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National report – Croatia



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Introduction

Many authors and thinkers of the 21st century are constantly emphasizing how we are in the postmodern world. In this type of world, we become more reflective and begin to care for sustainable development. The United Nations policy from 2015 until 2030 is to reduce the gap between rich and poor societies (UN Sustainable Development, 2015). Sport, as a universal language, could make a major contribution to the development of the human population and the development of sustainable development policies. An important aspect of sustainable development is good governance. Good governance is perhaps most easily described by the UN definition: “a process in which public institutions run public affairs, manage public resources and guarantee the realization of human rights, without abuse and corruption, and with due respect for the rule of law” (UN Human Rights).

In general, there are several definitions of corporate social responsibility. One of them reads: “Corporate social responsibility deals with the ethical or socially responsible treatment of company stakeholders. Participants exist both inside and outside the firm. Consequently, socially responsible behavior will increase the human development of stakeholders inside and outside the corporation.” (Hopkins, 1998) Social responsibility is important in understanding the policy of sustainable development. It is more noticeable in sports. Today, sport is a global concept, and as such, we can consider it a global solution to many global problems. With its expansion, sport meets all the social pressures of responsible behavior. Thus, even today, there is greater pressure, that is a greater need for socially responsible behavior among large organizations and corporations. Therefore, understanding socially responsible behavior and being able to cope and interact with society, and its problems, are of great importance for sports organizations (Lau et al., 2004).

There has been a great deal of effort in Croatia over the past few years to emphasize socially responsible behavior. One of the many indicators is the project of the Central State Office for Sport: "National Sports Program". It is a seven-year project aimed at providing the preconditions for the development of sports, improving the health and physical aspects of sports and increasing the promotional activities of sports and sports associations. However, what is worrying is the opinion of 73.2% of managers within Croatian companies who declare that social responsibility is not a satisfactory type of management (Meštrović, 2009). Such information is very likely to be mapped to sports organizations.

National legal framework

According to the UN Sustainable Development Report for 2019, Croatia ranks relatively high 22nd (UN Sustainable Development Report, 2019). Given the historical circumstances of the past three decades, this is a very high result. As stated earlier, sport can play a big role in promoting sustainable development and improving the quality of life. Sport should be a means of social inclusion for all actors, not a means of discrimination. Accordingly, the Republic of Croatia has issued several laws and regulations to safeguard the integrity of sports and athletes. Amendments to the Law of Sport came into force on 1 January 2020. We will highlight some of the laws that emphasize the importance of everyone:

"Sport must be equally accessible to all regardless of age, race, gender, sexual orientation, religion, nationality, social status, political or other belief." (2020) An elementary understanding of sport by a state body is stated. There are a few articles in the sports law that condemn any action against Article 1 above. Croatian legislation also encourages the work of the Paralympic Federation and the Association of the Deaf. Pursuant to the law referred to in Article 53, which regulates the work of sports associations of persons with disabilities, persons with disabilities are allowed, for the sake of sports competitions and for sports and recreational purposes, to establish sports associations.

Furthermore, Croatian legislation has issued a Law on the Prevention of Clutter in Sports Competitions. In summary, the Law sets penalties if any of the following provisions is violated; the introduction of banners, flags, symbols and the like inciting hatred or violence on the basis of racial, national, religious or regional affiliation, and singing songs aimed at highlighting violence or hatred on these grounds, shall be punished by a fine or by imprisonment (Law on the Prevention of Clutter at Sports Competitions, 2012).

Last year, in 2019, the National Sports Program was established. It is a project of the Central State Office for Sport, but all sports federations (Olympic, Paralympic, school, academic, deaf) participate in it. As stated in one of the goals, one of the main tasks is: "In order to prevent conflicts in sports fields and to foster a culture of nonviolence, it is necessary to improve the cooperation of all stakeholders relevant to the mentioned topic and to develop a joint Action Plan for the implementation of programs of measures in the prevention of violence in sport, at sports competitions and beyond, with the aim of educating children and young people. Prevention of violence should include the suppression of all forms of violence: verbal, non-verbal, sexual and physical. "Compliance with the Law of Sport, the Law on the Prevention of Clutter in Sport Competitions and the National Program for Sport (Central State Office for Sport, 2019) should greatly assist in achieving the previous mentioned goal.

