

Perception of local sports leaders and municipal officials on local public sports policies in the commune of Linares

Percepción de dirigentes deportivos locales y funcionarios municipales sobre políticas públicas deportivas locales de la comuna de Linares

Percepção dos líderes esportivos locais e das autoridades municipais sobre as políticas esportivas públicas locais na comuna de Linares

Francisco Javier Retamales Muñoz¹, Pedro Ernesto Ortiz Reyes² & Sandra Arellano Correa³

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ABSTRACT

The application of local public policies on sports (LPSP) of the commune of Linares has been visualized thanks to the application of the Communal Development Plan for Physical Activity and Sports (CDP PA&S) in the period 2018 - 2022 in the community and local sports organizations (LSO), as well as officials of the municipality itself. To know the perception of the implementation of LPSP, a semi-structured interview was applied to 28 sports leaders and 18 municipal officials out of a total sample universe of 127 possible. The individuals indicate that, despite seeing favorable changes in the period, they are unaware of the process and, therefore, the mechanism applied for change, which undermines the understanding of the LPSP and its development through the LSOO and the municipality. The application of the LPSP through its different tools and instruments requires that it be developed under a process of consultation, relevance, and complementarity between the municipality, LSOO, the educational world and beneficiary neighbors; all under a framework of communication and concrete and permanent information that manages to involve all the actors, thus providing a share of responsibility in its execution, control, and evaluation.

Key words: Local public policies; Strategic planning; Sports management; Sports organizations; Municipality.

¹ Magister Gestión de la Actividad Física y Deportiva, Municipalidad de Linares, Linares, Chile.

<https://orcid.org/0000-0001-6073-6683> | retamales.fco@gmail.com

² Magister Gestión de la Actividad Física y Deportiva, Municipalidad de Linares, Linares, Chile.

<https://orcid.org/0000-0001-7348-5553> | pedropf788@gmail.com

³ Doctora en Educación, Facultad de Educación, Universidad Andrés Bello, Santiago, Chile.

<https://orcid.org/0000-0002-6608-6148> | sandrarellano@unab.cl

RESUMEN

La aplicación de las políticas públicas deportivas locales (LPSP) de la comuna de Linares se han visualizado gracias a la aplicación del Plan de Desarrollo Comunal de Actividad Física y Deportes (PDC AFyD) en el período 2018 – 2022 en la comunidad y las organizaciones deportivas locales (OODD), así como de funcionarios del propio municipio. Para conocer la percepción sobre la aplicación de PPDL se aplica una entrevista semiestructurada y confeccionada para tales efectos, a 28 dirigentes deportivos y 18 funcionarios municipales, de un universo muestral total de 127 posibles. Los individuos indican que, pese a ver cambios favorables en el período desconocen el proceso y, por ende, el mecanismo aplicado para el cambio, lo que despotencia la comprensión de la PPDL y el desarrollo de ésta por medio de las propias OODD y el municipio. La aplicación de las PPDL por medio de sus distintas herramientas e instrumentos requiere que se desarrolle bajo un proceso de consulta, pertinencia y complementación entre municipio, OODD, mundo educativo y vecinos beneficiarios; todo dentro de un marco de comunicación e información concreta y permanente que logre involucrar a todos los actores, brindando con ello una cuota de responsabilidad en su ejecución, control y evaluación.

Palabras clave: Políticas públicas comunales; Planificación estratégica; Gestión deportiva; Organizaciones deportivas; Municipalidad.

INTRODUCTION

In all government systems worldwide, the importance of the design, elaboration and implementation of public policies is in contrast to the real effects obtained (Almond, 2001). States also promote, with greater or lesser impact, public policies that allow society's progress in this area to be organized under a specific system, following precepts specific to the particular trends of the moment in which we live, needs and interests manifested by the country itself, its culture and society itself (Retamales, 2008; Reyes, 2006).

