

| *SPORTS AS VALUE*

The report of the Sports as Value survey for Ministry of Sports

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2024



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“Sports as Value”

The report of the Sports as Value survey for Ministry of Sports

Albania:	0 response
Kosovo:	2 responses
Bosnia and Hercegovina:	1 response
Montenegro:	1 response



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1. Introduction

“Sports as Value” is a capacity-building project in the field of sport that involved 9 partners from 8 countries from the EU and the Balkan region. This collaboration aimed to build the capacity of sport clubs, organisations and federations to integrate positive values in the 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 sport 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 sport 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.



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OBJECTIVES OF THE ACTION

The action will aim at:

- * Raising the capacity of grassroots sport 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, 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 questions for the Ministry of Sports were designed with several principles in mind to ensure they gather comprehensive information about grassroots sports development in the country. These principles included clarity and specificity, logical progression, relevance to the Ministry's objectives, inclusivity, accountability and transparency, stakeholder engagement, and monitoring and evaluation.

Each question was crafted to elicit specific information about grassroots sports activities, challenges, priorities, strategies, initiatives, and long-term goals. The questions were organized logically, starting from defining grassroots sports activities and programs, progressing to understanding their importance, challenges, priorities, strategies, and finally, long-term goals.

The questions directly related to the Ministry's role in promoting and developing grassroots sports, addressing both current state and future prospects. They ensured inclusivity by focusing on participation among underrepresented groups and emphasized accountability and transparency in resource allocation.

Acknowledging the importance of collaboration, the survey emphasized stakeholder engagement and partnerships to support grassroots sports development. Additionally, it included questions about monitoring and evaluating the effectiveness of strategies and action plans to track progress and make necessary adjustments.

Overall, the survey aimed to provide a comprehensive understanding of grassroots sports development in the country and the Ministry's active involvement in promoting, addressing challenges, setting priorities, and working towards long-term goals in this domain.



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2.2 The selection of the target

A survey conducted by the Ministry of Sports targeted respondents from Albania, Kosovo, Bosnia and Herzegovina, and Montenegro. The aim was to gather insights from various stakeholders involved in grassroots sports development, as well as officials within the Ministry responsible for planning, implementing, and overseeing such initiatives. This included ministers, directors, officers, and other personnel involved in policymaking, planning, budgeting, and implementation of grassroots sports programs.

2.3 The process and timing used to engage the respondents

It appears you're describing a data collection process that occurred over a period of six 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.



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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 collected data from the highest political level of sports governance such as the respective Ministries of Sports in each participating country (Albania, Kosovo, Bosnia and Herzegovina, and Montenegro). The data was collected through the distribution of electronic questionnaires via Google Forms to the Ministry representatives. There were two responses at the Ministry level in Kosovo, one in Bosnia and Herzegovina, and one in Montenegro. Surprisingly, in Albania we were unable to attain responses from the respective Sports Ministry for the survey. Basic statistics such as frequencies, percentages and raw numbers were used to describe differences in responses and participation in the survey between countries. In addition, content analysis was conducted on the open-ended responses to identify common themes and motifs.

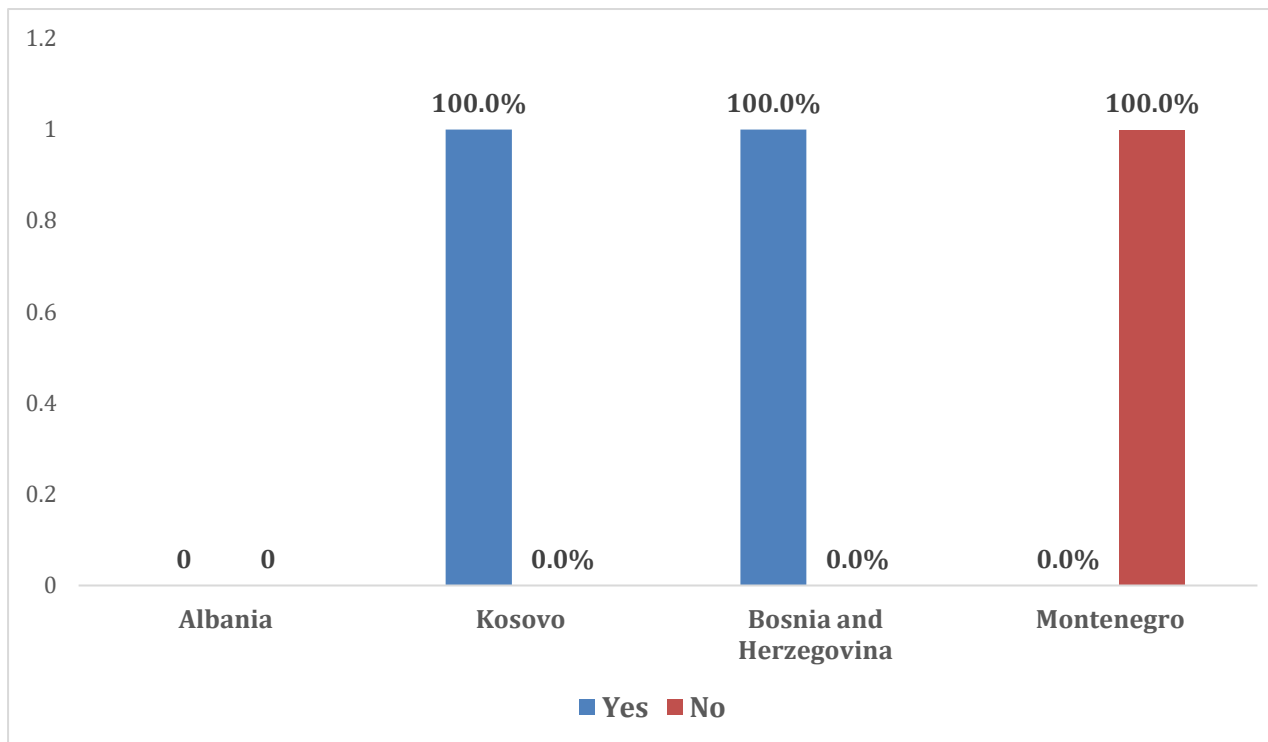
3. Results

Below are presented the results obtained from the analysis of the questionnaires in tables, graphs and text where applicable. Additionally, these results have been specifically interpreted with a commentary on the results and a supplementary comparison of similarities and differences between reports derived from the analysis.



