

| *SPORTS AS VALUE*

The report of the Sports as Value survey for Federations and Sport Organizations

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“Sports as Value”

The report of the Sports as Value survey for Federations and Sport Organizations

Albania: 8 responses
Kosovo: 10 responses
Bosnia and Herzegovina: 10 responses
Montenegro: 14 responses



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1. Introduction

“Sports as Value” is a capacity-building project in the field of sport that will involve 9 partners from 8 countries from the EU and the Balkan region. This collaboration aims to build the capacity of sport clubs, organizations, and federations to integrate positive values in sport practice at the grassroots level in a structured, dynamic and systematic way. In a region historically fragmented, deeply marked by the consequences of armed and violent conflicts and in the current context characterized by a military and humanitarian crisis at the EU’s door, such partnership contributes to the promotion of common European values, while building stronger communities and peaceful societies. In this context, Sport as Value, serves as prevention and mitigation of existing and future conflicts by promoting EU values within the communities in and through sport. On the one hand, a value-based approach in sport has a positive impact in promoting an open and safe environment which Favours individuals’ development. On the other hand, the effects that sport has on the promotion of positive values go beyond the sport field and contribute to the development of cohesive societies and stronger, fails, peaceful and connected communities. “Sports as Value” addresses the needs of the sport organizations in the Balkan countries. Indeed, if they all recognise the profound connections between sport and values, they also acknowledge that existing programs mainly focus on competitive elite sport, and lack efficient monitoring and effective evaluation, thus having limited impact and sustainability. The project includes a research part to increase general knowledge and understanding of grassroots sport structures in the region while raising the capacity of sports managers, coaches, and volunteers through workshops. A joint action takes place in the 4 countries of Region 1, together with harmonized communication and cooperative management.

Capacity-building projects are international cooperation projects based on multilateral partnerships between organisations active in the field of sport in the Programme and third countries not associated with the Programme. They aim to support sports activities and policies

in third countries not associated to the Programme as a vehicle to promote values as well as an educational tool to promote the personal and social development of individuals and build more cohesive communities.

OBJECTIVES OF THE ACTION

The action will aim at:

- * Raising the capacity of grassroots sports organisations.
- * Encouraging the practice of sport and physical activity in Third countries not associated with the Programme.
- * Promoting social inclusion through sport.
- * Promoting positive values through sport (such as fair play, tolerance, and team spirit).
- * Fostering cooperation across different regions of the world through joint initiatives.

THEMATIC AREAS / SPECIFIC OBJECTIVES

Proposals should focus on certain thematic areas defined at the programming stage. Examples of particularly relevant areas are:

- * Promotion of common values, non-discrimination, and gender equality through sport.
- * Development of skills (through sport) needed to improve the social involvement of disadvantaged groups (e.g. independence, leadership etc.).
- * Integration of migrants.
- * Post-conflict reconciliation.



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2. Methodology

2.1 The principles followed to construct the survey

The survey outlined here focuses on assessing the strategic planning, implementation, and evaluation processes concerning grassroots sports development within a specific national federation or organization. It covers various aspects, including the presence of strategic documents, specific objectives, action plans, monitoring and evaluation mechanisms, inclusivity, financial resources, budget allocation, initiatives for underrepresented groups, challenges, and the number of registered clubs.

This comprehensive approach ensures a thorough understanding of the state of grassroots sports development within the federation or organization. By identifying the presence of strategic documents and specific objectives, the survey evaluates the clarity and direction of the development efforts. It also delves into the practical aspect by inquiring about the action plans and how they are monitored and evaluated to ensure progress.

Furthermore, the survey emphasizes inclusivity by addressing the needs and interests of various groups such as women, children, persons with disabilities, and senior individuals. It seeks to understand how these diverse demographics are catered to within the strategic planning and implementation processes.

Financial resources play a crucial role in the execution of grassroots sports development initiatives. Hence, the survey explores the availability of funds and how budgets are allocated for these purposes. It also assesses the percentage of the national federation's budget dedicated to grassroots sports activities.



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In addition, the survey investigates whether there are specific initiatives targeting underrepresented groups and how their success is measured and evaluated. Understanding these aspects sheds light on the effectiveness of efforts aimed at increasing participation among marginalized communities.

Challenges are inevitable in any developmental endeavour, and the survey seeks to identify and address them. By acknowledging the hurdles faced in grassroots sports development, appropriate strategies can be formulated to overcome them.

Lastly, the survey concludes by gathering data on the number of registered clubs within the federation or organization. This information provides insight into the scope and reach of grassroots sports activities at the grassroots level. Overall, the survey is designed to provide a comprehensive overview of grassroots sports development efforts and their efficacy within the specified context.

2.2 The selection of the target

A survey involving national sports federations from Albania, Kosovo, Bosnia and Herzegovina, and Montenegro aimed to gather data on their operations and challenges. This collaborative effort seeks to enhance understanding and cooperation among these entities, fostering development and cohesion within the broader sports community across the four countries. It was envisaged that a minimum of 10 federations and/or sports organizations should respond to the questionnaires. Only one country (Albania) was not able to collect questionnaires for the foreseen number reaching only 8 responses (80%).

2.3 The process and timing used to engage the respondents

The data collection process occurred over a period of eight months, from June 2023 to January 2024. Typically, the process of engaging respondents and collecting data involves several steps:

Planning: This phase involves determining the objectives of the data collection, defining the target audience (respondents), selecting appropriate methodologies (e.g., surveys, interviews, observations), and designing the data collection instruments (questionnaires, interview guides, etc.).

Engagement: Engaging respondents could involve various methods depending on the nature of the study. This could include sending out surveys via email or postal mail, conducting face-to-face interviews, making phone calls, or utilizing online platforms. Ensuring effective communication and incentivizing participation may also be part of this phase.

Data Collection: This phase involves gathering the data from the respondents using the chosen methodologies. It's essential to ensure data quality and accuracy during this process.

Data Processing: Once the data is collected, it needs to be processed, which may involve cleaning, organizing, and coding the data for analysis.

Analysis: In this phase, the collected data is analysed to derive insights and conclusions. This could involve statistical analysis, qualitative coding, or other analytical techniques depending on the nature of the data and research questions.

Reporting: Finally, the findings of the analysis are compiled into a report or presentation format, which may include tables, charts, and narrative descriptions.

2.4 The statistics used to analyse the findings.

To carry out a coherent and reliable study, we conducted research on the national federations in four states: Kosovo, Albania, Bosnia and Herzegovina, and Montenegro. The primary data was collected through the distribution of electronic questionnaires via Google Forms to the federations of the four states. In Albania, 8 respondents participated in the survey, while in Kosovo there were 10, in Bosnia and Herzegovina 10, and in Montenegro 14 respondents. The method used to conduct this research is a comparative method among the four states. The open-ended responses have been analysed using Qualitative Analysis. This involves reading and categorizing the responses to identify common themes and motifs. They are then scrutinized deeply to understand the nuances and complex reasons behind the detected patterns and trends. Interpreting the results is a process that requires an in-depth understanding of the research context. Descriptive statistics are used to summarize and describe the main features of a dataset. Frequencies and percentages of responses to different questions or options are often presented in tables or charts to provide an overview of the data.

3. Results

Below, we present the results (tables, graphs and content analysis) obtained from the questionnaires. Additionally, these results have been specifically commented on with a commentary on the results and a supplementary comparison of the statistical reports derived from the analysis.

1. Do you agree with the definition below on grassroots sports?

Provided definition of organized grassroots sport:

“Organised physical and sport activity practised by people of all ages at a non-professional level and regardless of skills and ambitions. The activities are carried out on a regular basis for health, educational, social purposes and the enjoyment of movement and sense of belonging.”

The graph below presents the responses from Albania, Kosovo, Bosnia and Herzegovina, and Montenegro regarding the definition of grassroots sports:

The results imply that there is a strong consensus across the surveyed countries in favour of the provided definition of grassroots sports, indicating a shared understanding of its fundamental principles and importance in community sports development. Overall, 93% of federations and sports organizations agreed on the provided definition of organized grassroots sports as presented in the graphs. The respective responses were as follows (Albania: 7/8, Kosovo: 9/10, Bosnia and Herzegovina: 10/10, Montenegro: 13/14). Only a small number (7%) of federations and sports organizations did not agree with the provided definition.

The federations and sports organizations that did not agree with the definition of organized grassroots sports provided their version of the definitions which is provided below:

ALBANIA (responses from Albania)

- *Physical activities or games that are conducted based on regulations or specific rules, which can be individual, or team-based. Sports are carried out for entertainment, physical benefits, socialization, and, in some cases, as a professional career. They encompass a*



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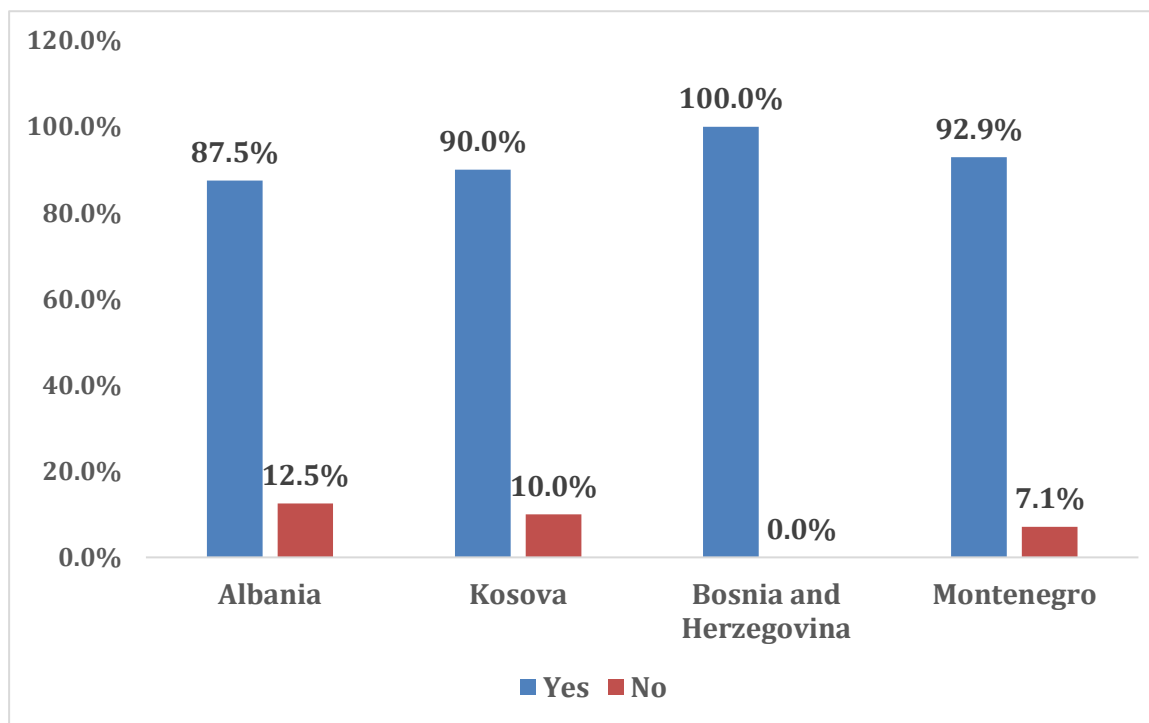
wide range of disciplines, including but not limited to athletics, team sports, individual sports, and recreational activities that contribute to a healthy lifestyle.

KOSOVO (responses from Kosovo)

- Organized physical and sports activities practiced by individuals of all ages on a PROFESSIONAL level, engaging in activities for health, educational, social, enjoyment of movement, and a sense of belonging purposes.

MONTENEGRO (responses from Montenegro)

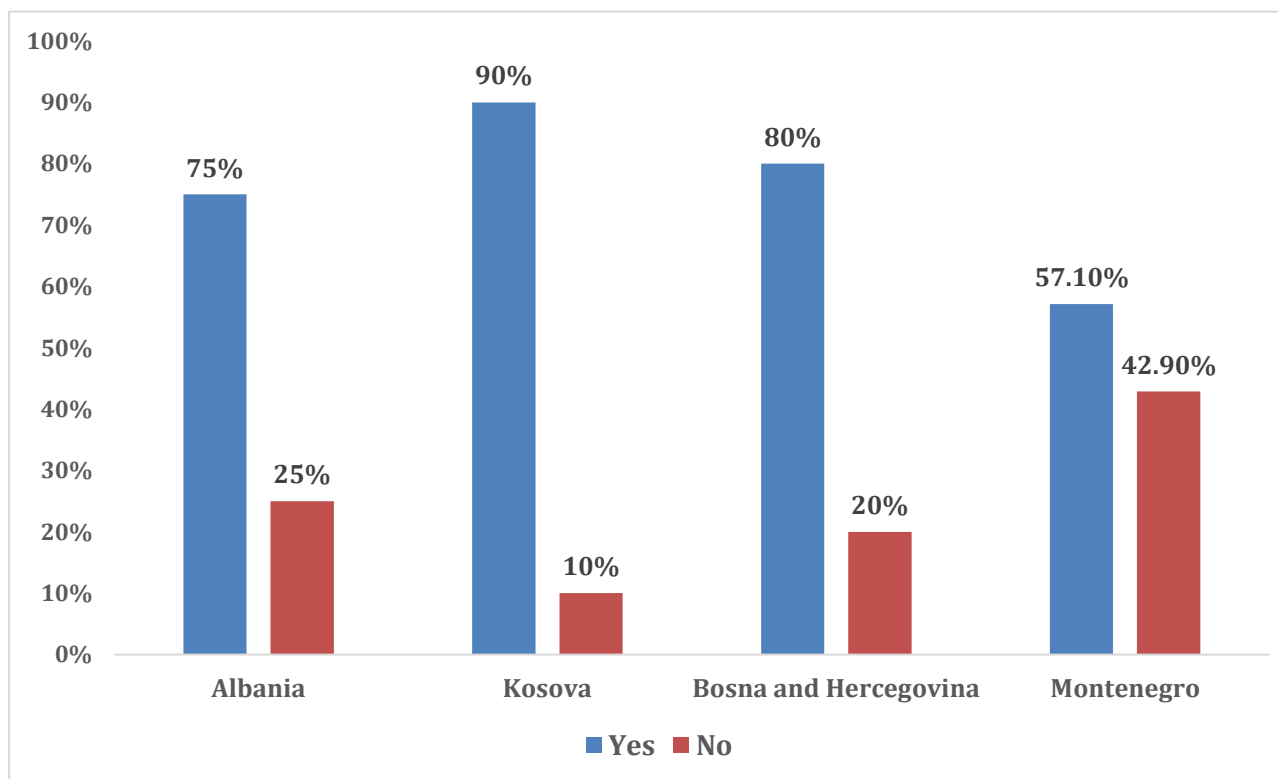
- Sports activities in all forms are conducted to ensure the physical, mental, and social well-being of the citizens of Montenegro.



Summary: While the vast majority of the sports organizations and federations agree with the provided definition of organized grassroots sports and understand the basic principles of it, there is the case of one federation/sports organization in Kosovo which defines organized grassroots sports as “organized physical and sports activities... on a PROFESSIONAL level”...

This clearly indicates that the person/s responsible in answering the questions either did not understand the specific question or are not aware of the differences in the nature of grassroots and professional sports.

2. Are there any current strategic documents in place for the development of grassroots sports in your NF/organization?



Based on the responses regarding the existence of strategic documents for grassroots sports development, 74% of the federations and sports organizations involved reported that they had strategic documents in place. Only 26% of the respondents did not have such documents. Interestingly, federations and sports organizations in Montenegro were among the countries with the least availability of such strategic documents with 43% of respondents reporting the unavailability of the strategic documents in place.

Presence of Strategic Documents:

Albania: 6/8 responses affirm the presence of such documents.

Kosovo: 9/10 responses indicate the existence of strategic documents.

Bosnia and Herzegovina: 8/10 responses confirm the presence of strategic documents.

Montenegro: 8/14 responses acknowledge the existence of strategic documents.

Absence of Strategic Documents:

Albania: 2/8 responses indicate the absence of such documents.

Kosovo: 1/10 responses report no strategic documents.

Bosnia and Herzegovina: 2/10 responses state the lack of strategic documents.

Montenegro: 6/14 responses mention the absence of strategic documents.

Summary: Overall, while most responses across all countries indicate the presence of strategic documents, there are some instances of absence, particularly notable in Montenegro, where a larger proportion of responses indicate a lack of such documents.