RESUMO

A implementação das políticas esportivas públicas locais (PEPL) na comuna de Linares foi visualizada graças à implementação do Plano de Desenvolvimento Comunitário para Atividade Física e Esporte (PDC AFyE) no período 2018 - 2022 na comunidade e organizações esportivas locais (OOEE), bem como funcionários do próprio município. Foi realizada uma entrevista semi-estruturada com 28 líderes esportivos e 18 funcionários municipais de um universo de amostra total de 127. Os indivíduos indicam que, apesar de verem mudanças favoráveis no período, não conhecem o processo e, portanto, o mecanismo aplicado para a mudança, o que prejudica a compreensão do PEPL e seu desenvolvimento através do OOEE e do próprio município. A implementação do PEPL através de suas diferentes ferramentas e instrumentos requer um processo de consulta, relevância e complementaridade entre o município, o OOEE, o mundo educacional e os vizinhos beneficiários; tudo isso dentro de uma estrutura de comunicação e informação concreta e permanente que envolva todos os atores, proporcionando assim uma parcela de responsabilidade em sua implementação, controle e avaliação.

Palavras chave: Políticas públicas comunitárias; Planejamento estratégico; Gestão esportiva; Organizações esportivas; Prefeitura.

Regarding the application of public policies in the sports field, their relevance and depth can be identified based on various application frameworks, theories, sociodemographic characteristics, political trends (Reyes, 2006; Troncoso, 2015; Villarroel, 2018) and economic trends (Soto-Lagos & Tobar, 2021); which makes these a countless number of variables and levels of application in the context of the direct beneficiaries, in turn the public sports policies are translated to the beneficiaries that are invoked, under a globalized view and the experience

obtained over time within the same communities and their cultural expression (Cornejo et al., 2000).

Put into practice, this determines that the processes of construction of public sports policies transcend the governments (territorial, communal, etc.), and are extended based on the capacity of application and experience by the main beneficiaries and users of the actions that are proposed, being the main articulators of the execution of these policies the municipalities through their areas of sport and recreation, as well as towards the territorial scope by the sports leaders of the different local sports organizations, which promote and establish the cycles of activity, life and action of these policies with the athletes and in itself with all the users that enjoy it.

In Chile, public sports policies are expressed in a guiding instrument called "National Policy on Physical Activity and Sports 2016 – 2025" (Ministry of Sports of Chile [MINDEP], 2016), which is a ten-year plan of actions and forecasts where sports growth processes are structured, taking into account a wide range of the population, with the aim of generating a navigation route that allows the country to position itself in appropriate standards within global indicators.

Within the development process of societies, the structuring of regulatory frameworks has taken on importance as a success factor, considering the limitations that these must respect so that the proposed objectives develop progressively in favor of the beneficiaries for whom they were proposed (Puig et al., 2012), this not escaping exercise, physical activity and sport; and their configuration and importance in the social fabric of communities (Guette et al., 2020), as well as laws (Montoro, 2000). Which, and depending on its level of impact on society, requires establishing regulatory frameworks

from the legal field under a customary vision that Loupe initially proposed (Díaz-Inverso, 2015) that respond to problems that affect the inhabitants of the country or a community (Dávila & Soto, 2011).

Based on this, it is within this necessary understanding of how, when and where certain strategies can be defined in search of benefits for the population under advocacy coalitions that promote ideas under perspectives of a government agenda and that certainly represents the public and political interests of the moment (Subirats, 2001), that they arise in Chile within the area of physical activity, exercise and sports sciences, and thanks to the national policy of physical activity and sports and its subsequent regional similarities (MINDEP, 2017a); the communal development plans for physical activity and sports (CDP PAAS) (MINDEP, 2017b), with the clear objective of establishing guidelines adjusted to the realities of the country's communes, providing development guidelines drawn up by the impressions given by their inhabitants, encouraging the application of a comprehensive management system by the municipalities to achieve the proposed objectives.

