivate and maintain their activity for long term. After reading the sport development plan for the period of 2007-2013, I have concluded that the whole system does not have to be rebuilt; it just has to be amended with a long term strategy of each prospective sport and with the clear declaration of the fields of responsibility of every actor within the process of development. Due to the characteristics of a given area, like leisure, recreational, competitive, elite sport, or non-Olympic and Olympic sports, different focal points in roles and responsibilities have to be stated.

In the producing sector, small and middle- sized businesses interested in using sport to expand their business services could use the know-how produced by the high quality sport universities. Even if there is a high level of business interest; a strong professional support is unavoidable in order to utilize the controlling environment, and although sport organisations are not purely non-profit organisations, they can be involved in the competitive sector as well (Kynsburg, 2011, in: Hungarian Sport Science Booklets III., p. 146). So it is unavoidable to determine the responsibilities of the involved actors both legally and economically regarding the ownership and financing issues and the support system. Within that, by adopting a modern mechanism, every stakeholder, like private

companies, clubs, funds and the central budget have to be assigned by the most suitable role.

Current economic background of sport

Nowadays, every sphere of our live is determined by our financial position and economic circumstances. There are various ideas, plans, and strategies to utilize the given resources, which have to be continuously monitored according to the trends of the economy and the market. As opposed to the past, central resources are limited. In order to develop sport and extend the number of participants in it, the financial structure has to be transformed. Due to the civil characteristic of sport sphere, this expansion is strongly dependent on the increased responsibilities of the business sector and the society (Berkes, 2005, p.83). Economic indexes and conditions, like the output of regional industrial branches, and their demand for the factors of production and for other goods, the incomes and costs of the government, the level of capital stock and investments, tendency in external deficit, labour market and regional migration, international trade, consumption of the households, prices, etc, have a great effect on sport market and on economy of sport, thus sport policy has to deal with them, and update its measurements according to their changes and tendencies (Frenkl-Gallo, 2002, p. 13).

Hungary has made the transition from a centrally planned market to a market economy, with a per capita income nearly two-thirds that of the EU-27 average. The private sector accounts for more than 80% of GDP. Foreign ownership of and investment in Hungarian firms are widespread, with cumulative foreign direct investment worth more than \$70 billion (Losoncz, 2004, p. 31). In late 2008, Hungary's impending inability to service its short-term debt - brought on by the global financial crisis - led Budapest to obtain an IMF/EU/World Bank-arranged financial assistance package worth over \$25 billion (http://www.mnb.hu/A_jegybank/eu/hitelmegallapodas). The global economic downturn, declining exports, and low domestic consumption and fixed asset accumulation, dampened by government austerity measures, resulted in an economic contraction of 6.8% in 2009. In 2010 the new government implemented a number of changes including cutting business and personal income taxes, but imposed "crisis taxes" on financial institutions, energy and telecom companies, and retailers. Since

joining the EU in 2004, Hungary has been subject to the European Commission's Excessive Deficit Procedure; Brussels has requested that the government outline measures to sustainably reduce the budget deficit to fewer than 3% of GDP. On-going economic weakness in Western Europe as well as lack of domestic investment and demand caused a GDP to fall 1.7% in 2012. Unemployment remained high, at more than 10.6% (<https://www.cia.gov/library/publications/the-world-factbook/geos/hu.html>).

Business-based operation of the most prospective sports

Businesses and representatives of the private sector always consider many different factors of a given economy, which can determine the success and sustainability of their mission. These are, for instance, the size and power of the national economy, the strategies of the sport organisations that run the sport clubs, number of athletes that have been sent abroad and of course the supply (Nemes, 2002, p.39).

The well supported and structured supply system for youth is one of the most important requirements of those investors (Ábrahám, 2006, p.212). Unfortunately, the development and sustainment of the supply system has a high rate of return and high level of risk, thus it cannot be expected from rational thinking investors. According to a development plan of the various prospective sports, interests of the main actors can be clarified, and investors can decide more easily, without incurring higher risk on their target "sport markets".

Surely, the big sport traditions like women's handball and men's water polo have a better and higher reputation in the bigger European or American markets, thus it is easier to be in the forefront at international level, and have strong positive effects on the society; but on the other hand, these sports needs reasonable investments. (Sterbenz-Gulyás, 2013, In: Hungarian Sport Science Booklets IX. p. 20-21) I think, according to the current economic situation in middle and Eastern Europe, it would be profitable to strengthen and rebuild the leagues of the past in the framework of a semi-professional system.

Business interest in elite and competitive sport in Hungary is seasonal. Elite sports, like the most successful ones in the Olympic Games: fencing, can count only on limited private support, mainly before, after and during the Olympic Games. In this case, there

are two possibilities. One is to focus on the elite social strata, or involve a reasonable central state support, like in case of kayak-canoe, sport shooting or wrestling and so on. There is not enough interest in such non-Olympic sports, like korfbal, or orienteering, since these sports cannot operate on a business basis, thus players and participants mostly finance their training and sport career themselves at an amateur level. Neither the private sector nor the state is interested in investing in them, since these sports do not have a recreational nature (Földesiné, 1996, p. 184-188).

If spectator sports are pursued as a recreational, leisure sport, they can attain more participants. These sports are, for instance, football, handball, and basketball. Purely recreational sports like Nordic walking, running, squash, etc., are able to sustain the non-profit associations, and also the profit-oriented businesses. These organisations do not expect financial support from the state, only non-financial help to maintain the facilities, and provide young people with high quality education, which is its responsibility in other aspects as well, thus it is not an extra duty. Other recreational, or other unique sports pursued by a very low number of people, without a significant potential for development, and traditional sports are in a difficult situation. Furthermore, if they will not be integrated into the national sports culture, they will have no chance for survival, due to the low level of the interest of the private sector and also to the limited resources from the state. In this case, beside the existence of non-profit organisations with a high level marketing strategy and reputation, companies, which are able to locate themselves advantageously on the sport market, are also important. (Berkes, 2005, p. 78) Otherwise, these kinds of sports will not be able to exist anymore, which is not a problem regarding the quality of Olympic successes but it is a serious problem regarding the development of the society. In my opinion, indirect support, for instance through beneficial measurements in the tax system, should still be expected from the state.

We can see that in the case of leisure, recreational, and amateur competitive sport, a social optimum has to be reached by the involvement of wider strata of the society. Furthermore, every sector in sport, state resources have to be (re)distributed in a way that after receiving supports from other sources, like private sector, the balance has to be sustained at a socially optimal level.

The anticipated role of the state

In order to stabilize the sport system, the main focus should be put on the definition on the role of the state, while avoiding too strong political influence. Without some level of state leadership as an organising principle, socialization of sport will be a new, considerable burden. Generally, in a market economy, the state contributes to the development of sport through its economic policy, thus ensures the private sphere with an appropriate framework on the effective allocation of its resources, furthermore on its capital intensive investments (Vácz, 2010b, p. 8). Channels are the central budget, local and regional authorities, income from taxes on gambling, but the use of them can be rarely monitored, which is a great challenge for the new sport system. According to these methods, the most important features are transparency, subsidiarity and objective orientation, especially in case of finances to be spent on maintenance, or construction of sport facilities, and their ownership issues. Originally, state resources are not aimed at the operation of the sport sphere, but at the solution of the given market failures. This failure could be the socially insufficient stock, produced by the sport sphere, due to the wrongly, or over controlled market (Földesiné-Dóczi T., 2011, p. 55). The solution, to be expected from the state is to counter-balance these social inequalities. It is true that in socialism, there was a total equality, which entailed a higher productivity in sport sphere under stronger state intervention, or better, patronage. It is a good practice, but during the socialist era, state emphasised only the quantity regardless the quality of these products. Now, when education gained better autonomy, professionals, sports scientists can contribute to the improvement of the quality as well, but the role of the state should be sustained further, especially regarding the maintenance and operation of the facilities. In order to make sport associations to finance themselves autonomously, this kind of state intervention is inevitable. Private capital is not eligible to build up such a network, owing to the low rate of return and the low level of proceeds that result in the high level of costs. By examining the levels and features of state intervention I have distinguished three main types, or principles of state influence on sport.