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



ENGSO 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.”



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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 in Kosovo and Bosnia and Herzegovina regarding the provided definition of grassroots sports whereas Montenegro implied a different understanding of this definition particularly in some aspects. For example, the ENGSO definition states that skill level and competition/ambition are not fundamental when grassroots sports are concerned, at the Sports Ministry level in Montenegro they provide an emphasis on such concepts: *“Participants are afforded the opportunity to engage in physical activity, improve their health, skills, and participate in competitive events...”*. This implicated the need to further discuss and agree on the terminology used to further define this concept.

Unfortunately, we were unable to collect data from the respective Ministry in Albania.

The complete definition of grassroots sports provided by the Ministry of Sports in Montenegro is provided below:

Montenegro (responses from Montenegro)

“Organized sports refer to structured and regulated activity involving physical exertion, typically conducted within a formally recognized system. It involves individuals or teams competing against each other based on established rules and objectives. Participants are afforded the opportunity to engage in physical activity, improve their health, and skills, and participate in competitive events while promoting values such as sportsmanship, discipline, and teamwork”.

Summary: The provided definition of grassroots sports encompasses organized physical and sport activities practised at a non-professional level for health, educational, social, and enjoyment purposes. Responses from Albania, Kosovo, Bosnia and Herzegovina, and Montenegro indicate a strong consensus in Kosovo and Bosnia and Herzegovina regarding this definition, while Montenegro showed variations, particularly emphasizing skill level and competition. This highlights the need for further discussion to agree on terminology. Unfortunately, data from the Ministry in Albania was unavailable.



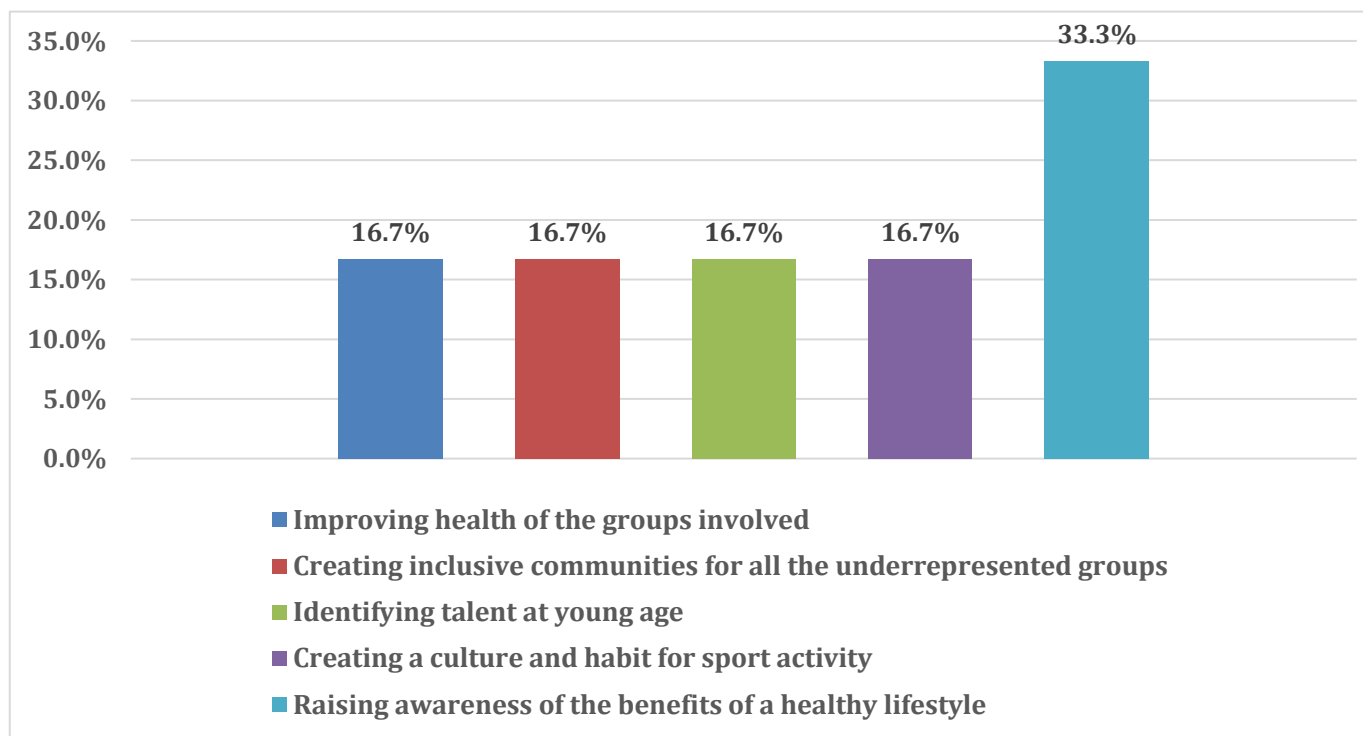
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2. What specific activities and programs are considered as part of grassroots sports in your country?