A CDP PAAS contains a communal view of how, when and where targeted and segmented programs and activities can be developed based on strategic axes (Orellana et al., 2016; Ubilla & Villegas, 2017).

In the commune of Linares with more than 100,000 inhabitants and located in the southern area of the Maule region, during 2017 the CDP PAAS of Linares was implemented, with a 4-year action cycle for its execution from 2018 to 2022; where work is done according to the guidelines indicated by the national policy and the regional policy of physical activity and sports; thereby

seeking to establish the basic guidelines of the public sports policy within the commune.

The aforementioned plan, developed and implemented in the municipality of Linares, contains the scope of a strategic and guiding view, seeking to integrate all the components of the national sports system, both public and private, by formulating a value proposition for the municipality and its inhabitants (Municipalidad de Linares & Retamales, 2018).

In this instrument, and due to the formulation structure proposed by the Ministry of Sports (MINDEP, 2017b), achievement indicators are denoted that compromise the logical sequence of the Plan, understanding that it only covers the municipality's own view from its formulation to its execution. Therefore, it forces us to analyze the impact of this instrument on the living community to determine if this formulation manages to be fully integrated into the daily actions that organizations and citizens themselves maintain when talking about local sports practice.

Consequently, there is a need to provide instances of advice, monitoring, support and institutionalized development to associations, sports clubs and inhabitants belonging to the commune of Linares through an institutionalized instance within the municipal establishment that allows reflecting the implications of the CDP PAAS, considering that the lack of organization and systematized work (García & García, 2007), creates a weakness in sports organizations and the inhabitants of the city. For this reason, it is essential to implement an internal management model according to current needs, which provides training opportunities, asset consolidation and advice to sports organizations in their internal management processes (Retamales, 2022), as well as in the presentation of initiatives and in the daily actions of the

inhabitants of the commune to give practical sense and scope for execution proposed by the CDP PAAS 2018 - 2022 of the commune of Linares. The following study aims to understand the perception of the community involved in the management of local sports activities regarding the implementation of local sports public policies, considering municipal leaders and officials as concrete agents of transfer to the target population (athletes, sports organizations and users in general), thereby establishing the belonging, relevance and consolidation of sports development in the community, and proposing the bases for the implementation of basic internal management tools at the municipal level that promote communal sports growth and therefore the well-being of its inhabitants.

METHODS

This study is established under the design of descriptive participatory action research according to Dahnke's approach (1989), of a non-experimental causal-transectional (Hernández et al., 2010) and diagnostic (Escalada et al., 2004; Hyman, 1984) cut with the purpose of providing scope and underlying proposals to the state of the problem posed. Being of a causal-descriptive nature, with the purpose of establishing a relational framework that involves the aspects of communal sports public policies [CSPP] and their effect on the focused population. The study maintains a qualitative approach, in order to "provide a research methodology that allows understanding the complex world of lived experience from the point of view of the people who live it" (Taylor & Bogdan, 1994).

Universe and sample

The universe of the research is the potential people and organizations that exist and are declared in the CDP PAaS 2018 – 2022 of the municipality of Linares, comprising a total of 26,039 individuals and 95 sports organizations in force in the municipal records, including officials of the aforementioned municipality that have a direct relationship with the communal sports development.

The universe will consider individuals belonging to the 95 current sports organizations that maintain direct contact with the municipality, whether through the use of sports venues, request for support for their activities, organization of local sports events and management presence with a maximum scope of 95 individuals. (Municipalidad de Linares & Retamales, 2018).

Regarding the municipal officials considered and who have a direct relationship with the communal sports development, 32 individuals will be considered without distinction of position

or hierarchy within the municipal body, all within an internal database of officials and belonging to the Directorate of Communal Development [DIDECO], Sports Department, Extracurricular Network [DAEM] and Mayor's Office, all randomly selected from among the various municipal units.