A. In a democratic and civil state, sport should not be led exclusively by state - liberalism

The main actors are the autonomous civil sport organisations and federations; the state has only a subsidiary role according to this point of view. Sport cannot be a political tool of the leading party and so the society itself has to have its own strategy on sport. The role of the state is to promote and support the national sport movement, control the allocation of financial support for sport; furthermore it has to ensure advantageous market conditions not only in sport sphere, but in the whole economy.

B. State intervention on the basis of a centralised sport system is crucial.

This view is based on the political ideology of conservatisms, which demands to legitimise the status quo and protect from democratic needs. Individual public bodies should not be accepted and the performance of national teams in international sport is defined as an important indicator of a successful sport policy. By legislation on the structure and mandate of the sport movement, intervention can be brought about. In the interventionist model constitutional terms of reference are existing rather providing a right to sport and physical activity (Jády, 2010, p. 43).

C. Reformism

As it was in the past, successful international participation is an integrated part of the internal affairs and national sport culture, thus it should be the responsibility of the state. In order to fulfil these tasks, the share of the central state budget for sport aims has to be determined together with the conditions on taxation and redistribution of incomes from sport betting (Hylton, 2002, p.124). Furthermore, even though the state has a great responsibility, its presence has to be minimalized and it has to be a Supreme Sport Authority that allocates those tasks, and execute those directions stipulated at state level. So the state conception of sport can partly be reintroduced, but in a different phraseology than that one during socialist system.

The role of the given leading public body / bodies

Regardless of how we call them, there should be a limited number of civil or public bodies with the following mission. These organisations should be considered as

governmental leading bodies, with a leading role and high responsibility. This could give the right to the realm of sport to participate indirectly in decision making, or in preparation for law making procedures, since the relationship is closer between a public body and the direct representative of sports than those with the given State Office. (Bakonyi, 2009, p.42) NGOs, like HOC have to fulfil those tasks that had belonged to the Ministry of Sports. This kind of operation is less effective, since governmental bodies' relationship to sport organisations and federations is more difficult and cannot work well on a daily basis. So, these NGOs are the links between the government and the federations, and those organisations, where sport is practically executed. Of course, sport has to be supervised by the government. This task can be executed by an appointed Minister or a smaller Governmental Office. This could ensure the legal stability of the sport system, and give more independent for federations and clubs. The main role of the leading civil body or bodies would be to control legality in allocating state funds. The forefront of competitive sport has to be led by the biggest NGO, for instance the HOC, beside Hungarian Sport Federation, Sport Federation of Youth and Students, and other relevant organisations (Hungarian Sport Science Booklets, III., p. 143-144). All of them have to have an autonomous program, and all of the responsibilities have to be stipulated in the New Sport Act.

The role of the private sector

Sport, as the integrated part of the economy, can count on many resources from different sectors. First, I would mention the households, who finance sport or their sport activity mainly by themselves. In this case, voluntary services are very important, thus the education of young generation is one of the most important investment of the state, in order to sustain this self-financing sector for long term. Support of youth sport has advantageous effects on the success of competitive, professional, elite sport, and also on the development of sport for adults (Ábrahám, 2006, p. 211). By focusing on the public as stakeholder, spectator sports will have a stable income for long term.

Resources from the private sector can be realized through supporting sport activity of workers/employers of the given company, as it was in the past. Now, as the importance of private businesses or enterprises has been raised according to the change in the economic environment, it can be possible and useful to deduct the different kinds of

sport supports from the profit tax of the companies. Furthermore, these businesses are potential sponsors, but they have different profiles and fields of activity, thus a so-called sponsorship package and a good relationship with the media would be also effective. If we think about the strong need for the employment of sportspeople, and athletes, a half-professional system with the opportunity to provide them with a part time job can also serve as a boost for sport in the country.

Allocation

The most important questions in case of sport finance are the following. By redistribution and allocation of resources the main angle should be to mitigate the current disadvantageous effects of the environment, furthermore different destinations and purposes have to be well separated. Regarding state allocation of the central budget, a single demand system is required. The multi-channel financing system was certainly a hinder and was not effective and legitimate, and so it did not serve real sport aims (Sport XXI 2007, p. 14). The question would be whether only a new conception and reorganisation of the multi-channel system can be adequate, or the only possible solution is the establishment of a single-channel system. Arguments were differing in this case.

For so long, sport was financed through a single-channel system, through which government could lead the sport sphere. By following the modern trends in sport management, multi-channel financing and activity based support system should replace the outdated organisational support system. A plural sport system has to operate on a social basis with autonomous responsibility in the state administration, founded under the rule of law and within the framework of market economy. Since the tendencies of the world are moving in this direction, sport should also improve in this way, said the famous Hungarian lawyer, specialised on constitution, György Kolláth Dr. He also believes, that the previous sport financing system, which could support thousands and thousands athletes and their “circle”, was totally unaffordable after 1989. Even so the state-owned big companies have been remained as “generous patrons” (Kolláth, 2006, p.10-12).

Priorities

The above discussed stakeholders should have their own priorities by defining their strategy for supporting and managing sport. Today, since the sport market is down, the state has to give a boost on the sport economy, and after that sport enterprises will discover the business opportunities in sport, which is a strong public interest. Each market actors is interested, since by the establishment and development of sport market, the purpose of state, namely to satisfy the needs of its citizens, will be attained.

Destinations of state support have to be defined by the state itself or by one of its offices. Sectors like school sport, university and high school sport, leisure sport, elite and competitive sport and sport enterprises are all priorities, but in different proportion. The new sport Act in 2012 stipulates the stakeholders and the means of financial supports in these areas. It is sure, that these priorities will be changed according to the expected development. In the case of leisure sport, facilities have to be assessable and maintained, or in case of school sport, obligations have to be given to municipalities, as supporters. Regarding elite and competitive sport, international relationships and cooperation are needed, where the successful and well-known Hungarian sport diplomacy has a crucial role. After this stage, facilities will be built up, and their maintenance can be put at the disposal of the strengthened sport clubs and federations, thus they can gain extra money for operation from the payments of those who use the facilities for leisure activity and from other private business to be run by using the given facility, and so on.

In the first place among the priorities of the state is youth sport, and those sport clubs, which are less competitive compared to those that are more popular, like ball games, thus, they are able to pay good money for their athletes from sponsor's money. To make these responsibilities more clear, I would like to add that elite athletes are only 1 % of the total number of all the Hungarian athletes. (Kolláth, 2006, p. 11) After the transition period, highly competitive sport has been fallen into a crisis as well; however it can be still used for raising the country's image, owing to exemplary attitude of competitive and elite sport. Thus private or business capital will consider these sports as a good tool in their marketing strategy (Bakonyi, 2009, p.44). According to this, the preliminary

mentioned duty of the state will be strengthened, thus the role of the state will be to support those less popular sports with less private support.

State funds have to be realized in mass sport and in the country's successful competitive sport as well, but with the involvement of private funds. Sport for All must be an integrated part of the future, in relation with health, education, and socialization. (Hylton, 2002, p.122) In order to systematically promote physical activity, sport organisations are in need of the full support of local, regional, and national public authorities. But to reach this stage the target profile of sport clubs with the focus on elite and competitive sport or recreational leisure sport activities has to be specified.

Another area, which is also less utilised in Hungary, is tourism. We all know about the traditional and very popular New York Marathon. These kinds of events in Hungary are usually organised by one or two bigger multinational companies, which cannot be a guarantee to the periodic and stable continuance of them, since they have different interests than the state, regarding the effects of those sport events. In sport, the improvement of tourism sector is a very important side effect of the big international sport successes, also for the international sport events to be hosted in Hungary. Furthermore, media or infrastructure is also underutilised fields.