In Kosovo, grassroots sports focus on inclusivity with programs for the elderly and individuals with disabilities, along with non-professional organized sports activities. Bosnia and Herzegovina take a broad approach, covering everyday sports and both amateur and professional sports activities. Montenegro emphasizes diversity and multi-level organization, offering various sports activities at different levels, from school programs to professional organizations, for comprehensive grassroots sports development.

3. Why do you think it is important to promote and develop grassroots sports in your country?

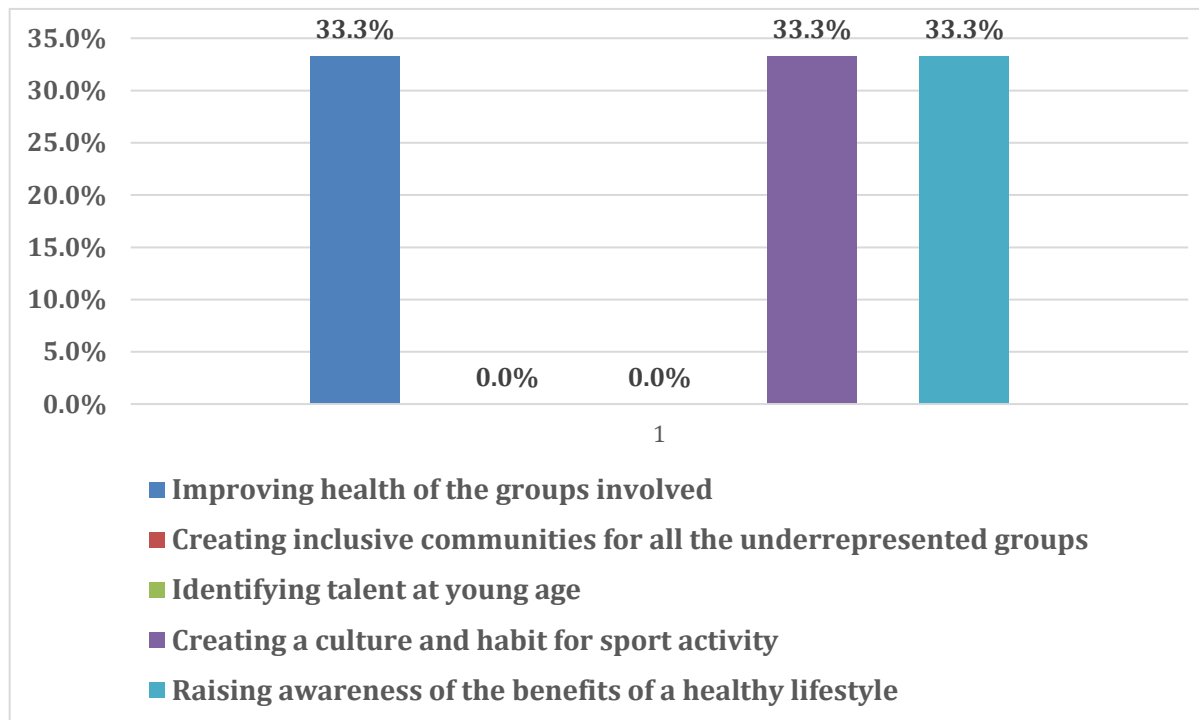
KOSOVO



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Summary: Awareness raising about the benefits of a healthy lifestyle was the most prominent reason (33.3%) for promoting grassroots sports at the Ministry level in Kosovo. Further, key motivations including health improvements (16.6%), fostering inclusive communities (16.6%), identifying talent at a young age (16.6%), and instilling a culture of sport (16.6%) were also factors worth noting. These percentages underscore the multifaceted benefits that grassroots sports offer to individuals and communities in Kosovo.