Projects and policies on social responsibility issues

As mentioned earlier, the tendency of socially responsible behavior is also visible in sports. Some of the sports organizations have great influence among the population. There are several initiatives, but also regulations, that oblige sports organizations to take socially responsible actions:

1. The Statute of the Croatian Football Federation (2019) states in Article 14 that the federation is neutral in matters of politics and religion. Furthermore, the Statute prohibits discrimination of any kind against States, persons or gender groups based on their race, nationality, religion, gender, language, political affiliation or anything else, and the offender of such provisions may be liable by exclusion from the Alliance (Article 14 CFF Statute, 2019).
2. GNK Dinamo Zagreb, in cooperation with the Croatian Red Cross, has launched the "Fair play in the stands" initiative for the 2019/2020 season. For every match in which Dinamo will not be penalized by the supervisory bodies and due to the outburst of fans, Dinamo will set aside a certain amount for the needs of children, young people and socially disadvantaged people. One of the general goals is the fight against racism, discrimination and hate speech.
3. The big humanitarian action "Be a Friend of Children" was joined by the Croatian Football Club Hajduk, Water polo Club Jug, Volleyball Club Kastela, Basketball Club Split, Basketball Club Zadar, Futsal Club Split Tommy. The aim of this humanitarian action, which lasted 56 days, was to raise funds for the Clinic for Pediatric Diseases of Clinical Center Split.
4. The Croatian Handball Federation has joined the initiative of the European Handball Federation by establishing a national team in the wheelchair. The goal of the national team is to compete, but also to promote handball for people with disabilities and to emphasize that sport, in this case handball, has no limit.
5. The Natator Swimming Club has been promoting the availability of swimming for all persons since 2003. The club is made up of disabled people, and most of the swimmers are Paralympic athletes and winners of numerous medals. By actively encouraging people to practice swimming and promoting the bio-psycho-social effects of swimming, the Natator Swimming Club makes a positive contribution to the local community.
6. When designing the Kantrida swimming pool, located in Rijeka, special attention was given to adjustments to persons with disabilities, so that disability associations were also contacted to assist in the design of the basin. Also, in all swimming pools in Zagreb have access to the disabled and the disabled people pay a reduced ticket price.
7. Article 1 of the Statute of the Croatian Volleyball Association (2018) states that it does not allow racial, national, religious and political discrimination and violations against the freedom of human and citizen's rights.

8. The World Roma Organization, in cooperation with the Croatian Football Federation, has for several years organized a National Minority Campaign aimed at combating racism, discrimination and hate speech.
9. The Statute of Croatian Olympic Committee (2018) in Articles 6 and 12 states as one of its objectives the promotion of ethical and moral principles, respect for human dignity, fair play, tolerance, non-violence and the culture of sport.
10. The Croatian Academic Water Polo Club Mladost, in its Statute (2015) in Article 10 states that it is the duty of the club to promote ethical and moral principles, respect for human dignity, correct attitude, tolerance, non-violence and culture of sport. One of the goals is also to encourage sports activities for people with disabilities.
11. Croatian tennis player Marin Cilic founded the “Marin Cilic Foundation” in 2016, which aims to raise awareness of the potential of children in realizing their full potential and leaving a mark in society. The Foundation provides support for children and young people and provides financial support so that they can explore their potential and turn their dreams into reality.

(C)SR policies' evaluation and results

In Croatia, clubs and organizations are becoming aware of the importance of social responsibility. The biggest actions are mostly taken by big club or alliances that aim to combat racism, discrimination and hate speech. The National Program for Sport, a project running from 2019 to 2026, also contributes greatly to the fight for social responsibility. However, a comprehensive SWOT analysis has identified some internal shortcomings: insufficient involvement of women at all levels, maladaptation of facilities to persons with disabilities, insufficient awareness of the problem of violence in sports, etc. (Central State Office for Sport, 2019).