As I mentioned education of youth is crucial and needs a well-built framework, furthermore the content should be amended according to the long term purposes of the country with sport and its sciences and everything sport might be connected with. And so the quality of human resources can be ensured for long term, thus at a comprehensive scale, sport will be managed successfully. I would emphasise the relationship between educational institutions and different businesses that have common aims and so, well-running sport enterprises will be established with a mission to develop and support sport, because they will gain a great profit from sport. According to this process, the interest in lifelong learning will be also raised, thus the quality of life will be increased in a long term, which will have positive effects on health care, cultural and societal issues and so on.

A Sport development program is part of the economic competitiveness program, since in this relation it seeks different opportunities to find relationships and fields of

cooperation between business entities and sport, which takes sport in an advantageous situation in the long term. However, one of the main outcomes of the transition at international level was to join the Sport Committee of the Council of Europe, direct financial resources are not provided from the European Union, thus other, indirect opportunities have to be stated in the strategy. In the Development Plan for 2007-2020, it is an emphasised aim to adapt sport strategy to the overall development plan of the country. Furthermore, it set forth, that regions will have a strengthened role in this program (Sport XXI. Nemzeti Stratégia 2007-2020 (2007): ÖTM, Sport Szakállamtitkárság, Budapest, p. 11).

International examples for the structure of sport management

In some Mediterranean countries, like Spain, Greece and Portugal, the operation and management of sport is entirely controlled and regulated by the state. This example resembles the most the Hungarian practice before transition. The other point is the great autonomy of sport organisations, ensured by law, like it is in Germany or Italy (Jády, 2010, p. 42). None of these countries had to face communist regimes and Russian occupation. I would say, countries where independence of sport organisations is more important are mostly liberalist countries, where corruption is at lower level, and investors are willing to pay their money to sport, owing to the secure legal and economic system. The previously mentioned countries are/have been also in a deep economic and social crisis from 2008 till nowadays, and have similar economic situation like in Hungary. Here, however, it was not forced in the past, governmental intervention and support is vital for the survival of sport associations, or clubs, and of sport in general.

As in the level of development, and globalisation, eastern and western, Mediterranean and the continental countries have major differences in sport management and policy practices as well. The level of independency of sport organisations, and the level of influence of the state are floating on a large scale. The ideal managerial structure of sport, involves a little bit from all of these practices, and finds the balance between the utmost points. Political leadership has to be somehow “sport-addicted”, otherwise, the sustainable development of sport will not be guaranteed. People, I talked to about my thesis were saying that the new sport system of Hungary is something between the well-

developed, western practices, having many common points with their solutions, and the practices of those countries that prefer stronger state influence and give to their sport organisations less independency.

The Hungarian Sport Act of 2012

Facts, preceding the enactment of the Hungarian Sport Act in 2012

Hungary had a relative big failure at the Olympic Games in Beijing, which entailed an increasingly worse humour in Hungarian sports circles. There were some statements that Hungary is not a sport power anymore. It was also said that Hungary is not able to adapt its sport system to the developed civil democratic features, and to attain such big sport successes as 56 years before (Jády, 2010, p. 72.). It became a big question again, whether the countries with governmentally managed, dictator sport systems like China, or South Korea, can reach higher sport results, than the democratic. I think that is why there are some people who might regret the socialist system. But still, even if sport was in an advanced situation in that time, we should not return politically and economically to the practices, that prevailed in the socialist era.

Of course, sport scientists and journalists always try to predict the number of Olympic medals before each Game by considering the possible competitors, the psychological and physical condition of our athletes, the human resources, and the structure and financial model in sport, compared to the ones in the most important competitor countries. For Beijing, estimations were showing 5-6 medals. Results are dependent on thousands and thousands factors, thus it is never easy to predict the number of gold medals. The results in Beijing gave us a strong feedback, even if there were still many people, who said, we were able to achieve more, than in Beijing, and it was a question of luck and psyche and other unexpected reasons. Anyway, it was sure that the infrastructure of Hungarian sport was well under that of the first 20 countries (<http://nol.hu/velemenylap-20081003-20081003-40?ref=sso>). The support had been raised in the year before the Olympic Games, but it surely could not have been a solution, and Hungarian sport was on the way to fall well behind the successful countries.

Preparatory measurements

As I have mentioned, the Official Sport Strategy was accepted and signed by the parliament in 2007. The government elaborated an action plan involving strategies on the execution of tasks and duties in sport management. So the aims and ideas had been stipulated, the only thing that was missing, was a legal framework, which is able to serve as a basis for those actions in long term. In order to enforce the program expressed in the National Sport Strategy, a conception has been issued on the transformation of the state finance system of Hungarian sport by the National Sport Council and the Hungarian Olympic Committee in 2009. They asked for cooperation of all of the National Sport Federations by analysis of the financial conditions of them. “However, the world economic crisis and its effects on the country are not favourable at all for further development of sport, we should not give up to enforce those aims, we have expressed in the National Sport Strategy”- noted the Presidents of the two organisations (Kovács T. 2010, p.11).

The big (re)turn by Act of 2012 on Sport

After the change of the government in 2010, an intention, namely to make sport a strategic sector became more and more emphasized. Thus sport conception and strategy had to be adopted according to the strategy of the government related to sport. According to those ideas, within a defined strategy including different opportunities of execution, a total socialisation of sport was ought to be brought about.

From January 2012, it was on everybody’s lips, that henceforth the Hungarian Olympic Committee as a single civil body would lead the Hungarian civil sport life; furthermore, it will get the duties of the previous civil bodies and that one of the state as well. This small headline is not sufficient enough to form any kind of critic, or draw conclusion. On the other side, it was also guessable, that some kind of centralisation has come into surface again. Due to the Sport Act of 2012, a centralisation has been adopted in sport, where state is not an “autocrat”, but one civil body, out of the previously existing five, was given with a stronger power. The new sport system contains the signs of decentralisation as well, since sport sphere is a heterogenic area, whose actors need some kind of autonomy. Up until today, this attitude is restricted to the functions of the Local Authorities, to the smaller delegated competencies of the federations, associations

and clubs, furthermore to the roles of the market operators. As I will introduce the new system of responsibilities, I will give an answer on the extent and context we can speak about centralisation, or decentralisation.

Structure of leadership

The operating features of sport federations, and sport organisations had been reasonably changed by 1st of January, 2012. Today sport became able to attain private founders, and it has common interests with the business sector as well. In 2011 Hungary still has had a strong bureaucratic sport leadership system, with a presence of the civil and business sector, but they could not operate together efficiently. The new Sport Act gave an answer on how these sectors could be interconnected again (see: Illustration I and II), and better, how the state could move towards the commissioner and entrepreneurial systems. It does not mean that state will not have an important role anymore, and Hungarian sport will be exposed to the economic influences. Due to the financial and governing situation, history and traditions of the country, the most important role of the state is to support financially the Hungarian sport, to make laws, set strategic aims, create infrastructure, develop education, boost the demand and handle market failures. The management system of the state in sport is not only aimed at serving the business sector, but also to make sport public bodies and associations stable and stronger.

HOC

“There is one big power in sport world, but now it is not the state intervening to sports, but a Sport Executive Power exists at the top of the hierarchy of the public leadership of sport.” <http://www.vg.hu/kozelet/politika/teljhatalmat-kapott-a-mob-364414>

According to the new Sport Act, the previously parallel operating five civil bodies, the National Sport Council and the two public endowment and their tasks has been put under the responsibilities and rights of the Committee. The leaders, Presidents, or representatives of the previous non-governmental organisations became vice presidents of the HOC. Again, this position is not always a guarantee for the appropriate ability to enforce interests, however it really matters who and how can influence the important decisions. These measurements on the structure and management, makes the Hungarian sport centralised, but according to the present HOC- directorship, organisational

operation, function and finance will be more transparent, which was expected for so long.

