

A WOMAN IN THE OCS PROGRAMS – EXPERIENCES OF THE PREVIOUS AND STRATEGY OF 2008-2012 OLYMPIC CYCLES

Abstract

Olympism is a unique movement that connects people, cultures, and all countries of the world, promoting peace, and building good will and cooperation. The Olympic Games (Olympics) are the manifest form of the International Olympic Movement (MOP) and a mega sporting event in which the best athletes of the world participate. They promote peace and a system of values cherished by all societies. More than 1320 athletes took part in the Olympic Games in Beijing in 2008, of which 198 women (14%). 98 medals were won, of which 15, or nearly 15% were won by women. Today, in the year when we celebrate 101 years since the founding of the Olympic Committee of Serbia (OCS), the situation regarding female participation in sport is still undetermined, better to say unsettled. The experience of OCS can be summarized by the following facts: **(1)** there has been a numerical equality in the delegations of the OCS¹⁾, in summer and winter EYOF. The participation of girls and women in the delegations of the winter program is high and on the verge of numerical equality. Regarding participation in the LOI a smaller percentage of women is registered; **(2)** the analysis of activities in a part of sports and business function in a sports organization indicates that the strategy of increasing women's participation is not implemented or if there is a strategy, it is implemented sporadically; **(3)** the following is recorded: the continuity of absence of female teams in basketball and handball (they used to be Olympic medal winners), athletes in rhythmic gymnastics and synchronized swimming (sports with Olympic tradition), while most of the new disciplines in the Olympic women's program (boxing, wrestling) are not developed in Serbia or the degree of competition does not exceed the minimum point requirements for participation; **(4)** volleyball, shooting, and tennis record high level of competitiveness, and guaranteed participation. The situation is similar in one swimming event, as well as more numerous participation of women than men is registered in athletic events; **(5)** both business and sports function of OCS are based on the principle of equality and universality, so that a woman was the head of the OCS mission in the Olympic Games in Beijing (2008), a woman was the bearer of the Serbian flag at the Games in Beijing, Vancouver and the MI in Pescara; **(6)** the participation of women officials in the work of national sports federations is not recorded, namely there are no women coaches in the Olympic delegations; **(7)** the causes of such state could not be described by forms of discrimination or lack of equality in sports, organizational, business and management level of Olympic delegations.

Keywords: A WOMAN IN SPORT / OLYMPIC GAMES / OLYMPIC DELEGATION / OLYMPIC PROGRAMMES / OLYMPIC COMMITTEE OF SERBIA

OG IDENTITY AND GENDER EQUALITY

Olympism is the most massive and successful movement that builds good will and cooperation among people, nations, continents... Participants of

the games aim to share the victory, unity, collectiveness (Coe, 2009). They are unique civilization phenomenon that connects people, cultures, and countries

¹⁾ Summer Olympic Games (SOG), Winter Olympic Games (WOG), Summer and Winter Youth Olympic Games (YOG), Summer and winter European Youth Olympic Festival (EYOF), Mediterranean Games (MG).

of the world. The games themselves are the primary event that promotes world peace and values relevant to all societies, they are a microcosm of civilization (Lygkoni, 2009), the primary event that is based on values, ethics and ideals. The Olympic Games are a cultural event of a clear and unique character and international significance (Roshe, 2000). For athletes, the Games are sports challenge, multisport and multicultural event filled with expectations, aspirations, vision, an image of an Olympian building its sports, personal, and professional athlete's world.

The organization of the Games assumes "a set of projected actions and activities for a projected profile and a number of participants gathering around a common reason to achieve the stated goals in a given place and time" (Cudanov, 2010). In this regard, the Olympics are also the economic challenge and stimulus for the development of local and national sports infrastructure, urban regeneration, sustainable development (Kessene, 2005). Their economic potential encourages investment, drives tourists, and turns devastated and neglected areas into urban centers and technological units (Chelladurai, 1994). The Games certainly have their consumers in all meridians, their market, business, and encouraging business environment methods (Chernyshenko, 2009).

