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Toolkit with practical guidance

**“GRASSROOT PROGRAMME  
FOR PROFESSIONAL  
SPORT CLUBS”**



Back2Track / 602960-EPP-1-2018-1-BG-SPO-SSCP/ project is co-funded by Erasmus+ Programme of the European Union.





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# introduction

**Back2Track** project focus on analyzing the differences and similarities that sport clubs have in the approach to professional and grassroots sport and in innovative approach of including kids with disadvantage background in sport and physical activity. As most sport clubs in Europe are implementing both programmes for high level sport and grassroots sport and most of the administration in this club has professional education and experience in the field of professional sport, it is needed to be created new approach for the sport club, focused on grassroots sport. In the same time, there is a huge number of kids with disadvantage background that needs to be empowered to involve in positive activities such as sport and to give them different perspective on their future personal and professional development as society members.

The project is aiming to find the way of bringing practical skills and knowledge in the participating organisations on how to manage a grassroots sport programme together with the elite sport programmes. Main added value of the project: straightened cooperation between the participating organisations and their empowered staff; exchange of good practices in the field of EU sport policy; new tools for sport clubs across EU in the field of setting grassroots sport programme in professional sport club; promotion of athletics as basic sport. Project



outputs will be available for sport organisations at local, national and European level, as well to the educational institutions, local authorities, NGO's, national authorities in their daily work. In the same time, by empowering the participating organisations we will give them unique opportunity to experience working with kids with disadvantage background that will lead them through the process of learning on practice how to recruit youngsters for grassroots sports.

The current partnership implemented various activities on local and international level; focus in development, identification, analysing, promotion and sharing good practices in attracting kids to sport (in particular athletics) and creating clear separation in the activities in the sport club regarding professional and grassroots sport. Back2Track will add to the existing knowledge, know-how and practices to the organisations and persons involved in project activities and outputs.

### **Toolkit with practical guidance “Grassroots programme for professional sport clubs”**

**Target groups:** Participating organisations (project team) in terms of development, sport clubs and organisations in EU in terms of end users;

**Main milestones:** Research activities, collecting and documenting good practices from partners team experience, elaboration of the toolkit;

**Result:** Elaborated toolkit with practical guidance “Grassroots programme for professional sport clubs”.

From the beginning of the project activities, all involved coaches and sport organisations staff members and experts set their strong sides: management, marketing, visibility, recruitment of non-active kids



and youngsters, similarities and differences between programme of a sport club for elite and for grassroots sport (what can be used from the existing organisation of the participating organisations, what can be adapted, what is still needed to be ensured). Partner organisations has done a desk research as in the same time has implemented the researched activities in the processes of recruitment of the kids involved in both international and national activities. Partners are exchanging regularly information about what processes have worked well and which ones need further improvement and has documented the success stories. During the whole process the consortium has passed through the following steps:

- Creating campaign for visibility of the activities of a sport club;
- Motivation of kids/youngsters to join sport activities;
- Recruitment and retaining kids/youngsters from disadvantage background;
- Event organisation with all preparatory, implementation and follow-up activities;
- Good practices for implementation and learning by doing activities.

After the practical testing and documenting of the experience gained, in the project lifetime after the national sport events partners has focused on the creation of the present toolkit with practical guidance “Grassroots programme for professional sport clubs” in which is documented **#Back2Track** experience during the 18 months lifetime of the project. Having in mind that the three partners are situated in the three “corners” of the EU, they have tried to find similarities and



differences on the way the processes has occurred and this brings additional added value of multi-realities applicability of the product and will ensure the best way of their transfer at national, regional and local levels.

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# SPORT ECOSYSTEM IN PARTNER COUNTRIES

## BELGIUM

Belgium political and cultural organisation is rather complex due to the linguistic diversity and conflicts.

Belgium is a federal state divided in 3 Communities (Flemish, French and German) and 3 regions (Flemish, Walloon and Brussels-capital), which have their own language and autonomy.

- Flemish Region is Dutch-speaking, located in the north of Belgium with 59% of the population
- Walloon Region is French-speaking, located in the south with 31% of the population and include the Germanic speaking part
- Brussels-capital Region is officially bilingual, but is mostly French-speaking.

The Communities have authority in field such as culture, education, health, sport and many more. As a consequence, there are 3 ministers



Sport ecosystem in partner  
countries - Belgium

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of sports in Belgium. All of them have their own sports administration and sports advisory body.

Belgian sports federations still exist, but rather function as national umbrella to represent the country in international sports organisations and competitions.

The organisation of the Belgian sports system is broadly structured around its ties with the political system. Sports and sports policy in Belgium is divided as their embedding governmental structure. In spite of, or maybe thanks to, the divided nature of sports in Belgium, a viable network of sports federations and sports clubs exists along with the different governmental sports organisations at the level of the communities, provinces and municipalities. Nevertheless, these rather traditional sports structures are more and more faced with new forms of organisations and providers. Following the market mechanisms of demand and supply, commercial sports organisations such as fitness centers are rapidly growing in popularity.