Regarding its legal status, the Committee started to lend itself to fulfil public functions, to promote the success of the civil sector; furthermore, it is able to adopt itself to the ever-changing environment flexibly. This non-profit organisation is supported by the state, and through that, the State Secretariat of Sport and of course the Hungarian sport is supported as well. This is obviously a financial constraint, and might result in a limit in its level of independency, but considering the rights and competencies of the HOC, we can see, that the organisation is generally autonomous. It determines the principles of the supports form state budget and after it allocates those finances according to them and strictly controls and monitors the use and settlement in the future. Every year, till end of June, the HOC sends a proposal to the Minister, responsible for sport, on the proportions and destinations of the central resources in accordance with the sport strategy and development conception, worked out by the sport federations. Thus the allocation of central resources is the task of the HOC, not the State Office, which means that the representatives of the amateurs have to face with greater challenge: they have to fight for a better position within the Olympic Movement. The general assembly has 240 members, 121 people are delegated by the Olympic sports, 40 represent the departments, and others are delegated by the “rest” organisations (MOB, 2012.). To ratify the charter of Corporation, the qualified majority of the Members have to voice in the affirmative, which not only strengthens the position of the Olympic section, but shows its power in Hungarian sport as well. It is also true, that it was not different in the past either. The question is: at what extend can this competitive sport-focusing sport policy enhance the participation of the whole Hungarian society in sport. The composition of the presidium shows the balance of powers. I would highlight the previous president of the fencing federation and several Olympic Champions as Members of the presidium.

According to the Sport Act in 2012, the HOC had to elaborate a strategy on the conception of the education programme of the young generation, its structure and operational plans. Another area is the management of the facilities. The most important

change having great effects on a comprehensive sphere of sport was the integration of the federation of non-Olympic sports, and the other, independent umbrella organisations in sport. They have started to operate and function under the supervision of the HOC. For instance, as sub-sections, the Hungarian Paralympic Committee, or the National Sport Association still exist in the new shell. It is also interesting and a new practice that the Hungarian Football Federation is not separated and operates distinctly anymore, but also supervised by the Committee. This method of centralisation makes Hungarian Sport System more transparent, with an efficient management, fiscal discipline, easier control, and expectable professional demand. The newly introduced reform measurements could give a hope for the opening to a successful period after a too long stagnation, uncertainty and special regression. In all instances, it gives cause for optimism that the government spend more money for sport culture than its predecessors.

The state

The State Secretary is responsible for Sport manages those state tasks, arising from the management of national sport life. Furthermore, establishes the National Information System, and arrange its operation. Regarding sport diplomacy, it operates the Sport Ambassador Programme. Beside the education and training of specialists, managers and leaders in sport, it fulfils the tasks related to the central support of the most important national sport events (<http://www.kormany.hu/hu/magyarorszag-jobban-teljesit/magyarorszag-jobban-teljesit#/hu/emberi-eroforrasok-miniszteriuma/sportert-elelos-allamtitkarsag/szervezet>).

The HOC was given with the right to decide on the important strategic and operational questions, the role of State Secretariat, responsible for Sport has been decreased, basically it has been restricted to the governmental representation of the HOC. The secretariat is responsible for sport political tasks at sectorial or departmental level. Its professionals are dealing with the professional preparation of development strategies and programmes in sport, participating in the establishment and implementation of sport management and institutional system of the state. Furthermore, the State Secretariat ensures the conditions and requirements of controlling and monitoring for operation of those institutions.

Researchers in the State Secretariat prepare those provisions of law, in connection with the territories; cooperate in modification, implementation and the development of the budget and other strategic measurements. They are responsible for operating the relationships within and outside the department, furthermore for the fulfilment of activities and tasks arising from different tenders and competitions in sport field.

The Secretary General of State directs the work of the Secretariat and the professional tasks on the operation and maintenance of the Sport Information System. Furthermore the leader of the Ministry of National Resources also has the right to make a proposal about the ownership of the Budapest Sport Arena, or other state-owned venues. The leaders of the State secretary represent the Ministry in the work of national and international governmental, non-governmental, associational, and advocacy forums, give information about the plans, decisions, and standpoint of the government in this area. Beside this, by using the tools of the media, they ensure with sufficient publicity of these information.

Civil bodies, federations in sport

These organisations, associations are the “workshops” where sporting activity takes place regardless its form, type and level. The competitive leisure sport and the amateur sport are pursued within the framework of sport clubs, but the competitive and professional sport have also organisational framework. Currently more than a thousand of sport associations are operating in Hungary (Jochá, 2005, p. 8). In this case, the declaration without any normative content of the new Sport Act is not an exaggeration, namely Hungarian sport association is the traditional fundamental unit of the Hungarian sport, a “workshop” of all the competitive sport, education of youth, and leisure sport, and mostly anything sport activity can be connected with. Due the new finance politic on sport, they have a standard and serious accounting liability. The Hungarian Olympic Committee decided on the implementation of a professionally based requirement-system regarding the terms and principles of the allocation, thus these organisations became less autonomous, and the utilisation of the financial means from the state are connected to the new conditions. The realisation of their strategy and plans, have been served as a basis of state funds is seriously supervised by the newly set up sub-committees of the HOC.

Interview I.

On 2013.03.05, Mr. Csaba Bartha, Deputy Director of the Hungarian Olympic Committee, consented to be interviewed about the new Sport System and also reflected to the critics that are quiet frequent in our today's media.

I was primarily interested in the level of centralisation, and how the elements of the previous, more decentralised system can be still found in the current sport administration system.

He said, obviously the whole governance and management of sport is said to be put into the hand of the Hungarian Olympic Committee, so most of the people conclude that it became a single channel system in the same time (Bukta, 2011, p. 70). It is sure, that the Committee has a huge responsibility on distribution, control and monitoring on the basis of its conception, but he would not consider it as a purely single channel system, since not every sphere and every actor are under the supervision of the Committee. Only the so called "normal" state support flows through the revision of the four big professional departments of the Committee. These aids are aiming at for instance the new stadium-construction projects in Budapest and in the country, the account of the federations, and other scholarship funds for young athletes and retired Olympic champions. On the contrary, The Paralympic Committee receives a fix sum of money, and the newly established Central Sport School System is also nurtured by the Ministry, since their maintaining costs are considered as "remarkable costs". Furthermore, there are not a single research on the correct share of private and civil sector in sport, so other resources are interconnected, or there are different smaller founds and businesses, which support a given club or athlete, but mainly occasionally, and not for long term on the basis of a long term contract, like multinational companies or state do.

My second question was about the presence of decentralisation. He said that it was still very vague, whether regional director offices of the HOC are established or not, but the heads of some municipalities was in active collaboration with the Committee and the Ministry as well. Before 2012 municipalities and localities had practically withdrawn themselves from the duties and other commitments of tasks in field of youth sport and mass sport. According to this, it became a preliminary aim in the new Sport Strategy to gradually involve them into local mass sport. One of the main conditions of the

effective operation of Hungarian sport system is the secured operation of the local competition- and sport employment system (student, leisure and youth sport). These tasks were had to be executed by those five umbrella institutions. Unfortunately, they were not in the financial situation to ensure their sustainable operation, thus now, it is one of the preliminary aim of the Hungarian Olympic Committee in collaboration with the municipalities to transform this system.

He also added that the level and gravity of centralisation can easily be seen through the control system, the relationship with the Ministry and the Committee's legislative and executive power. The Ministry can make proposals to the cabinet, but it mainly deals with administrative duties. Other actors in the hierarchy like sport federations; clubs, etc. are not given with significant functions. After the reorganisation process, now they have to find their place within the hierarchy and make (full) use of the advantages that they could not have attained alone before. On the other hand, despite of the fact that in the purely centralised system, rules, directives and measurements have to be standardised and objective, the basis of the support system has to be approximately in 5% or 10% subjective and flexible. The importance of objectivity is derived from the stable channels in the management system and the strong need for justification of each decision on every support or any other aid to each actor under the umbrella of the Committee. Signs of subjectivity can be seen, if we consider the significantly increased amount of trade sub-commissions filled up with scientists and experts. Owing to these facts, it seems to be feasible to establish a system in order to precisely measure the outcomes and realisation of the given supports and monitor the function of the federations, or other organisations.