From these several definitions, it can be concluded that the OG are a synonym of the progress of civilization, but also an industry of events, and profits. When it comes to Serbia and most other systems of sport as well, they are a reference point of the process of changes within the national systems of sport that has occurred during the Olympic cycle. However, analysis of the success line of the games records oscillations because of which all bodies, all members and all projects that belong to the international Olympic movement are analyzed and assessed in relation to the necessity of maintaining identity and status of the Games as a primary sports event. This is shown by the documents of the IOC Congress in Copenhagen (2009), within which, to the question of how to keep the Games as a primary event, there was a number of conclusions dealing with (1) further

development of the movement (strategy for preservation and extension of support, network construction and stakeholders' motivation for participation in the whole Olympic cycle); (2) programme, size, and quality of events and processes that accompany it and where a large number of top athletes participate; (3) adjusting the format of the competition to new requirements and respecting the core of the programme (25 sports) (Jevtic, 2011g).

Identity and the development of the OG can be described as a life long strategy in the area of gender equality, i.e. completing the first phase of this process identified as "numerical equality". The full capacity was reached at the Beijing Games (Table 1). Generalizations about the changes that have led to increased participation of women in the movement occurred during the implementation of goals, such as:

- Achieving numerical equality in the movement and physical activity itself;
- Addition of the competition programme, particularly in the area of the Olympics Games participation;
- The programme philosophy that tracks the training technology and competition of men, leading to implementation of training means and methods from the area of men's training;
- Promotion of women – sports leaders;
- Campaigns directed towards equality and equity;
- Help the national bodies responsible for sports, which are usually the NOCs, in a part of activities aimed at increasing women's participation in sport;
- Democratization of elections for members of the Movement leading bodies.

The above, as well as any other study, will identify that the strategy – philosophy of preserving the identity of the Games, hence gender equality, lies in the value framework of the Olympic Movement and strategy by which the IOC promotes its values.

Table 1. Structure of OCS delegation for the OG and other multi-sport competitions for 2008 - 2011 periods

Games Festival	Athletes			Officials		
	- Σ	Women	Men	- Σ	Women	Men
SOG Beijing 08	92	26* - 28%	66	64	2**	62
W/EYOF Slask-09	11	4* - 36%	7	8	0	8
MG Pescara-09	157	58* -36%	99	73	5	68
S/EYOF Tampere-09	98	52* - 53%	46	25	3	22
WOG Vancouver -10	10	4* - 40%	6	10	1	9
YOG - Singapore-10	32	8 - 25 %	24	10	0	10
W/EYOF Liberec- 11	6	3 - 50%	3	6	0	6
S/EYOF – Trabzon 11	100	42- 42%	58	20	4	31
Total	393	197 / 39%	309	180	15 / 6,4%	216

* Woman – flag bearer, ** Woman – the head of the Delegation

Table 2. Size, structure and medals won on OG within the delegation of NOC states of the former SFRY, SRY and Serbia (from 1912-2008)

Sport	Participation			Medals				
	No. of athletes	Men	Women	Gold	Silver	Bronze	Total	Women
1. Athletics	177	133	44	-	2	-	2	
2. Cycling	49	49	-	-	-	-		
3. Boxing	37	37	-	3	2	6	11	
4. Water polo	105	105	-	3	5	2	10	
5. Rowing	121	120	1	1	1	3	5	
6. Gymnastics	76	45	31	5	2	4	11	
7. Weightlifting	5	5	-	-	-	-		
8. Sailing	11	11	-	-	-	-		
9. Kayak	37	36	1	2	2	1	5	
10. Equestrian	4	4	-	-	-	-		
11. Basketball	115	86	29	1	5	2	8	2
12. Fencing	14	10	4	-	-	-		
13. Volleyball	55	43	12	1	-	1	2	
14. Swimming	67	52	15	1	2	-	3	2
15. Wrestling	62	62	-	4	6	6	16	
16. Rhythmic gymnastics	5	-	5	-	-	-		
17. Handball	102	70	32	3	1	1	5	2
18. Synchronous swimming	3	-	3	-	-	-		
19. Diving	3	3	-	-	-	-		
20. Table tennis	8	5	3	-	1	1	2	
21. Archery	2	2	-	-	-	-		
22. Shooting	37	26	11	3	3	4	10	8
23. Tennis	10	8	2	-	-	-	1	
24. Football	196	196	-	1	3	1	5	
25. Judo	22	20	2	-	-	2	2	
Total	1.323	1.128	195	28	35	35	98	14

VALUE-BASED FRAMEWORK FOR IMPLEMENTATION OF EQUALITY IN IOC

The central concept of social science belongs to values. They are used to describe the society, individual, change of ways, origins of attitudes and behavior. If the values within the different cultural backgrounds are similar, then we can talk about a universal organization of one's motives, attitudes. However, individuals, groups, societies differ in relation to the values they cherish and the importance of the priorities they are guided by. In other words, individuals and groups of a society set priorities and carry out a hierarchy of values.