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3. What are the specific objectives outlined in your strategic documents for grassroots sports, if there are any?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Objectives	Description
1	Education and Training of Coaches	To educate as many coaches as possible to assist in teaching sports within the community, thereby improving the quality of coaching available and increasing participation.
2	Improvement of Sports Infrastructure	Enhancing sports infrastructure to provide suitable facilities for sports activities, thereby promoting participation and fostering a culture of physical activity.
3	Promotion of Participation and Gender Equality	Promoting participation in sports, especially among youth, and ensuring gender equality in sports activities to create inclusive and equitable opportunities for all.
4	Youth Development Programs	Increasing youth participation in athletic sports activities by building appropriate infrastructure and offering developmental programs that encourage long-term engagement and skill development.
5	Community Partnerships	Building partnerships with schools, local authorities, businesses, and other organizations to increase community support and involvement in sports activities, fostering a sense of community and shared responsibility for grassroots sports development.
6	Development of Specific Sports	Focusing on the development of specific sports, such as basketball and boxing, by organizing national championships, supporting participation in international competitions, and integrating these sports into educational curricula.

7	Introduction of New Sports	Introducing new sports in Albania that may be more suitable for urban area conditions, such as the pickleball game, to diversify sports offerings and attract broader participation.
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Summary: In Albania there were 7 specific objectives outlined in their respective strategic documents. These objectives aim to address various aspects of grassroots sports development, including infrastructure, participation, coach and teacher education, and community engagement, gender equality, youth development programs, to create a sustainable and inclusive sports environment for all individuals.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Objectives	Description
1	Badminton for all	Implementing badminton programs for people of all ages and backgrounds, starting from families and schools to the elderly, with a focus on inclusivity and accessibility.
2	Integration into School Curriculum	Implementing badminton in physical education classes in schools and advocating for an increase in the number of hours dedicated to physical education per week to 4-5 hours, aiming to promote regular physical activity among students.
3	Increasing Participation in Basketball	Increasing the participation of individuals in basketball by 100% through community initiatives, club programs, and school-based activities, with the goal of making basketball accessible to everyone.
4	Inclusive Mountain Activities	Inclusion of all age groups in mountainous activities to increase the number of active participants, promoting outdoor sports and recreation for people of all ages.

5	Promotion	Promoting grassroots sports initiatives through effective marketing, outreach, and awareness campaigns to attract more participants and raise public interest in sports.
6	Development System for Swimming	Establishing a comprehensive development system for the sport of swimming in Kosovo, including talent identification, coaching programs, infrastructure development, and competition pathways to nurture and support aspiring swimmers.
7	Starting from Elementary Schools	Initiating grassroots sports programs at the elementary school level to introduce children to sports, develop fundamental skills, and foster a lifelong interest in physical activity.
8	Providing Support as Needed	Remaining open to providing unconditional support and assistance as needed to address emerging challenges or support grassroots sports initiatives.
9	Optimal Conditions for Athletes	Ensuring that athletes and their coaches have access to optimal training conditions, facilities, and support services to enable them to achieve peak performance and compete at the highest level.
10	Strategic Plan for Karate Development	Developing and implementing a strategic plan specifically tailored to the development of karate sports, outlining key objectives, strategies, and action plans to promote and grow the sport of karate in Kosovo.

Summary: In Kosovo there were 10 specific objectives outlined in their respective strategic documents. The strategic objectives of Kosovo's sports federations and organizations include making badminton accessible to all, integrating sports like badminton into school curriculums, boosting participation in basketball through outreach efforts, ensuring inclusivity in mountain activities, promoting various sports to attract more participants and spectators, establishing a structured development system for swimming, initiating sports programs in elementary schools for long-term growth, providing support to athletes and coaches as

needed, creating optimal conditions for athlete development, and devising a comprehensive plan for the advancement of karate, covering training, competition, and talent identification.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

**COUNTRY: BOSNIA AND HERZEGOVINA**

#	Objectives	Description
1	Promotion and Popularization of Curling	Contributing to the development, promotion, and popularization of curling among all segments of the population, with a special focus on women, children, youth, and persons with disabilities.
2	Improvement of Sporting Results	Providing conditions for the development and improvement of top sports results in curling at all levels of competition nationally and internationally.
3	Educational and Ethical Promotion	Promoting the educational and ethical aspects of sports, such as fair play, understanding, tolerance, and responsibility, through involvement in curling and sports in general.
4	Advocacy of Olympic Values	Advocating, affirming, and promoting Olympic values, Olympic education, cultures, and the Olympic Charter within the framework of curling activities.
5	Implementation of Planned Activities	Achieving the goals through the implementation of planned activities, including the development of curling, representation in international associations, formation of national teams, organization of competitions, and collaboration with relevant authorities and organizations.
6	Maximizing Participation in Badminton	Leveraging the specific advantages of badminton to involve the maximum number of citizens in beneficial physical activities, regardless of gender, age, or physical constitution.
7	Development of Triathlon	Focusing on the development of triathlon as an Olympic sport and providing education for coaches and technical staff to enhance the sport's infrastructure.
8	Improvement of Sports Funding	Seeking ways to improve sports funding to ensure adequate resources for the development and promotion of grassroots sports initiatives.
9	Nurturing Junior Talent	Focusing on the development of junior talent within various sports disciplines to ensure a sustainable pipeline of athletes for future competitions.
10	Enhancement of Sports Programs Quality	Improving the quality of sports programs to provide athletes with better opportunities to showcase their skills and talents.



11	Inclusion and Unified Sports	Increasing inclusion through Unified Sports and Young Athletes programs, especially in schools, and expanding these programs to new areas to promote diversity and participation.
12	Encouragement of Physical Activity	Encouraging children to engage in regular physical activity to improve their health and well-being, with a focus on promoting healthy lifestyles and fair play values.
13	Expansion of Skating	Increasing the number of active skaters, strengthening referee and coaching organizations, and organizing new competitions to promote and expand the sport of skating within the community.

Summary: In Bosnia and Herzegovina there were 13 specific objectives outlined in their respective strategic documents. Sports federations and organizations in Bosnia and Herzegovina have articulated a multifaceted strategy to advance the country's sports landscape. They prioritize the promotion and popularization of curling alongside efforts to enhance sporting results across all levels. Integral to their approach is the educational and ethical promotion of sports, aligned with the advocacy of Olympic values to instil integrity and fair play.

Systematic planning and execution of activities are emphasized to ensure progress and achievement of objectives. This includes maximizing participation in badminton and developing triathlon as well as securing improved sports funding for sustained growth. Nurturing junior talent through structured programs is paramount, as is the enhancement of sports program quality to provide optimal training environments.

Furthermore, the emphasis on inclusion and unified sports aims to foster diversity and accessibility, while encouraging physical activity promote a healthier lifestyle among citizens. Additionally, the expansion of skating initiatives caters to recreational interests and contributes to the overall vibrancy of the sports community in Bosnia and Herzegovina.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Objectives	Description
1	Tennis Promotion at the Elementary Level	Working at the initial level through activities in elementary schools for children up to 10 years old to popularize and promote tennis as a sport.
2	Increasing Participation and Awareness	Increasing the number of participants and raising awareness among students about the importance of engaging in sports activities to promote a healthy lifestyle.
3	Professional Staff Improvement and Club Development	Focusing on the popularization of sports, improvement of professional staff, and development of new clubs to enhance the infrastructure and accessibility of sports programs.
4	Athlete Education and Healthy Lifestyle Promotion	Educating athletes from an early age about the importance of a healthy lifestyle, teamwork, participation, and the influence of coaches and parents in instilling work habits in children, as well as fostering healthy ambitions.
5	Alignment of Sports and Education	Planning to create a strategic document to align sports with school or student obligations, aiming to create exemplary athletes who are also well-educated individuals by integrating sports activities with education.
6	Introduction of Sports to Young Children	Introducing sports activities to the youngest children, including those in kindergartens and lower grades, providing recreation for children and adults of different ages, ensuring adequate space for activities, and offering education and training opportunities.
7	Continuous Citizen Activity in Recreational Sports	Encouraging continuous participation of citizens in various forms of physical activity to improve health and enhance overall quality of life, primarily by adopting healthy lifestyles.



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8	Development and Improvement of Judo	Establishing systems in line with international sports standards, improving conditions for top sports achievement, enhancing professional work and health care in judo, and promoting mass participation while reducing violence in sports.
9	Volleyball Popularization	Popularizing volleyball among girls and boys, with a particular emphasis on boys, to increase participation and interest in the sport.
10	Teqball Promotion and Youth Development	Constantly improving Teqball and affirming, regulating, and controlling it in the territory, especially through youth development programs, to promote young and promising players effectively.
11	Skiing Promotion and Health Impact	Promoting and developing skiing, emphasizing its positive impact on the health of athletes and participants, strengthening sports relationships, representation culture, and gender equality in the sport.

Summary: In Montenegro there were 11 specific objectives outlined in their respective strategic documents. Sports federations and organizations in Montenegro have outlined a comprehensive strategy aimed at enhancing various aspects of sports development in the country. Key objectives include promoting tennis at the elementary level to foster early interest and skill development among children. Efforts are also focused on increasing participation and raising awareness about sports, including the introduction of sports to young children and ensuring continuous citizen activity in recreational sports.

Professional staff improvement and club development are prioritized to enhance the quality of coaching and infrastructure. Athlete education and promotion of healthy lifestyles further underscore the holistic approach to sports development. Alignment of sports and education aims to integrate sports into the educational system for comprehensive development.

Additionally, there's a focus on the development and improvement of judo, popularizing volleyball, promoting Teqball and youth development, and skiing promotion with a focus on its health impact. These objectives collectively aim to cultivate a vibrant sports culture that promotes participation, excellence, and well-being throughout Montenegro.

General summary of specific objectives outlined in the strategic documents for grassroots sports for Albania, Kosovo, Bosnia and Herzegovina and Montenegro:

Overall, all four countries—Albania, Kosovo, Bosnia and Herzegovina, and Montenegro—share a common goal of enhancing sports development through strategic objectives outlined in their respective documents. Key similarities include a focus on grassroots sports development, promoting inclusivity and accessibility, improving infrastructure, and coaching standards, fostering early interest and skill development among youth, and advocating for healthy lifestyles.

However, differences exist in the specific objectives outlined by each country. For example, while Albania prioritizes infrastructure and community engagement, Kosovo focuses on integrating sports into school curriculums and establishing structured development systems for various sports. In contrast, Bosnia and Herzegovina emphasizes the promotion of curling and the alignment of sports with education, while Montenegro prioritizes the development of specific sports like tennis and judo, alongside promoting healthy lifestyles and aligning sports with education.

Despite these differences, all countries aim to create sustainable and inclusive sports environments that promote participation, excellence, and well-being among their populations. Each country tailors its strategic objectives to address its unique challenges and opportunities in sports development.

4. What specific action plans are in place to implement the strategies outlined in your strategic documents?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Action Plans	Description
1	Coaching Certification Courses	<ul style="list-style-type: none"> ● Partner with reputable institutions to develop international coaching certification courses. ● Ensure continuous communication with stakeholders for infrastructure alignment.
2	Inclusive Sports Activities	<ul style="list-style-type: none"> ● Collaborate to remove participation barriers for marginalized groups. ● Design and promote inclusive sports activities.
3	Judo Program and Training Camps	<ul style="list-style-type: none"> ● Massify Judo in schools through curriculum integration and teacher training. ● Organize training camps within and outside the country.
4	Athletics Integration in Schools	<ul style="list-style-type: none"> ● Establish cooperation with Ministry of Education to integrate athletics into curricula. ● Provide resources and training for schools and teachers.
5	Partnership Identification and Engagement	<ul style="list-style-type: none"> ● Analyse and engage potential partners for grassroots sports promotion. ● Foster close relationships through joint projects and communication.
6	Basketball and Motorcycling Promotion	<ul style="list-style-type: none"> ● Partner with sports associations to promote basketball adhering to FIBA regulations. ● Develop strategies to popularize motorcycling as a sports trend.
7	Engagement with Foreign Groups and Universities	<ul style="list-style-type: none"> ● Invite foreign groups to present sports in Albanian universities.



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Summary: In Albania there were 7 specific action plans outlined in their respective strategic documents. Albania's action plan outlines several strategic objectives to enhance sports development, including partnering with reputable institutions for international coaching certification, ensuring infrastructure alignment through stakeholder communication, and removing participation barriers for marginalized groups. It aims to promote inclusive sports activities, integrate judo into school curricula, and organize training camps. Collaboration with the Ministry of Education to integrate athletics into curricula and providing resources for schools are also priorities. Additionally, efforts include grassroots sports promotion, fostering relationships through joint projects, promoting basketball within FIBA regulations, popularizing motorcycling, and inviting foreign groups to present sports in Albanian universities.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Action Area	Action Plans
1	Implementation in Rural Areas	<ul style="list-style-type: none"> ● Conduct community outreach programs to raise awareness about badminton and tennis. ● Provide equipment and facilities for rural communities to engage in these sports. ● Organize regular tournaments and events to foster community involvement and enjoyment.
2	Introduction of Sports in Schools and Universities	<ul style="list-style-type: none"> ● Collaborate with educational institutions to develop sports programs. ● Offer training workshops for teachers and coaches to integrate sports into the curriculum. ● Establish partnerships with sports universities to provide specialized training and resources.

3	Establishment of 3x3 Competitions and Mini-Basketball Program	<ul style="list-style-type: none"> ● Organize 3x3 competitions in public schools and communities. ● Develop a structured mini-basketball program for youth. ● Increase the number of qualified coaches and referees through FIBA-accredited training programs.
4	Implementation of Various Projects (Her World Her Rules, PROMISE Project, Mountain Direction Project)	<ul style="list-style-type: none"> ● Coordinate with relevant ministries and organizations to implement these projects. ● Allocate resources and personnel for project execution. ● Monitor and evaluate project progress and impact.
5	Motivation, Advertising, Participation in Cities	<ul style="list-style-type: none"> ● Develop motivational campaigns to encourage participation in sports. ● Utilize advertising channels such as social media and local media outlets. ● Organize events and tournaments in urban areas to attract participation.
6	Training for Coaches, Referees, Formation of New Clubs	<ul style="list-style-type: none"> ● Offer comprehensive training programs for coaches and referees. ● Facilitate the formation of new sports clubs for various categories. ● Provide support and resources to sustain these clubs and ensure their growth.
7	Support for Schools and Academies	<ul style="list-style-type: none"> ● Provide unconditional support and assistance to schools and academies as needed. ● Offer resources, equipment, and training opportunities.
8	Increase in Administrative Capacities	<ul style="list-style-type: none"> ● Invest in administrative training and development. ● Improve administrative processes and systems to enhance service delivery. ● Strengthen communication and coordination among stakeholders.
9	Implementation Steps and Oversight	<ul style="list-style-type: none"> ● Develop clear implementation plans for each strategy. ● Establish commissions or committees to oversee implementation and measure quality and massification of sports.



- Ensure oversight by the Executive Board of the Kosovo Karate Federation.

Summary: In Kosovo there were 9 specific action plans outlined in their respective strategic documents. Kosovo's action plan for sports development encompasses a wide range of strategic objectives. It focuses on community outreach programs to promote badminton and tennis, providing equipment and facilities for rural communities, and organizing tournaments to foster community involvement. Collaboration with educational institutions aims to integrate sports into curricula, with training workshops for teachers and coaches. Partnerships with sports universities and FIBA-accredited training programs seek to enhance coaching and referee standards. Coordination with ministries and organizations ensures project implementation, while monitoring and evaluation assesses progress. Motivational campaigns and advertising channels encourage participation, particularly in urban areas. Additional efforts include supporting sports clubs, providing resources, and improving administrative processes. Clear implementation plans and oversight mechanisms ensure effective execution and measure the quality and massification of sports across Kosovo.

Bosnia and Herzegovina (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Action Area	Action Plans
1	Promotion of Educational and Upbringing Function of Curling	<ul style="list-style-type: none"> • Conduct awareness campaigns on fair play, understanding, tolerance, and responsibility. • Provide health care support for athletes. • Develop infrastructure for curling development and top sports achievement.



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		<ul style="list-style-type: none"> ● Advocate for common interests of members and cooperate with local government authorities.
2	Organization and Popularization of Recreational Activities in Schools	<ul style="list-style-type: none"> ● Develop and implement recreational projects in schools. ● Provide resources and support for schools to organize recreational activities.
3	Education of Coaches and Technical Staff	Develop coach training programs, including seminars for elementary level coaching. Provide ongoing education and certification opportunities for coaches and technical staff.
4	Activities of the Curling Association of Bosnia and Herzegovina	<ul style="list-style-type: none"> ● Plan and execute various activities to promote and develop curling. ● Organize competitions, training camps, and educational events.
5	Junior Representation	<ul style="list-style-type: none"> ● Establish programs to nurture and support junior athletes in curling. ● Provide opportunities for young athletes to represent Bosnia and Herzegovina internationally.
6	Increasing Opportunities and Resources for Special Olympics	<ul style="list-style-type: none"> ● Connect with existing and new partners to secure resources. ● Empower athletes to take leadership roles within Special Olympics. ● Engage families in volunteering, fundraising, and advocacy efforts. ● Involve youth in vision and goal achievement, promoting lifelong involvement.
7	Development of Coach Training Programs	<ul style="list-style-type: none"> ● Organize seminars to enhance coaches' skills in working with children.
8	Organization of Sports Camps	<ul style="list-style-type: none"> ● Host sports camps to teach basic karate skills to children.