According to those indicators, a clear answer can be given for the remarkable success at the London Olympic Games. Now, we just can guess and have individual opinions on whether the antecedents of the new system were also contributing to it, or there were some other lucky coincidences outside the adaptation of the new system. As Mr. Bartha said, one of the main reasons could be the high standard of our human resources, regarding the high level of the qualification of sport experts in field of sport education and pedagogy, health sciences, management, training of professional athletes and so on. These can be considered as comparative advantages to be used and the new system had

to be built up around that, but in the same time this field is the most vulnerable. So, the implementation of various indicators on measuring and estimating the effects of sport supports is crucial, in order to justify any previous decisions.

The new finance politic in sport

The total amount of the state budget to be sent for sport was more than 2 B HUF in 2012 (State budget, 2012, on page: <http://www.kormany.hu/hu/nemzetgazdasagi-miniszterium/allamhaztartasert-felelos-allamtitkarsag/hirek/koltsegvetesi-beszamolo>), which had to be allocated by the Committee. Thus the HOC has got the right to decide about state supports for different areas beside professional, competitive and Olympic sports. This gives the opportunity for the organisation to establish a single channel financial system. Obviously, the preliminary requirement by the allocation is performance, since it is measurable, like medals, points, but the HOC has to consider other conditions as well. If one sport yields great results continuously, it has to be consistently supported (Sterbenz – Gulyás, 2013, in Hungarian Sport Science Booklets, IX, p. 19). If some sports are too weak, they have to understand and feel the responsibility to strive for success and development. - By Zoltan Molnár, former General Secretary of the HOC. He also said that continuous supervision and intuition is necessary, since exclusively relying upon the numbers by allocating resources is not effective, and fair. According to the results of controls, all sports will have the opportunity to see where and how they should intervene in a worthwhile way. According to the plans, beside the financially and commercially profitable sports, also the traditional ones will have to gain money, and be urged to develop and utilize other sources and opportunities both financially and operationally, from the side of the management. The new task of the HOC counts for 5,6B Ft (http://hvg.hu/sport/20111205_sporttorveny_mob_olimpia). These are good results and visions, but we can conclude more at the end of the year 2013, since governments always spend more money one year before and in the year of the Olympic Games.

Let me discuss by point to point the most important responsibilities of the HOC. Beside it determines the principles of allocation of state funds in sport sphere; it also has to decide upon the destinations of state supports stated in the State Budget, and physically transfer the money. After that, it coordinates and continuously monitors the utilization

of those state funds. It reviews the visibility of the progressing reports, and inform the current Minister, responsible for Sport Politics, on the results and takes proposals for the future. In the framework of the state program for accounting of state supports for sport, it makes the recipients accounted on the use of those supports, accounts for those state supports paid out for operation, and manage and maintain the Sport Scholarship System, beside backing the retired Olympians and sportspeople (Gallov R. 2012, p. 53-56).

Direct and Indirect State support of sport

Hungary is a small market, and there are only a few potential sponsors. Furthermore, we are quiet cheap, which is not advantageous for our athletes (Sterbenz-Gulyás, 2013, p. 11). Taking into consideration our successful men's water polo team, which can be set up (by taking every, occurring costs) from 250 M HUF (http://hvg.hu/itthon/20130122_A_felcsuti_sporttamogatast_is_elovette_az), which is to be honest, compared to the similar successful teams, is well under the general level. It is also a problem, that regarding media presence (printed and e- media, TV broadcasts), water polo is frequented, but still not utilised (Gergely I, 2011, in: Hungarian Sport Science Booklets III, p. 45). On the contrary, as I have mentioned, private enterprises have withdrawn sport sponsorship from their marketing strategy owing to the crisis and to the previous, disadvantageous measurements of state, regarding taxes and other costs of private businesses. According to this, now, when we recognised that sport is a strategic sector of the market economy, state has to implement a great financial system in sport.

There are several ways to support sport by the state. It has many possibilities to support sport without increasing the deficit in state budget. If we speak about public support of sports, we should not exclusively think on spending huge amounts out of state budget, thus put the country's savings in danger. State can enhance private support by its fiscal incentives, like tax reductions, allowances, free promotional opportunities, which are also great supports for sport, furthermore, mixed sponsorships and collaboration of state and private enterprises regarding sport events and infrastructural developments are also aimed at making the situation of sport better and better (Hylton, 2002, p.122).

Interview II.

2013.03.13 – Dr. Tamás Sterbenz – Member of the Hungarian Sport Science Society and the Scientific Committee of the Hungarian Olympic Committee and also Vice-President of the Hungarian Society of Sport Managers.

In my interview with Dr. Tamás Sterbenz, he emphasised the differing situation of the three sectors within sports. First, I have asked him about the importance and share of different resources of sport, like public, private and business sectors. He said that elite, spectacle and leisure sports have to be supported by three different resources, like public, market and individual, and there should not be drawn a strong line between those different forms, borders should be very vague. Today, unfortunately, Hungary is one of the less active communities in the EU, so now; our most important task is to strengthen local public resources and organisations, because those can give a strong basis for development of competitive sport through supporting leisure and mass sport everywhere in the country. Surely, Hungarian Olympic Committee will have the main responsibility and it will be situated on the top of the hierarchy of the NGOs. It has many advantages, like transparency, effectiveness, and so but the incentive systems of sports have to be well worked out, otherwise the problem of the past will occur again, and thus a deformed financing structure will lead to a weak sport model. He added that the new model has to be homogenous, thus it can be continuously amended and controlled.

As an answer on the issue of transparency, he stressed, that theoretically transparency has to be sustained for long term, but without a continuous control and incentive system, it will not. At this point, we agreed that in the process of decisions on sport founding, a transparent and effective benchmark in each sports is the first step. After that, decisions on finances can be drawn. Obviously, all sports have to be motivated and involved people have to be made interested in order to hold the balance between them and so Hungarian sport will become more competitive.

For the question, regarding the main characteristics of the new system, namely, on what extend is it the mix of the western and the eastern sport systems, he said that it is almost totally new, he would not compare it with them. As he said, the new system tries to focus on the external changes and adopt the new conditions.

Things, might have been contributed to the great successes in London

According to Mr. Zoltán Molnár, there were some financial measurements in sport preceding the London Olympic Games as well, so there were some antecedents of Sport Act 2012 that helped sports in preparation for, and participation at the Games. The Gerevich Scholarship system has been taken over from the Wesselenyi Public Endowment. This step was one part of the new statute, based on a new allocation system. – He added in the article in newspaper HVG, in 2011. December 05 (http://hvg.hu/sport/20111205_sporttorveny_mob_olimpia). With the increased support from the new system, new, elite teams have been established, enabling the best athletes and their coaches to receive a 400.000Ft net amount. Extra supports have been also put at disposal, thus in 2011 the sport budget amounted to 545 M Ft. It meant that the Olympic team, at least straight before the Games, was not in such a huge financial difficulty, than Hungarian sport in general, but it was not a solution for the long-standing “crisis”. So great results are expected to occur in 4-5 years, when this new system will practically gain profit. It is also expected, that we won’t fall behind that much on the Olympic medal list anymore, like in Beijing, and a sustainable development can be ensured under the condition of the existence of the new sport system (http://hvg.hu/sport/20111205_sporttorveny_mob_olimpia).

Solutions

Firstly, it can be rightly expected from the new law system to solve the disadvantageous heritages, explained above, but by thinking always positively and effectively, we can use problems, difficulties as starting points to emerge and find opportunities and ideas on how can we use them to reach new aims and goals. I mean, obviously there are many difficulties, arising from the previous period or periods of sport-administration to be solved, but many factors, which are liabilities, might be in the same time good opportunities, if finally sport leadership, can provide a stable frame both legally, politically and also economically.