The values are relatively enduring beliefs that a certain behavior is more desirable (Rokeach, 1973). They are relatively stable, general and hierarchically organized characteristics of an individual (disposition) and of groups (elements of social consciousness), formed by mutual action of historical, current-social and individual factors (Pantic, 1976).

The Olympic Games are an event that supports and promotes individual values from the value framework of Olympism. Through the competition, training, social contacts, cultural and educational programmes results in an integration of an athlete with games, movement, other athletes... (De Boscher, Bingham, Shibil, van Bottenburg, & De Knop, 2008). It is obvious that axiology in its study of both subjective (belonging to the individual, the Olympic Games are important to every athlete) and objective values (the Olympic Games are a process that requires high achievement) has its place in sport (Chernyshenko, 2009). Since these values are said to be beliefs resulting in a model of behavior, it can be concluded that people who belong to a single cultural area show similar personal values, because of which we often talk about the value system. Nevertheless, it is obvious that millions of athletes around the world, of both sexes, belong to different national value systems. However, it is obvious that all of them belong to the same Olympic-value system in their beliefs, attitudes, and behavior in relation to the Olympic Games. Therefore, the definition of the Council of Europe "*Sport is an organized activity by which cultural values are accomplished, it democratizes society, increases the quality of life and encourages the construction of national identity through individual*

and team successes at competitions in the demanding international competition," reflects all the power of sport and the Olympic Movement on human development trends of an individual, society and civilization.

The International Olympic Committee characterizes values as an intellectual concept that is difficult to define, but is universally accepted (Jevtic, 2011c). Orientation to the world and to oneself is often cited as a characteristic and a function of values, by which values, in contrast to attitudes, always contain a positive relation and action in meeting the objectives that are considered important and to which implementation we tend (Scwarty, 2006). Values acquired through sports are dynamic; they promote and encourage advancement to the goal, develop an individual and integrate a group. Integrity of the Olympic Movement is done on the basis of individual and group values, as well as the athletes' preferences, i.e. giving priorities – greater love to what is appreciated more (Allport, Vernon & Lindzey, 1960). In this context, sport realizes an instrumental value that changes an individual who learns, adopts the values, and acquires ethical behavior. Sport strengthens an individual and the community, gets people closer to each other, encourages friendships, supports a healthy lifestyle, and builds civic pride and participation in the society (Radojevic & Jevtic, 2011). However, as Olympism operates on a global scale, it can be concluded that the movement succeeded in converting numerous differences into unity of its – Olympic values. In other words, the Olympic movement is not value-neutral; on its way of controlling its own development, it recognizes and supports the achievement and humanity, as the two fundamental values of an individual (Jakson, 2010). These values in everyday life, economy, business may be in conflict, but in the Movement they are in accordance – in a perfect harmony (excellence and fair play) (Jeu, 1994). Therefore, the IOC, as well as the Council of Europe and the United Nations, believes that the essence of sport is in fostering values and, in its documents, it elaborates **achievement and humanity** through the values and principles of the Olympic Movement. Three groups of the IOC values are:

- **Excellence** – that is related to participation and making steps in personal goals; efforts aimed at the achievement of daily life and benefits from the state to which we get through sport, and these are strong body, mind, and will.
- **Friendship**, peace, and better world through

solidarity, team spirit, satisfaction, and optimism. Olympism moves people to overcome political, economic, sexual, racial, religious differences.

- **Respect** for oneself, one's body, others, rules and environment. Fair play is one of the fundamental factors of the value of the Olympic Movement.