9	Improvement of Sports Infrastructure	<ul style="list-style-type: none"> ● Work on upgrading sports facilities to ensure safe and suitable conditions for physical activities.
10	Promotion of Sports Behaviour and Fair Play	<ul style="list-style-type: none"> ● Conduct educational programs emphasizing fair play and respect for rules.
11	Organization of Local Sports Competitions	<ul style="list-style-type: none"> ● Arrange local sports competitions to foster skill development and competition among children.
12	Partnerships with Local Schools and Communities	<ul style="list-style-type: none"> ● Collaborate with schools and communities to expand the availability of sports programs.
13	Plans of Professional Commissions	<ul style="list-style-type: none"> ● Develop and execute plans for various professional commissions within the organization.
14	Organization of Skating Schools and Strengthening of Clubs	<ul style="list-style-type: none"> ● Establish skating schools to promote the sport. ● Support clubs in their development efforts. ● Apply for funding and support for organizing competitions.

Summary: In Bosnia and Herzegovina there were 14 specific action plans outlined in their respective strategic documents. Bosnia and Herzegovina's action plan for sports development focuses on several key objectives. It includes conducting awareness campaigns on fair play and responsibility, providing health care support for athletes, and developing infrastructure for curling. Advocacy efforts aim to advance common interests and cooperate with local government authorities. Recreational projects in schools, coach training programs, and ongoing education for technical staff support grassroots development. Activities to promote and develop curling, including competitions and training camps, are prioritized, along with nurturing junior athletes and providing international opportunities. Collaboration with partners is crucial for securing resources, empowering athletes, and engaging families in volunteering. Youth

involvement is encouraged through leadership roles, vision setting, and sports camps. Upgrading sports facilities, conducting educational programs, and arranging local competitions further enhance sports development efforts across Bosnia and Herzegovina.

MONTENEGRO (responses from Montenegro)

Based on the provided text, here are specific action plans for implementing the outlined strategies:

COUNTRY: MONTENEGRO			
#	Action Area	Action Plans	FEDERATION
1	Festival of Junior Tennis and Tennis in Elementary Schools	<ul style="list-style-type: none"> Organize annual junior tennis festivals. Collaborate with schools to integrate tennis into physical education classes. Provide training and resources for teachers to facilitate tennis classes. 	Tennis Federation or Regional Tennis Association
2	Annual Plan of Activities	<ul style="list-style-type: none"> Develop a comprehensive annual plan outlining all activities and events. Include specific goals, timelines, and resource allocations for each activity. 	National Sports Federation of Montenegro
3	FIBA Projects for Boys and Girls Aged 6 to 13	<ul style="list-style-type: none"> Implement FIBA projects by visiting schools and conducting training sessions. 	Basketball Federation or Local Basketball Clubs



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		<ul style="list-style-type: none"> ● Target children not currently registered in clubs to increase participation. ● Provide ongoing support and encouragement to sustain interest in basketball. 	
4	Plans for Student Exchanges Among Kickboxing Practitioners	<ul style="list-style-type: none"> ● Explore opportunities for student exchanges at regional, European, and global levels. ● Develop partnerships with organizations to facilitate exchanges. ● Establish clear criteria and processes for participation in exchange programs. 	Kickboxing Federation or Similar Kickboxing Associations
5	Joint Recreational Events, Competitions, and Seminars	<ul style="list-style-type: none"> ● Organize recreational competitions and seminars for coaches and referees. ● Host educational camps for children, coaches, and referees to enhance skills and knowledge. 	Various Sports Federations in Montenegro or Municipal Sports Departments
6	National Championships and Professional Seminars	<ul style="list-style-type: none"> ● Regularly organize national championships across age categories. ● Conduct professional seminars to certify experts and improve skills. ● Provide support for representative selections and their performances. 	National Sports Federations or Sports Coaching Associations

7	Preparation and Implementation of Projects	<ul style="list-style-type: none"> ● Develop and execute projects to promote sports development. ● Allocate resources and personnel for project implementation. 	Montenegrin Olympic Committee or Government Agencies
8	Teqball Competitions and International Cooperation	<ul style="list-style-type: none"> ● Organize Teqball competitions at the national level. ● Establish partnerships with the international Teqball federation. ● Host international competitions and foster cooperation with other sports organizations. 	Montenegrin Teqball Federation or Regional Teqball Associations
9	Development of Strategy (in Preparation Phase)	<ul style="list-style-type: none"> ● Develop a comprehensive sports development strategy with clear objectives. ● Involve stakeholders in the drafting and review process. ● Aim for adoption by the end of the year. 	National Sports Federation of Montenegro or Strategic Planning Committee
10	Skiing Development Initiatives	<ul style="list-style-type: none"> ● Organize training on glaciers outside Montenegro for athletes preparing for important competitions. ● Conduct camps in Montenegro to popularize skiing among younger ages. ● Host seminars for coaches and skiing workers to enhance strategy implementation. 	Montenegrin Ski Federation or Local Ski Clubs

Summary: In Montenegro there were 10 specific action plans outlined in their respective strategic documents. Montenegro's action plan for sports development entails organizing annual junior tennis festivals and integrating tennis into school physical education classes.

Collaboration with schools involves providing training and resources for teachers. A comprehensive annual plan outlines activities with specific goals, timelines, and resource allocations. FIBA projects are implemented through school visits and training sessions to increase basketball participation. Efforts include targeting children not registered in clubs, providing ongoing support, and exploring student exchange opportunities. Recreational competitions, educational camps, and national championships across age categories further promote sports. Teqball competitions and partnerships with the international federation are also prioritized. Additionally, the plan involves drafting a comprehensive sports development strategy involving stakeholders, hosting skiing camps and seminars, and training athletes for important competitions.

General summary of specific action plans outlined in the strategic documents for grassroots sports for Albania, Kosovo, Bosnia and Herzegovina and Montenegro: The action plans for sports development in Albania, Kosovo, Bosnia and Herzegovina, and Montenegro share common themes of promoting inclusivity, improving infrastructure, enhancing coaching standards, and fostering partnerships with educational institutions and government authorities. Each country emphasizes grassroots development through initiatives such as community outreach programs, integration of sports into school curricula, and training workshops for teachers and coaches. Moreover, there is a focus on organizing tournaments, competitions, and training camps to engage communities and nurture talent. However, differences emerge in the specific objectives and priorities outlined in each country's action plan. For example, while Albania prioritizes partnerships with reputable institutions and promoting motorcycling, Kosovo emphasizes collaboration with sports universities and FIBA-accredited training programs. Bosnia and Herzegovina's action plan focuses on advocacy for fair play, infrastructure development for curling, and nurturing junior athletes, while Montenegro emphasizes annual junior tennis festivals, integration of tennis into school curricula, and hosting Teqball competitions. Despite these differences, all countries aim to create sustainable and inclusive sports environments that promote participation, excellence, and well-being among their populations.



5. How are these action plans monitored and evaluated to ensure progress is being made towards the objectives outlined in your strategic documents?

ALBANIA (responses from Albania)

Based on the provided text, the action plans are monitored and evaluated through several key methods to ensure progress towards the objectives outlined in the strategic documents:

COUNTRY: ALBANIA		
#	Action Plans	Monitoring and Evaluation Methods
1	Successful Monitoring and Direction	Monitored and directed by the National and International Federation
2	Regular Reporting and Participation	Regularly informing at the offices of the Federation; participation in club and association activities
3	Analysis of Reports and Data	Analysis of detailed reports and data collected from various sports activities; public reporting and consultation
4	Evaluation of Partnerships and Community Relations	Evaluation of effectiveness of partnerships and community relations
5	Monitoring Activities Based on Sports Editions	Monitoring based on sports editions for national championships and FIBA calendars
6	Evaluation Through Physical Education Teachers	Evaluation through physical education teachers graduating from the Faculty of Sports
7	External Training Initiatives	Hosting groups for training, such as those from the USA

Summary: In Albania there were 7 conducts to monitor action plans to ensure the progress of the objectives outlined in strategic documents. The monitoring and evaluation methods involve oversight by both National and International Federations. Regular updates are provided at Federation offices, and participation in club and association activities is monitored. Detailed reports and data from sports activities are analysed, with public reporting and consultation. Effectiveness of partnerships and community relations is evaluated. Monitoring includes sports editions for national championships and FIBA calendars. Evaluation is conducted through feedback from physical education teachers graduating from the Faculty of Sports. Hosting training groups, such as those from the USA, also serves as a method for evaluation and improvement.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Action Plans	Monitoring and Evaluation Methods
1	Ministry Oversight	The Ministry of Culture, Youth, and Sports provides continuous guidance and ensures adherence to the planned activities, fostering step-by-step progress.
2	Increased Interest and Club Schools	Monitoring involves tracking the increased interest in sports, particularly in establishing club schools, indicating progress in community engagement and program implementation.
3	FBK's Strategic Plan Implementation	The FBK's Strategic Plan assigns responsibility and sets completion times for activities, with a Supervisory Commission ensuring their achievability. This structured approach ensures accountability and progress tracking.

4	Positive Evaluation and Collaboration	The action plans are considered good and evaluated positively, reflecting effective collaboration among Federation members to enhance project implementation.
5	Talent Identification and Support	Efforts to identify talents are prioritized, with a commitment to providing support as needed, indicating a focus on player development and talent nurturing.
6	Administrative Monitoring	The Federation's administration diligently monitors progress, suggesting the existence of systems to track key performance indicators and overall progress towards strategic objectives.
7	Commission and Executive Board Oversight	Progress is monitored through the Supervisory Commission outlined in the strategic plan, while the Executive Board assesses progress achieved. This dual oversight ensures thorough monitoring and evaluation of progress at both operational and strategic levels.

Summary: In Kosovo there were 7 conducts to monitor action plans to ensure the progress of the objectives outlined in strategic documents. Monitoring and evaluation methods involve guidance from the Ministry of Culture, Youth, and Sports and oversight by National and International Federations. Continuous tracking of increased sports interest and club school establishment indicates community engagement progress. The FBK's Strategic Plan assigns responsibility with a Supervisory Commission ensuring accountability. Action plans are positively evaluated, reflecting effective collaboration. Talent identification and support indicate player development focus. Diligent administration suggests effective performance tracking systems. Progress is monitored by the Supervisory Commission and evaluated by the Executive Board, ensuring thorough evaluation at operational and strategic levels. These methods facilitate effective progress tracking and accountability in achieving strategic objectives.



BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

To ensure progress towards the objectives outlined in the strategic documents, Bosnia and Herzegovina monitors and evaluates its action plans through various methods:

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Action Plans	Monitoring and Evaluation Methods
1	Establishing Curling Licensing System	Efforts are focused on establishing a licensing system for clubs, athletes, technicians, referees, and other officials in curling. Evaluation methods are being determined to measure progress in each area, ensuring measurable results.
2	Monitoring Progress and Data Collection	Progress of planned activities and participant numbers are monitored closely, providing quantitative data to assess advancement.
3	Collaboration with Stakeholders	Cooperation with various stakeholders, including international institutions like the European Special Olympics and UNICEF, ensures comprehensive monitoring and evaluation. Regular data collection and updates facilitate performance tracking through surveys, analysis, and feedback mechanisms.
4	Reporting and Analysis	Reports are prepared to monitor and evaluate achieved results, allowing for analysis by relevant committees. This structured approach ensures that progress is systematically assessed and adjustments can be made as needed.

Summary: In Bosnia and Herzegovina there were conducts to monitor action plans to ensure the progress of the objectives outlined in strategic documents. Monitoring and evaluation methods involve close oversight by the National and International Federation, with a



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focus on establishing a licensing system for clubs, athletes, technicians, referees, and officials in curling. Efforts include determining evaluation methods for measuring progress and ensuring measurable results. Monitoring participant numbers and planned activities provides quantitative data for assessment. Cooperation with stakeholders like the European Special Olympics and UNICEF ensures comprehensive evaluation. Regular data collection and updates facilitate performance tracking through surveys and analysis. Reports are prepared to monitor and evaluate results, allowing for analysis by relevant committees. This structured approach ensures systematic assessment of progress and enables adjustments as needed to achieve objectives effectively.

MONTENEGRO (responses from Montenegro)

To ensure progress towards the objectives outlined in strategic documents, Montenegro employs various monitoring and evaluation methods:

COUNTRY: MONTENEGRO		
#	Action Plans	Monitoring and Evaluation Methods
1	Coach and Teacher Collaboration	Coaches train teachers who then work independently and submit monthly reports, ensuring continuous oversight and progress tracking.
2	Budget Constraints and Progress	Unfortunately, due to budget limitations, progress is hindered as there are no increases in funding available.
3	Federation Bodies Oversight	Monitoring is conducted through federation bodies such as the Technical Director and Executive Board, ensuring accountability and progress assessment.
4	Organizing Mini-Basketball Tournaments	Regular tournaments for children, talent identification, and training sessions are organized, with reports prepared on achieved results to monitor progress.



5	Membership Records and Interest	Monitoring includes tracking membership records, assessing interest from individuals working with children and adults, and evaluating achieved results.
6	Regular Analysis and Reporting	Regular analysis and reports from expert teams, the Executive Board, and the Federation Assembly are submitted to the Ministry of Sports, providing insights into progress.
7	Commission Reports	Various commissions within the Judo Federation monitor different areas and submit regular reports to the Executive Board.
8	Setting Measurable Goals	Goals are set with measurable outcomes, allowing for regular performance monitoring, data analysis, and performance evaluation.
9	Strategy Preparation	The strategy is currently in the preparation and adoption phase, indicating a proactive approach to strategic planning and implementation.
10	Supervision at Events	Supervision occurs at competitions, camps, and seminars, with responsible individuals submitting reports to track progress.

SUMMARY: In Montenegro there were 10 conducts to monitor action plans to ensure the progress of the objectives outlined in strategic documents. These monitoring and evaluation methods are essential for overseeing sports development initiatives. Coaches train teachers who then submit monthly reports, ensuring continuous oversight. Budget limitations hinder progress, impacting funding availability. Monitoring is conducted through federation bodies, ensuring accountability. Regular tournaments, talent identification, and training sessions are organized, with reports monitoring progress. Membership records, interest assessment, and achieved results are tracked for evaluation. Regular analysis and reports are submitted to the Ministry of Sports, providing insights into progress. Various commissions within the Judo Federation monitor different areas and submit reports. Measurable goals allow for performance monitoring and evaluation. Strategy preparation indicates a proactive approach to planning. Supervision at events ensures progress

tracking. These methods collectively contribute to effective monitoring and evaluation of sports development initiatives, facilitating informed decision-making and progress assessment.

General summary of conducts to monitor action plans to ensure the progress of the objectives outlined in strategic documents for Albania, Kosovo, Bosnia and Herzegovina and Montenegro:

Overall, the monitoring and evaluation of action plans to ensure progress toward the objectives outlined in strategic documents across Albania, Kosovo, Bosnia and Herzegovina, and Montenegro involve several common practices. These include oversight by both national and international federations, regular updates and reporting mechanisms, analysis of data from sports activities, evaluation of partnerships and community relations, monitoring of participant engagement, and collaboration with stakeholders. Additionally, there's a focus on establishing measurable goals, ensuring accountability through various oversight bodies, and conducting regular assessments to track progress and adjust strategies as needed. Despite some variations in specific methods and focuses, such as the emphasis on establishing licensing systems in Bosnia and Herzegovina and talent identification in Kosovo, these countries share a commitment to effective monitoring and evaluation practices to achieve their sports development objectives.

6. How are the needs and interests of various groups, such as women, children, and persons with disabilities and senior people addressed in your strategies and action plans for grassroots sports development?