So-called light communities also entered the sports scene, giving people the opportunity to perform their favorite sport without the need of a strong club membership. As a consequence, the sports system in Belgium nowadays is characterized by a diversity of organisations as well as participants. In this varied landscape, initiatives from the civil society, public authorities and the market play an active role. The development of partnerships between these different sectors becomes more important<sup>1</sup>.

<sup>1</sup> Delheye P., Scheerder J., Zintz T. (2012). *Sport Organisation in the world: The Organisation of Sports in Belgium, Between Public, Economic and Social Profit. Le Manuscrit recherche.*



Sport ecosystem in partner  
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## Sport ecosystem in partner countries – Bulgaria

Physical exercise, sports and tourist activities are a priority area of Bulgarian state policy. The main strategic goal of the system is to unite the efforts of all state, public, non-governmental and private organisations to promote physical education, sport and sports-tourism activities as a means of improving the health and physical capacity of the population. In organised sport for all, diverse social groups are maximally engaged. The aim is to raise the nation's sporting prestige world-wide by improving the national physical education and sport system in accordance with leading European practices.

The Physical Education and Sports Act<sup>2</sup> identifies three main types of sports organisations:

1. **Sports clubs:** Voluntary associations of citizens, registered as non-profit legal entities, which develop and promote sports and physical activity and conduct training and competitive activities in one or more sports (art. 11, para 1). Sports clubs must be registered as non-profit organisations, professional sports clubs /trade companies or joint stock companies – mainly football clubs/. After the registration procedure as a legal entity, sports clubs are obliged to apply for membership in the respective federation (art. 10, para 6);
2. **Sports Federations:** Voluntary associations / non-governmental organisations / sports clubs of one kind or another sport, which coordinate the development, practice and administration of the respective sport at national level and represent their members before the state and in the relevant international sports

<sup>2</sup> Physical Education and Sports Act



organisations. (art. 14, para. 1). If the sports federation wants to be recognized as a National Sports Federation, the organisation is obliged to obtain a license from the competent state body – Ministry of Youth and Sports. Together with the acquisition of a sports license, the respective sports organisation receives certain powers in the field of development of the sports activity, listed in Art. 19 and may receive state funding for its activities;

3. **National sports organisations:** Voluntary associations /non-governmental organisations/ of sports clubs and/or sports federations, which coordinate sports activities with a specific focus in the system of physical education, sports and sports tourism and interact with the state and international sports organisations in the formation and implementation of national sports policy. National sports organisations must be registered as non-profit legal entities and have the responsibility to provide sports services and activities of mass sport and to participate in the development, implementation and reporting of the results of the National Program for Development of Physical Education and Sport (Organisation for sports-tourist activity and National organisation for university sports).

Ministry of Youth and Sports works closely with listed sports organisations in the field of sports, as well as with the Bulgarian Olympic Committee and the National Paralympic Organisation. Ministry of Youth and Sports does not interfere with the management of sports organisations, and their financing from the state budget is implemented on a program-project basis.





## Sport ecosystem in partner countries – Croatia

According to National sports programme (NN 69/2019 (19.7.2019.), Nacionalni program športa 2019. – 2026.<sup>3</sup>) and Sports Act<sup>4</sup> (NN 71/06, 150/08, 124/10, 124/11, 86/12, 94/13, 85/15, 19/16, 98/19), in Croatia, sports activities include the following activities: participation in sports competitions, sports preparation activities, sports recreation, sports training, organizing and conducting sports competitions, and managing and maintaining sports infrastructure.

Sports activities are performed by:

- **physical persons** (athletes, coaches, persons trained in sports, persons involved in organizing and running a sports competition and intermediaries in sports),
- **legal entities** (associations, companies and institutions),
- **school sports associations** which are established without legal personality for the purpose of conducting extracurricular student sports activities.

The basic organisational unit of Croatian sport is sports clubs affiliated to local and/ or national sports federations, as well as to local sports associations, thus forming the basis of the pyramid of the sports system, which is based on freedom of association.

<sup>3</sup> <https://sdus.gov.hr/istaknute-teme/nacionalni-program-sporta-2019-2026/nacionalni-program-sporta-2019-2026-1075/1075>

<sup>4</sup> [https://sdus.gov.hr/UserDocsImages//dokumenti/zakoniiostalipropisi//zakon\\_o\\_sportu\\_nn\\_71-06.pdf](https://sdus.gov.hr/UserDocsImages//dokumenti/zakoniiostalipropisi//zakon_o_sportu_nn_71-06.pdf)



In order to participate in sporting competitions, sports clubs must be registered as sports associations for competition (citizens' associations) or sports joint stock companies.

At the top of the pyramid of the sports system are:

- the Croatian Olympic Committee **HOO**<sup>5</sup>, which acts as a national Olympic committee,
- the **federation of national sports associations**,
- the **federation of county sports associations**.