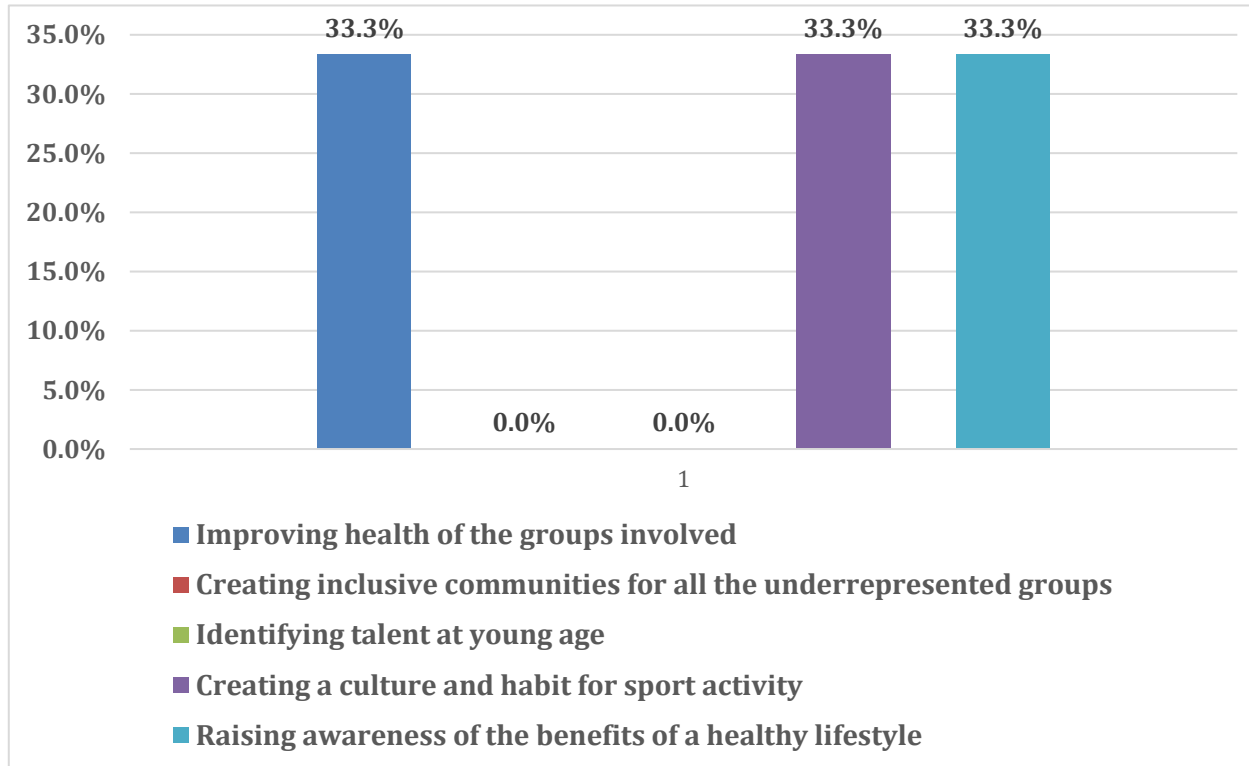
BOSNIA AND HERZEGOVINA



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Summary: In Bosnia and Herzegovina, promoting grassroots sports is considered crucial for improving health (33.30%), fostering a culture and habit of sport activity (33.30%), and raising awareness about the benefits of a healthy lifestyle (33.30%). Talent identification and social inclusion were not considered important factors at the Ministry level in Bosnia and Herzegovina.

MONTENEGRO



Summary: Also in Montenegro promoting grassroots sports is considered crucial for improving health (33.30%), fostering a culture and habit of sports activity (33.30%), and raising awareness about the benefits of a healthy lifestyle (33.30%). The results of the responses show that talent identification and social inclusion were not considered important factors at the Ministry level in Montenegro.

4. What are the current challenges faced by grassroots sports development in your country, and how is your Ministry addressing these challenges?

Kosovo:

The Ministry is formulating a sports strategy to address infrastructure deficiencies and other developmental needs and objectives.

Bosnia and Herzegovina:

There is a notable absence of information regarding government initiatives to tackle financial support hurdles in sports.

Montenegro:

Montenegro is exploring the possibility of co-financing children's sports fees to enhance sports accessibility and mitigate financial barriers to participation.

Similarities:

- All three countries recognize the need to address challenges in sports development.
- They aim to improve sports accessibility and participation.



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Differences:

- Kosovo is actively formulating a sports strategy to address infrastructure deficiencies and other developmental needs and objectives.
- Bosnia and Herzegovina lacks information on government initiatives to tackle financial support hurdles in sports, indicating a potential lack of focus or action in this area.
- Montenegro is considering co-financing children's sports fees to enhance sports accessibility and mitigate financial barriers, suggesting a proactive approach to addressing financial constraints in sports participation.

Summary: Based on responses from Kosovo, Bosnia and Herzegovina, and Montenegro, where sports face common challenges such as inadequate infrastructure, financial constraints, and the crucial need for heightened awareness about sports participation, governmental efforts vary in addressing these issues. While Kosovo's Ministry is formulating a sports strategy to address infrastructure deficiencies, specific efforts to bolster sports engagement remain ambiguous. In Bosnia and Herzegovina, there's a notable absence of information regarding government initiatives to tackle financial support hurdles in sports. On the other hand, Montenegro is exploring the possibility of co-financing children's sports fees to enhance sports accessibility and mitigate financial barriers to participation. Despite these variations in governmental approaches, the overarching challenges persist, necessitating comprehensive strategies to overcome them.

5. What are the key priorities for promoting and developing grassroots sports in your country, and how will your Ministry ensure that these priorities are addressed effectively?

Each of the responses provided highlights different approaches and priorities for promoting and developing grassroots sports within their respective countries.



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1. **Kosovo:**

- **Priorities:**
 1. Close collaboration with the Ministry of Education and local sports clubs.
 2. Addressing challenges identified for the development of grassroots sports.
- **How priorities are addressed:**
 1. No specific information is provided on how the Ministry ensures these priorities are addressed effectively.

2. **Bosnia and Herzegovina:**

- **Priorities:**
 1. Media promotion.
 2. Co-financing of relevant sports institutions.
- **How priorities are addressed:**
 1. Through media promotion and financial support for sports institutions.

3. **Montenegro:**

- **Priorities:**
 1. Implementation of the Strategy for the Development of Sports in Montenegro and at the local level.
 2. Analysis of the situation in sports.
 3. Setting goals and specifying responsible entities for their implementation.
 4. Development of organizational and administrative measures.
- **How priorities are addressed:**
 1. Through the adoption and implementation of strategic documents, such as the Sports Development Strategy and local-level strategies.
 2. Establishment of the Sports Council as an expert advisory body to address professional issues.
 3. Involvement of the Minister of Sports in establishing the Sports Council.



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Similarities:

- All three countries prioritize collaboration with relevant stakeholders for grassroots sports development.
- They recognize the importance of addressing challenges and analysing the sports situation for effective development.
- Each country emphasizes the involvement of the Ministry or relevant governmental bodies in promoting grassroots sports.

Differences:

- Kosovo lacks specific information on how priorities are effectively addressed, whereas Montenegro has detailed strategies and measures in place.
- Bosnia and Herzegovina focuses on media promotion and co-financing of sports institutions, while Montenegro emphasizes the implementation of comprehensive strategies and organizational measures.
- Montenegro stands out for its establishment of expert advisory bodies and involvement of high-level officials in sports development, which is not explicitly mentioned in the approaches of Kosovo and Bosnia and Herzegovina.