The principles of the Olympic – sports movement are:

- No discrimination,
- Sustainability (economic, social and environmental),
- Humanism (a man is the center of attention, and participation in sports has to respect human rights of athletes),
- Universality (sport belongs to everybody),
- Solidarity (creating programs that contain answers and impact on social and individual development),
- Links between sport, education, and culture.

Today, the value framework of the IOC may be studied through various documents and activities, but it is best recognized through the Olympic Games themselves.

Value framework and gender equality in the OCS delegations

An athlete (team – individual) strives to compete and compare his sports identity with a standard, which is very high for participation in the Games. This is the point in which the participation in the OCS programmes is established, i.e. from the assessment of the competitiveness to the development and prosperity of results. The Olympic programs are a support of development of a larger number of competencies which ensure the maintenance and further development of athletes' and the the OCS delegation's competitiveness. Although the immediate goal is preparation for the Games, the context of these programs is wider and the following belongs to it: **encouraging** spiritual and physical harmony of an individual, his aspiration for perfection and achievement; **nurturing** relationships, equality, friendship, tolerance, understanding; **protection** of identity of an athlete, team, delegation, sport itself and Olympism; **construction** of competition preferences and a high degree of competitiveness; **improving** the environment and its effectiveness in meeting the athlete preferences; **social security** of an athlete; **zero tolerance** to doping.

Table 3. Value framework of OCS programme

Value framework of OCS programme (2006, 2009)	Groups of final and instrumental values
Equal possibilities for all athletes and NSF to participate in the project	Universality, equality, independence
Part of long-term OCS and NSF plans	Security, stimulation, social recognition
Preservation of competitiveness of Serbian athletes' results, personal progress	Achievement, hedonism, inner harmony, content, self respect...
Building the Olympic team and spirit	Benevolence – benignity, affiliation
Additional plans (healthcare prevention and protection, information system, insurance of athletes...), complement programme (specific training forms, supplementation	Safety, stability of relations and relationships, health, security
Professionalization of athletes and their coaches, image	Power, social status, prestige, self-respect, independence
Partnership of sports system agents and the society of Serbia = THE OLYMPIC SERBIA	Affiliation, true friendship, support, understanding, help
Respect for particularity of individual sport and generality of Olympic Games in organizational sense	Adaptability, logic, responsibility, acceptance
Openness of a project for participants and initiatives	Universality, equality
Inclination towards an athlete (all athletes are anti-doping test negative)	Responsiveness to oneself
Real and achievable goals	Stimulation, achievement, inner harmony, independence, responsibility
Clear postulates and resources	Achievement, stability, adaptability

The Olympic Committee of Serbia has been implementing the Olympic programs since 2007. Evaluative framework in the OCS program documents and activities has been defined explicitly since 2006 (left column of Table 3), when a number of activities that supported the value context of the Olympics were realized (Sport in the Constitution of Serbia, National awards, and new sports system of Serbia). The analysis of the OCS value framework in relation to the theoretical concept of Rokeach (1973) leads to the value of the context that spreads to the whole environment of the Olympic delegation, the OCS, the system of sport and society in Serbia (Jevtic, 2011c, 2011). The way of creating this context is the quality

of the Olympic delegation management at all periods of its construction and management (right column of Table 3).

Value system is distinguished by the degree of importance it has in an individual's life. Sport and above all Olympism are described by a symbolic integration, aimed at promoting values and their adoption by members of the delegation (group of final and instrumental values, Table 4). Symbolic and, then the structural integration of the Olympic delegation takes place on the Olympic program preferences, which bear a message of universality, that is, programs are available to everyone!

Table 4. Values and preferences of Olympic programmes

Group values (Rokeach 1973)	Preferences of Olympic programmes OCS
Directionality towards oneself	Sport-centered programme, an athlete in the centre of a programme. Programme and social security encourage autonomy and independence of an athlete.
Stimulation	Variation in approach, a larger number of groups, programmes and categories of athletes, support in personal result advancement, fulfillment of criteria for participation in games to elite result
Hedonism	Satisfaction with participation in the programme, content with programme challenges
Achievement	Competence concerning standard, personal and Olympic team's goals
“Power” social status and prestige	Professionalism of athletes and personal coaches, multi-annual programmes as a prestige, a source for self-image building, personal, social, and market values. Role model building programmes.
Security – stability of relations and relationships	Harmony: athlete – environment – programme
Adaptability	Adaptability of a programme to individual needs and adaptability of an individual to norms and expectancies of a programme
Benevolence	Affiliation, care for welfare of the others, help, sincerity, responsibility, loyalty, true friendship – the Olympic team
Universality	Discrimination-free, available to all athletes with participation standards