The pyramid of public (state) support to the sports system consists of state administration offices in the counties and their administrative departments in charge of sports, followed by the competent offices/ departments/administrations for sports issues in municipalities, cities and counties, and the Central State Office for Sport of the Republic of Croatia. All these bodies together form the sports system in the Republic of Croatia and are jointly responsible for ensuring the conditions for its further sustainable development.

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<sup>5</sup> <https://www.hoo.hr/en>



# Campaigns for visibility of the activities of a sport club

During the #Back2Track lifetime, project team highlighted some interesting practices that might be replicated in different environments. The most suitable practice from each partner country has been selected and explained with practical focus. Researchers has focused





on motivation of kids/youngsters to join sport activities, recruitment and retaining kids/youngsters from disadvantage background and event organisation. The practices are source of inspiration that we hope to motivate more sport entities to further develop their grassroots programmes.

## Campaigns for visibility of the activities of a sport club

### Motivation of kids/youngsters to join sport activities

<b>Good practice name:</b>	<b>Fête de l'Iris 2019</b>
<b>Country of implementation:</b>	<b>Belgium</b>
<b>Short description:</b>	At the occasion of the anniversary of Brussels City, each municipality in the region has the opportunity to organize festivities for its inhabitants. In Molenbeek, the municipality invited different sportive organisation to promote their discipline. Youth could freely take part in sports activities like basketball, hockey and others.
<b>Organisation that has implemented the good practice:</b>	Municipality of Molenbeek
<b>Website:</b>	n/a



**What aspect of good governance is covering the mentioned practice:**

Good practices in recruitment of kids with disadvantage background.

**Why can be considered as good practice and adopted by other sport entities:**

In Brussels, Molenbeek is the municipality with the lowest per capita income<sup>1</sup>. Molenbeek also unfortunately became the headquarter of sad events, like the Brussels Airport 2016 bomb attack<sup>2</sup>, because the suicide bombers coordinated the attack from a safe house within the municipality.

By implementing such an activity, the municipality of Molenbeek give an opportunity to kids with disadvantage background to discover a broad range of sport, which could lead to joining a sport club, in order to practice sport.

In such a case, the good practice will be a social integration through sport, which is very important for youth because of the values that sport carries out.

<sup>1</sup> <https://bx1.be/molenbeek-saint-jean/avec-14-372-euros-bruxelles-a-le-revenu-moyen-le-plus-faible-des-trois-regions/>

<sup>2</sup> [https://www.rtbef.be/info/belgique/detail\\_le-22-mars-2016-deux-attentats-frappaient-la-belgique-au-c-ur?id=9560783](https://www.rtbef.be/info/belgique/detail_le-22-mars-2016-deux-attentats-frappaient-la-belgique-au-c-ur?id=9560783)



Source: Municipality of Molenbeek



<b>Good practice name:</b>	<b>Athletic League and Summer Athletic School “Go! Kids!”</b>
<b>Country of implementation:</b>	<b>Bulgaria</b>
<b>Short description:</b>	<p>Athletic League and Summer Athletic School “Go! Kids!”, is a project of the national competitor, record holder and finalist of the World and European Athletics Championships: Magdalena Hristova. She is an exceptional professional, dedicated to the sport and popularizing it among children. Maggie is the creator and coach at Priority Sport Club. It works primarily with children and helps develop physical education and exercise habits among adolescents from an early age.</p> <p>The GO! KIDS! Summer Athletic School is headquartered in the Vasil Levski National Stadium, located in the center of Sofia. Location and access to public transport. The team is made up of experienced professionals, coaches and teachers who will relay their experience and knowledge to your children with dedication and joy. The minimum age accepted is six years. It provides various types of athletics, football, tennis, basketball, cycling, climbing, swimming, rollerblading, aerobics and more.</p>