Summary: In summary, Kosovo emphasizes collaboration with education and local sports clubs, Bosnia and Herzegovina focuses on media promotion and financial support, while Montenegro adopts comprehensive strategies and involves expert bodies to address various aspects of sports development. Each approach reflects the specific priorities and organizational structures within each country for fostering grassroots sports.



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6. What strategies and action plans are in place to promote and develop grassroots sports in your country, and how are these plans monitored and evaluated for effectiveness?

Kosovo:

- The Ministry of Culture, Youth, and Sports - Department of Sports is currently operating under yearly programmatic policies while simultaneously drafting a long-term sports strategy.
- Short-term and long-term strategies, as well as annual action plans, are implemented, with success measured through analysis upon achieving each objective or at the end of the year following the implementation of the action plan.

Bosnia and Herzegovina:

- The adoption of the Sports Development Strategy at the national level is pending in Bosnia and Herzegovina, with evaluation conducted based on the outcomes derived from the Strategy.

Montenegro:

- The sports development strategy in Montenegro for the 2018-2021 period has expired, and an ongoing evaluation of the previous strategy is underway alongside the development of a new strategy for the forthcoming period.

Similarities:

- Both Kosovo and Montenegro have implemented or are in the process of drafting long-term sports strategies.
- They both emphasize the importance of short-term and long-term strategies, along with annual action plans, for sports development.
- Evaluation processes are integral to both countries' approaches, with success measured through analysis upon achieving objectives or at the end of the implementation period.



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Differences:

- Kosovo is currently operating under yearly programmatic policies while drafting its long-term strategy, whereas Montenegro's previous sports development strategy has expired, and evaluation and development of a new strategy are underway.
- Bosnia and Herzegovina's approach is pending the adoption of the Sports Development Strategy at the national level, with evaluation based on the outcomes of the Strategy rather than a continuous evaluation process like Kosovo and Montenegro.

Summary: Based on responses from three countries, Kosovo appears to have a more structured and proactive approach to promoting grassroots sports, with clear policies, evaluation mechanisms, and a focus on both short and long-term strategies. Bosnia and Herzegovina and Montenegro are at different stages of developing and evaluating their strategies, indicating ongoing efforts to improve their sports development frameworks.

7. How does your Ministry engage with national federations and other stakeholders to support grassroots sports development, and what partnerships or collaborations are in place to support this work?

Kosovo:

- The Ministry of Culture, Youth, and Sports closely collaborates with federations and sports organizations in our country on various aspects such as club and federation licensing, sustainable financing through memoranda, and implementation of sponsorship laws. This collaboration appears to be highly productive.

Bosnia and Herzegovina:

- The ministry primarily serves as a coordinator, and collaboration involves the allocation of specific funds and the issuance of approvals and certificates to sports federations and other sports entities in Bosnia and Herzegovina.



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Montenegro:

- The Ministry of Sports and Youth welcomes all initiatives aimed at promoting sports development, particularly in grassroots sports, with sensitivity to legal and financial constraints. Every partnership initiative is encouraged, although challenges such as legal and financial limitations exist, as the Ministry's main role is to provide a legislative framework for the unimpeded practice of sports in Montenegro.

Similarities:

- All three countries' ministries are involved in fostering collaboration with sports federations and organizations.
- They aim to address various aspects of sports development, including licensing, financing, and legal frameworks.
- Each approach recognizes the importance of collaboration for promoting sports development.

Differences:

- Kosovo's Ministry of Culture, Youth, and Sports actively collaborates with federations and organizations on multiple aspects of sports development, indicating a hands-on approach.
- Bosnia and Herzegovina's ministry primarily serves as a coordinator, focusing on fund allocation and regulatory approvals for sports entities, suggesting a more bureaucratic role.
- Montenegro's Ministry of Sports and Youth prioritizes promoting sports development, particularly grassroots sports, and addresses challenges such as legal and financial limitations, indicating a proactive stance in overcoming obstacles.

Summary: In Kosovo, the Ministry of Culture, Youth, and Sports actively collaborates with sports federations and organizations, focusing on various aspects like licensing, financing, and implementing sponsorship laws, indicating a hands-on approach to sports



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development. Bosnia and Herzegovina's ministry primarily acts as a coordinator, allocating funds and issuing approvals to sports entities, suggesting a bureaucratic role. Meanwhile, Montenegro's Ministry of Sports and Youth prioritizes promoting sports development, particularly grassroots sports, while addressing legal and financial constraints. Despite these differences, all three countries recognize the importance of collaboration in promoting sports development, aiming to address licensing, financing, and legal frameworks within their respective ministries.

8. What specific initiatives or programs are in place to increase participation in grassroots sports among underrepresented groups, such as women, children, persons with disabilities and senior people?

Kosovo:

- Development of the sports strategy and drafting the concept document for sports.
- Implementation of clinics and campaigns such as "Come and Try," distribution of leaflets, and providing opportunities for specific groups to engage in sports.

Bosnia and Herzegovina:

- The involvement of these mentioned groups is stipulated by the Sports Law in Bosnia and Herzegovina.

Montenegro:

- Subsidizing membership fees for children's sports, aiming to assist children and parents to ensure financial constraints do not hinder participation in sports, was initiated in the last quarter of 2022. If there are financial possibilities, the subsidy program will be reactivated.



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Similarities:

All three countries are actively engaged in initiatives aimed at promoting sports participation and development. They recognize the importance of providing opportunities for specific groups to engage in sports and ensuring inclusivity in sports programs.