ALBANIA (responses from Albania)

It seems like in Albania, strategies, and action plans for grassroots sports development aim to address the needs and interests of various groups such as women, children, persons with disabilities, and senior people through several approaches:

COUNTRY: ALBANIA		
#	Strategy / Action Plan	Description
1	Global Policies for Equality, Diversity, and Inclusion	<ul style="list-style-type: none"> ● Rigorous adherence to global policies that promote equality, diversity, and inclusion in sports.
2	Organizing Training Camps and Promoting Participation	<ul style="list-style-type: none"> ● This includes organizing training camps and promoting participation across all age groups, with a particular focus on women, children, and the elderly.
3	Allocation of Resources	<ul style="list-style-type: none"> ● Ensuring necessary resources such as sports materials and suitable infrastructure for children's sports activities.
4	Customized Programs	<ul style="list-style-type: none"> ● Creating specific programs and activities tailored to the needs and preferences of each age group.
5	Feedback Mechanisms	<ul style="list-style-type: none"> ● Seeking feedback from participants to improve the adaptation of activities and programs.
6	Specialized Trainers	<ul style="list-style-type: none"> ● Employing specialized trainers to work with different groups to ensure an appropriate and sustainable approach to basic sports.
7	Inclusion Initiatives	<ul style="list-style-type: none"> ● The Albanian Basketball Federation (FSHB) focuses on including women in basketball through activities targeting girls under 12 years old. They support national women's championships by reducing or eliminating organizational fees and organizing seminars to promote the benefits of basketball for girls.
8	Collaboration with Specialized Organizations	<ul style="list-style-type: none"> ● Collaborating with organizations experienced in working with specific groups like persons with disabilities, providing support through material and/or human resources.



9	Challenges and Collaborative Efforts	<ul style="list-style-type: none"> • Acknowledgment of the challenges in fulfilling these conditions and interests, with efforts directed towards collaborating with experienced partners and organizations familiar with the target communities.
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Summary: In Albania there were 9 strategies and action plans for the appearance of the main sports strategies for grassroots sports development prioritize equality, diversity, and inclusion, aligning with global policies. They emphasize organizing inclusive training camps and promoting participation across all age groups, particularly targeting women, children, and seniors. Adequate resources and infrastructure are ensured for children's activities, while tailored programs cater to the specific needs of each demographic. Feedback from participants guides program adaptation, supported by specialized trainers. The Albanian Basketball Federation focuses on involving women in basketball, especially targeting young girls, with initiatives like fee reductions and seminars. Collaboration with experienced organizations supports persons with disabilities. Despite acknowledged challenges, efforts are directed towards partnering with knowledgeable organizations to address the diverse needs of communities effectively.

KOSOVO (responses from Kosovo)

Here's how the needs and interests of various groups, such as women, children, persons with disabilities, and senior people, are addressed in the strategies and action plans for grassroots sports development in Kosovo:

COUNTRY: KOSOVO		
#	Strategy / Action Plan	Description
1	Inclusive Participation	<ul style="list-style-type: none"> • There is enthusiastic anticipation from participants across all categories, indicating a commitment to inclusivity in sports.



2	Focus on Children with Potential Expansion	<ul style="list-style-type: none"> While the primary focus remains on children, there is recognition of the importance of offering sports opportunities to the elderly and individuals with special abilities. Efforts are acknowledged to be in the early stages for these groups, with a focus on the growth of the women's community in sports.
3	Programs and Tournaments	<ul style="list-style-type: none"> Initiatives such as Mini-Basketball tournaments for children aged 5-12 and the Veterans League for retirees from basketball are organized. Various programs aim to enhance the quality of participation for both men and women, including the development of future basketball administrators within clubs and the Federation.
4	Geographical Reach and Financial Challenges	<ul style="list-style-type: none"> Progress is noted, with increased interest observed in mountainous areas. However, finances remain a challenge to implementing these programs effectively.
5	Structured Coaching and Skill Development	<ul style="list-style-type: none"> The development and teaching of swimming skills for different age groups are well-monitored, with licensed coaches overseeing the process.
6	Recognition of Improvement Areas	<ul style="list-style-type: none"> There is acknowledgment that certain aspects are not yet at the desired level, indicating a commitment to continuous improvement.
7	Willingness to Support Emerging Needs	<ul style="list-style-type: none"> While not previously considered, there is a willingness to offer unconditional support if needed, demonstrating flexibility in addressing emerging needs.
8	Collaboration for Awareness and Promotion	<ul style="list-style-type: none"> Collaboration with the National Olympic Committee and other federations ensures innovative promotional programs to raise awareness about sign language sports. Efforts include showcasing success stories and opportunities offered by sign language sports as part of the Olympic program. Additional resources and

		commitment are invested in improving media presence and organizing conferences with sports officials at national and international levels.
9	Inclusion in Karate Sport	<ul style="list-style-type: none"> All mentioned categories, including women, children, persons with disabilities, and senior people, are included and highly functional in the sport of karate in Kosovo, showcasing a commitment to inclusive sports participation.

Summary: In Kosovo there were 9 strategies and action plans for the appearance of the main sports strategies for grassroots sports development prioritize equality, diversity, and inclusion, aligning with global policies. The strategies and action plans for grassroots sports development demonstrate a commitment to inclusivity and addressing the needs of various groups. While children remain a primary focus, efforts are underway to extend opportunities to the elderly and individuals with special abilities. Initiatives such as Mini-Basketball tournaments for children and the Veterans League for retired basketball players cater to different age groups. Programs aim to enhance participation quality for both genders, including the development of future basketball administrators. Despite financial challenges, progress is noted, particularly in mountainous areas. Swimming skill development is closely monitored, and there's a commitment to continuous improvement. Flexibility is shown in offering unconditional support as needed. Collaboration with national bodies ensures innovative programs, including those promoting sign language sports, showcasing commitment to inclusivity. In Kosovo, karate is highlighted as a sport where women, children, persons with disabilities, and seniors are included, emphasizing a commitment to inclusive sports participation.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

Here's how the needs and interests of various groups, such as women, children, persons with disabilities, and senior people, are addressed in the strategies and action plans for grassroots sports development in Bosnia and Herzegovina:

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Strategy / Action Plan	Description
1	Curling Development	<ul style="list-style-type: none"> Efforts are made to develop, promote, and popularize curling among all segments of the population, especially children, youth, and people with disabilities. Although the availability of technical conditions, such as ice rinks, poses a challenge currently.
2	Equality in Badminton	<ul style="list-style-type: none"> Badminton promotes complete equality for all participants, with representation from all categories in activities. Special programs are available for people with disabilities, while they are also welcome to participate in joint activities if interested.
3	Representation in Planning and Education	<ul style="list-style-type: none"> Various groups, excluding people with disabilities due to legal limitations, are equally represented in planning and education, including competitions for all age groups up to Age 55+.
4	Inclusivity in Special Olympics	<ul style="list-style-type: none"> Special Olympics Bosnia and Herzegovina (SOBIH) prioritizes inclusivity, offering accessible programs and events for all, regardless of gender, age, or disability.
5	Diverse Sports Programs	<ul style="list-style-type: none"> SOBIH develops diverse sports programs tailored to the interests and needs of different groups, including women, children, older people, and those with specific disabilities.



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6	Education and Awareness	<ul style="list-style-type: none"> ● Educational programs and campaigns raise awareness of the needs and interests of different groups, training coaches and volunteers on inclusive approaches and promoting equal opportunities in sports.
7	Partnerships and Collaboration	<ul style="list-style-type: none"> ● SOBIH collaborates with organizations addressing specific needs of certain groups, jointly developing and implementing programs and events.
8	Monitoring and Continuous Improvement	<ul style="list-style-type: none"> ● SOBIH tracks participation and results of different groups, adjusting programs to better respond to needs, and continually improving strategies.
9	Inclusive Planning Process	<ul style="list-style-type: none"> ● Representatives of various groups are involved in planning strategies and action plans to ensure their interests are considered.
10	Attention to Gender Representation	<ul style="list-style-type: none"> ● The Federation pays attention to gender representation and equal access for all skaters. However, specific sections for older people or people with disabilities are currently lacking.

Summary: In Bosnia and Herzegovina there were 10 strategies and action plans for the appearance of the main sports strategies for grassroots sports development prioritize equality, diversity, and inclusion, aligning with global policies. The strategies and action plans for grassroots sports development prioritize inclusivity and address the needs of diverse groups. Efforts are directed towards promoting sports like curling and badminton among children, youth, and people with disabilities, despite challenges like limited technical infrastructure. Special Olympics Bosnia and Herzegovina (SOBIH) leads initiatives ensuring accessibility and tailored programs for all groups, including women, children, seniors, and those with disabilities. Educational campaigns raise awareness and train coaches on inclusive approaches. Collaborations with specialized organizations further enhance program effectiveness. Participation tracking allows for program adjustments, and representation from various groups in planning ensures diverse interests are considered. However,

certain areas, such as sections for older people or individuals with disabilities in skating, require further development to ensure comprehensive inclusivity.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Strategy / Action Plan	Description
1	Focus on People with Disabilities	<ul style="list-style-type: none"> Although individuals with disabilities are included in the strategy, their participation is limited due to factors such as lack of interest and inadequate infrastructure and resources for para tennis.
2	Budget Allocation for Primary Activities	<ul style="list-style-type: none"> With a budget focused on primary activities, there is consideration for upgrading the system to better accommodate the needs of all categories.
3	Inclusion of Women and Veterans	<ul style="list-style-type: none"> Efforts are made to ensure representation of women and veterans in sports activities, aligning with EU directives for gender representation.
4	Future Focus on Disabilities and Martial Arts	<ul style="list-style-type: none"> Future plans prioritize addressing the needs of people with disabilities in sports, particularly in contact martial arts, requiring detailed analysis and planning for implementation.
5	Membership Composition	<ul style="list-style-type: none"> Women and children form the majority of members in sports organizations, while older individuals engage in various recreational activities.
6	Lack of Strategic Documents	<ul style="list-style-type: none"> While strategic documents are not available, programs are adjusted to accommodate participants from all socio-age categories and genders.



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7	Commission Activities	<ul style="list-style-type: none"> Identified needs and interests are implemented through appointed commissions within the Association, which propose further activities to improve systematization and enhancement.
8	Active Participation of Women and Children	<ul style="list-style-type: none"> A significant percentage of women and children participate in sports activities, indicating efforts to cater to their needs and interests.
9	Role of Education	<ul style="list-style-type: none"> Education plays a crucial role in raising awareness and understanding the needs of different groups in sports, suggesting a commitment to inclusivity and diversity.
10	Equal Representation	<ul style="list-style-type: none"> The needs of different groups are represented evenly and equally actively in strategic plans, indicating a commitment to addressing their interests comprehensively.

Summary: In Bosnia and Herzegovina there were 10 strategies and action plans for the appearance of the main sports strategies for grassroots sports development prioritize equality, diversity, and inclusion, aligning with global policies. The strategies and action plans for grassroots sports development aim to address the needs and interests of various groups, including women, children, persons with disabilities, and senior people. Efforts are being made to include individuals with disabilities, although participation is limited due to factors like lack of interest and inadequate resources. Budget considerations include plans for upgrading infrastructure to better accommodate all categories. Representation of women and veterans in sports activities aligns with EU directives for gender balance. Plans prioritize addressing the needs of people with disabilities in sports, particularly in contact martial arts, with detailed analysis and planning. Programs are adjusted to accommodate participants from diverse backgrounds, and education plays a crucial role in raising awareness and understanding. Commissions within the Association propose activities to enhance inclusivity, reflecting a commitment to addressing the needs of all groups comprehensively.



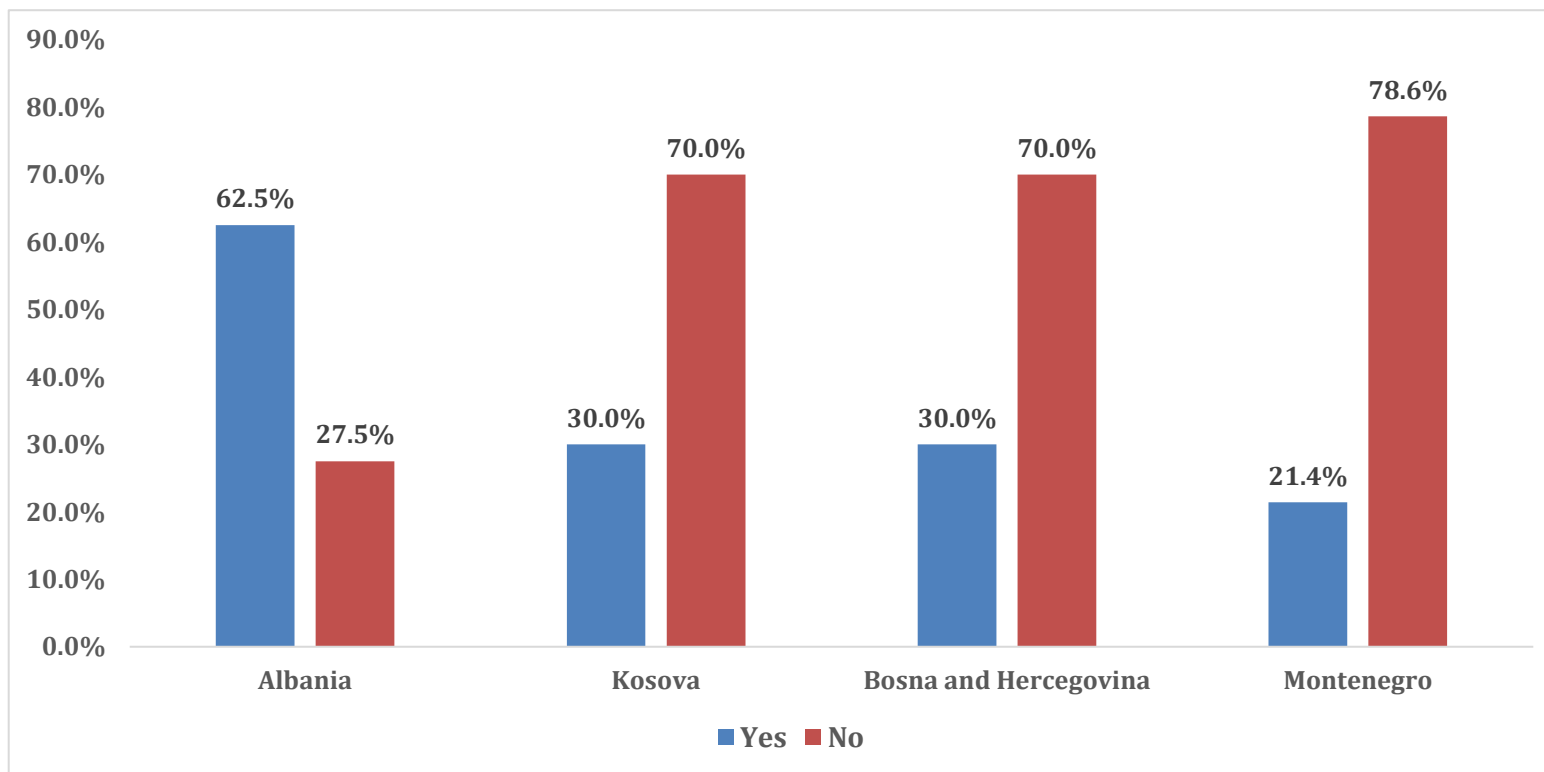
General summary of the needs and interests of various groups, such as women, children, and persons with disabilities and senior people addressed in strategies and action plans for grassroots sports development.

The strategies and action plans for grassroots sports development across Albania, Kosovo, and Bosnia and Herzegovina prioritize equality, diversity, and inclusion in alignment with global policies. Efforts are directed towards addressing the needs and interests of various groups, including women, children, persons with disabilities, and senior people. These plans emphasize organizing inclusive training camps, providing adequate resources, and tailoring programs to cater to the specific requirements of each demographic. Initiatives such as reduced fees and specialized seminars target women's involvement in sports, particularly in basketball. Collaboration with experienced organizations supports persons with disabilities, while educational campaigns raise awareness and promote inclusive approaches. Despite acknowledged challenges such as financial constraints and limited technical infrastructure, there is a commitment to continuous improvement and addressing emerging needs. Flexibility is demonstrated in offering unconditional support, and collaboration with national bodies ensures innovative programs. Overall, these strategies reflect a comprehensive approach to grassroots sports development, aiming to foster inclusivity and participation across diverse communities.



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7. Are financial resources available to support the implementation of the strategic documents and action plans for grassroots sports?



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Based on the responses, in Albania, 62.5% of respondents indicated that financial resources are available for grassroots sports implementation, while in Kosovo and Bosnia and Herzegovina, only 30% of respondents reported the availability of such resources. Montenegro had the lowest availability, with only 21.4% of respondents stating that financial resources are accessible for grassroots sports initiatives. Overall, financial support varies across these countries, with Albania showing the highest percentage of availability and Montenegro the lowest.

These findings suggest that while some countries have more financial backing for grassroots sports, others face significant challenges in securing adequate resources for implementation.

If Your answer to the previous question was YES, please explain below.