### **Short description:**

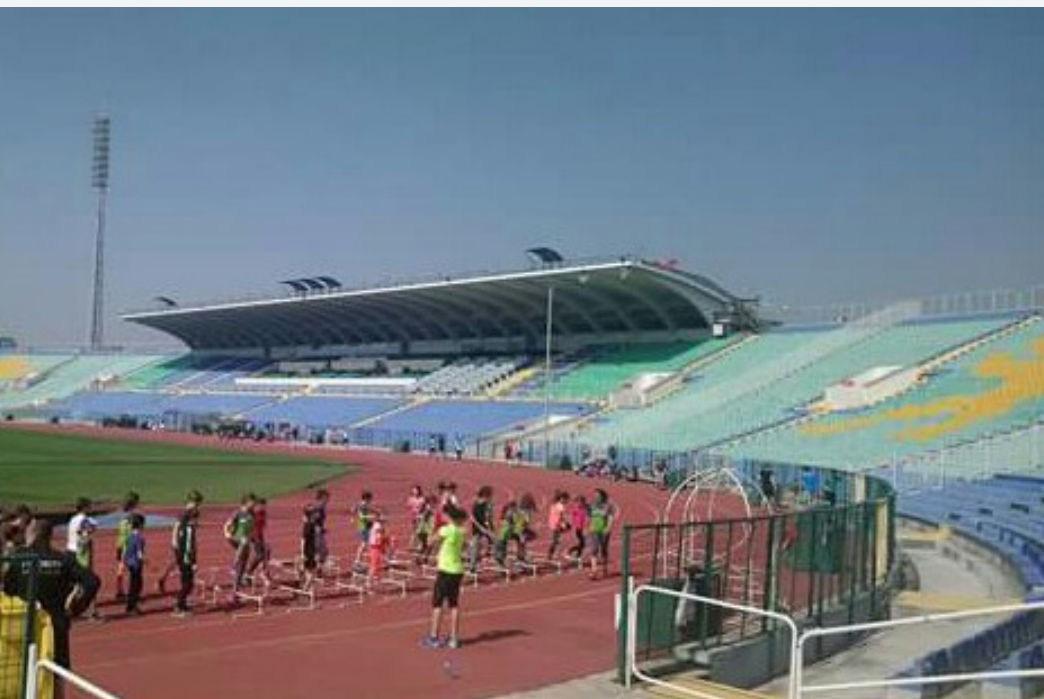
- Sports, relay and fun outdoor games in the park or stadium.
- Hikes and trips once a week, in the vicinity of Sofia.
- Various educational activities - reading compulsory literature, writing, calculating, drawing, English, botany, etc.
- Conversations on topics that help the moral growth of children.
- Quiet and fun games at lunch break.
- Various art workshops.

The 6 GO! KIDS! Athletic League competitions are also held at Vasil Levski National Stadium. Priority Sports President Magdalena Hristova, who is the organizer of the sporting event, boasts that the number of athletes and clubs across the country applying for participation is increasing every year.

This year, competitions in the League will be under the motto "Nature Lovers - Champions in Sport". The aim is for the contestants to familiarize themselves with the project "A New Hope for the Egyptian Vulture" by the Bulgarian Society for the Protection of Birds.



<b>Organisation that has implemented the good practice:</b>	Priority Sport Club
<b>Website:</b>	<a href="http://prioritysport.club/">http://prioritysport.club/</a>
<b>What aspect of good governance is covering the mentioned practice:</b>	The mentioned practice covers the following aspects of good governance: to motivate adolescents to be active through play-related activities rather than typically training activities, everyone who has been involved in the initiative is determined to continue to develop it in the future, motivation for kids to join sport activities.
<b>Why can be considered as good practice and adopted by other sport entities:</b>	<p>The location of the Summer Athletic School in the heart of Borisova Garden provides an opportunity for all-day outdoor activities in the park and in the halls adjacent to the stadium during the summer vacation of the children.</p> <p>As the president of the Priority Sport Club Magdalena Hristova said that it is important for everyone who trains athletics to participate in the competitions of the Athletic League. This league is the only one that allows young athletes to participate regularly in strong events. Last year, more than 700 children participated in the finals, so this year the finale in May will be in two days.</p>



Source: <http://prioritysport.club>



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**Good practice name:** “Ri Move”

**Country of implementation:** Croatia

**Short description:**

In cooperation with the City of Rijeka, Rijeka Sport’s Association and Rijeka’s elementary schools, the Ri Move local project was launched in May 2017. It is a project that promotes sports, healthy living and engaging in activities among the youngest, involving children in sports, increasing their psychophysical abilities and acquiring elementary knowledge and skills about sports. The project is aimed at primary school students. The program itself is held in school halls as part of an extended stay, which is an extracurricular activity. The sports currently covered by the program are athletics, gymnastics and judo as basic Olympic sports, and table tennis, kendo, volleyball, football, handball and basketball.

The programs are run by expert coaches, athletes from Rijeka, but also by psychologists and sociologists who monitor and analyze the progress of children in activities, and the impact of sports activities on children.



### Short description:

Starting January 2020, the project will also introduce the basics of Latin and standard dance. Sporting activities are held twice a week throughout the school year, and upon completion of the cycle, children receive diplomas with which they will be able to join sports clubs (partners of this project), on more favorable terms. The decision about which sport to play in the future is made by them, but with the suggestion of an expert who is a product of kinesiological testing and monitoring of the child's motor skills. Children are also able to learn the elementary rules of sports games and skills, visit sports clubs and sports facilities, as well as free admission to matches and competitions of partner sports clubs. Currently, nine primary schools are involved in the project.

### Organisation that has implemented the good practice:

City of Rijeka, Rijeka Sport's Association, Rijeka's elementary schools, Rijeka's sports clubs

### Website:

[www.rijeka.hr/teme-za-gradane/odgoji-obrazovanje/osnovne-skole/programi-i-projekti-u-osnovnim-skolama/projekt-sportske-skole-grada-rijeke-ri-move/](http://www.rijeka.hr/teme-za-gradane/odgoji-obrazovanje/osnovne-skole/programi-i-projekti-u-osnovnim-skolama/projekt-sportske-skole-grada-rijeke-ri-move/)





**What aspect of good governance is covering the mentioned practice:**

The mentioned practice covers the following aspects of good governance: recruitment of new kids, campaigns for motivation for kids to join sport activities, recruitment and retaining kids with disadvantage background.