External negative factors would be poor economic situation, unregulated legislation and negative demographic trends (Central State Office for Sport, 2019). Nonetheless, positive items are the supreme sports tradition in the Republic of Croatia and the top sports and coaching staff (Central State Office for Sport, 2019). Research is needed to better evaluate CSR policy. According to an analysis of the sports content of three media outlets in Croatia, the Agency for Electronic Media (2019) found that out of 370 broadcasts, only 14 were devoted to women's sports, which does not make 4%, while men showed 86% of broadcasts (Agency for Electronic Media 2019).

Objectives, plans and future policies at a national level

A step must be taken to combat all sporting aspects that can upset the peace and sports tradition. Promoting social responsibility policies must be the primary objective of sports societies, in order to promote equality, peace and inclusion. In order to succeed, sports organizations must have the support of the legislature and the authorities. It is important to remove any negative ideas that may be current in Croatia and to allow sport to be a universal language. This research, which can answer many questions about sports inclusion in Croatia, will help with this. Ultimately, we hope that all those who are discriminated or those who feel that way will truly be an active factor in the sport.

Methodology

The interview has been conducted with twenty (20) participants. The first step in conducting interviews for the GoSport project was to identify potential participants and reach out to them. Ten interviews have been conducted in person in Zagreb and other ten were conducted online (9 via Zoom and 1 via Skype). Mobile recording, online recording and note-taking were the means of collecting data needed within this step of the project.

Participants

National level:

1. **Time of the interview:** 19 May 2020; 16:05 – 16:35; **Code:** Participant 13
2. **Time of the interview:** 14 May 2020 ; 19:15 – 19:35; **Code:** Participant 10
3. **Time of the interview:** 18. May 2020; 16:10 – 16:55; **Code:** Participant 12
4. **Time of the interview:** 25 May 2020; 15:30 – 16:10; **Code:** Participant 16
5. **Time of the interview:** 28 May 2020; 14:00 – 14:35; **Code:** Participant 18
6. **Time of the interview:** 20 May 2020; 13:15 – 13:34; **Code:** Participant 14
7. **Time of the interview:** 21 May 2020; 20:35 – 20:55, **Code:** Participant 15
8. **Time of the interview:** 29 May 2020; 10:10 – 10:35; **Code:** Participant 20
9. **Time of the interview:** 27 May 2020; 13:25 – 13:50; **Code:** Participant 17
10. **Time of the interview:** 8. May 2020; 11:30 – 12:05; **Code:** Participant 4

Local level:

1. **Time of the interview:** 7 May 2020; 11:35 – 12:10; **Code:** Participant 3
2. **Time of the interview:** 6 May 2020; 19:15 – 19:50; **Code:** Participant 2
3. **Time of the interview:** 6 May 2020; 11:30 – 11:50; **Code:** Participant 1
4. **Time of the interview:** 29 May 2020; 8:10 – 8:45; **Code:** Participant 19
5. **Time of the interview:** 12.May 2020; 10:50 – 11:15; **Code:** Participant 7
6. **Time of the interview:** 11 May 2020; 11:10 – 11:30; **Code:** Participant 6
7. **Time of the interview:** 13 May 2020; 11:00 – 11:35; **Code:** Participant 8
8. **Time of the interview:** 8 May 2020; 14:20 – 14:50; **Code:** Participant 5
9. **Time of the interview:** 18 May 2020; 11:30 – 11:35; **Code:** Participant 11
10. **Time of the interview:** 14 May 2020; 14:20 – 14:40; **Code:** Participant 9

Results

In total, we had twenty (20) participants. We conducted 20 interviews with 10 local clubs/organizations and with 10 national clubs/organizations. As seen in the table below, we have 14 men (70%) and 6 (30%) women in our sample. Furthermore, we have 5 students (25%), 2 participants with secondary school (10%) and 13 participants with higher education diploma obtained (65%). Average age of participants is 35, 35.

Total: 20 participants		
Gender	Education	Average age
6 women (30%)	Students 5 (25%)	35, 35
14 men (70%)	Faculty 13 (65%)	
Other: N/A	Secondary school 2 (10%)	

Furthermore, we will provide statistical findings that are crucial in our field research. Our participants are working on average 8,3 years in their organizations and participating in the projects of the organizations.