THE CONCLUSIONS OF ANNUAL CONFERENCES AND GENDER EQUALITY REALIZATION

Annual conferences dedicated to the participation of women in sport may be considered a place

for summing the results of annual activities, strategy making, but also a form for speaking openly about all the problems that burden or limit greater and more significant participation of women in the Olympic delegations of Serbia. Conclusions brought in the name of the OCS on the conferences in 2010 and 2011 (Jevtic, 2010 b, 2011d) are summed up as programme, systematic and action conclusions.

Programme conclusions:

2010	2011
<ul style="list-style-type: none"> • Realization of Olympic preparations programme should be taken in accordance with the adopted documents. • Complementary programmes should be made in order to realize the Olympic programmes for women. • The goals for the Games in 2016 should be set primarily in sports with the Olympic tradition and which can be qualified for these Games. • Sport science and sports medicine should be integrated in the training process. 	<ul style="list-style-type: none"> • The OCS has not recognized designated programmes for women, neither has been done by NSF the programmes of which have been coordinated with • The budget for 2011 provides flexibility of the programme to meet the needs of each athlete. • Sports sciences and sports medicine are under-represented in the process of sportswomen training. • Health commission and Programme commission of the OCS have the task of preparing the health protection model for athletes. All specific qualities regarding women shall be respected!

Conclusions directed to systemic action:

2010	2011
<ul style="list-style-type: none"> • Analyze international sports scene and the way of achieving top results in women's competition. • Activity of professional associations (coaches, managers, physicians of sports medicine, sport scientists etc.) should be established. • National standard and a workplace in sport should be adopted. • Health protection should be made available and obligatory. • Career and Post-Career Management of sportswomen should be elaborated. • Make instruments for training control and preparation programme. • Set up flow of information. • Work on developing the role model in promotion of women's sport. 	<ul style="list-style-type: none"> • There is no activity registered in forming professional associations (coaches, managers, physicians of sports medicine, sport scientists etc.). • Health protection is available to all sportswomen. • Make instruments for training control and preparation programme. • Set up data base and flow of information • Work on developing the role model in promotion of women's sport. • Intervene systematically on new NSF Statutes (while complying with the New Law) as well as on the programme framework that shall be nominated by the NSF through the OCS and the SAS.

Action conclusions:

2010	2011
<ul style="list-style-type: none"> • The OCS programmes should be directed towards advancement of women’s sport, namely: • Sport for all – 2010, • Women and sport – 2011, • Development of coaches in other system – 2012, • Foreign coaches visit – 2012 • IOA – work of Academy in Serbia and the movement – 2011 • Seminar programmes for coaches in synchronous swimming and rhythmic gymnastics should be realized in accordance with these conclusions (2010) • Seminars for administration and sport management improvement – 2010. 	<ul style="list-style-type: none"> • The OCS has prepared and, since June 2010, it has been realizing the programme “Sport Talents –Olympic Hopes of Serbia”, aiming to take part in the YOG 2014. • Improvement of coaches in other system – 2012, there was no proposal for a woman to take part in these programmes • Seminar programmes designed for coaches in synchronous swimming and rhythmic gymnastics have been evaluated as excellent. The programmes should be offered to other sports branches and directed towards problems of women’s participation in sport • Seminars for improvements in sports administration and management should be realized in 2012 as a preparation for the OCS and NSF Statute changes and as an introduction to 2012 – 2016 Cycle.