On the contrary without specific measurements and steps, the previously advantageous characteristics might turn to be problems to be solved as well. So, without continuous monitoring of the external and internal environment, to which regulations and laws can

be adapted, the system will be very inflexible and hardly adjustable. Of course to amend or modify an already existing law can be difficult and may need too much time, which is unfavourable in our quickly changing environment.

Feedback

Up until now, there were several positive effects and results can be put down to the fact, that the Hungarian sport management system has been changed radically, but similarly to the one before the transition.

Facts / News

I have collected some news and facts to show, what kind of result and effects can the new Sport System have on Hungarian Sport.

A new tax system

At a conference in 2012, organised by the Hungarian Society of Sport Science in collaboration with the National Institute for Sport one could inform quiet properly about the new tax system and finance system in sport. The subject was the Act on corporate tax and dividend that has been issued for supporting sport and its effects on sport economy from its introduction in 2011.

According to the first speaker, Mr. Ferenc Szalay, President of the State Commission for Sport and Tourism, a developmental process can be observed in sport, since the government has described sport as a strategic sector. Incomes of sport sphere from tax system have been increased form year to year already from 2010. And this is only the income from the tax-release; the whole sport budget took out 40B HUF in 2012 (MOB (2012, p. 12).

The new system gives the right to the companies to pay less corporate tax, if they support sport, more precisely the five spectator team sport (handball, basketball, ice-hockey and football). Within this framework, government gives tax- reduction to these enterprises, but on the other side they are obliged to support sport with the given proportion of their tax. Companies, similarly to the market coordination, give financial support horizontally without any compensation to sport organisations (Sterbenz-Gulyás, 2013, in: Hungarian Sport Science Booklets IX, p. 130). This is naturally a loss for the

government, since it receives less money from taxes, but also a great investment in the future.

During the conference it was emphasised that sports outside tax support system also need governmental support, thus resources of the whole budget have to be dedicated to those sports as well.

Mr Szalay has announced that considerable amounts will be spent on youth sport, on reconstruction of bigger stadiums and halls, on competitive sport, and the Academic System, on scholarship programmes, leisure sport, and students' sport. Beside those, and the secure operation of every sport facilities, the operation of the most important Sport Authority, the Hungarian Committee has to be also ensured by the state. Furthermore, Győr has won the right to host the EYOF in 2017, which also requires great state investments.

Other, also important and influential speakers have strengthened the reason for the existence of the new tax system, since 75% of sportspeople are involved in those five spectacle team-sports. Surely, the distribution of supports between those five team-sports cannot be equal. According to Mr Peter Farkas, President of EU- Commission of the Society of Sport Science, the share of water polo is 7, the handball is 24, basketball is 10, and 50% of those supports have been spent for football in 2012.

Presidential evaluations after the first year of the new tax system

The success of the program is shown by the total amount (126B HUF) of the received applications for the years 2012/2013.

1. President of the Hungarian Olympic Committee

The spectator-team sport support system functions as a modern sport finance system. According to him, since the programme is still very young, long-standing conclusions cannot be drawn, but it is sure that the new projects for sport development need professional and careful planning; furthermore, the supported federations, clubs, etc. have to take care and observe the rules for finance and accounting. Considerable amounts to be transferred within the framework of the new support system can create ideal conditions for preparation in the supported sports, in the sport-aimed infrastructure

and in the supply in human and material resources as well. The responsibility of the supported sports is very high, because they got a great opportunity for development.

The President believes that the support of spectator and team sports promotes the formal use of financial resources for operation and development of the supported sports. He also hopes that those appointed sports will utilize well the opportunity, thus they will improve both in number of members and in their results as well. On the other side, we have to understand that the introduction of this system, beside its advantages, has already resulted in some tension between the supported and less supported sports. It means, Hungarian Olympic Committee together with other leading bodies in sport will have to find those possibilities with that they can improve the conditions of the other, currently less supported sports.

2. Iván Vetési, President of Hungarian Handball Federation

The new sport support system is a great advantage for the Hungarian Handball Federation, since it became able to involve resources to those areas, which were traditionally in lack of resources, and so it can invest in future. The President highlighted the role of young generation, which was only verbally supported before, but now it can develop by involving professionals and high qualified coaches, teachers and so. With the help of the development program for different sports, the condition of facilities for handball can also develop, and due to the acquisition of equipment a surplus value will be realized for this sport. To sum it up, Mr. Vetési said, the new tax system could ensure the long term presence of Hungarian handball in the forefront of the word.

3. The Leadership of the Hungarian Football Federation

The main aim of the Federation is to extend its mass base and so restore its popularity. The most important requirements for this is to strengthen the sport for youth, popularize football as leisure activity, and to improve its infrastructural conditions. According to these, their incomes, derived from the new tax system, will be spent for those purposes in those areas.

According to them, the new system had already after the first year very good, tangible results. Due to the new tax system, it became possible to decrease the costs of competitions, which can help for small clubs to survive. Under the pretext of this, 2000 clubs received a total 2B HUF. The federation's aim with this money is to stop and turn back the decreasing tendency in the number of teams and clubs year by year.

Amateur clubs could gain support by their own right, which was a new type of help for football. The most typical target areas are the costs of education and training of young generation and infrastructural investments. The Federation has launched an evaluation system, which has made a point on the number of registered players when approved the support value.

In 2012 the Federation has launched its football court construction programme, within, they intent to establish several small courts in more hundreds towns. The majority of these costs will be covered by the Hungarian Football Federation from tax-supports. Actors in this program are for instance local authorities, local sport clubs, foundations and educational institutions.

According to their plans, the programme of the Federations will be able to attain the long-term strategic aims. The development of professional football is also secured by the fact that the European Union agreed that money from the new tax system can be used to develop stadiums and other venues for professional teams. Currently the most considerable impediment for popularization of football is the ineligible infrastructure.

It is also true that the aim of the new support system is not to redeem the costs occurred so far by the help of an external resource, but to create additional resources, which theoretically can promote development. According to this, Hungarian Football Federation is working on a system, which finances clubs on the basis of their results, instead of their needs.

4. President of the Hungarian Water polo Federation

According to Dr. György Martin, President of the Hungarian Water polo Federation, the new tax system opens a place for professionally planned financing, and tries to find a good solution for the most important problems of the involved spectator and team

sports. Since water polo has been suffering from lack of resources for a long time, the new system is a big step forward. By the help of this support they will develop and modernize the infrastructure and youth sports, establish health-care background, or educate and train coaches and other specialists. He also said that in the year of 2011 and 2012, more than 2B HUF has been flown in their sport, and has already great effects. They are expecting an improvement in international results, thus satisfy the needs of their spectators at a possible highest level. (<http://keziszovetseg.hu/tao-informaciok/elnoke-ertekelesek-a-tao-s-program-elso-evenek-vegen?cikk=58>)

5. István Simicskó, Under-Secretary of state, responsible for youth and sport

In his interview for the *Hungarian Newspaper of World Economy*, appeared in October, 2012, he stated that sport could never gain such a great amount of money like now. According to the current plans it will be amounted to 20-21B HUF in 2013. Furthermore, incomes from the new tax system takes out more ten B HUF, which results a financial ease for sport in the future and it may come over its financial difficulties. He said that these numbers show well the “sport-friendly” attitude of the Hungarian government. Beside those resources he has also talked about the extra (10-15B HUF) state support, to be given for 14, previously appointed sport federations (http://hvg.hu/sport/20121030_Simicsko_soha_ennyi_penz_nem_volt_a_sport).

Critic I.

Many people are questioning the effectiveness of the new social tax reduction system for the favour of the spectator team sports. They argue that it involves disproportionateness and a fall in the market based sponsorship, thus investments are very low, and young generation will choose sport according to their financial standard.