Differences:

Kosovo focuses on the development of a sports strategy and the implementation of campaigns. In Bosnia and Herzegovina, the involvement of the mentioned groups is mandated by the Sports Law, indicating a regulatory approach. Montenegro's approach involves subsidizing membership fees for children's sports to alleviate financial constraints, demonstrating a direct financial assistance strategy.

Summary: In Kosovo, efforts include developing a sports strategy and implementing campaigns like "Come and Try" to promote sports engagement. In Bosnia and Herzegovina, involvement in sports by mentioned groups is required by law. Meanwhile, Montenegro initiated subsidizing children's sports fees in late 2022 to address financial barriers, with plans for reactivation if feasible.



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9. How is your Ministry ensuring that resources are being allocated effectively towards grassroots sports development, and what measures are in place to ensure accountability and transparency in the use of funds?

Kosovo:

- Programs and projects are evaluated based on stakeholders' interests, with regular and specific monitoring and accountability ensured through special regulations.
- The categorization of sports, licensing of federations and sports clubs, etc., is carried out through regulated processes such as laws and regulations.

Bosnia and Herzegovina:

- Institutions' budgets in Bosnia and Herzegovina, as well as expenditure control, are overseen through financial regulations and auditing mechanisms.

Montenegro:

- A portion of the funds allocated for sponsoring young athletes is included in funding sports federations through a public competition. The Ministry, within its legal jurisdiction, reviews semi-annual financial reports on the use of funds by the Federation.

Similarities:

Both Kosovo and Bosnia and Herzegovina emphasize the importance of monitoring and accountability through specific regulations in evaluating programs and projects or overseeing financial regulations and auditing mechanisms.

They both rely on regulated processes such as laws and regulations for tasks like categorizing sports and licensing federations and sports clubs.



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Differences:

Kosovo's approach focuses on evaluating programs and projects based on stakeholders' interests and ensuring monitoring and accountability through special regulations, while Bosnia and Herzegovina concentrates on overseeing budgets and expenditure control through financial regulations and auditing mechanisms.

Montenegro's strategy involves allocating funds for sponsoring young athletes as part of funding sports federations through public competitions and reviewing financial reports semi-annually, which is distinct from the approaches of Kosovo and Bosnia and Herzegovina.

Summary: In Kosovo, programs and projects are evaluated with stakeholder input, ensuring monitoring and accountability through special regulations. Sports categorization and licensing are carried out through regulated processes. Bosnia and Herzegovina oversees institution budgets and expenditure control via financial regulations and audits. Montenegro allocates funds for sponsoring young athletes within sports federation funding and reviews financial reports semi-annually.

10. What are the long-term goals and vision for grassroots sports development in your country, and how will your Ministry work to ensure that these goals are achieved?

Kosovo:

- Approval of the sports strategy and drafting of sports laws are being expedited by stakeholders.
- The National Sports Strategy can serve as the long-term vision for sports development, while the Ministry, through collaboration with all stakeholders, can engage in achieving the objectives.



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Bosnia and Herzegovina:

- By adopting the Sports Development Strategy, the goals and vision of sports in Bosnia and Herzegovina would be achieved.

Montenegro:

- Sports at the grassroots level, serving as the starting point for sports participation, deserve greater attention in strategic and action documents. The Ministry will carefully consider and support any initiative aimed at promoting grassroots sports if there are legal and financial

Similarities:

Both Kosovo and Bosnia and Herzegovina emphasize the importance of monitoring and accountability through specific regulations in evaluating programs and projects or overseeing financial regulations and auditing mechanisms.

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4. Discussion

The responses from Kosovo, Bosnia and Herzegovina, and Montenegro highlight the significance of grassroots sports as organized physical activities practised at a non-professional level for health, educational, social, and enjoyment purposes. While there is a consensus on this definition, variations exist in the emphasis placed on certain aspects of grassroots sports, such as skill level and competition, indicating the need for further discussion to establish common terminology.

Despite these differences, all three countries recognize the importance of promoting and developing grassroots sports for various reasons, including improving health outcomes, fostering inclusive communities, and raising awareness about the benefits of a healthy lifestyle. However, there are common challenges faced in grassroots sports development, such as inadequate infrastructure and financial constraints, which require comprehensive strategies to overcome.

Each country has its key priorities for promoting grassroots sports, ranging from collaboration with educational institutions and local sports clubs to media promotion and financial support. Strategies and action plans are being formulated and evaluated, with Kosovo demonstrating a more structured approach, while Bosnia and Herzegovina and Montenegro are at different stages of development.



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Collaboration with national federations and stakeholders is essential for supporting grassroots sports development, with each country adopting different approaches to engage with these entities. Specific initiatives targeting underrepresented groups, such as women, children, persons with disabilities, and seniors, are in place, demonstrating a commitment to inclusivity in sports participation.

Efforts to ensure effective resource allocation and accountability include stakeholder involvement in program evaluation, financial regulations, and regular monitoring of financial reports. The long-term goals and vision for grassroots sports development focus on achieving comprehensive sports strategies and increasing participation, with ministries working collaboratively with stakeholders to realize these objectives. Overall, while there are variations in approaches, the overarching goal is to foster vibrant grassroots sports cultures that benefit individuals and communities across the region.

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 Kosovo, Bosnia and Herzegovina, and Montenegro, several key findings emerge:

1. **Consensus on Definition:** There is a consensus on the definition of grassroots sports, emphasizing organized physical and sport activities practised at a non-professional level for health, educational, social, and enjoyment purposes. However, Montenegro showed some variations, particularly in emphasizing skill level and competition.
2. **Initiatives and Programs:** Each country has specific initiatives and programs to promote grassroots sports, with a focus on inclusivity and accessibility for underrepresented groups such as women, children, persons with disabilities, and seniors.
3. **Motivations for Development:** The motivations for promoting grassroots sports vary slightly among the countries, with common themes including improving health, fostering a culture of sports activity, and raising awareness about the benefits of a healthy lifestyle. Talent identification and social inclusion were less emphasized in Bosnia and Herzegovina and Montenegro.