Two years after the First conference, it can be concluded there was no significant progress in realization of programme, systematic and action goals. The continuity is developed within the programmes that are directly related to preparations and participation in OCS delegations. These programmes comprise a large number of sub-programme units and segmentary tasks managed by the OCS sport section in cooperation with numerous partners (commissions and bodies of the OCS, NSF, IOA; Institutes of sport, ADAS, clubs, local communities etc.). The programmes are a form of professional operation, oriented towards the legacy of the Olympic Cycle and realization of measures that should lead to improving conditions for further development of sport nowadays. Intensity of activities is aimed at improving the quality of trainings (spatial, human, material, competitive...). Therefore, equipment, sports gear, vessels, training stimulators, expendable supplies (ammunition), weapons, training and competition equipment have been renewed. New technologies are obtained by means of which the training conditions are closer to international standards (nitrogen tents, cryotherapy equipment, biofeedback, physical therapy equipment etc.) Many contracts that provide easy access to sportsmen in diagnostic and treatment are signed... Athletes and coaches are involved in programmes that support their social status, build

both their personal and sport image. Financial plan has enabled realization of all forms of preparation at home and abroad, sportswomen have used treatment programmes in domestic and international medical institutions. Supplements are procured in accordance with the demands of training period and specific features of sports branches and disciplines; Supplement and sport nutrition centre is opened as well. The Republic Institute for Sports and Regional Institute of Sport are equipped continually, and they improve their qualified staff. Many requests of the New Olympic Cycle are answered (Jevtic, 2009).

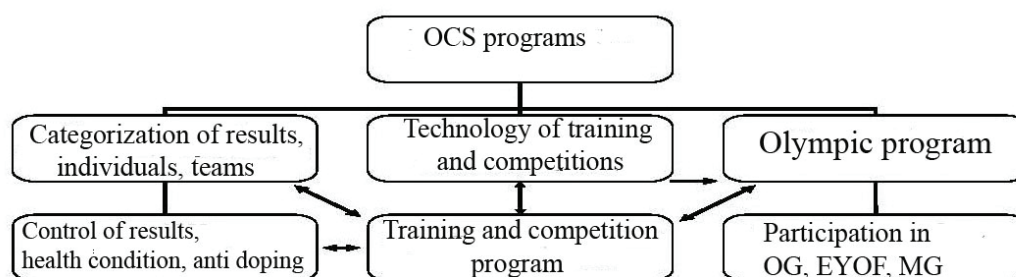
**THE OCS PROGRAMMES IN
XXX OLYMPIC CYCLE**

There is a general opinion that top result is achieved through creation of four systems, namely – excellent training facilities; (and) involvement of athletes in the form of “fulltime work”; (and) a competent coach and application of developmental training technology, sports science and sports medicine; (and) participation in competitions which make achieving of top results possible (Bergsgard, Houlihan, Mangset, Nodland, & Rommetvedt, 2007).

Since 2007, the OCS has been realizing the Olympic programmes through which preparations of all the participants of the Olympic delegation are done (athletes, professionals, executives, agencies, sponsors...) and a team is being built. These are multi-year programmes directed to development of an athlete (an individual and teams) and his environment, as well as all factors of the sport system of Serbia. After four years of realization within two Olympic Cycles (for the OG in Beijing and London), it can be concluded that the programmes have reached the consensus of all factors of sport system of Serbia on the necessity of continuous changes.

The Olympic programmes imply clear, understandable, and measurable objectives, direction of activities, and the ways of realizing the coordinated goals. As well as other Olympic organizations, programme-oriented strategy of the OCS is accompanied by risk and insecurity because the majority of decisions are made on the base of on instantaneously available data and for an events that will take place in the future. Decisions are made respecting the current state of the results of an athlete not well known (Rubingh, 1996). The programmes connect knowledge with a plan, organization, orientation, control, financing, management and evaluation (Jevtic, 2011a) (Diagram 1).

Diagram 1. Analytical model for OCS programme making (Jevtic, 2011 a)