Answer by Interview I.

Obviously not every sport can have a same level of support. It depends on the results both at national and international level at European, world championships and on the Olympic Games as well. Tax release can be employed to support young generation in five pre-stated, most popular team sports, which is profitable in long term. Those sports have already a strong scooping basis, so the quality of results in the future can be ensured. This tax release is only one solution as an incentive for financing sport, but

cannot be suitable for everyone and everywhere. It is sure, that enterprises use more frequently this opportunity to ease their taxation costs, and so support sport.

To answer the critic of resulting a fall in market based sponsorship, Mr. Csaba Bartha said that among this tough situation in the middle of the crisis, investors' appetite falls anyway. So even only partly and not comprehensively, this opportunity can serve as an effective incentive of the private sector (not exclusively determined by tax releases.)

Another critic was the bias by choosing sports for youngsters. Obviously, currently this kind of incentives is the most popular and useful, but firstly it is aimed at those sports, which are already popular among young athletes, thus it can be sustained and the replacement is solved for long term, so high results can be achieved at international level. These team sports are not among the traditional sports of the country, but have good reputation and admission abroad, and even better at home.

Critic II.

Regarding the new structure of Law on Corporate Tax and Dividend, it is said that after 2011, since it has been introduced, those five particular team sports have drawn down 33,5B HUF, which shows the big disproportionateness between sports and clubs. According to the data from the year 2011, the 60% of the whole support from the tax system has been received by football. It means that the other four spectator sports; together with the operation costs of the Hungarian Olympic Committee have received less money than football (http://hvg.hu/itthon/20130122_A_felcsuti_sporttamogatast_is_elovette_az). I have to add that when this critic was said, we did not know that in 2012, Hungarian Football Federation has renounced its support from this source on behalf of the other 4 team sports.

Critic III.

Another critic (<http://www.sailing.hu/versenyzes/velemenya-sporttorveny-nehany-visszassagarol/488065>) states, the due to the new tax release, market based sponsorship has been frozen, companies do not want to invest extra money in sport, they might use exclusively that opportunity, offered by the state, to reduce their taxation costs by

supporting one of those five spectator team sports. According to this, if this tax system would be withdrawn, the system would collapse.

The opposing parties have stated a proposal, already in the year of the London Games. They said that the government should have expanded the number of those, who are eligible to receive from that extra money. As it was announced by the Minister President in autumn 2012, that 14 sports will be granted with the 15B HUF state support, thus this critic cannot be held on anymore. On the other hand, there will be still some sports and their representatives, who will fell out from this circle, but to be honest a natural competition always has to be sustained.

They say that the sport infrastructure is more and more expensive, thus only the representatives of spectator sports can afford physically active life, or even professional, competitive sport. At the same time, they also foretell the danger that youth will choose only from those sports, which are in better condition. I would say, prices are getting higher almost everywhere in the economy, furthermore, if there is a new project that needs huge investments, the result (for instance sport halls, stadium) has to produce the costs of its existence.

Financial system

At the above mentioned conference, sport scientists discussed - beside the advantages and disadvantages of the new tax system at the level of the federations - the involvement of new resources as well. According to them, problems that have been raised in the last 20 years can be solved with the help of the new structure and quantity of financial resources. They concluded that now there is an opportunity to catch up with ourselves, and they considered new infrastructural developments and suppression of black economy as great successes. The representatives of sports have unanimously highlighted as a good result, that the number of people being involved in sport have been increased, and so the mass base will be extended entailing great effects on sport in general. The participants have also considered fiscal discipline, the involvement of economists and financial experts in sport, the invitation of coaches and sport professionals from abroad and their financial encouragement, the development of the health-care background of sport, furthermore, the support of the rental or purchase of

sport equipment (for instance in case of ice-hockey) as a great advantage. As a disadvantage, or a difficulty, they highlighted administration and bureaucracy.

Critics

According to the opposing parties, there is a significant disproportionateness in the system of sport financing, furthermore, till they do not see on the accounts of the Federations that extra money, out of the 15B, they won't believe that the government will really sacrifice this amount, because they say that the state is not in the situation to spend extra money, since it also has to put down the deficit of the budget.

Infrastructural investments

The new National Stadium will be constructed in the area of the current Ferenc Puskas Stadium. After long national and international negotiations, Hungarian government has agreed on the conception of the new Olympic Centre, involving the reconstruction of the Ferenc Puskás Stadium and other connected venues on 23th of April, 2013. This will be a so called "stadium in the stadium" solution, which is a significant investment in the view of the environment of the arena and the entire Hungarian sport as well, since it will serve beside football almost all Olympic successful sports.

The decision has been made in autumn 2011 about a new football stadium. After this step, professional and sport decision makers had to find the best solution, which takes into consideration the viewpoints of sport, city construction, tourism, financial issues, and the available budget. It was also a crucial point of the plans to satisfy the needs of those who are interested in leisure, or mass sport, and in health –care and health prevention. The national stadium will be able to host different international football and other sport events (<http://mnsk.hu/stadion-a-stadionban-kulonleges-megoldassal-epul-az-uj-nemzeti-stadion/>).

Conclusion

New structure of state administration

Illustrations I. and II. have shown clearly that the new structure is much more transparent, compared to those systems before the new Sport Act of 2012. I would consider this as a great advantage that the roles and responsibilities are involved in the

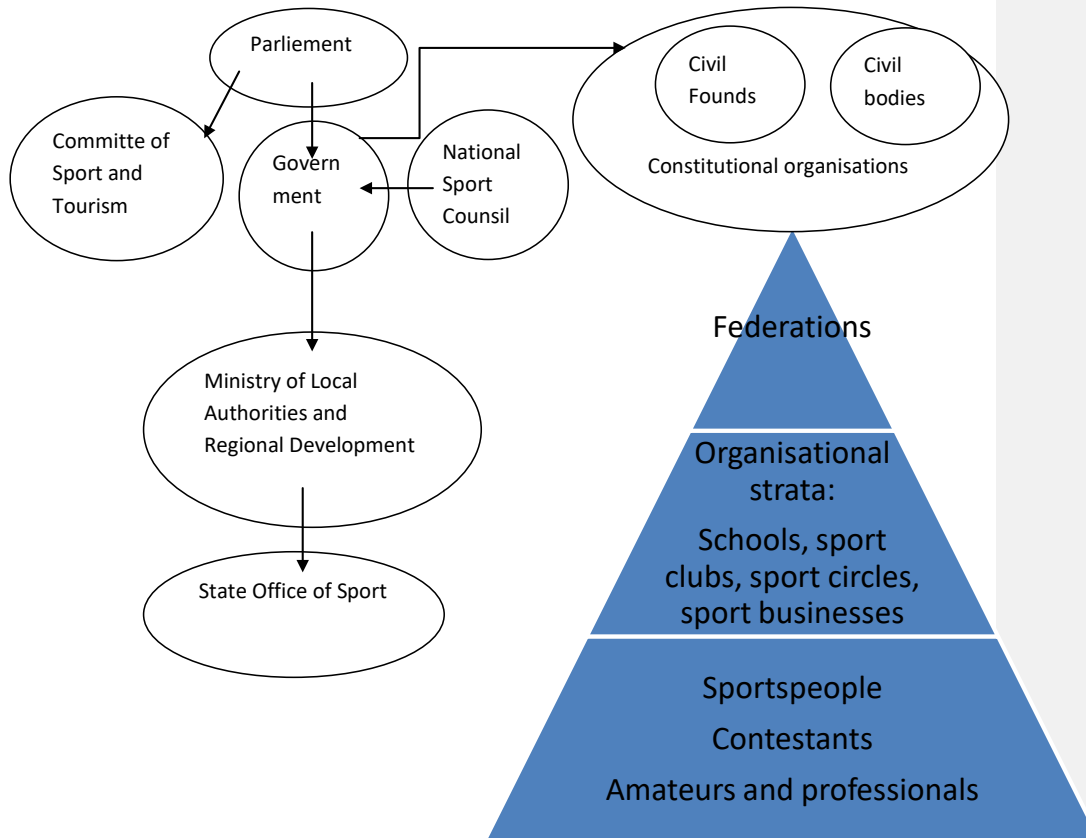
new legal rules, thus accountability of the government and the Sports Ministry can be ensured. Furthermore these roles and responsibilities can be clearly distinguished without any overlaps, due to the new structure of sport leadership. Actors have been shown in these illustrations, can run a system, whose prevailing features are the followings: regularity in policy-making and high level of accountability based on statutory provisions.