**Why can be considered as good practice and adopted by other sport entities:**

This free-of-charge sports school, which includes basic sports such as athletics, gymnastics and judo, is conducted by the Rijeka Sport's Association, with the aim of psychophysical development, development of motor skills and the promotion of physical activity and a healthy lifestyle in children. The project started in 2017 and it continues to develop and spread to other schools. A novelty in the Ri Move project is the introduction of sports proofreading, the presentation of sports-themed publications aimed at combining sports culture and reading, and the launch of sports-themed theater performances. The number of kids involved increases every year and this is the proof "Ri Move" is a perfect good practice example especially in the aspect of campaigns for motivation for kids to join sport activities.



Source: Rijeka Sport's Association



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## Campaigns for visibility of the activities of a sport club

### Recruitment and retaining kids/youngsters from disadvantage background

<b>Good practice name:</b>	<b>Gembo Academy</b>
<b>Country of implementation:</b>	<b>Belgium</b>
<b>Short description:</b>	Basketball Club of Gembo, in Antwerp area, has decided to launch a basketball academy for kid with disadvantage background.
<b>Organisation that has implemented the good practice:</b>	Gembo BBC
<b>Website:</b>	<a href="https://www.gembobbc.be">https://www.gembobbc.be</a>
<b>What aspect of good governance is covering the mentioned practice:</b>	Social integration of kids with disadvantage background.



**Why can be considered as good practice and adopted by other sport entities:**

With the support of the City of Antwerp, Gembo academy will give an opportunity to kids with disadvantage background to get specific basketball programme, alongside with their school education.

By doing so, Gembo academy gives a chance to disadvantaged kids to develop their basketball skills and more importantly, retain them in the school system, in order to become future leaders of the society.

Donderdag 13 februari 2020 **ANTWERPEN 3**

## Leerlingen combineren basketbalclub en school in nieuwe academie

**BORGERHOUT**

Leerlingen in het middelbaar onderwijs kunnen nu terecht op de nieuwe basketbalacademie van basketbalclub Gembo, die het project samen met avânt startte. De gedoputeerde voor Onderwijs Luk Lemmens gaf, samen met voorzitter Michel Albertijn, coördinator Dennis Yoro, en basketballegende en peter van het project Willy Steveniers, het startschot.

De provincie Antwerpen subsidieert het project. "De provincie wil graag samenwerken met een Antwerpse topsportclub zoals Gembo. We willen onze leerlingen sterker maken en zijn onder de indruk van hoe Gembo in zijn leden wil investeren. Het provin-



• Onder meer Michel Albertijn, Luk Lemmens, Willy Steveniers en Dennis Yoro gaan samen met de basketbalacademie.

ciaal onderwijs ziet het als een meerwaarde om deel te worden van het project. De basketbalclub houdt de school op de hoogte van de leef- en leersituatie van de leerlingen in de academie", aldus

Luk Lemmens. Gembo denkt bij de start van de basketbalacademie sociaal en laagdrempelig. "Dat is de visie van onze club. Wij hebben 24 ploegen, met jongens, meisjes en

G-basketbal. Wij denken ook multicultureel, zeg maar out-of-the-box. Met deze samenwerking breiden we onze visie uit", zegt Michiel Albertijn van Gembo.

### Kansen creëren

Dennis Yoro, coördinator van Gembo, is in de wolken. "Toen ik 16 jaar was, leefde ik in het Leuvense op straat. Ik werd opgevangen door vrienden en kwam eerst terecht bij basketbalclub Leuven, daarna verhuisde ik naar Antwerpen. Ik volgde avond-onderwijs en een paar jaar geleden kreeg ik deze functie bij Gembo. Ik ben blij dat we met de academie kansen creëren voor de Antwerpse jongeren."

De leerlingen die sportwetenschappen volgen in het secundair onderwijs krijgen op dinsdagocht-

tend twee uur basketbaltraining in sporthal Luisbekelaar, de thuishaven van Gembo, in Borgerhout. Verder zijn er nog drie avondtrainingen en op woensdagnamiddag wordt specifiek geoefend op shooting, kracht en fundamentele basisbewegingen", aldus nog Yoro.