ALBANIA (responses from Albania)

Yes, financial resources are available to support the implementation of the strategic documents and action plans for grassroots sports in Albania. Here's how:

COUNTRY: ALBANIA		
#	Financial Resource	Description
1	Projects and Sponsorships	<ul style="list-style-type: none"> Support comes from projects or sponsorships secured by federations from state institutions, the Albanian National Olympic Committee, or private entities. This indicates a diverse range of potential funding sources.

2	GRAND Fund and Local Authorities	<ul style="list-style-type: none"> Funding for the development of strategic plans is obtained from the GRAND fund, along with various projects from local authorities. This suggests leveraging both national and local funding opportunities.
3	Grant from Ministry of Education and Sports	<ul style="list-style-type: none"> The Albanian Basketball Federation (FSHB) receives financial support from the grant fund provided by the Ministry of Education and Sports. This funding includes the budget for organizing sports activities outlined in the project.
4	Limited Grant Fund from MAS	<ul style="list-style-type: none"> FSHB is financed by a grant fund provided by MAS. However, it's noted that the funding space is limited and insufficient to achieve all national objectives, highlighting potential challenges in resource allocation.
5	External Support	<ul style="list-style-type: none"> There's mention of a group from the USA bringing financial resources, indicating potential international partnerships or donor support contributing to grassroots sports development efforts.

Summary: In Albania, financial resources for grassroots sports come from various sources, including state institutions, the Albanian National Olympic Committee, private entities, and international partnerships. Projects and sponsorships secured by federations contribute to funding, along with grants from the GRAND fund and local authorities. The Albanian Basketball Federation (FSHB) receives support from the Ministry of Education and Sports, but funding from MAS is noted to be limited. Overall, while there are diverse funding opportunities, challenges in resource allocation persist. Additionally, international partnerships, such as support from a group in the USA, further enhance financial support for grassroots sports in Albania.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Financial Resource	Description
1	Sponsors	<ul style="list-style-type: none"> The Basketball Federation of Kosovo receives support from sponsors.
2	Ministry of Culture, Youth, and Sports	<ul style="list-style-type: none"> Financial support is provided by the Ministry of Culture, Youth, and Sports.
3	FIBA	<ul style="list-style-type: none"> Support is received from the International Basketball Federation.
4	National Olympic Committee	<ul style="list-style-type: none"> Assistance is provided by the National Olympic Committee.
5	Grants	<ul style="list-style-type: none"> Various grants contribute to the financial resources available for grassroots sports.
6	Membership fees	<ul style="list-style-type: none"> Financial support is derived from membership fees collected from clubs.
7	Memorandums	<ul style="list-style-type: none"> Memorandums from the Ministry of Culture, Youth, and Sports, as well as being categorized as a sport in category A in Kosovo, provide financial backing for grassroots sports initiatives.

Summary: In Kosovo, financial support for grassroots sports is multifaceted. The Basketball Federation of Kosovo secures sponsorship deals, while the Ministry of Culture, Youth, and Sports provides direct assistance. Additionally, support comes from the International Basketball Federation and the National Olympic Committee. Various grants further bolster financial resources available for grassroots sports initiatives. Membership fees collected from clubs also contribute to funding. Moreover, memorandums from the Ministry of Culture, Youth, and Sports, coupled with the categorization of sports in category A in Kosovo, ensure ongoing financial backing for grassroots sports. This diversified funding approach underscores Kosovo's commitment to fostering sports development at the grassroots level, ensuring sustainability and inclusivity in sports programs across the nation.



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BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Financial Resource	Description
1	Funding from Institutional Budgets	<ul style="list-style-type: none"> Funds allocated from the budgets of relevant institutions (government bodies, sports organizations) for grassroots sports projects.
2	Member Contributions and Donor Funding	<ul style="list-style-type: none"> Funds collected from sports federation or club members, as well as donations from external sources (individuals, businesses, non-profits) for grassroots sports.
3	Annual Budget for Preparations and Competitions	Designated portion of the overall budget aimed at financing activities related to preparing for and organizing grassroots sports competitions.

Summary: In Bosnia and Herzegovina, financial support for grassroots sports comes from various sources. This includes allocations from the budgets of relevant institutions, such as government bodies and sports organizations, specifically earmarked for grassroots sports projects. Additionally, funding is generated through contributions from sports federations or club members, along with donations from external sources like individuals, businesses, and non-profit organizations. Moreover, a portion of the overall budget is designated to finance activities related to the preparation and organization of grassroots sports competitions. These diverse funding streams contribute to sustaining and advancing grassroots sports initiatives across Bosnia and Herzegovina.



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MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Financial Resource	Description
1	FIBA Donation for Youth Development	<ul style="list-style-type: none"> Funding provided through donations from FIBA (International Basketball Federation) specifically for the implementation of FIBA projects aimed at youth development in basketball, such as the FIBA Youth Development Fund and initiatives like "Her World Her Rules" for girls.
2	Co-Financing by the Ministry of Sports	<ul style="list-style-type: none"> The plan and program of the Montenegrin Sports Recreation Federation "Sport for All" are regularly co-financed through competitions by the Ministry of Sports of Montenegro. Indicates ongoing government support for sports programs aimed at promoting widespread participation.
3	Support from Socially Responsible Companies	Financial contributions received from socially responsible companies in Montenegro, likely through sponsorship or funding support for various sports programs and initiatives.

Summary: In Montenegro, financial support for grassroots sports is sourced from various avenues. Donations from FIBA, particularly for youth basketball development projects like the FIBA Youth Development Fund and initiatives such as "Her World Her Rules" for girls, contribute to funding. Additionally, the Montenegrin Sports Recreation Federation's "Sport for All" plan receives co-financing from the Ministry of Sports through competitions, demonstrating ongoing government backing for sports programs. Furthermore, financial contributions from socially responsible companies in Montenegro, likely in the form of sponsorships or funding, further bolster support for various sports programs and initiatives across the country.

GENERAL SUMMARY: Financial resources for grassroots sports development vary across Albania, Kosovo, Bosnia and Herzegovina, and Montenegro. Based on the responses, in Albania, **62.5%** of respondents indicated that financial resources are available for grassroots sports implementation, while in Kosovo and Bosnia and Herzegovina, only **30%** of respondents reported the availability of such resources. Montenegro had the lowest availability, with only **21.4%** of respondents stating that financial resources are accessible for grassroots sports initiatives. Overall, financial support varies across these countries, with Albania showing the highest percentage of availability and Montenegro the lowest. In Albania, funding is sourced from state institutions, the National Olympic Committee, private entities, and international partnerships. Although diverse, challenges in resource allocation persist. Kosovo adopts a multifaceted approach, securing sponsorship deals, direct assistance from the Ministry of Culture, Youth, and Sports, and grants from various sources. This diversified funding ensures sustainability and inclusivity in sports programs. Bosnia and Herzegovina rely on allocations from relevant institutions, contributions from sports federations and clubs, and donations from external sources to support grassroots sports projects. Additionally, a portion of the overall budget is designated for grassroots sports competitions. In Montenegro, financial support is obtained through donations from FIBA, co-financing from the Ministry of Sports, and contributions from socially responsible companies. These resources contribute to various sports programs and initiatives across the country. Despite challenges and varying levels of availability, these countries demonstrate a commitment to fostering sports development at the grassroots level through diverse funding approaches and partnerships.

8. How are budgets allocated for grassroots sports development in your federation/organization?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Allocation Method	Description
1	Program of activities	<ul style="list-style-type: none"> Budget allocation depends on the determined program of activities for the year.
2	Expense Categories	<ul style="list-style-type: none"> Key categories identified for budget allocation include infrastructure, training, promotion, and events.
3	Transparency and Administration	<ul style="list-style-type: none"> Emphasis on transparent process with detailed information provided to members.
4	Limited Budget Consideration	<ul style="list-style-type: none"> Despite limitations, efforts made to allocate funds where most needed.
5	Ministry Guidelines	<ul style="list-style-type: none"> Budget figures specified by Ministry of Education, Science, and Sport, and Executive Committee decisions considered.
6	Investment Focus	<ul style="list-style-type: none"> Budget determined through annual assemblies and board meetings, allowing for adjustments to benefit athletes.
7	Promotion Phase	<ul style="list-style-type: none"> Initial phase may focus on promotion rather than financial investment.

Summary: In Albania, budget allocation for grassroots sports development depends on the yearly program of activities. Key categories prioritized for allocation include infrastructure, training, promotion, and events. The process emphasizes transparency, with detailed information provided to members. Despite limitations, efforts are made to allocate funds where most needed, guided by figures

specified by the Ministry of Education, Science, and Sport, and decisions from the Executive Committee. Budget decisions are made through annual assemblies and board meetings, allowing for adjustments to benefit athletes. Initially, the focus may be on promotion rather than significant financial investment.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Allocation Method	Description
1	Percentage Allocation	<ul style="list-style-type: none"> 30% allocated for sports for all, 50% for national and international sports, and 20% for salaries and incentives.
2	Importance and Inclusiveness	<ul style="list-style-type: none"> Budgets allocated to various projects based on their importance and inclusiveness of activities by the Kosovo Federation of Sports (FBK).
3	Decision by the Presidency	<ul style="list-style-type: none"> Budget allocation decided by the Presidency based on revenues, with a respective percentage allocated from the budget.
4	Quarterly Implementation	<ul style="list-style-type: none"> Budget divided into four parts, with implementation occurring quarterly throughout the year.
5	Source of Funds	<ul style="list-style-type: none"> Currently, funds sourced solely from Ministry of Culture, Youth, and Sports (MKRS) based on the memorandum of cooperation between MKRS and the Kosovo Federation of Sports; implementation strategy not specified in the expenditure plan.
6	Memorandum with MKRS	<ul style="list-style-type: none"> Budgetary codes' percentages specified based on the memorandum with MKRS.

Summary: In Kosovo, budget allocation for grassroots sports development is structured as follows: 30% for sports accessible to all, 50% for national and international sports initiatives, and 20% for salaries and incentives. The Kosovo Federation of Sports (FBK) allocates budgets to projects based on their significance and inclusivity. The final budget allocation is determined by the Presidency, contingent on revenues, with corresponding percentages assigned from the budget. The budget is divided into quarterly segments for implementation throughout the year. Currently, funding is exclusively provided by the Ministry of Culture, Youth, and Sports (MKRS) as per a memorandum of cooperation between MKRS and FBK, albeit lacking a specified implementation strategy in the expenditure plan. Budgetary codes' percentages are stipulated based on the MKRS memorandum.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Allocation Method	Description
1	Uncertain and Minimal Budgets	<ul style="list-style-type: none"> Budgets uncertain and available at minimum levels, insufficient for significant breakthroughs in performance at representative levels.
2	Allocation for Specific Programs	<ul style="list-style-type: none"> 30% allocated for programs for people with disabilities, 70% for programs in schools.
3	Lack of Government Assistance	<ul style="list-style-type: none"> Very small budget: relevant authorities do not plan funds for grassroots sports development activities through public calls for co-financing, except for assistance from the Olympic Committee of Bosnia and Herzegovina.
4	Priorities from Action Plan	<ul style="list-style-type: none"> Budget allocation according to priorities outlined in the action plan.
5	Allocation for Special Olympics	<ul style="list-style-type: none"> Budget allocated for: 1. Organization of sports events - national and international competitions; 2. Training programs - licensing of coaches, purchase of sports

		equipment, training space costs; 3. Education and training - for coaches, volunteers, and parents involved in the Special Olympics; 4. Promotion and awareness raising - marketing costs, campaigns, media collaborations, and activities promoting participation and support of people with intellectual disabilities.
6	Allocation for Sports Programs and Competitions	<ul style="list-style-type: none"> ● Part of the budget reserved for organizing sports programs and competitions, including equipment, travel expenses, seminars, awards, etc.
7	Expert Commission Allocation	<ul style="list-style-type: none"> ● Budget distributed according to individual sports, with expert commissions allocating funds based on plans aligned with the budget.
8	International Competition and Preparation Support Allocation	<ul style="list-style-type: none"> ● About half of the budget spent on representatives' performances in international competitions, with the remainder supporting preparations/training for all categories.

Summary: In Bosnia and Herzegovina, budget allocation for grassroots sports development faces challenges due to limited funding. The allocation comprises 30% for programs targeting people with disabilities and 70% for programs in schools. Public calls for co-financing grassroots sports initiatives are rare, except for support from the Olympic Committee of Bosnia and Herzegovina. Priorities outlined in the action plan guide budget allocation, covering various areas such as organizing sports events, training programs, education, promotion, and awareness campaigns. A portion of the budget is earmarked for organizing sports programs and competitions, including expenses for equipment, travel, seminars, and awards. Budget distribution among individual sports is managed by expert commissions based on aligned plans. Approximately half of the budget is allocated for representative performances in international competitions, while the rest supports preparations and training across all categories. Despite budget constraints, efforts are made to allocate funds strategically to foster grassroots sports development.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Allocation Method	Description
1	Plan and Program	Budget allocated according to the plan and program, although funds are insufficient to fully achieve primary goals.
2	Student Sports Association	Focus on development of sports at basic level by the Student Sports Association.
3	Percentage Allocation	20% allocation.
4	FIBA Projects Financing	Association finances part of projects through FIBA projects.
5	Focus on Major Competitions	Due to limited resources, major portion of budget goes to major representative and international competitions. Efforts made to financially assist clubs for improving sports at basic level.
6	Local Authorities Financing	10% budget allocation from Association, with clubs financed by local authorities and funds from membership fees for basic sports development.
7	Insufficient Resources	Lack of resources for grassroots sports development.
8	Ministry Funds	Funds received from relevant ministry for Competition Calendar and scholarships.
9	Allocation Criteria	Budget allocated based on criteria such as massiveness, participant structure, event level, etc.
10	Real Needs Allocation	Budget allocated based on real needs in certain segments, with Budget plan adopted at organization's Assembly.

11	Sponsorships and Non-financial Support	Funding from sponsorships and non-financial support.
12	Program Priorities	Allocation towards infrastructure programs, initiatives, education and seminars, and participation at international level.
13	Resource Insufficiency	Insufficient financial resources for realizing all program activities.
14	Priority-based Allocation	Budget allocated based on priorities and depending on inflow of funds.

Summary: In Montenegro, budget allocation for grassroots sports development faces challenges due to insufficient funds. The allocation, which is based on the plan and program, often falls short of fully achieving primary goals. The Student Sports Association focuses on developing sports at the basic level, receiving a 20% allocation. The association finances part of its projects through FIBA projects, but due to limited resources, a significant portion of the budget is directed towards major representative and international competitions. Efforts are made to financially assist clubs in improving sports at the basic level, with 10% of the budget allocated by the association. Additional funding is sourced from local authorities, membership fees, and sponsorships. Budget allocation criteria include factors such as massiveness, participant structure, and event level. The Budget plan is adopted at the organization's Assembly, with allocations made based on real needs in certain segments. Despite challenges, funds are allocated towards infrastructure programs, initiatives, education, seminars, and participation at the international level, although there are insufficient resources to realize all program activities.

General summary: In Albania, budget allocation for grassroots sports development is based on yearly activity programs, focusing on infrastructure, training, promotion, and events. Transparency is prioritized, with detailed information provided to members, and decisions guided by ministry figures and executive committee decisions. Kosovo's budget is divided into segments, with allocations for

sports accessible to all, national and international sports, and salaries. Funding is exclusively provided by the Ministry of Culture, Youth, and Sports, following a memorandum of cooperation. Bosnia and Herzegovina faces challenges due to limited funding, with allocations targeting programs for people with disabilities and school programs. Montenegro struggles with insufficient funds, directing a significant portion towards major competitions and providing some support to clubs. Despite challenges, efforts are made to allocate funds strategically, focusing on infrastructure, education, and participation at all levels. Overall, each federation adapts its budget allocation strategy to address specific needs and challenges, emphasizing transparency, inclusivity, and strategic planning to foster grassroots sports development.

9. What percentage of the national federation's budget is allocated towards grassroots sports activities?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Federation	Percentage Allocated
1	Judo Federation	60%
2	Albanian Athletics Federation	15%
3	n/a	5%
4	Albanian Basketball Federation	85%
5	Albanian Motorcycle Federation	0%
6	Albanian Boxing Federation	0%
7	n/a	50%

Summary: In Albania, the allocation of the national federation's budget varies significantly across different sports organizations. The Judo Federation allocates the highest percentage, with 60% of its budget directed towards grassroots sports activities. The Albanian Athletics Federation follows with 15%, indicating a moderate commitment to grassroots development. Notably, the Albanian Basketball Federation assigns a substantial 85% of its budget to grassroots activities, demonstrating a strong focus on nurturing talent at the grassroots level. However, the Albanian Motorcycle Federation and Albanian Boxing Federation allocate no budget specifically for grassroots sports. Additionally, there are entries labeled "n/a" suggesting either the absence of relevant data or no allocation for grassroots sports activities in those cases. Overall, while some federations prioritize grassroots development with substantial budget allocations, others appear to allocate no funds or have missing data, indicating disparities in investment across different sports organizations.