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4. **Challenges:** All three countries face common challenges in grassroots sports development, including inadequate infrastructure, financial constraints, and the need for heightened awareness about sports participation. However, the specific strategies and actions taken by each country's Ministry to address these challenges differ.
5. **Priorities and Strategies:** Each country has its own set of priorities and strategies for promoting and developing grassroots sports, ranging from collaboration with relevant stakeholders to implementing comprehensive sports development strategies.
6. **Resource Allocation and Accountability:** All three countries emphasize the importance of monitoring and accountability in resource allocation for grassroots sports development, with specific regulations and mechanisms in place to ensure transparency and effectiveness.
7. **Long-term Goals and Vision:** The long-term goals and vision for grassroots sports development vary among the countries, with a focus on approving sports strategies, adopting development plans, and ensuring greater attention to grassroots sports in strategic documents.

In summary, while there are common challenges and goals in grassroots sports development across Kosovo, Bosnia and Herzegovina, and Montenegro, each country has its own unique approaches, priorities, and initiatives tailored to its specific context and needs. Collaboration among stakeholders, effective resource allocation, and continuous monitoring and evaluation are essential for achieving sustainable grassroots sports development in these countries.

5.2 The main highlights of the findings

The main highlights of the findings from the comparative analysis of grassroots sports development in Kosovo, Bosnia and Herzegovina, and Montenegro include:

1. **Consensus and Variations in Definition:** While there is consensus on the definition of grassroots sports across the countries, Montenegro showed variations, particularly emphasizing skill level and competition, highlighting the need for further discussion and agreement on terminology.



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2. **Inclusivity and Accessibility:** All countries prioritize inclusivity and accessibility in grassroots sports, with specific programs and initiatives targeting underrepresented groups such as women, children, persons with disabilities, and seniors.
3. **Motivations for Development:** Common motivations for promoting grassroots sports include improving health, fostering a culture of sports activity, and raising awareness about the benefits of a healthy lifestyle. However, the emphasis on talent identification and social inclusion varies among the countries.
4. **Common Challenges:** Inadequate infrastructure, financial constraints, and the need for heightened awareness about sports participation are common challenges faced by all three countries in grassroots sports development.
5. **Diverse Approaches and Strategies:** Each country has its own set of priorities, strategies, and initiatives for promoting and developing grassroots sports, tailored to its specific context and needs. These range from collaboration with stakeholders to implementing comprehensive sports development strategies.
6. **Resource Allocation and Accountability:** Monitoring and accountability mechanisms are emphasized in resource allocation for grassroots sports development in all three countries, with specific regulations and mechanisms in place to ensure transparency and effectiveness.
7. **Long-term Goals and Vision:** Each country has its own long-term goals and vision for grassroots sports development, with a focus on approving sports strategies, adopting development plans, and ensuring greater attention to grassroots sports in strategic documents.

Overall, the comparative analysis highlights both commonalities and differences in grassroots sports development among Kosovo, Bosnia and Herzegovina, and Montenegro. Collaboration among stakeholders, effective resource allocation, and continuous monitoring and evaluation are essential for achieving sustainable grassroots sports development in these countries.



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5.3 The main challenges in grassroots sports in the Balkan region

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

1. **Inadequate Infrastructure:** Many areas lack proper sports facilities, equipment, and resources necessary for grassroots sports activities. This hinders the development of sports programs and limits participation opportunities.
2. **Financial Constraints:** Limited funding and financial resources pose significant challenges to grassroots sports development. Funding shortages affect various aspects, including facility maintenance, program implementation, and access to training and coaching.
3. **Lack of Awareness and Promotion:** There is often a lack of awareness about the importance of grassroots sports and its benefits, leading to low participation rates. Insufficient promotion and marketing of sports programs also contribute to this challenge.
4. **Social and Cultural Barriers:** Cultural norms and societal perceptions may discourage certain groups, such as women, persons with disabilities, and seniors, from participating in sports. Overcoming these barriers requires targeted efforts to promote inclusivity and diversity in sports.
5. **Limited Access for Underrepresented Groups:** Women, children, persons with disabilities, and seniors may face barriers to accessing sports programs and facilities. Addressing these access limitations is crucial for ensuring equal opportunities for all individuals to participate in grassroots sports.
6. **Talent Identification and Development:** Identifying and nurturing talent at the grassroots level is essential for the long-term success of sports development. However, limited resources and expertise may hinder effective talent identification and development programs.
7. **Regulatory and Administrative Challenges:** Complex regulatory frameworks and administrative procedures can create obstacles for sports organizations and initiatives. Streamlining administrative processes and ensuring clear guidelines can facilitate smoother operations in grassroots sports.



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8. **Socio-Economic Factors:** Socio-economic disparities may affect access to sports programs and resources, with individuals from lower-income backgrounds facing greater challenges in participating in grassroots sports activities.

Addressing these challenges requires concerted efforts from governments, sports organizations, civil society, and other stakeholders to prioritize grassroots sports development, allocate resources effectively, promote inclusivity, and foster a culture of sports participation.