Willy Steveniers, de beste Belgische basketbalspeler aller tijden, is peter van het project en was aanwezig op de voorstelling ervan. Op zijn 82ste oogt hij nog steeds scherp. "Jonge kinderen die minder kansen krijgen in de maatschappij vinden hier een thuis. Zo'n academie bestond in mijn tijd niet, misschien miste ik dat wel. Ik beef nu dat een goede opleiding naast topsport cruciaal is. Ik zal de academie dan ook geregeld bezoeken om de kids een positieve boost te geven." (p.1)

Source: Newspaper, Gazette van Antwerp



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**Recruitment and retaining kids/ youngsters from disadvantage background**



<b>Good practice name:</b>	<b>National Tournament for Children and Youth at Risk - Sofia</b>
<b>Country of implementation:</b>	<b>Bulgaria</b>
<b>Short description:</b>	On November 11, 2019, the National Championship for Children and Youth at Risk was held at the Sofia 2000 Sports Complex in Sofia's Vazrajthane Park. The 32nd edition of the event was organised by the Association "Bulgarian Disputable Federation for Children and Youth at Risk". The event was entitled "Sport accessible to all children" and is part of the BSFDMR sports calendar for 2019. The event has been held annually since 2003 with two issues each year - spring (Easter) and autumn-winter (Christmas).
<b>Organisation that has implemented the good practice:</b>	Bulgarian Sports Federation for Children at Risk
<b>Website:</b>	<a href="http://bulgariansportfederation.eu/2019/11/12/675/">http://bulgariansportfederation.eu/2019/11/12/675/</a>



**What aspect of good governance is covering the mentioned practice:**

The mentioned practice covers the following aspects of good governance: participation of disadvantaged children in order to integrate them with and through sport, everyone who has been involved in the initiative is determined to continue to develop it in the future, motivation for kids to join sport activities.

**Why can be considered as good practice and adopted by other sport entities:**

The tournaments were attended by boys and girls from the Broad Heart Clubs and from homes for children deprived of parental care in the country, as well as from refugee accommodation centers between the ages of 12 and 18. The championship attracted 310 graduates from 32 social institutions across the country. They defined the champions in 6 sports: athletics, mini-football, badminton, table tennis, basketball 3-on-3 and taekwondo.



Source: Bulgarian Sports Federation for Children at Risk



<b>Good practice name:</b>	<b>Summer sports camp</b>
<b>Country of implementation:</b>	<b>Croatia</b>
<b>Short description:</b>	<p>The main objective of the Summer Sports Camp is to introduce children to the sporting lifestyle and to show them movement as an important link in maintaining health. Children get to know each other better, learn to function in the sports collective, respect coaches, colleagues and ultimately themselves. From sports activities children go through the basics of athletics, swimming, various polygons, water games, football, basketball, volleyball and other ball sports, water jumps, kayaking, etc. In addition to sports, the camp also includes educational programs for various art and educational workshops. Every year kids/youngsters from disadvantage background are being recruited to participate in the Summer sports camp for free.</p>
<b>Organisation that has implemented the good practice:</b>	Athletic Club "Kvarner" Swimming Club "Primorje CO"
<b>Website:</b>	<a href="http://akkvarner.hr/ljetni-sportski-kamp-2018/">http://akkvarner.hr/ljetni-sportski-kamp-2018/</a>



**What aspect of good governance is covering the mentioned practice:**

The mentioned practice covers the following aspects of good governance: Good practices in recruitment of new kids, campaigns for motivation for kids to join sport activities, recruitment and retaining kids with disadvantage background, event organisation at grassroots level.

**Why can be considered as good practice and adopted by other sport entities:**

At the beginning of the school year, the organizers go to Social Self-Service and receive information on children and families in need. They also receive information from elementary school pedagogues and the Center for Social Welfare. The organizers include children whose parents, unfortunately due to their poor financial status, cannot afford their children a week of play, fun, learning and socializing with their peers. Since 2018, the leading Croatian oil company INA is included in this project and helps to finance all sports camp activities.



Source: <http://akkvarner.hr/>



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## Campaigns for visibility of the activities of a sport club

### Event organisation

<b>Good practice name:</b>	<b>Play for peace</b>
<b>Country of implementation:</b>	<b>Belgium</b>
<b>Short description:</b>	Play4peace is a non-profit organisation that promote peace through sport. They do so by hosting sportive events, seminars and charity events.
<b>Organisation that has implemented the good practice:</b>	Basic-fit Brussels Basketball
<b>Website:</b>	<a href="https://play4peace.be">https://play4peace.be</a>
<b>What aspect of good governance is covering the mentioned practice:</b>	Campaigns for motivation for kids to join sport activities.
<b>Why can be considered as good practice and adopted by other sport entities:</b>	To promote his sport, Basic-fit Brussels Basketball, a professional organisation, competing in the highest basketball level of basketball within the country, participated in the sportive event hosted by the platform Play4peace. They visited



the event with their professional players and took part in some activities, in order to inspire kids.

Professional athletes are often seen by kids as role models and it's important for sports club join such activities.