So, based on the responses, the average percentage allocation towards grassroots sports activities in Albania is approximately 30.71%.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Federation	Percentage Allocated
1	Badminton Federation of Kosovo	30%
2	Basketball Federation	Over 40%
3	Mountaineering Federation	15%
4	Swimming Federation	50%
5	Archery Federation	30%
6	Karate Federation	75%

Summary: In Kosovo, sports federations demonstrate varying degrees of commitment to grassroots sports activities through their budget allocations. The Badminton Federation of Kosovo allocates 30% of its budget, while the Basketball Federation invests over 40%, indicating a strong focus on grassroots development. The Mountaineering Federation allocates 15%, while the Swimming Federation devotes a substantial 50% of its budget to grassroots activities, demonstrating a significant investment in nurturing talent at the grassroots level. The Archery Federation allocates 30%, while the Karate Federation exhibits the highest commitment, with 75% of its budget dedicated to grassroots sports. The average percentage allocated across these federations stands at 40%, highlighting a considerable investment in grassroots sports activities within Kosovo's sports federations. This indicates a collective effort to support and develop sports talent from the grassroots level upward, ensuring a robust and sustainable sports ecosystem in the country.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Federation	Percentage Allocated
1	The Curling Federation	80%
2	Badminton Federation	60%
3	Triathlon Federation	20-30%
4	n/a	About 60%
5	Karate Federation	30%
6	Sports Federation of Bosnia and Herzegovina	About 10%

Summary: In Bosnia and Herzegovina, the allocation of the national federation's budget towards grassroots sports activities varies significantly among different federations. The Curling Federation earmarks the highest percentage, allocating 80% of its budget towards grassroots initiatives, indicating a strong commitment to developing the sport at the grassroots level. The Badminton Federation follows closely, allocating 60% of its budget towards grassroots activities, reflecting a substantial investment in nurturing talent from the grassroots. The Triathlon Federation allocates 20-30%, while the Karate Federation devotes 30% of its budget to grassroots sports development. In contrast, the Sports Federation of Bosnia and Herzegovina allocates approximately 10%. On average, around 41% of the national federation's budget is allocated towards grassroots sports activities in Bosnia and Herzegovina, showcasing varying levels of commitment across different sports federations. This indicates a concerted effort to support grassroots sports initiatives, albeit with differences in prioritization among federations.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Federation	Percentage Allocated
1	Students' Sports Union	100%
2	n/a	10%
3	Tennis Federation of Montenegro	30%
4	n/a	20%
5	Kickboxing Federation	10-20%
6	Volleyball Federation of Montenegro	Approximately 20%
7	Basketball Federation	33.3%
8	Teqball Federation	100%



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Summary: In Montenegro, various sports federations allocate different percentages of their budgets towards grassroots sports activities. The Students' Sports Union and Teqball Federation allocate their entire budgets (100%) towards grassroots initiatives, demonstrating a strong commitment to developing sports at the grassroots level. The Tennis Federation of Montenegro allocates 30%, while the Volleyball Federation and Kickboxing Federation allocate approximately 20% each towards grassroots sports development. The Basketball Federation allocates 33.3% of its budget towards grassroots activities, indicating a significant investment in nurturing talent from the grassroots level. However, there are federations like the Kickboxing Federation and those categorized as "n/a" that allocate 10-20% and 10% of their budgets, respectively. On average, approximately 37.9% of the national federation's budget is allocated towards grassroots sports activities in Montenegro, showcasing varying levels of commitment among different sports federations to support grassroots sports initiatives.

General summary: The allocation of budgets for grassroots sports activities varies significantly across the national federations of Albania, Kosovo, Bosnia and Herzegovina, and Montenegro.

In Albania, while some federations like Judo and Basketball demonstrate a strong commitment by allocating high percentages of their budgets (60% and 85% respectively) towards grassroots sports, others allocate no funds or have missing data. The average percentage allocation across all federations in Albania is approximately 30.71%. In Kosovo, federations like Basketball and Karate exhibit substantial investments in grassroots development, with an average allocation of 40% across all surveyed federations. Bosnia and Herzegovina show varying levels of commitment, with the Curling Federation leading with an 80% allocation, and an average of 41% across all federations. In Montenegro, while some federations allocate significant portions of their budgets to grassroots activities, others allocate lower percentages, resulting in an average allocation of approximately 37.9%. These variations highlight differences in priorities and

funding strategies among the national federations, underscoring the need for comprehensive and equitable support for grassroots sports development across the region.

10. Are there any specific initiatives or programs (e.g., additional budget for resilience/renovation) aimed at increasing participation in grassroots sports among underrepresented groups in your federation/organization?

ALBANIA (responses from Albania)

Here is a list of initiatives aimed at increasing participation in grassroots sports among underrepresented groups in Albania:

1. Projects approved by the World and European Athletics Federations for the development of grassroots sports participation.
2. Programs supported by FIBA, including "Her World Her Rules" for promoting basketball among girls.
3. Youth Development initiatives for young people.

While there are no specific initiatives mentioned for people with disabilities at present, there is an intention to explore the possibility of grassroots sports programs for this demographic in the future.

Summary: In Albania, there are currently no specific budget allocations for initiatives aimed at increasing participation in grassroots sports among underrepresented groups. However, there are some efforts underway, such as projects approved by the World and European Athletics Federations for the development of grassroots sports participation. Additionally, there are programs supported by FIBA, including "Her World Her Rules" for promoting basketball among girls and Youth Development initiatives for young people. While there are no specific initiatives for people with disabilities yet, there is an intention to explore the possibility of grassroots sports programs for this demographic in the future.



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KOSOVO (responses from Kosovo)

List of initiatives aimed at increasing participation in grassroots sports among underrepresented groups in Kosovo:

1. No specific initiatives or programs aimed at increasing participation in grassroots sports among underrepresented groups.
2. Yes, indicating that there are indeed initiatives in place.
3. Yes, suggesting that there are specific initiatives implemented.
4. Unconditional support offered if needed, despite no current consideration of such initiatives.
5. No specific plan or initiatives, with the assertion that all groups are included in the budget plan.

Summary: In Kosovo, there is currently no specific budget allocation for initiatives aimed at increasing participation in grassroots sports among underrepresented groups. However, there are initiatives in place to support this goal. While there isn't a specific plan dedicated to this, unconditional support would be offered if needed. Additionally, there is no specific plan or initiatives as all groups are included in the budget plan for sports participation.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

List of initiatives aimed at increasing participation in grassroots sports among underrepresented groups in Bosnia and Herzegovina:

1. Activities directed towards the local community and relevant ministries.
2. Programs specifically designed for people with disabilities and school youth.
3. Initiatives by OK BiH (Olympic Committee of Bosnia and Herzegovina).
4. Efforts to increase junior participation in sports.
5. Awareness spreading programs implemented by SOBIH (Special Olympics Bosnia and Herzegovina), including campaigns and activities focusing on specific communities or regions.
6. Partnerships and collaborations with local organizations and associations to reach a wider audience.
7. Mentorship and support programs provided by SOBIH to help people with intellectual disabilities and other underrepresented groups engage in sports activities.
8. Organization of specialized sports groups or clubs tailored to the special needs and interests of certain groups.
9. Financial support provided by SOBIH for participation in domestic and international competitions.
10. Financial assistance to clubs and competition organizers.

Summary: In Bosnia and Herzegovina, various initiatives are in place to enhance participation in grassroots sports among underrepresented groups. These include activities directed at local communities and ministries, specific programs for people with disabilities and school youth, initiatives by the Olympic Committee, efforts to boost junior participation, and comprehensive programs by Special Olympics Bosnia and Herzegovina. The latter includes awareness campaigns, partnerships with local organizations, mentorship programs, specialized sports groups, and financial support for competitions. Additionally, financial assistance is provided to clubs and organizers, highlighting a concerted effort to promote inclusivity and diversity in sports throughout the country.

MONTENEGRO (responses from Montenegro)

List of initiatives aimed at increasing participation in grassroots sports among underrepresented groups in Montenegro:

1. Children's Tennis Festival and Tennis in primary schools.
2. Hiking tours promote outdoor activities.
3. Participation in Mini Basketball conventions and a Mentorship program for young players.
4. Inclusion of all age categories of shooters, including a club for people with disabilities, in shooting sports.
5. Recognition of the need for increased budget allocation to support sports and recreational activities.
6. Implementation of various programs and initiatives by clubs within the Federation to address participation issues.
7. Launch of the "Free Volleyball School" project by the Montenegrin Olympic Committee to popularize volleyball among boys.
8. Special programs and events to encourage women, girls, and members of the Roma and Egyptian (RE) population to participate in sports, including para tournaments.

Summary: In Montenegro, efforts to increase participation in grassroots sports among underrepresented groups include initiatives such as the Children's Tennis Festival and Tennis in primary schools for youth engagement, hiking tours for outdoor activities, and involvement in Mini Basketball conventions and mentorship programs for young players. While there's acknowledgment of the need for improvement in some areas, there are active programs catering to diverse demographics, including shooters of all ages and abilities, and initiatives by clubs to address participation issues. The Montenegrin Olympic Committee's "Free Volleyball School" project aims to popularize volleyball among boys, while special programs and events target women, girls, and marginalized communities like the Roma and Egyptian population, including para tournaments. Despite challenges, Montenegro has a range of programs dedicated to fostering inclusivity and diversity in sports.



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General summary: In Albania, specific budget allocations for initiatives targeting underrepresented groups in grassroots sports are currently lacking. However, there are ongoing efforts supported by international federations like World and European Athletics Federations to enhance grassroots participation. Additionally, initiatives backed by FIBA, such as "Her World Her Rules," aim to promote basketball among girls, while Youth Development initiatives focus on engaging young individuals. Although no dedicated programs exist for people with disabilities, there's a future intent to explore grassroots sports initiatives for this demographic. In Kosovo, while there's no specific budget allocation for such initiatives, unconditional support is available if needed, with inclusion of all groups in the budget plan for sports participation. Bosnia and Herzegovina has a comprehensive approach with various initiatives targeting underrepresented groups, including specific programs for people with disabilities, school youth, and awareness campaigns by Special Olympics Bosnia and Herzegovina. Financial assistance is provided to clubs and organizers to promote inclusivity. Montenegro implements initiatives like the Children's Tennis Festival, hiking tours, and Mini Basketball conventions, with specific programs targeting women, girls, and marginalized communities, demonstrating efforts to foster diversity and inclusivity in grassroots sports. Despite varying levels of formalized initiatives, all four countries show a commitment to enhancing participation among underrepresented groups in grassroots sports, albeit with differing levels of resource allocation and program implementation.

11. How is the success of these initiatives or programs measured and evaluated?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Measure of Success	Description
1	Project Results	Evaluation based on the outcomes of each project undertaken.
2	Participation	Success measured by the level of participation in the initiatives.
3	Expansion of Grassroots Sports	Increase in the number of clubs, teams, and organizations participating in grassroots sports.
4	Establishing Partnerships	Collaborations with institutions, civil society, schools, and organizations to promote initiatives.
5	Annual Evaluation	Evaluation conducted in an annual cycle, comparing predefined objectives with final reports.
6	Audience Growth	Increase in the number of spectators participating in the initiatives.
7	Olympic Development Cycle	Success evaluated over a 4-year cycle, considering achievements made.
8	Participant and Volunteer Growth	Increase in the number of participants and volunteers assuming responsibilities for organization.

Summary: In Albania, the success of grassroots sports initiatives or programs is evaluated through various measures. Firstly, the outcomes of each project undertaken are assessed to determine effectiveness. Success is measured by the level of participation in these initiatives, with an emphasis on increasing the number of clubs, teams, and organizations involved in grassroots sports.



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Collaborations with institutions, civil society, schools, and organizations are leveraged to promote initiatives and broaden participation. Evaluation occurs annually, comparing predefined objectives with final reports to gauge progress. Additionally, an increase in the number of spectators engaging with the initiatives serves as a success indicator. Success is evaluated over a 4-year cycle, considering achievements made during this period. Moreover, the increase in the number of participants and volunteers assuming responsibilities for organization signifies the positive impact of these grassroots sports' initiatives.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Measure of Success	Description
1	Growth of Sports Community	Expansion and development of the sports community within Kosovo.
2	Increase in Participants	Rise in the number of individuals participating in various sports groups and activities.
3	Evaluation by Respective Commission	Assessment conducted by the relevant commission or governing body overseeing the initiatives or programs.
4	Self-Funding	Ability to sustain initiatives through self-funding, highlighting financial independence and resource management.
5	Unconditional Support	Willingness to offer unconditional support when needed, reflecting commitment to success and sustainability.
6	No Specific Measures	Lack of specific measures or metrics to evaluate success, indicating a need for further consideration or development.

Summary: In Kosovo, the success of grassroots sports initiatives or programs is evaluated using several key measures. Firstly, the expansion and development of the sports community within Kosovo serve as indicators of success, reflecting increased engagement and participation. A rise in the number of individuals participating in various sports groups and activities demonstrates the effectiveness of these initiatives in attracting and retaining participants. Assessment of these initiatives is typically conducted by the relevant commission or governing body overseeing the programs, ensuring accountability and effectiveness. Additionally, the ability to sustain initiatives through self-funding is considered, highlighting financial independence and effective resource management. The willingness to offer unconditional support when needed reflects a commitment to success and sustainability. However, there is a noted lack of specific measures or metrics to evaluate success, suggesting a need for further consideration or development in the evaluation process.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Measure of Success	Description
1	Lobbying for Funding Allocation	Success depends on lobbying efforts for specific activities due to the lack of stable criteria for fund allocation.
2	Survival and Program Implementation	Success is defined as the survival of the federation and successful implementation of programs amidst challenging circumstances.
3	Club Reports	Success is evaluated based on reports provided by clubs.
4	Membership Growth	Success is indicated by growth in membership.
5	Participation and Number of Participants	Success for Special Olympics programs is measured by the number of participants involved in activities and events.

6	Competition Results	Success is measured by the performance of athletes in competitions, including medal counts and achievements at various levels.
7	Organization of Competitions	Success is assessed based on the organization of competitions and the number of participants in national championships.
8	Surveys and Feedback	Success is gauged through surveys and feedback from participants, coaches, and volunteers regarding their experiences and satisfaction.
9	Monitoring Long-term Results	Success is tracked through long-term outcomes such as athletes' continued participation, academic achievements, and personal development.
10	Collaboration and Partnerships	Success is evaluated based on collaboration with other organizations and communities, assessing impact on inclusion and societal changes.
11	Number of Participants	Success is measured by monitoring the number of participants in programs or initiatives.
12	Participant Satisfaction	Feedback from participants through surveys or questionnaires indicates satisfaction with programs.
13	Athlete Performance	Success is indicated by athletes' performance, including medal wins and advancement in competitions.
14	Massiveness	Success is defined by the magnitude, particularly the number of competitors.
15	Analysis by Relevant Commissions	Success is evaluated through analysis conducted by relevant commissions.

Summary: In Bosnia and Herzegovina, the success of grassroots sports initiatives or programs is evaluated through various methods. Firstly, success is often determined by lobbying efforts to secure specific activities due to the lack of stable criteria for fund allocation, reflecting the challenging circumstances faced by federations. Additionally, the survival of the federation and the successful

implementation of programs amidst these challenges are considered markers of success. Reports provided by clubs, growth in membership, and the number of participants involved in activities and events, especially for Special Olympics programs, serve as indicators of success. Furthermore, success is measured by athletes' performance in competitions, including medal counts and achievements, as well as the organization of competitions and the number of participants in national championships. Surveys and feedback from participants, coaches, and volunteers are also utilized to gauge satisfaction and experiences, while long-term outcomes such as athletes' continued participation, academic achievements, and personal development are monitored. Collaboration with other organizations and communities and the impact on inclusion and societal changes are additional factors in evaluating success. Overall, a multifaceted approach incorporating performance metrics, participant feedback, and societal impact guides the evaluation of grassroots sports initiatives in Bosnia and Herzegovina.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Measure of Success	Description
1	Event Reports and Evaluation	Success is evaluated through reports prepared after each event and subsequent discussions.
2	Number of Participants	Success is indicated by the number of participants in events or programs.
3	Decision-making by Federation Bodies	Success is determined by decisions made by the Federation's bodies following reports and discussions.
4	Increase in Player Registrations	Success is measured by the growth in new player registrations and the number of children joining clubs.