In total, a non-probabilistic sample is estimated for the present study to be 127 individuals, of which an acceptable and representative percentage of individuals will be taken because they will be the object of the sample, being disaggregated by inclusion criteria for the purposes of distribution and application of the instrument defined for the study, this under the proposal of Nieves & Domínguez (2010) for known universes, determining that the study sample will be chosen randomly for this purpose with the following inclusion criteria, which will allow it to be qualified to be subjected to the investigative process of applying the interview (Table 1):

Table 1

Categorization of the sample universe participating in the study.

Category	Quantity	Inclusion criteria
Sports manager	28 individuals	Sports leader belonging to one of the 95 active sports organizations in the commune that maintains direct contact with the municipality.
Municipal officer	18 individuals	Municipal official related to communal sports development, without distinction of position or hierarchy within the municipal level.

Instrument design

Due to the type and focus of the present study, a model of instrument is selected that allows to reflect the proposed objectives. For this, the interview is chosen as a mechanism for collecting valid information regarding the objectives set.

In this, the instrument is defined based on the explanatory-causal model (Bernal, 2010;

Hyman, 1984; Lafuente & Marín, 2008), of the semi-structured or ethnographic type (Díaz-Bravo et al., 2013) with open questions and giving the interviewee options to give freer and more complete answers; as well as allowing the interviewer to relate the answers to enrich the study and subsequent analysis. The design of the instrument maintains characteristics as

proposed by Martínez (2000), understanding the need to specify a structured sense of categorized questions and based on the objectives of the study, seeking that the experience of collecting information always proceeds in favor of the feeling and/or perception of the interviewee, thereby intending to gather the largest amount of relevant information for the study. On the other

hand, an interview is delimited for each individual in a total of 30 minutes considering a base structure of descriptive and characterizing questions of the interviewee, and open questions that allow to delve into the problems and the mechanisms of implementation of communal sports public policies based on their position as sports leader or municipal official (Table 2).

Table 2

Characterization of the instrument to be applied.

Dimension	Characteristics	Number of questions	Average application time
Descriptive	Personal information Managerial and/or official data	4	10 minutes
Knowledge	Knowledge regarding communal sports public policies	2	10 minutes
Relationship	Impact of the plan and public policies Relationship between sports organizations and municipalities	3	10 minutes

Through an analysis process in order to operationalize the variables to be considered within the instrument approach, the following are concluded:

- A. Knowledge and application of the communal development plan for physical activity and sports 2018 – 2022 for the commune of Linares.
- B. Margin of impact of this plan and current communal sports public policies.
- C. Existing relationship between sports organizations and municipalities.

As validation mechanisms for the instrument, a set of 8 questions for each dimension is considered, which encompass the particular characteristics of the variables, all in a simple way, easy to understand and answer, to be subsequently submitted to “expert judgment” (Escobar-Pérez & Cuervo-Martínez, 2008) of 3 specialists. For the conformation of this process, each question within the delivered set is given a

rating from 1 to 5, called the Likert method (1932) (Padua et al., 2016), which allows the assertiveness of a response to be weighted based on a value scale, where 1 = “not at all relevant”, 2 = “slightly relevant”, 3 = “regularly relevant”, 4 = “relevant” and 5 = “very relevant”. From the experience gained by the specialists, 9 questions emerge (4 in the “descriptive” dimension; 2 in the “knowledge” dimension and 3 in the “relationship” dimension) that are declared “very relevant” for the purposes of the study and that must make up the instrument.

The analysis process was carried out by specialists, which aims to provide a degree of validity based on what the literature provides at the statistical level; and in particular in qualitative studies; for which the coefficient of content validity proposed by Hernández (2011) is applied, which yields an index of 0.807, resulting in the degree of validity and concordance placing the instrument in the category of “good”, which

allows us to affirm that it is appropriate to the objectives proposed in the study.

As a result of the analysis and validation process of the instrument, a total of 9 final

questions are established (3 descriptive questions, 2 knowledge questions and 3 relationship questions), which allow us to address the proposed objectives of the study, as well as the operationalized variables (Table 3).