Source: <https://play4peace.be>



<b>Good practice name:</b>	<b>Programme</b> <b>“Sport for children in kindergartens”</b>
<b>Country of implementation:</b>	<b>Bulgaria</b>
<b>Short description:</b>	<p>The program “Sport for children in kindergartens” was developed in compliance with one of the main priorities of the Ministry of Youth and Sports - implementation, development and optimization of motor mode for children in kindergartens, as well as the existing regulations in this area.</p> <p>Motor activity and initial training in applicable sports in pre-school age plays a leading role and is a major factor in building the physical and mental qualities of children. They are important and indispensable tools in the formation, development and strengthening the child's organism, and through them the youngest - the graduates of the children gardens, get their first knowledge and skills in sports.</p>
<b>Organisation that has implemented the good practice:</b>	Ministry of Youth and Sports of the Republic of Bulgaria



Website: [http://mpes.government.bg/Documents/Programs/2017/Prg\\_SDDG\\_2018/%D0%9F%D0%A0%D0%9E%D0%93%D0%A0%D0%90%D0%9C%D0%90%20%D0%A1%D0%BF%D0%BE%D1%80%D1%82%20%D0%B7%D0%B0%20%D0%B4%D0%B5%D1%86%D0%B0%D1%82%D0%B0%20%D0%B2%20%D0%B4%D0%B5%D1%82%D1%81%D0%BA%D0%B8%D1%82%D0%B5%20%D0%B3%D1%80%D0%B0%D0%B4%D0%B8%D0%BD%D0%B8%20%D0%B7%D0%B0%202018%20%D0%B3.pdf](http://mpes.government.bg/Documents/Programs/2017/Prg_SDDG_2018/%D0%9F%D0%A0%D0%9E%D0%93%D0%A0%D0%90%D0%9C%D0%90%20%D0%A1%D0%BF%D0%BE%D1%80%D1%82%20%D0%B7%D0%B0%20%D0%B4%D0%B5%D1%86%D0%B0%D1%82%D0%B0%20%D0%B2%20%D0%B4%D0%B5%D1%82%D1%81%D0%BA%D0%B8%D1%82%D0%B5%20%D0%B3%D1%80%D0%B0%D0%B4%D0%B8%D0%BD%D0%B8%20%D0%B7%D0%B0%202018%20%D0%B3.pdf)

What aspect of good governance is covering the mentioned practice: The mentioned practice covers the following aspects of good governance: motivation for kids to join sport activities, increasing the number of children participating in sports activities, everyone who has been involved in the program is determined to continue to develop it in the future.

Why can be considered as good practice and adopted by other sport entities: Developing habits for adolescents to lead healthy lifestyles, acquiring knowledge and skills in the types of sports practised in pre-school age, and creation of conditions and opportunities for implementation of the Ministry of Youth and Sports policy and priorities in the field of sports.



Source: Ministry of youth and sport



**Good practice name:** “KLASAniada”

**Country of implementation:** Bulgaria

**Short description:**

KLASAniada is a children’s athletics tournament, co-organised by the NSA (National Sports Academy), the KLASA Track and Field Club and Hela-Borislavov.

Younger athletes are divided into three age groups.

The program of the competition includes three disciplines - 60m, standing long jump and long jump from place.

The first edition of the tournament was held in the autumn of 2017 and was recognized by athletic experts as particularly successful. There was also international participation, with competitors from Serbia, Macedonia and Greece submitting a start application.

The organizers of KLASAniada have provided material prizes for all medalists, certificates for the best. All participants will receive a special gift from the sponsors.

**Organisation that has implemented the good practice:**

KLASA Track and Field Club



**Website:** [https://www.facebook.com/pg/klasaniada/about/?ref=page\\_internal](https://www.facebook.com/pg/klasaniada/about/?ref=page_internal)

**What aspect of good governance is covering the mentioned practice:**

The mentioned practice covers the following aspects of good governance: motivation for kids to join sport activities, increasing the number of children participating in sports activities, team play, sportsmanship.

**Why can be considered as good practice and adopted by other sport entities:**

In an effort to foster a sporting spirit among adolescents, the organizers strive to create conditions for education in competitiveness, sportsmanship and team play. KLASaniada is an annual competition for the children of the athletics clubs in Bulgaria.



Source: KLASA Track and Field Club



**Good practice  
name:**

**The Olympic Festival of Kindergartens**

**Country of  
implementation:**

**Croatia**

**Short  
description:**

The Olympic Festival of Kindergartens of the Republic of Croatia has been held since 2001 under the motto “I too will be an Olympian”, wishing to teach children about the basic values of Olympism – respect, excellence and friendship. The same as during the Olympic Games, during the “Little” Olympics the solemn parade of the teams takes place, the Olympic flag is raised and the Olympic torch is lit.

Every kindergarten in Croatia that adheres to the general terms and conditions of the competition has the right to take part in the Olympic Festival of Kindergartens of Croatia and this means that the competition can be organised with the participation of at least 4 kindergartens or with a maximum number of 12 kindergartens at regional, city or municipal level.

In Rijeka, the Olympic Festival of Kindergartens is held at city level, at Kantrida stadium, where every registered kindergarten takes part in futsal and athletic competitions.



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The Olympic Festival of Kindergartens in Rijeka is organised by the Rijeka Sport's Association and the entity "Dječji vrtić Rijeka" under the auspices of the City of Rijeka.