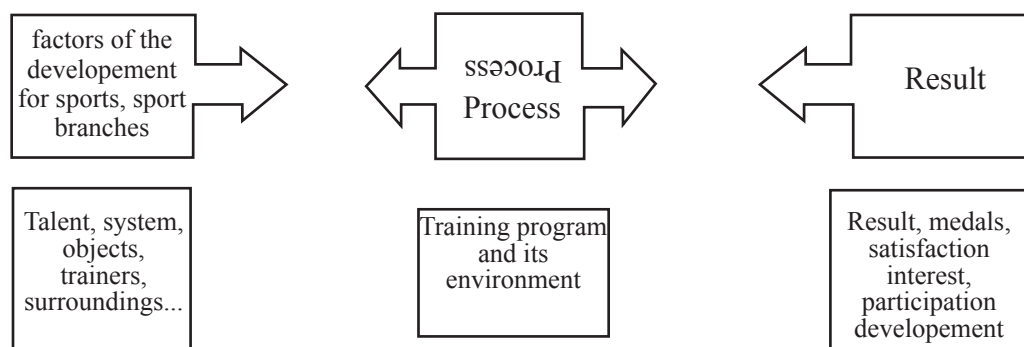


Analysis of relations and connections among large number of factors included in these programmes indicates that the very programmes acquire elements of academic style since they have been based on examples of the best practice, sports science principles, and with intention to enrich the whole process by means of cooperation with experts. The result is a rich heritage, which comprises change control and continuous adjustment with the purpose of development of the OCS performances and sport system of Serbia (Jevtic, 2008). It can be concluded that the

Olympic programmes represent the national system of innovation, i.e. it is a sequence of measures and activities expected to boost training efficiency, the cause of which being the participation and competition of athletes of Serbia in the OG (Diagram 2), (Jevtic, 2011).

Diagram 2. Programmes of the OCS from

participation through process to results (Jevtic, 2010a)



Analysis of Serbian athletes' participation in the OG in Beijing brought the conclusion that "Beijing 2008" project, which has been realized by the OCS since 2006, has not had the sufficient capacity to make an impact on all the factors that determine the quality of competitive results, above all on (Jevtic, 2009):

- voluntary and psychological preparation of athletes,
- resources from the programme and area of sports science and sports medicine,
- rivals, and training partners (partially),
- a large number of competitions and overtraining,
- long term qualifications,
- sports fitness management,
- conflicts,
- control of training work in the area of:
 - quality and quantity of training,
 - training methods,
 - training periods,
 - training, health-care, and anti doping documents and protocols,
- methods for quick, efficient and safe evaluation of training condition
- number of individuals and teams that win world and European championships,
- number of sports in which results for participation in the OG are achieved,
- condition in sports clubs,
- trainers' and managers' competency for top results in sport,
- timely and complete financing of all programmes,
- conditions for training and competition,
- athletes' environment (NF, logistics...)

Based on this analysis, challenges of this Olympic Cycle have been detected. In only four years, the athletes of Serbia have participated in a large number of multi-discipline competitions. To participate in the Games in London it is necessary to accomplish pre-conditions that guarantee the stability in the realization of programme activities: full-time engagement of athletes and coaches, efficient sport and business management in the NC, integration of sports sciences

and sports medicine in preparation programme... In XXX Cycle of Olympics, aims and directions of action within the system of Serbian sport and the OCS itself for The Second Youth Olympic Games (2014) and the forthcoming OG in Rio (2016) must be generated. After the OG in Vancouver, the NSF for winter sports and the OCS have coordinated a programme of winter sports development, oriented to the quality of preparations and top results achievement.

In preparation programme for participation in the mentioned competitions, but above all in the OG in London, it was necessary to define multiannual strategy, but also to recognize problems that make reaching the goal more difficult¹⁾:

- financial problems and possibly decreased interest of sponsors for sport,
- increased expenses of qualifications,
- accurate price, timely supply, and application of new training technological achievements of athletes of Serbia preparation,
- partnership with the NSF in programme preparation and problem solving, new instruments in creating relationships, training control, and programme preparation,
- flow of information,
- activity of professional associations (coaches, managers) and programme directors,
- researches of sport system and its development strategies after 2012,
- health care and anti doping protocols.

Results of the programme a year before OG in London

The OCS monitoring indicates that the number of sports that "have given up their Olympic traditions or visions" remains the same, and there are more and more sports satisfied with meeting standards of the participant's criteria. Thus, the number of sport disciplines in which Serbian athletes will compete in the OG will remain the same, but there is a question regarding a total number of athletes (in Beijing 91)²⁾. The number of women in the Olympic programmes and delegations is variable (at the moment there are

²⁾ the Olympic games of London are qualified by sustainability of results regarding high international standard, and the largest possible number of athletes (teams and individuals)

³⁾ Out of 28 sports of the summer programme, only 10 sports had its representatives in Beijing 2008. Simulation for The Games in London carried out based on results of Serbian athletes in 2010 shows the trends of decreasing number of sports. Out of 26 sports on the Programme of The First Youth Olympic Games – 2010, individuals and teams of Serbia took part in 8 sports (Jevtic, 2010).