For this project we conducted desk research and field research. Desk research, as it can be seen, consists of national legal framework and projects and policies on social responsibility issues.

In addition, 11 participants have heard about the term Corporate Social Responsibility (CSR) or 55% and 5 participants or 25% have heard about the term, but do not know to explain it. Ultimately, 4 participants or 20% have never heard of the concept of social responsibility nor they can explain it. Additionally, 15 participants or 75% consider that they lack more knowledge from the CSR policies, 4 participants or 20% do not consider that they lack more knowledge from CSR policies and 1 participant or 5% is not sure about her/his knowledge about CSR. In the interviews we have received important finding which shows us that all 20 participants or 100% consider that the policy of CSR is crucial in sports.

Furthermore, we had a set of questions which examined cooperation of the participant's organization with other sports organizations, state government and relevant EU funds. Regarding this matter, 16 of them or 80% cooperate with other sport organizations in implementation of CSR policies, while 4 participants or 20% do not cooperate with other sport organizations. Moreover, 16 participants or 80% have heard about other sport organizations which are conducting CSR policies and 4 or 20% have never heard about other sport organizations which are conducting CSR policies.

Main objectives of the organizations that our participants have heard of are: helping children and people with lower economic and social status. As well, one of the principal aims is to encourage young people to behave socially responsible.

Regarding state or EU funding, 5 participants or 25% said that they are funded by the state government. Secondly, 13 participants or 65% are interested in EU funding, while 5 of them or 25% of them are using EU funds. Further, 5 participants or 25% are not interested in EU funding and 2 participants or 10% are not sure whether they would use or not EU funds.

Identified problems when it comes to the implementation of the CSR policies as stated by the participants

- lack of financial resources - 10 participants or 50%
- excessive pressure from parents towards trainers or other club staff members - 6 participants or 30%
- lack of the continuity - 1 participant or 5%
- the unawareness of young people of what they represent as a stakeholder of a particular association - 1 participant or 5%

- unavailability of space for doing sports - 4 participants or 20%
- insufficient and undeveloped legal framework - 1 participant or 5%
- lack of time - 2 participants or 10%

Only 3 participants or 15% said that they do not have any problems with implementation of CSR policies, while a couple of participants gave more than one answer regarding the challenges when it comes to the implementation. This was followed by a set of questions about the experiences or incidents of racism, discrimination and social inclusion and highlighting the importance of human rights. First, we have asked our participants whether they witnessed any examples of the racism, discrimination or violence in sports. Most of them, precisely 19 participants or 95% of them testified certain cases of violence and discrimination. Major part of them, 14 participants or 70% were witnesses of verbal violence, while 10 participants or 50% have testified physical violence. Discrimination was witnessed by 3 participants or 15% and it was mostly discrimination based on gender or age. We must emphasize that the respondents also gave more than one answer to this question. Most participants believe that such cases can be reported to the sports inspectorate, the children's ombudsman - in cases of violence against children; and the police. Only 3 participants or 15% believe that cases of violence, if minor, can be dealt with within a club or association. Next, we asked our participants: *“Do you carry out any anti-violence / anti-discrimination / anti-racism policies or policies for the promotion of social inclusion of people and human rights? Are you aware of other organizations/entities that carry out such policies? How would you evaluate their work? What do you think should change?”* On the first question, 17 participants or 85% said that they are actively carrying out some of the policies mentioned above. Most of the organizations are conducting every above-mentioned policy. At the same time, it should be emphasized that almost all participants emphasized that the fight against racism is very important, but that they do not see racism as a problem in Croatia. Further, 16 participants or 80% said that they know some of the other organizations which are conducting most of these policies. Mainly, those organizations in sport are big and popular clubs, organizations and alliances. All 16 participants from those who know other organizations said that those policies can be better implemented. Better engagement of participants within clubs and organizations is needed for providing better results in implementation of CSR policies.