Table 3

Questions resulting from the instrument to be applied.

Descriptive	Knowledge	Relationship
(d1) What organization do you belong to? Tell us how the organization has developed in the community.	(c1) The current communal development plan for physical activity and sports as a communal public policy includes three strategic axes, namely school, social and competitive. In relation to these and during your participation as a leader/official, have you noticed favorable changes? Can you comment on the most notable for you?	(r1) Do you think that the municipality's management model favors the implementation of the communal development plan for physical activity and sports in the commune's sports organizations?
(d2) Your position or title in the organization/municipality; please tell me about your duties, powers and responsibilities in relation to sport.	(c2) Within your internal institutional management, can you indicate where the communal development plan for physical activity and sports has managed to have a favorable or negative impact, considering that its implementation is by the municipality of Linares?	(r2) Do you see any shortcomings in the implementation of the communal development plan for physical activity and sports? Could you mention any?
(d3) Do you participate in other sports or community organizations? Regardless of your position or role, tell us what you do or how you interact most there.		(r3) In the event that as a leader/official you are nominated to make structural and organizational improvements in the municipality in order to implement the communal development plan for physical activity and sports in the commune, what would you propose as the main axis of development? How would you put it into practice?
(d4) Please indicate your age, commune of residence and length of time you have been a member of the organization where you are a leader/official.		

For the purposes of applying the instrument, a base protocol is defined, which is recorded under a strict order of development, in order to guarantee its validity and reliability; as well as the equivalence of situations that involve the collection of information to be processed according to what Troncoso-Pantoja & Amaya-Placencia (2017) express.

Prior to applying the instrument, the interviewer certifies the process by accepting the

participation of the interviewee, delivering a document that faithfully expresses the characteristics of the study, the objectives and mechanisms of data collection; as well as the safekeeping of individual information and the treatment of this information, as expressed by Mondragón-Barrios (2009).

To seek a qualitative data analysis as in the present case, we must understand it as a dynamic process that allows extracting

information and knowledge from a large amount of heterogeneous data, and that are part of particular subjective realities.

In order to clearly establish and limit the subjectivity of the study due to its qualitative

approach, each interview will be processed according to the system of a priori categorization, hermeneutic triangulation and data structuring (Cisterna, 2005) (Table 4).

Table 4

Setup and sequence of obtaining research results.

First grade	Second grade	Third grade	Research results
Cross-referencing of relevant information from coding between participating research subjects.	Cross-referencing of information based on first-degree conclusions obtained and contrast with the literature that supports the theoretical framework.	Cross-referencing of information based on second-degree conclusions obtained and contrast with the problem under study in order to provide final answers.	Interpretative conclusions conditional on the particular processes that support the research problem. Validation or not of working hypothesis.
A priori categorization	Hermeneutic triangulation	Data structuring	Verification

Considering this, the possibility of rescuing from the total number of interviewees and based on the dimensions explained, "first degree" conclusions associated with pairs, this by means of a scaling and crossing of answered phrases, obtaining similar terms that allow to frame themselves in a certain context within the dimension and that allow with this to build conclusions; of "second degree" associated with the existing literature where the a priori conclusion is confronted with the existing and pertinent literature mentioned in the study itself with the purpose that this crossing manages to deliver a margin of depth within the analysis, thus building a next level of conclusion; and of "third degree" associated with the study problem where it is possible to reflect the structuring of the relevant conclusions previously obtained to obtain the research results.

RESULTS

Based on the participation margin obtained with respect to the universe of the study (28 sports leaders and 18 municipal officials), in which 100%

of the effective interviews were achieved and in all the dimensions and questions asked, the categorization process is started in order to generate conclusions regarding the responses of the study participants.