27 women or 34.6 % of delegation for London OG) and there are more and more athletes that use doping (4 positive reports among 70 identified athletes in 2010). To stop the process of decreasing results regarding competitiveness of Serbian individuals and teams, and to direct the system of sport to zero tolerance of doping, the OCS has forecast large number of programmes for project management of result development for: (1) **the Olympic standards** (athletics, rowing, boxing, cycling, judo, wrestling, swimming, triathlon, handball, taekwondo); (2) **finals**

and medals in the OG – Top 10 (archery, kayak, rowing, swimming, athletics, volleyball, tennis); (3) maintaining the elite results and gold medal winning – **“Golden Olympic Club”** (tennis, water polo, shooting). Within this categorization, several months before the end of the Olympic qualification process, a group of athletes, whose simulation of results and ranking indicate that they are capable of fulfilling participant’s criteria, is being monitored (potential participants) (Table 5).

Table 5. Categorization for participation in the OG “London 2012” (cross-section view August 2011)

	„Golden Olympic club”				A candidate for a medal, Top 10				Participant in the Games				Potential participant			
	W		M		W		M		W		M		W		M	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Athletics						1		2	4	3	1	3	1	1	1	2
Cycling															2	2
Water polo			13	13												
Rowing					1		2	2			10	4		2		6
Kayak					6	4	6	5	6		2			2		2
Volleyball					12	12	12	12								
Swimming	1		1			1	1						2	1	3	3
Wrestling							1								1	2
Handball															14	
Shooting	1		1	1	2	1	2	2		2		1		2		1
Taekwondo							2						1	1	1	3
Tennis			1	1	1				3	3	3	3				
Boxing							2	1								
Total	2	0	16	15	22	19	28	25	13	8	16	11	4	9	22	21

It is certain that the data in this table depict a movement of the results of Serbian athletes and estimate the degree of competition for high ranking and winning the medals in the OG in London correctly.

CONCLUSION

Support for participation of women in sport has its long prehistory, which is realized on international and national level. From the participation in 1908 Games to the number equality in Beijing (2008), the

Olympic movement brought many declarations, and the most significant are the principles related to the equality and universality of the Games.

Sportsmen and sportswomen of Serbia (individual and teams) have taken part in the OG through their NOC since 1912. Disproportion in development of male and female Olympic sport, as well as relatively late introduction of particular sports in women’s competition in the OG have influenced the winning of 15 medals from the total of 98 women in 5 sports (swimming – 2, basketball – 2, handball – 2, table-tennis – 1, and shooting – 8). Men have won 83 medals in 15 sports.

The OCS programmes differ as a technological

innovation which creates the product (result, team, participation, and competent sport organization, individual) and they include multiannual process of changes (application of new technologies). These programmes are the result of the efforts of profession supported by strong academic dimension; consent on their justification and realization are a part of all the factors of the sport system of Serbia consensus about the need for continuous changes. The changes happen within many areas and the characteristic of the OCS is to lead the changes through broad framework of values that respects universality of programmes and guarantee equality. The Olympic Committee of Serbia does not realize separate programmes for women elite sport, but the NSF, personal and national coaches adjust the existing programmes to the technology of training and securities of building the results in sports and disciplines of the SOG women's programme.

The results movement compared to XXIX Cycle of the Olympics indicates that there has been an increase of competitiveness of Serbian professional sport; that sportsmen and sportswomen are able to repeat the top result (the elite result); that it is possible to expect a greater number of medals compared to the Games in Beijing. Maintaining the quality of the programme creates the preconditions of high competitiveness of the sportswomen's results (individual and team) at the Games in London.

Despite the activities of various bodies and groups, as well as annual conferences dedicated to women in sport, it is noticed that the implementation of most of the adopted conclusions, which are regarded as crucial for greater participation of women in sport (in sports, organizational and executive level), has not started yet.

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