5	Statistical Analysis	Success is assessed through the analysis and comparison of statistical data with previous years.
6	Membership Growth	Success is reflected in the increasing number of members, indicating growing interest in physical activity.
7	No Specific Initiatives	Lack of specific initiatives outlined for evaluation.
8	Direction, Assistance, and Analysis	Success is achieved through guiding, supporting, and analyzing the implementation of SRD activities.
9	Representative Results and Youth Involvement	Success is reflected in representative results at international levels and high youth participation in sports activities.
10	Increase in Participants	Success is indicated by the growth in the number of participants in events or programs.
11	Engagement and Long-term Impact	Success is evaluated based on participant engagement and the long-term impact of programs.
12	Evaluation, Collaboration, and Partnerships	Success is determined through evaluation processes, collaboration, and forming partnerships.
13	Plan Implementation and Results Assessment	Success is measured by implementing plans and assessing the outcomes of work.

SUMMARY: In Montenegro, the success of grassroots sports initiatives or programs is evaluated through a comprehensive approach. Firstly, success often hinges on lobbying efforts to secure specific activities, highlighting the challenges associated with fund allocation. Additionally, the survival of federations and the effective implementation of programs despite these challenges are considered markers of success. Reports provided by clubs, growth in membership, and the number of participants involved in activities and events, particularly for Special Olympics programs, serve as indicators of success. Furthermore, success is measured by athletes' performance

in competitions, including their medal counts and achievements across various levels. The organization of competitions and the number of participants in national championships are also significant factors in assessing success. Surveys and feedback from participants, coaches, and volunteers play a crucial role in gauging satisfaction and experiences, while long-term outcomes such as athletes' continued participation, academic achievements, and personal development are monitored. Collaboration with other organizations and communities and the impact on inclusion and societal changes are additional dimensions in evaluating success. Overall, a multifaceted approach incorporating performance metrics, participant feedback, and societal impact guides the evaluation of grassroots sports initiatives in Montenegro.

General summary: In Albania, Kosovo, Bosnia and Herzegovina, and Montenegro, the success of grassroots sports initiatives or programs is evaluated through a variety of measures tailored to each country's context. In Albania, success is determined by project outcomes, participation levels, club growth, collaborations, and spectator engagement, with annual evaluations comparing objectives with final reports. Kosovo evaluates success through the expansion of the sports community, increased participation, sustainability, and willingness to offer support, although specific metrics for evaluation are lacking. Bosnia and Herzegovina utilize a multifaceted approach, considering lobbying efforts, federation survival, reports from clubs, membership growth, athlete performance, competition organization, participant feedback, and societal impact. In Montenegro, success is assessed through lobbying, federation survival, club reports, membership growth, athlete performance, competition organization, participant feedback, and societal impact, reflecting a comprehensive evaluation framework. Despite differences in evaluation methods, all four countries emphasize outcomes such as increased participation, sustainability, athlete performance, and societal impact to measure the success of grassroots sports initiatives, highlighting a shared commitment to fostering sports development at the grassroots level.

12. What are some of the challenges faced in the development of grassroots sports in your country and how are they being addressed?

ALBANIA (responses from Albania)

COUNTRY: ALBANIA		
#	Challenge	Addressing Approach
1	Lack of infrastructure	Collaboration with public and private entities; Utilization of school facilities and main squares
2	Lack of sports culture	Increasing promotion of sports; Increasing number of sporting activities
3	Difficulty finding sports facilities for training	Utilization of school facilities and main squares
4	Lack of investments and financial resources	Not specified
5	Lack of qualified coaches and staff	Not specified
6	Limited focus on certain sports disciplines	Not specified
7	Insufficient funding / sports spaces / human resources	Collaboration with public and private entities; Utilization of school facilities and main squares
8	Implementation in the education system at all levels	Not specified
9	Insufficient sports spaces in neighbourhoods	Not specified



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Summary: In Albania, the development of grassroots sports faces several challenges. These include a lack of infrastructure, sports culture, and qualified coaches, as well as difficulties in finding training facilities and insufficient funding and human resources. To address these challenges, efforts are focused on collaboration with public and private entities, utilizing school facilities and main squares for sports activities, and increasing the promotion of sports to foster a sports culture. Additionally, there's an emphasis on expanding the number of sporting activities available to the public. However, specific approaches to addressing challenges such as the lack of investments, limited focus on certain sports disciplines, and implementation in the education system remain unspecified, suggesting areas for further development and strategic planning.

KOSOVO (responses from Kosovo)

COUNTRY: KOSOVO		
#	Challenge	Addressing Approach
1	Infrastructure	Not specified
2	Lack of sports spaces	Implementation of strategic projects for the next 5-10 years for lower cycle level and high schools; Focus on women's development projects in basketball; Popularizing basketball among all age groups through projects like JR NBA
3	Lack of professional staff	Implementation of strategic projects for the next 5-10 years for lower cycle level and high schools; Focus on women's development projects in basketball; Popularizing basketball among all age groups through projects like JR NBA
4	Small number of women in basketball	Women-focused development projects such as Her World Her Rules, PROMISE Project; JR NBA project
5	Organizing walking groups	Based on concrete reports; Not specified

6	Finances and leadership	Collaboration with other Federation members; Not specified
7	Delayed budget implementation	Collaboration with other Federation members; Not specified
8	Lack of financial resources	Not specified
9	Training environment	Not specified
10	Lack of professionals for psycho-physical preparation	Not specified
11	Clear plans for training of competitors and clubs	Not specified
12	Lack of spaces for sports massification	Not specified

Summary: In Kosovo, challenges in grassroots sports development include inadequate infrastructure, insufficient sports spaces, a lack of professional staff, and a small number of women in basketball. To address these issues, strategic projects are being implemented over the next 5-10 years, particularly focusing on lower cycle levels and high schools. Additionally, there's a specific emphasis on women's development projects in basketball and initiatives like the JR NBA project to popularize basketball among all age groups, particularly targeting women. Collaboration with other Federation members is sought to address financial and leadership challenges, while concrete reports guide the organization of walking groups. However, specific approaches to addressing challenges such as delayed budget implementation, lack of financial resources, training environment improvement, and the shortage of professionals for psycho-physical preparation remain unspecified, indicating areas for further development and strategic planning.

BOSNIA AND HERZEGOVINA (responses from Bosnia and Herzegovina)

COUNTRY: BOSNIA AND HERZEGOVINA		
#	Challenge	Addressing Approach
1	Infrastructure	Not specified
2	Lack of sports spaces	Implementation of strategic projects for the next 5-10 years for lower cycle level and high schools; Focus on women's development projects in basketball; Popularizing basketball among all age groups through projects like JR NBA
3	Lack of professional staff	Implementation of strategic projects for the next 5-10 years for lower cycle level and high schools; Focus on women's development projects in basketball; Popularizing basketball among all age groups through projects like JR NBA
4	Small number of women in basketball	Women-focused development projects such as Her World Her Rules, PROMISE Project; JR NBA project
5	Organizing walking groups	Based on concrete reports; Not specified
6	Finances and leadership	Collaboration with other Federation members; Not specified
7	Delayed budget implementation	Collaboration with other Federation members; Not specified
8	Lack of financial resources	Not specified
9	Training environment	Not specified
10	Lack of professionals for psycho-physical preparation	Not specified
11	Clear plans for training of competitors and clubs	Not specified



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12	Lack of spaces for sports massification	Not specified
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Summary: In Bosnia and Herzegovina, challenges in grassroots sports development include the lack of infrastructure and sports spaces, insufficient professional staff, and a small number of women participating in basketball. To tackle these issues, strategic projects are being implemented over the next 5-10 years, particularly focusing on lower cycle levels and high schools. There's also a specific emphasis on women's development projects in basketball, along with initiatives like the JR NBA project to promote basketball across all age groups. Collaboration with other Federation members is sought to address financial and leadership challenges. While concrete reports guide the organization of walking groups, other challenges such as delayed budget implementation, lack of financial resources, training environment improvement, shortage of professionals for psycho-physical preparation, and clear plans for training competitors and clubs remain unspecified, indicating areas needing further development and strategic planning.

MONTENEGRO (responses from Montenegro)

COUNTRY: MONTENEGRO		
#	Challenge	Addressing Approach
1	Lack of financial resources	Funding from competitors; Additional involvement of state and Ministry of Sports; Seeking sponsor interest
2	Increasing disinterest of students	Not specified
3	Insufficient number of sports facilities	Education of coaches, parents, officials; Involvement of state and Ministry of Sports
4	Impact of Sports Law on gymnastics clubs	Lobbying for changes in Sports Law; Finding alternative funding sources

5	Lack of adequate shooting ranges	Not specified
6	Creating and improving working conditions	Not specified
7	Financial stability for organizing activities	Heavy reliance on Board of Directors for securing funds
8	Lack of infrastructure	Seeking sponsor interest; Involvement of local government
9	Weather conditions affecting training (snow)	Organizing training on glaciers (if no snow); Not specified

Summary: In Montenegro, challenges in grassroots sports development include a lack of financial resources, increasing disinterest among students, and an insufficient number of sports facilities. To address these issues, strategies involve seeking funding from competitors, additional involvement of the state and Ministry of Sports, and attracting sponsor interest. Education of coaches, parents, and officials is prioritized to mitigate disinterest among students, while lobbying efforts aim to amend the Sports Law impacting gymnastics clubs and finding alternative funding sources for shooting ranges. Efforts to create and improve working conditions, ensure financial stability for organizing activities, and address infrastructure deficiencies are ongoing, with initiatives such as involving local government and seeking sponsor interest. Moreover, weather conditions affecting training, such as snow, are addressed by organizing training on glaciers or through other unspecified means.

Comparison of the challenges faced in grassroots sports development across Albania, Kosovo, Bosnia and Herzegovina, and Montenegro

#	Challenge	Albania	Kosovo	Bosnia and Herzegovina	Montenegro
1	Lack of infrastructure	Collaboration with public/private entities; Utilization of school facilities; Increasing promotion of sports	Not specified	Lack of sports fields and equipment	Not specified
2	Lack of sports spaces	Difficulty finding sports facilities for training	Lack of sports spaces; Lack of support from state institutions	Insufficient number of sports facilities for training; Lack of state involvement in school competitions	Insufficient number of sports facilities
3	Lack of financial resources	Lack of investments; Limited focus on certain sports disciplines; Funding issues	Financial challenges; Lack of financial resources	Nepotism in budget distribution; Insufficiently defined Sports Law; Lack of funds	Lack of financial resources
4	Lack of qualified coaches and staff	Not specified	Lack of professional staff	Lack of sports equipment; Education of coaches	Not specified



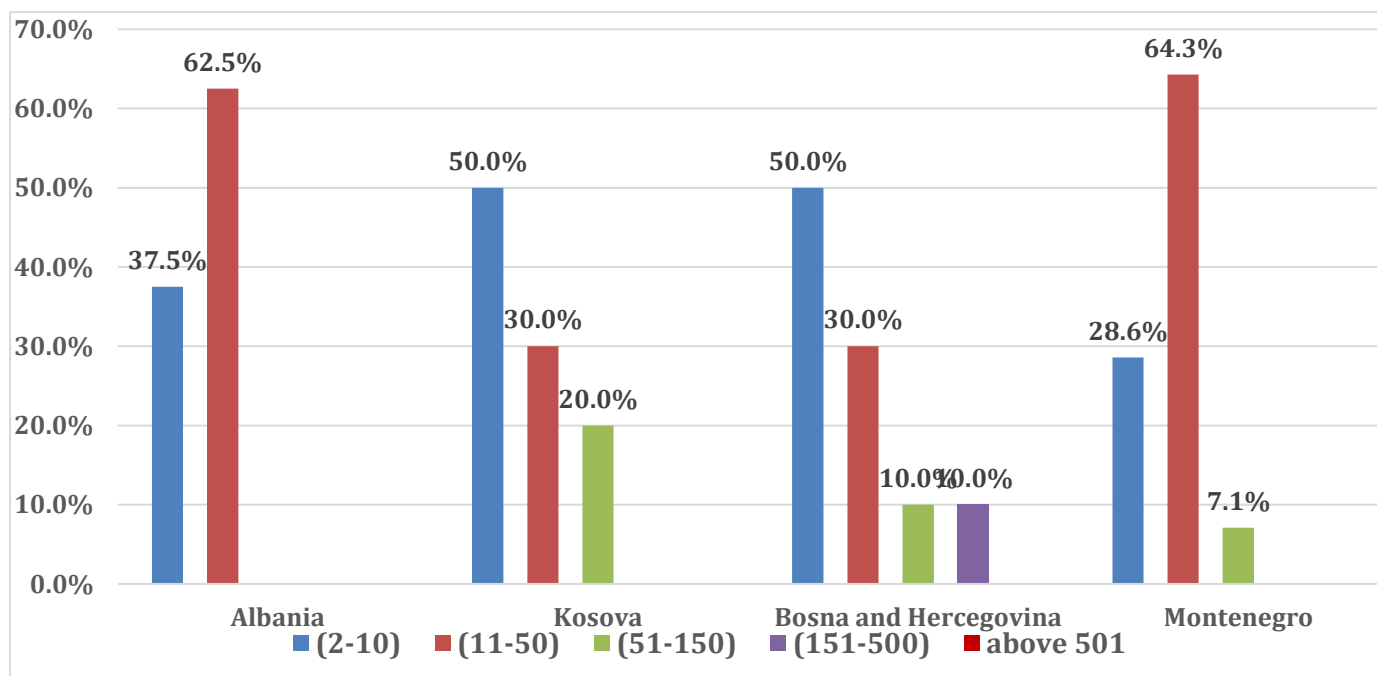
5	Limited focus on certain sports disciplines	Not specified	Not specified	Neglect of Olympic sports; Weak control of sports competitions	Not specified
6	Implementation in the education system at all levels	Challenges in education system implementation	Not specified	Not specified	Not specified
7	Insufficient sports spaces in neighbourhoods	Not specified	Not specified	Lack of infrastructure; Lack of inclusivity	Not specified
8	Lack of inclusivity	Not specified	Not specified	Lack of inclusivity	Lack of inclusivity
9	Weather conditions affecting training (snow)	Not specified	Not specified	Not specified	Weather-dependent training locations

General Summary: Grassroots sports development in Albania, Kosovo, Bosnia and Herzegovina, and Montenegro faces common challenges such as inadequate infrastructure, lack of financial resources, and limited support from state institutions. These challenges hinder the availability of sports facilities for training and competitions, as well as the recruitment and retention of qualified coaches and staff. Additionally, there's a notable absence of sports culture in some areas and insufficient awareness and inclusion, particularly in marginalized communities. The lack of suitable infrastructure and investments leads to difficulties in promoting a wide range of sports disciplines and organizing events. To overcome these obstacles, efforts have been made to collaborate with public and private entities, seek sponsorship, and improve marketing strategies to reach a broader audience. However, sustained progress requires a

multidisciplinary approach, involving partnerships with government institutions, sports organizations, and non-governmental entities to secure funding, enhance infrastructure, and promote a culture of sports participation across all age groups and demographics.

13. How many registered clubs are there in your federation/organization?

CLUBS	ALBANIA	KOSOVO	BOSNIA AND HERZEGOVINA	MONTENEGRO
2-10	3	5	5	4
11-50	5	3	3	9
51-150	0	2	1	1
151 - 500	0	0	1	0
>501	0	0	0	0



Based on the responses regarding the existence of registered clubs, the distribution of federations with different numbers of sports clubs varies across the countries:

In Albania, 37.5% of federations reported having 2-10 sports clubs, while the remaining 62.5% reported having 11-50 clubs. None of the federations in Albania reported having more than 51 clubs.

In Kosovo, 50% of federations reported having 2-10 sports clubs, while 30% reported having 11-50 clubs, and 20% reported having 51-150 clubs. No federation in Kosovo reported having more than 151 clubs.

In Bosnia and Herzegovina, 50% of federations reported having 2-10 sports clubs, while 30% reported having 11-50 clubs, 10% reported having 51-150 clubs, and 10% reported having 151-500 clubs. No federation in Bosnia and Herzegovina reported having more than 501 clubs.

In Montenegro, 28.6% of federations reported having 2-10 sports clubs, while 64.3% reported having 11-50 clubs, and 7.1% reported having 51-150 clubs. No federation in Montenegro reported having more than 151 clubs.