Regarding the descriptive dimension, it is obtained that at the level of leaders, 100% of those expected participate, with an average age of 41±2.5 with residence mainly in Linares 89%, holding positions of president (39%), secretary (18%), treasurer (18%) and director (25%) with a leadership life in the OO.DD. of 6±0.79 years; declaring that only 21% participate in another OO.DD., the position most occupied being that of director (a) with 12%, and the rest only as a partner of said organization.

Regarding municipal officials, 100% of those expected participate, with an average age of 38±1.78, residing mainly in Linares (83%), holding positions of department director (6%), professional (22%), technician or administrator (28%) and monitor (44%), with an age of participation in the institution of 8±0.11 years.

None of the interviewees (no=100%) participate in a OO.DD (Table 5).

Table 5

Descriptor data for the sample universe.

Type	QUANTITY	Age	RESIDENCE COMMUNE	JOB	Age of participation	ARE YOU PARTICIPATING IN OTHER OODD?
Manager	28 = 100%	41 ±2,5	Linares= 89% (25) Longaví = 4% (1) Yerbas Buenas = 7% (2)	President= 39% (11) Secretary=18% (5) Treasurer=18% (5) Director=25% (7)	6±0,79 years	Yes = 21% (6) No = 79% (22)
Municipal officer	18 = 100%	38 ±1,78	Linares = 83% (15) Longaví = 17% (3)	Director=6% (1) Professional=22% (4) Technician= 28% (5) Monitor= 44% (8)	8±0,11 years	Yes = 0% (0) No = 100% (18)

In order to establish an interpretation that allows for concrete and significant responses for the study and based on the categorization and triangulation method for knowledge validation, a pattern of analysis and contrast is established for each question, rescuing and compiling the

impressions of the interviewees. This is how a priori conclusions, hermeneutic conclusions and structural conclusions are determined and compiled for each dimension worked on in the applied instrument (Table 6).

Table 6

Structural conclusions obtained by instrument dimension.

Descriptive dimension	Knowledge dimension	Relationship dimension
<p>(edthcad1) Local organizational development depends largely on the involvement in the actions and activities that the municipality programs and enables within its annual programmatic offer, and which in turn positively intervenes in the OODD of the municipality of Linares, because in essence they do not maintain a concrete capacity for consolidated management that allows them to face the life of the organization in an autonomous way. On another point, the multifaceted effect on the role of the leader (edthcad2 – edthcad4) It greatly discourages the growth that an organization should maintain in which various roles and responsibilities are stipulated, confining it to the minimum expression of existence and making the OODD clearly dependent on external agents for the realization of its activities. This considering the preference effect that exists in the community to be only a “beneficiary” over being an agent of change in the leadership role (ethcad3) within an OODD.</p>	<p>The communal sports public policies applied during the period have allowed the OODD (understanding athletes, members and leaders) to present a considerable improvement in sports aspects (edthcac1), since identifiable progress has been achieved. However, by not promoting communication and information regarding the current instrument that identifies these policies (CDP PAAS), it is only assumed that it is part of the existing dynamics and the style of management or municipal imprint, leaving edges of full action and responsibility of the OODD adrift and unknown, therefore, limiting these organizations to maintain a captive "clientelism" with the municipality without generating initiatives on their own, thus preventing sustained growth at a sporting level. (edthcac2). Within the scope of school sports, and as one of the strategic axes of the CDP PAAS, a drop in the rate of organized activities and participants is recognized, which needs to be analyzed and response measures proposed.</p>	<p>Local sports public policies and their instrument (CDP PAAS) must be presented as an agent of constant and systematic change within the community (edthcar1a), soaking up all the relevant aspects that condition the success of public policy (edthcar1b). With regard to outreach and communication, it does not seek to amalgamate with the participating community and the actions planned within the programmatic axes and the participation of the OODD (edthcar2b), leaders, athletes, members and other beneficiaries (edthcar2a). This shows that the communication failure detected with respect to the instrument applied essentially impacts the groups (edthcar2c) that they should have a greater presence within the communal sports activity (school and training), and that they should be the articulating and projective axis between all the areas served. (edthcar3a) and contemplated in the local sports public policies that the municipality maintains in force, thus allowing the management and control of the expected progress versus the effective and real progress experienced by the community (edthcar3b).</p>