**Organisation that has implemented the good practice:**

Rijeka Sport's Association Kindergarten Rijeka  
City of Rijeka

**Website:**

<https://www.rijeka.hr/en/themes-for-citizens/family-and-social-welfare/children-and-youth/free-time-of-young-people/manifestations-for-children-and-youth/olympic-festival-of-kindergartens/>

**What aspect of good governance is covering the mentioned practice:**

The mentioned practice covers the following aspects of good governance: Good practices in recruitment of new kids, campaigns for motivation for kids to join sport activities, recruitment and retaining kids with disadvantage background, event organisation at grassroots level.

**Why can be considered as good practice and adopted by other sport entities:**

With this project, the Croatian Olympic Committee promotes Olympic ideals such as respect for the rules of the game, respect for other competitors, and respect for officials responsible for enforcing the rules, fair play, self-discipline, teamwork, self-esteem and rejection of violence. The aim of the project is to promote Olympism, to educate children



through sport and to foster the harmonious development of the intellectual, psychological and physical virtues of the child.

The action is also supported by the Rijeka Olympians Club, whose members hang out with the children and tried to convey some of the Olympic spirit to them.





Source: [www.rijeka.hr](http://www.rijeka.hr)

[www.back2track.net](http://www.back2track.net)



# CONCLUSIONS

Grassroots sports programmes in sport entities are the lifeblood of sport and recreation. They help people maintain healthy, active lifestyles and are often the launch pad for future elite success. Not only that, they serve as invaluable social hubs within their communities, bringing people together and providing opportunities to participate and volunteer in sport and recreation.

Many grassroots clubs are doing brilliant work in tough circumstances and it is vital that both national and local policies help them to thrive. Some of the factors that might be included in a grassroots sport programme in order to be considered as such might be:

- The Programme is open to the whole community, with priority for disadvantage groups;
- The Programme is organised on an amateur basis and promote participation in sport or organised physical activity;
- The Programme is focused on health enhancing physical activity as first priority and sport performance has its second place.



The High Level Group (HLG) on Grassroots Sport<sup>6</sup>, set by the European Commission (DG EAC) considered that several issues which are fundamental to the beneficial social contribution of grassroots sport:

- Health;
- Social inclusion;
- Informal learning and skills development;
- Volunteering;
- Economic dimension;
- Sustainable financing;
- Urban planning and infrastructure.



<sup>6</sup> [https://ec.europa.eu/assets/eac/sport/library/policy\\_documents/hlg-grassroots-final\\_en.pdf](https://ec.europa.eu/assets/eac/sport/library/policy_documents/hlg-grassroots-final_en.pdf)



In pursuit of this objective, the HLG decided to define Grassroots Sport as: **Grassroots sport is physical leisure activity, organised and non-organised, practised regularly at non-professional level for health, educational or social purposes.**

As many of the sport clubs that exist in our reality has been mainly focused on elite/professional sports development and delivery, Back2Track research team has created the following chart that might enable professional sport clubs to adapt their current programmes or to create new ones. This might enable more and more citizens to #BeActive under the supervision of qualified sport experts and in safe and secure environment.





Programme type		
Programme specifics:	Grassroots sport Programme	Elite/Professional sport Programme
Approach	Inclusiveness, open to everyone	Sport selective procedures, open to sport talents and potential sport talents
Recruitment and promotion	Campaigns, events, programmes	Through sport events and the grassroots sport programmes
Qualifications	Qualified sport experts to ensure safety and security	Qualified sport experts to ensure safety and security
Infrastructure	Sport specific, adaptable	Sport specific, not-adaptable
Funding	State (national and regional), support instruments (programmes), private (companies and donors)	State (national and regional), private (companies and donors)





# recommendations to SPORT CLUBS

Posses with different approach to the specific grassroots and professional sport programmes in your sport club – including different responsible persons, coaches (if possible), sport facilities (if possible);

Ensure that the members of both services are well aware of the differences of grassroots and professional sport programmes (your employees too);

Use different marketing and promotional tools when attracting persons to your grassroots programme – focus on #BeActive advantages, healthy benefits, education and social inclusion as main triggers;

Understand your target group and adapt to its needs. Everyone needs to #BeActive, but different community groups and individual members might face different challenges to join. Be aware and propose solutions;

Make your sport club a real community. Empower communication, common events, cooperation, volunteering. Make everyone connected to the club feel as part of the family!



## Disclaimer

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In this report have been used materials from all project events and public recourses and information.

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#### PROJECT CONSORTIUM:

Coordinator: Bulgaria,  
Bulgarian sports development  
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Partner 1: Croatia, RIJEKA  
SPORT'S ASSOCIATION -  
RSS ([www.rss.hr](http://www.rss.hr))



Partner 2: Belgium,  
The Charity Game (TCG asbl)  
([www.thecharitygame.be](http://www.thecharitygame.be))



Partner 3: Bulgaria, KLASA  
([www.nsa.bg/en/page,812](http://www.nsa.bg/en/page,812))



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