Illustrations

1. Sport governance system before 2011

Governmental and

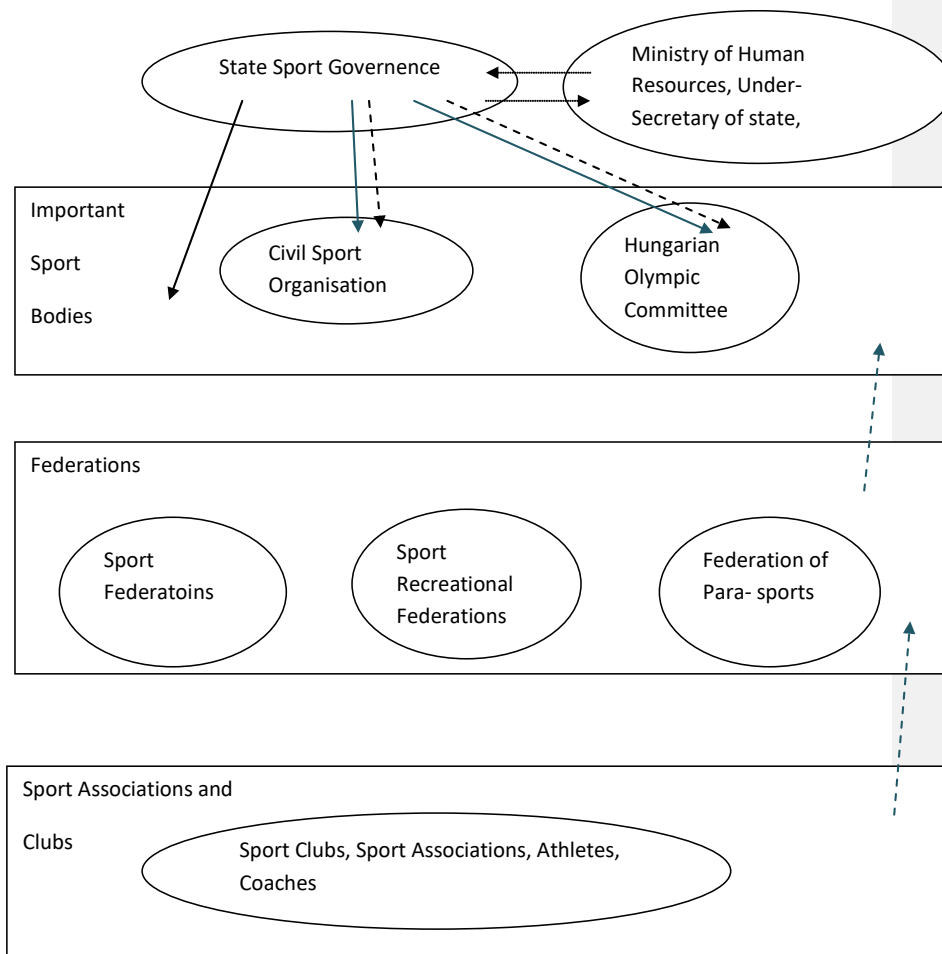
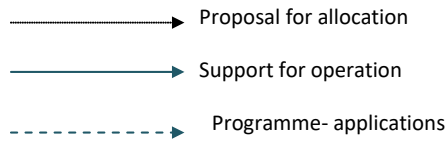
Non-Governmental Organisations



Source: National Sport Strategy, 2007, own construction

II. Sport governance system after 2011 (more simple)

Key:

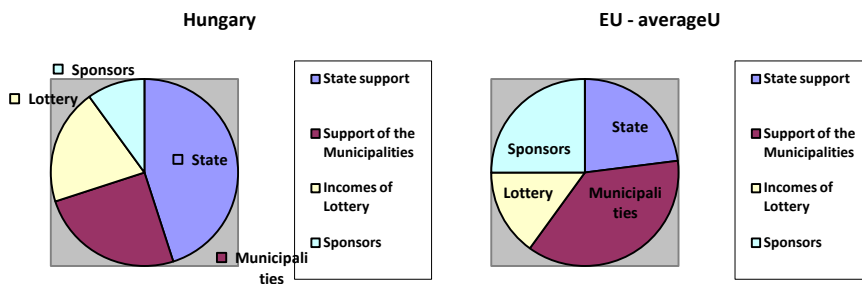


New structure of supports

The biggest development of the new financial system is the introduction of corporate and dividend tax release for companies, thus they could spare 10% from their tax expenses. As we could see, after the first year, many companies have employed this opportunity, furthermore, an extremely high amount of money (33,5 B HUF) in the years of 2011/2012 has been flown to the cassia of those five spectator sports (<http://www.nupi.hu/tao/hirek>). During the days, when I am closing my thesis, some articles have been revealed about the reduction of this release to 2,5-4,75% from the above stated 10%. (<http://www.vg.hu/kozelet/sporttamogatas-vege-lesz-a-tao-aranykoranak-406098>). The most convincible reason is to balance the state budget, since the new system on dividend and corporate tax has entailed a great shortage in it. This is quiet unfavourable in our today economic situation, but by thinking for longer term, the development of those spectator sports can provide the country with great incomes from ticketing, tourism, reputation, healthy development of the society and so on. From this point of view, I believe that this is an investment of the state. Surely, every investment has different level of risks that should be considered and compared to the expectable positive effects of the investment.

So, according to the new tax system, state support has been increased (as it was in the past, when state back up was very strong), but on the other hand, sponsorship money is still considerable less than it is expectable form a developed country with a many successful and operating business entities.

III. Proportions of sport supports in general



Source: Sport XXXI. Nemzeti Sportstratégia 2007. p. 87

Recommendations

I totally understand that to form and then execute a sport strategy, which is advantageous for every actor and every spheres is a very difficult task. As I can see the new sport Act of 2012 gives a strong legal framework to fulfil those responsibilities and task that have been stated previously in the Sport Strategy XXI. In this case, the main actor is the state with the highest level of responsibility, and under its umbrella there are the government, the parliament, the ministry of sport, the municipalities and so. The roles of the state that have been stated in the new Sport Act, like to determine the legal conditions on pursuing sport and physical activity, ensures the conditions for every day physical activity, takes part in sport finance and also supports the Olympic Movement and Education. However, the role of the state has to be changed or just the emphasises should be redistributed according to the economic, political, societal, etc. changes and trends. Surely if our economy will certainly emerge from the crisis, financial responsibility of the state on sport will be decreased, because other, private actors will be able to support sport and it will be worthwhile for them in the long-term. In an ideal situation, when the economy and domestic market is strong and can function well according to the general principles of economy, both private and public actors in sport can be involved, since both the autonomous and state sport strategy can complement and even strengthen each other. To summarize, I firmly believe that if we can keep this strategy, or just amend it slightly according to the condition of the state budget, till the economic situation is the same, we can stabilize and also develop sport, which helps to recover the country from the crisis and also to strengthen society and reputation. Beside those, as I have already mentioned, the development of sport has many, so called ripple effects on the country. I would recommend staying on this path, but strictly monitoring external and internal conditions and also investigating and searching for results and effects in every possible spheres of the economy, society, state administration and so on, in order to continuously amend sport strategy. This would make it the most efficient and useful strategy for the development of the whole sport industry of the country.

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