With this, the final interpretive result of the application of the instrument and based on the conclusions obtained, it can be inferred that:

The interviewees are fully convinced that the LPSP applied by the municipality of Linares have had a positive impact on sports organizations during the life cycle of the CDP PAAS (2018 - 2022) and therefore on the community. However, they recognize that organizations do not manage to have a natural and proper capacity to maintain a full organizational life, since there is dependence on external agents and state and private sources of financing to achieve short-term objectives, preferring in many cases to

depend on and even profit from other organizations that maintain a better leadership capacity and maintain a stable programmatic offer within the commune in the calendar year. In addition, they indicate that despite the above, better channels of communication and information are required regarding these policies and the instruments used, as well as the actors involved, their duties, responsibilities and rights; all with the purpose of making the most of the instances of local sports growth. Another essential factor for development is to encourage the expansion of actions and activities that are precursors to formative

and school sports, as a basic source of community sports growth.

Assuming that the situation of knowledge of the instrument, its application and the effects that are caused thanks to its implementation must always be explained and agreed upon throughout the entire process in order to generate full identification with the communal sports public policies by those involved, thereby expanding its radius of action and at the same time being the mainstay of new initiatives that shape the local sports panorama both at the individual and organizational level.

DISCUSSION

Although application instruments that collect personal or subjective impressions such as semi-structured interviews make it difficult to develop studies that allow for the extraction of inferences that can be the pillars of new paradigms or processes of change, depending on the particular and situational experience of individuals who tell their truths and realities of a common topic (Corbetta, 2007; Grele, 1991; Ortí, 1986; Van Dijk, 2021); the present study confirmed the need to generate links or fluid and constant communication between relevant actors, as well as with the community (Trinidad, 2016). Regarding the beneficial effect of the application of local public sports policies (LPSP) in a community, it must be ensured that these policies are adjusted to both the needs and aspirations declared by the direct beneficiaries and the community in general (Bento, 2005; Carvalho et al., 2012). Municipalities seeking to be architects of change within the sports field have sustained, with greater or lesser impact, similar situations where the application of development instruments through LPSP have seen improvements in the community (Januário et al., 2009; Solar, 2007), but like the present case with adverse effects regarding communication with

the community and full knowledge of the instrument applied to carry out this process of change and improvement at the level of internal municipal management and external communication towards the community (Castillo-Retamal et al., 2020), this being a gravitating fact when it comes to being able to dimension the scope of public policy as a municipal management measure.

Studying these phenomena allows other researchers to obtain tangible inputs on the behavior of LPSP with respect to the margins of application through management instruments or tools, which an institution such as a municipality can manage to apply, thereby allowing to increase the options for analysis, confidence, improvement and replication of the analysis model in the near future; and promote the generation of corrective measures or specific implementation measures that are necessary to deepen the LPSP within the community, making these visible in favor of the growth and sustained development of a "sports culture" (Sandoval & García, 2014), as well as the improvement of the management systems and models used by municipalities to converge in administrative efficiency and effectiveness; and thereby improve governance by accepting the incorporation of socioeconomic, sociodemographic, sociopolitical and even sociocultural factors that are found within the community and its sports organizations (Vargas, 2018); thereby understanding the dynamics of the social processes that involve physical activity, sport and health, these being the main axes of most sports public policies in the world.

It is not possible to claim to have a direct impact at the municipal level when certain modifications are not established within its organizational structure and management model that can support the application of these types of public policies, mainly in the informative

and strategic planning effect (Larrauri, 2001; Lorenzo & Sánchez, 2006), all with the aim of implementing an "organizational and leadership culture" that concretizes the particular initiatives of sports organizations in conjunction with the guidelines maintained by local sports public policies.