#	Country	Main Challenges in Grassroots Sports
1	Kosovo	<ul style="list-style-type: none"> ● Inadequate infrastructure poses a significant challenge, limiting access to sports facilities and resources for grassroots activities. ● Financial constraints also hinder program implementation and coaching accessibility.
2	Bosnia and Herzegovina	<ul style="list-style-type: none"> ● Limited funding and financial resources present obstacles to grassroots sports development, affecting facility maintenance and program access. ● Additionally, social, and cultural barriers may discourage participation among certain groups.
3	Montenegro	<ul style="list-style-type: none"> ● Challenges in grassroots sports development include inadequate infrastructure and financial constraints, which impact program implementation and access to training facilities. ● Addressing cultural norms and promoting inclusivity is also essential for overcoming participation barriers.



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6. Conclusion

6.1 Kosovo

Promoting and developing grassroots sports in Kosovo is essential for various reasons, including raising awareness about the benefits of a healthy lifestyle, improving health outcomes, fostering inclusive communities, identifying talent at a young age, and instilling a culture of sport. Despite these motivations, grassroots sports development faces challenges such as infrastructure deficiencies, which the Ministry of Culture, Youth, and Sports is addressing through the formulation of a comprehensive sports strategy. Key priorities for promoting grassroots sports include close collaboration with the Ministry of Education and local sports clubs, addressing developmental challenges, and ensuring effective implementation through short and long-term strategies.

The Ministry engages with national federations and stakeholders through productive collaborations, focusing on club and federation licensing, sustainable financing, and sponsorship laws implementation. Specific initiatives aim to increase participation among underrepresented groups, such as women, children, persons with disabilities, and seniors, including the development of sports strategies, clinics, campaigns, and providing opportunities for engagement.

To ensure effective resource allocation and accountability, programs and projects are evaluated based on stakeholders' interests, with regular monitoring and accountability mechanisms in place. The long-term vision for grassroots sports development in Kosovo includes the approval of the sports strategy and drafting of sports laws, with the National Sports Strategy serving as a guiding framework. The Ministry, in collaboration with stakeholders, aims to achieve these objectives, fostering a vibrant grassroots sports culture that benefits individuals and communities across Kosovo.



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6.2 Bosnia and Herzegovina

In Bosnia and Herzegovina, promoting grassroots sports is crucial for improving health, fostering a culture of sport activity, and raising awareness about the benefits of a healthy lifestyle. However, talent identification and social inclusion have not been considered significant priorities at the Ministry level. The key challenges in grassroots sports development include a lack of government initiatives to address financial support hurdles, indicating a need for more comprehensive strategies.

The priorities for promoting and developing grassroots sports include media promotion and co-financing of relevant sports institutions. The Ministry aims to address these priorities through media campaigns and financial support mechanisms.

Currently, the adoption of the Sports Development Strategy is pending, with evaluation planned based on the outcomes derived from the Strategy. The Ministry primarily serves as a coordinator, collaborating with national federations and other stakeholders through the allocation of specific funds and the issuance of approvals and certificates.

Specific initiatives for increasing participation among underrepresented groups, such as women, children, persons with disabilities, and seniors, are stipulated by the Sports Law. The Ministry ensures effective resource allocation through financial regulations and auditing mechanisms, overseeing institutions' budgets and expenditure control.

The long-term goals and vision for grassroots sports development in Bosnia and Herzegovina revolve around adopting the Sports Development Strategy to achieve comprehensive sports development objectives. Through strategic planning and collaboration with stakeholders, the Ministry aims to realize these goals, fostering a vibrant grassroots sports culture that promotes participation, inclusivity, and well-being across the country.



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6.3 Montenegro

In Montenegro, promoting grassroots sports is vital for improving health, fostering a culture of physical activity, and raising awareness about the benefits of a healthy lifestyle. While talent identification and social inclusion were not emphasized at the Ministry level, initiatives are underway to address key challenges facing grassroots sports development. Co-financing children's sports fees is being explored to enhance accessibility and mitigate financial barriers.

The key priorities for promoting grassroots sports include implementing the Sports Development Strategy, analyzing the sports landscape, setting goals, and developing organizational measures. The Ministry ensures effective prioritization through strategic documents and the establishment of expert advisory bodies like the Sports Council.

Strategies for grassroots sports development involve ongoing evaluation of past strategies and the development of new ones. The Ministry encourages partnerships and collaborations to support grassroots sports, despite legal and financial constraints. Specific initiatives, such as subsidizing children's sports fees, aim to increase participation among underrepresented groups. The Ministry ensures effective resource allocation and transparency through public competitions for funding sports federations and regular reviews of financial reports.

Long-term goals for grassroots sports development in Montenegro focus on enhancing the prominence of grassroots sports in strategic documents and initiatives. The Ministry will support initiatives promoting grassroots sports within legal and financial constraints.

Overall, Montenegro is committed to promoting grassroots sports as a cornerstone of sports participation, with efforts aimed at addressing challenges, setting priorities, implementing strategies, fostering partnerships, supporting underrepresented groups, ensuring resource allocation, and pursuing long-term goals for sustainable grassroots sports development.



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General conclusion

Promoting grassroots sports across Kosovo, Bosnia and Herzegovina, and Montenegro is essential for improving health, fostering inclusive communities, and instilling a culture of sport. While facing challenges like infrastructure deficiencies and financial hurdles, each country's Ministry is actively addressing these issues through strategic planning, collaboration, and resource allocation. Key priorities include collaboration with educational institutions, media promotion, and supporting underrepresented groups. Initiatives such as subsidizing children's sports fees and partnerships with national federations demonstrate a commitment to grassroots sports development. With long-term goals focused on comprehensive sports strategies and increased participation, these efforts aim to cultivate vibrant grassroots sports cultures that benefit individuals and communities, promoting inclusivity, well-being, and sports excellence across the region.



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