Summary: The distribution of registered sports clubs among federations varies across Albania, Kosovo, Bosnia and Herzegovina, and Montenegro. In Albania, 37.5% of federations have 2-10 clubs, while 62.5% have 11-50 clubs, with none reporting more than 51. Kosovo sees 50% of federations with 2-10 clubs, 30% with 11-50, and 20% with 51-150, but none exceeding 151. Bosnia and Herzegovina show 50% of federations with 2-10 clubs, 30% with 11-50, 10% with 51-150, and 10% with 151-500, with none surpassing 501. In Montenegro, 28.6% of federations have 2-10 clubs, 64.3% have 11-50, and 7.1% have 51-150, with none having more than 151. Overall, while there's



variability, most federations in these countries have relatively small numbers of sports clubs, indicating diversity in the scale of organizational structures across the regions.

4. Discussion

The analysis of grassroots sports development across Albania, Kosovo, Bosnia and Herzegovina, and Montenegro reveals both common challenges and diverse approaches to addressing them. While the definition of grassroots sports generally aligns across these countries, there are instances of misunderstanding or misinterpretation, highlighting the need for clarity in terminology. Strategic documents exist in most cases, yet there are variations in their content and implementation.

Key objectives outlined in these documents focus on promoting inclusivity, improving infrastructure, fostering early interest in sports among youth, and advocating for healthy lifestyles. Action plans reflect these objectives through initiatives such as community outreach programs, integration of sports into school curricula, and training workshops for coaches. However, differences exist in the priorities and specific actions outlined by each country, reflecting unique challenges and opportunities.

Monitoring and evaluation mechanisms are in place to track progress, with oversight from national and international federations, regular reporting, and data analysis. Efforts are made to ensure accountability and adjust strategies as needed. Additionally, there is a strong emphasis on addressing the needs of underrepresented groups, such as women, children, persons with disabilities, and seniors, through targeted programs and initiatives.

Financial resources vary across countries, with diverse funding sources and allocation strategies. While challenges persist, efforts are made to secure funding through partnerships, sponsorships, and government support. Budget allocation for grassroots sports activities varies, with some federations demonstrating strong commitments, while others face limitations due to financial constraints.

Despite challenges, there's a shared commitment to fostering sports development at the grassroots level, with a focus on inclusivity, sustainability, and community engagement. Collaborative efforts involving government institutions, sports organizations, and non-governmental entities are essential for overcoming obstacles and promoting a vibrant sports culture across these regions.

1. Albania:

- *Prioritize the development and implementation of strategic documents to guide grassroots sports initiatives, ensuring alignment with national objectives and fostering long-term sustainability.*
- *Increase support from state institutions and private entities to address funding gaps and facilitate the growth of grassroots sports programs.*
- *Enhance inclusivity in sports programming by targeting underrepresented groups and providing tailored initiatives to meet their needs.*
- *Implement transparent budget allocation processes, emphasizing investment in key areas such as infrastructure, training, and promotion.*
- *Strengthen partnerships with schools, local authorities, and international federations to expand sports education and talent development opportunities.*

2. Kosovo:

- *Ensure the availability of strategic documents to guide grassroots sports development efforts and maintain consistency with national goals.*
- *Advocate for increased financial support from governmental and private sectors to overcome funding challenges and sustain grassroots sports initiatives.*



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- *Promote inclusivity by implementing targeted programs for diverse demographics, including women, children, and persons with disabilities.*
- *Establish clear evaluation methods to measure the success of grassroots sports programs, focusing on participant engagement and partnership collaboration.*
- *Foster partnerships with schools and local communities to integrate sports into educational curricula and enhance access to sports facilities.*

3. Bosnia and Herzegovina:

- *Strengthen the presence of strategic documents to provide a roadmap for grassroots sports development, emphasizing collaboration with relevant stakeholders.*
- *Address funding shortages by seeking diverse sources of financial support and implementing transparent budget allocation processes.*
- *Prioritize inclusivity in sports programming through tailored initiatives for underrepresented groups and partnerships with relevant organizations.*
- *Implement formal evaluation methods to assess the effectiveness of grassroots sports initiatives, focusing on participant engagement and achievement of objectives.*
- *Foster partnerships with governmental bodies and international federations to enhance sports infrastructure and talent development opportunities.*

4. Montenegro:

- *Enhance the presence of strategic documents to guide grassroots sports development efforts and ensure alignment with national priorities.*
- *Address funding limitations by diversifying funding sources and prioritizing investments based on real needs and available resources.*



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- *Promote inclusivity by implementing targeted programs for diverse demographics, including women, youth, and marginalized communities.*
- *Establish clear evaluation methods to measure the impact of grassroots sports initiatives, focusing on participant engagement and achievement of goals.*
- *Strengthen partnerships with governmental and private entities to improve sports infrastructure and expand access to sports facilities across the country.*

5. Summary of main challenges of grassroots sports

5.1 Summary of the results of the comparative analysis

Based on the comparative analysis of grassroots sports development in Albania, Kosovo, Bosnia and Herzegovina, and Montenegro, several key findings emerge:

1. **Common Goals:** All countries share a common goal of enhancing sports development through grassroots sports, with a focus on inclusivity, accessibility, and improving infrastructure and coaching standards.
2. **Diverse Strategic Objectives:** While there are commonalities in objectives such as promoting grassroots sports development and healthy lifestyles, each country has tailored strategic objectives to address its unique challenges and opportunities.
3. **Varied Action Plans:** While there are common themes in action plans such as promoting inclusivity and improving infrastructure, differences exist in specific priorities and initiatives outlined by each country.
4. **Monitoring and Evaluation Practices:** Despite variations in methods, all countries emphasize effective monitoring and evaluation practices to track progress towards sports development objectives.



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5. **Inclusion Efforts:** Efforts to address the needs of various groups such as women, children, persons with disabilities, and seniors are evident across all countries, although approaches may vary.
6. **Financial Resource Allocation:** Financial resources for grassroots sports development vary across countries, with differing levels of availability and approaches to funding.
7. **Challenges Faced:** Common challenges include inadequate infrastructure, limited financial resources, and limited support from state institutions, with efforts made to address these through partnerships and awareness campaigns.
8. **Registered Clubs:** Most federations across the countries have relatively small numbers of registered sports clubs, indicating diversity in organizational structures.

5.2 The main highlights of the findings

The main highlights of the findings include:

1. **Strong Consensus on Grassroots Sports Definition:** There is a high level of agreement among federations and sports organizations regarding the definition of grassroots sports, indicating a shared understanding of its fundamental principles and importance in community sports development.
2. **Presence of Strategic Documents:** While most federations and sports organizations have strategic documents in place for grassroots sports development, there are instances of absence, particularly notable in Montenegro, indicating potential areas for improvement in planning and implementation.
3. **Common Goals Across Countries:** Despite differences in specific objectives, all four countries share common goals of enhancing sports development through grassroots initiatives, promoting inclusivity, improving infrastructure, and fostering healthy lifestyles.



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4. **Diverse Action Plans:** While there are common themes in action plans such as promoting inclusivity and improving infrastructure, each country has tailored strategies to address its unique challenges and opportunities, reflecting a nuanced approach to grassroots sports development.
5. **Emphasis on Monitoring and Evaluation:** All countries prioritize effective monitoring and evaluation practices to track progress towards sports development objectives, ensuring accountability and the ability to adjust strategies as needed.
6. **Inclusion Efforts:** There is a commitment to addressing the needs of various groups, including women, children, persons with disabilities, and seniors, with efforts to promote inclusivity and participation across diverse communities.
7. **Financial Resource Allocation:** Financial resources for grassroots sports development vary across countries, with differing levels of availability and approaches to funding, highlighting the importance of resource management and allocation.
8. **Challenges Faced:** Common challenges include inadequate infrastructure, limited financial resources, and limited support from state institutions, emphasizing the need for collaborative efforts and innovative solutions to overcome these barriers.
9. **Registered Clubs:** Most federations across the countries have relatively small numbers of registered sports clubs, indicating diversity in organizational structures and potential areas for growth and collaboration.

5.3 The main challenges in grassroots sports in the Balkan region

The main challenges in grassroots sports in the Balkan region, encompassing Albania, Kosovo, Bosnia and Herzegovina, and Montenegro, include:

1. **Inadequate Infrastructure:** Many areas in the Balkan region lack proper sports facilities and equipment for training and competitions, hindering the development and accessibility of grassroots sports programs.
2. **Limited Financial Resources:** Financial constraints pose significant challenges to implementing and sustaining grassroots sports initiatives, including funding for equipment, facilities, coaching staff, and administrative support.



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3. **Lack of Government Support:** In some instances, there is insufficient support and investment from government institutions in grassroots sports development, leading to a reliance on external funding sources and partnerships.
4. **Low Awareness and Participation:** There may be a lack of awareness about the benefits of sports participation, particularly in underserved and marginalized communities, leading to lower levels of participation and engagement in grassroots sports activities.
5. **Limited Access to Quality Coaching:** The availability of qualified coaches and staff members for grassroots sports programs may be limited, impacting the quality of training and skill development for athletes at the grassroots level.
6. **Social and Cultural Barriers:** Socio-cultural factors, including gender norms, cultural practices, and socio-economic disparities, can act as barriers to participation in grassroots sports, particularly for women, girls, and minority groups.
7. **Infrastructure Maintenance and Upkeep:** Even in areas where sports facilities exist, maintenance and upkeep can be challenging due to limited resources, leading to deteriorating infrastructure and reduced usability over time.
8. **Competition from Other Activities:** Grassroots sports face competition for participants' time and attention from other recreational and leisure activities, including digital entertainment and sedentary lifestyles.
9. **Geographical Challenges:** The geographical landscape of the Balkan region, including rugged terrain and dispersed populations, can present logistical challenges for organizing and accessing grassroots sports activities, particularly in rural and remote areas.
10. **Political Instability and Conflict:** Historical and ongoing political instability and conflict in certain areas of the Balkans may disrupt sports programs, infrastructure development, and participation, affecting the overall growth of grassroots sports.

Addressing these challenges requires collaborative efforts from government entities, sports organizations, civil society groups, and international partners to invest in infrastructure, provide financial support, promote awareness, and foster inclusivity in grassroots sports development across the region.



#	Country	Main Challenges in Grassroots Sports
1	Albania	Inadequate infrastructure, limited financial resources, lack of government support, low awareness and participation, socio-cultural barriers, geographical challenges, competition from other activities, limited access to quality coaching.
2	Kosovo	Inadequate infrastructure, limited financial resources, lack of government support, low awareness and participation, socio-cultural barriers, geographical challenges, competition from other activities, limited access to quality coaching.
3	Bosnia and Herzegovina	Inadequate infrastructure, limited financial resources, lack of government support, low awareness and participation, socio-cultural barriers, infrastructure maintenance and upkeep, competition from other activities, limited access to quality coaching.
4	Montenegro	Inadequate infrastructure, limited financial resources, lack of government support, low awareness and participation, socio-cultural barriers, geographical challenges, competition from other activities, limited access to quality coaching.

6. CONCLUSION

6.1 Albania

In Albania, the strategic documents for grassroots sports development outline specific objectives and action plans to address various aspects of sports development, including infrastructure, participation, coach education, and community engagement. These plans prioritize creating a sustainable and inclusive sports environment, targeting women, children, and persons with disabilities. However,



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challenges such as funding limitations and a lack of infrastructure persist. Efforts to secure financial resources involve collaboration with state institutions, private entities, and international partnerships, although funding gaps remain. Budget allocation varies across federations, with some allocating significant percentages to grassroots activities while others allocate none. Despite lacking specific initiatives for underrepresented groups, ongoing efforts aim to increase participation among marginalized demographics. Success in grassroots sports initiatives is measured through participation levels, collaboration effectiveness, and community engagement, with evaluations conducted annually. Challenges in grassroots sports development include a lack of infrastructure, sports culture, qualified coaches, and funding, which are addressed through collaboration, facility utilization, and promotion efforts. However, more specific approaches are needed to tackle funding limitations and enhance inclusivity effectively. Overall, while Albania demonstrates commitment to grassroots sports development, further strategic planning and resource allocation are necessary to overcome existing challenges and ensure sustainable progress.

6.2 Kosovo

In Kosovo, the strategic documents for grassroots sports development outline specific objectives and action plans aimed at fostering inclusivity, expanding participation, and enhancing sports infrastructure. These objectives range from making sports accessible to all to establishing structured development systems for various sports disciplines.

To implement these strategies, action plans are in place, including community outreach programs, collaboration with educational institutions, and partnerships with sports organizations and federations. These plans are monitored and evaluated through guidance from the Ministry of Culture, Youth, and Sports, oversight by relevant federations, and continuous tracking of community engagement

and talent development. Efforts are made to address the needs of various demographic groups, including women, children, persons with disabilities, and seniors, through tailored programs and initiatives.

Financial resources for grassroots sports development are diversified, with support from government institutions, international federations, and grants. Budget allocation is structured to prioritize grassroots activities across different sports federations, with a notable percentage of the budget allocated towards grassroots sports activities.

However, challenges such as inadequate infrastructure, insufficient resources, and a lack of professional staff persist. Efforts to address these challenges include long-term strategic projects, targeted initiatives, and collaboration with other federation members. While progress is evident in expanding participation and community engagement, there remains a need for further development and strategic planning to overcome existing challenges and ensure sustainable grassroots sports development in Kosovo.

6.3 Bosnia and Herzegovina

In Bosnia and Herzegovina, the strategic documents for grassroots sports development outline comprehensive objectives aimed at advancing the sports landscape, with a strong emphasis on inclusivity, accessibility, and ethical promotion of sports values. These objectives encompass a wide range of initiatives, including the promotion of sports like curling and badminton, the development of junior talent, and the enhancement of sports program quality. Action plans are in place to implement these strategies, focusing on educational campaigns, infrastructure development, and community engagement. Monitoring and evaluation mechanisms ensure progress towards these objectives, with oversight from national and international federations and a focus on measurable results and participant engagement.

Efforts are made to address the needs of various demographic groups, including women, children, persons with disabilities, and seniors, through tailored programs and initiatives. Despite financial challenges, there is a commitment to inclusivity and diversity in sports participation, with initiatives led by organizations like Special Olympics Bosnia and Herzegovina.

Financial resources for grassroots sports development come from diverse sources, including government budgets, donations, and contributions from sports organizations. Budget allocation is guided by strategic priorities, with a notable percentage allocated towards grassroots activities.

However, challenges such as inadequate infrastructure, insufficient resources, and a lack of professional staff persist. Efforts to address these challenges include long-term strategic projects, targeted initiatives, and collaboration with other federation members. While progress is evident in expanding participation and community engagement, there remains a need for further development and strategic planning to overcome existing challenges and ensure sustainable grassroots sports development in Bosnia and Herzegovina.

6.4. Montenegro

In Montenegro, the strategic documents for grassroots sports development outline a comprehensive approach to enhance various aspects of sports across the country. Key objectives include promoting tennis at the elementary level, increasing participation in sports, and ensuring continuous citizen activity in recreational sports. These objectives are supported by specific action plans, such as organizing tennis festivals and integrating sports into school curricula. The implementation progress is monitored through monthly reports, federation oversight, and regular tournaments, ensuring accountability and progress tracking.

Efforts to address the needs of various groups, including women, children, persons with disabilities, and seniors, are evident in strategies promoting inclusivity and tailored programs. Financial support from sources like FIBA and the Ministry of Sports, coupled with initiatives like the "Sport for All" plan, demonstrates ongoing commitment to grassroots sports funding. Despite budget constraints, federations allocate portions of their budgets to grassroots activities, indicating a collective effort to nurture talent at the grassroots level.

Challenges in grassroots sports development, such as financial limitations and infrastructure deficiencies, are being addressed through strategic approaches. Seeking additional funding sources, educating stakeholders, and lobbying efforts aim to mitigate these challenges. Initiatives to improve working conditions, ensure financial stability, and address weather-related obstacles underscore the commitment to overcoming barriers to sports development.

Overall, Montenegro's grassroots sports development initiatives reflect a proactive and multifaceted approach aimed at promoting participation, excellence, and inclusivity in sports throughout the country. Through strategic planning, collaboration, and ongoing evaluation, Montenegro seeks to cultivate a vibrant sports culture that benefits individuals of all ages and abilities, contributing to the overall well-being and vitality of the nation's sports community.

General conclusion

The strategic documents for grassroots sports development in Albania, Kosovo, Bosnia and Herzegovina, and Montenegro reflect a collective commitment to fostering inclusivity, expanding participation, and enhancing sports infrastructure. Despite facing challenges



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such as funding limitations and infrastructure deficiencies, efforts are underway to address these obstacles through collaboration, targeted initiatives, and strategic planning. Financial resources are diversified, with support from government institutions, international federations, and grants. Monitoring and evaluation mechanisms ensure progress towards objectives, while tailored programs cater to the needs of various demographic groups. Overall, these countries demonstrate a proactive and multifaceted approach to grassroots sports development, aiming to promote participation, excellence, and inclusivity across their respective sports landscapes.

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