Although each municipality maintains freedom of action regarding how it is organizationally structured and what its management and management model is, always within a constitutionally contained regulatory framework (DFL No. 1 Law 18,695, Constitutional Organic Law of Municipalities, 2006), a participatory management model must be encouraged that manages to involve sports organizations in its internal actions, as well as educational establishments around the sports activity and programmatic offer it maintains (Orts, 2021); promoting the growth of new sports leaders who, under the guidelines of the LPSP, the management instruments that support sports development and the installed capacity within each municipality to achieve a common ideal.

A better understanding of the dynamics of penetration, knowledge and consolidation of the LPSP in a community requires the formulation of new research instances that allow proposing new models or mechanisms of approach in the stages of construction of the governing instruments of the LPSP, mainly due to the social phenomenon that involves sport in the communities (Reyes, 2006); as well as the instances of verification of progress within a scheme of organizational development by the municipalities; considering as a source of their programmatic objectives of their municipal strategic plan, in turn, to internalize in the sports organizations regarding the influence of the LPSP in their daily actions and the projections of potential sports development for the surrounding community. In

addition, the establishment of national public policies must be better confronted with a local contextual reality, thereby favoring the understanding and the application of the actions planned within the public policy.

Finally, and considering possible future research, it is of no less importance to verify the impact of the LPSP in educational environments and the new conditions that arise due to COVID-19 (Hall-López & Ochoa-Martínez, 2020), as well as the secularization of aspects of school sports development based on the mass of practitioners, sports achievements, obesity and sedentary lifestyle rates (Retamales, 2023), health effects and other associated aspects that provide reliable answers regarding the state of the art, the orientations that social changes cause and the trends in sports development at the local level, in order to translate into LPSP that rewrite the local, provincial, regional and even national future, under a concrete, analyzable and measurable standard.

CONCLUSION

Based on the results obtained regarding the assessments made by local sports leaders and officials of the municipality of Linares, all related to the sport of said commune and framed within a process of gradual escalation and deepening of conclusions, with the purpose of structuring an ideology that manages to respond to the research problem, it is concluded that the application of local public sports policies (LPSP) through its different tools and instruments requires that it be developed under a process of consultation, relevance and complementarity between the municipality, sports organizations, the educational world and beneficiary neighbors; all within a framework of communication and concrete and permanent information that manages to involve all the actors, thereby

providing a share of responsibility in its execution, control and evaluation.

Regarding the process of construction and application of the instrument to rescue the impressions and provide conclusions of the study, a consistency and coherence is appreciated both from the application and the recovery of information;

In conclusion, the research process can be accepted from the objectives proposed at the beginning, thanks to enabling the interpretation of the main actors involved in the LPSP regarding the local sports development of the commune of Linares, based on the knowledge of the existing management instruments and their constant application; understanding that there are also differences and shortcomings in their interpretation as well as in their formulation and that despite these differences, communal sport

has shown improvements that are distinguishable over time.

Likewise, the imperative need for sports organizations to achieve financial autonomy is highlighted, mainly due to the dependence they maintain on external agents and state financing for achieving their objectives, which prevents them from carrying out long-term development plans that are fully consistent with the current LPSP. At the internal management level of the municipality of Linares, there is a lack of relevant, concrete and targeted information that involves sports organizations on a permanent basis, thereby providing guidelines that allow them to endorse the LPSP in a consistent manner, thereby causing the community to give significance to the sports actions, programs and sports interventions that are constantly scheduled and carried out in order to comply with the current LPSP.

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Address for correspondence

Francisco Javier Retamales Muñoz
Magister Gestión Actividad Física Y Deportiva
Departamento de Deportes – oficina Gestión y
Proyectos deportivos.
Ilustre Municipalidad de Linares
Linares, Región del Maule, CHILE
ORCID: <https://orcid.org/0000-0001-6073-6683>
Contact: retamales.fco@gmail.com

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