In this chapter we will also analyze the data obtained from the survey:

Results about prioritizing following topics according to their importance for CSR activities

- 1. Discrimination and racism** - 17 participants or 85% said that is very important and 3 participants or 15% said that is important
- 2. Violence** - 17 participants or 85% said that is very important and 3 participants or 15% said that is important
- 3. Social Inclusion of marginalized communities** - 10 participants or 50% said that is very important, 5 participants or 25% said that is important, 3 participants or 15% said that is neutral and 2 participants or 10% said that is slightly important
- 4. Health and physical activity promotion** - 13 participants or 65% said that is very important, 5 participants or 25% said that is important, 1 participant or 5% said that is neutral and 1 participant or 5% said that is slightly important
- 5. Participation of women in sports** - 12 participants or 60% said that is very important, 7 participants or 35% said that is important and 1 participant or 5% said that is neutral
- 6. Accessibility/safety of participants** - 9 participants or 45% said that is very important and 11 participants or 55% said that is important
- 7. Good governance/Anticorruption** - 12 participants or 60% said that is very important, 7 participants or 35% said that is important and 1 participant or 5% said that is slightly important
- 8. Sustainable development and leadership** - 7 participants or 35% said that is very important, 10 participants or 50% said that is important and 3 participants or 15% said that is neutral
- 9. Youth education/engagement** - 14 participants or 70% said that is very important, 5 participants or 25% said that is important and 1 participant or 5% said that is neutral
- 10. Provision of opportunities/safeguarding of young athletes** - 13 participants or 65% said that is very important, 6 participants or 30% said that is important and 1 participant or 5% said that is neutral

Results about topics that participants would be interested to learn more about

1. **Discrimination and racism** - 15 participants or 75% said that are very interested and 5 participants or 25% said that are neutral
2. **Violence** - 14 participants or 70% said that are very interested and 6 participants or 30% said that are neutral
3. **Social Inclusion of marginalized communities** - 10 participants or 50% said that are very interested, 9 participants or 45% said that are neutral and 1 participant or 5% said that is not interested
4. **Health and physical activity promotion** - 14 participants or 70% said that are very interested, 5 participants or 25% said that are neutral and 1 participants or 5% said that is not interested
5. **Participation of women in sports** - 15 participants or 75% said that are very interested and 5 participants or 25% said that are neutral
6. **Accessibility/safety of participants** - 12 participants or 60% said that are very interested, 7 participants said that are neutral and 1 participant said that is not interested
7. **Good governance/Anticorruption** - 10 participants or 50% said that are very interested and 10 participants or 50% said that are neutral
8. **Sustainable development and leadership** - 10 participants or 50% said that are very interested and 10 participants or 50% said that are neutral
9. **Youth education/engagement** - 14 participants or 70% said that are very interested and 6 participants or 30% said that are neutral
10. **Provision of opportunities/safeguarding of young athletes** - 13 participants or 65% said that are very interested, 6 participants or 30% said that are neutral and 1 participant or 5% said that is not interested

We also need to add that 19 participants or 95% said that they will continue to carry out CSR policies and 8 of them or 40% will start to conduct new initiatives within CSR field. Furthermore, 5 participants or 25% are aware of future CSR policies that will be conducted and 4 of them said that a new legal framework will be of a great importance. Last set of questions referred to preferred format of education in terms of duration, outlook and suggestions, etc. Therefore, 18 participants or 90% are for a combination of all learning materials about social responsibility (SR), 1 participant or 5% would like to learn online and 1 participant or 5% are for seminars. Ideal duration of that learning process would be once a year for a couple of days. Moreover, 16 participants or 80% said that they would be interested to attend a learning course or visit a platform about SR in sports. In the end, 2 participants or 10% said that they have advice for us and our future guide; encouraging cooperation between

institutions and obtaining information from city councils on how sport organizations function at the local level.

Conclusions

First of all, only 55% from our participants have heard about CSR and its policies and know how to explain that term. If we divide it by gender, 57% of our male participants have heard about CSR. If we look at the female participants, 100% of women participants have heard about CSR. All of our participants consider that CSR policies are important: “I believe that social responsibility is a very important factor in sports, but also in the functioning of the entire social system” (Participant 12), and 75% would be interested in learning more about CSR in sports: “I think we all need more knowledge about CSR policies.” (Participant 10) In these statistical indicators we can conclude that most of our participants do care about CSR policies. Also, we can affirm that 80% of our participants know about CSR and it is high motivated to learn more about that topic and its implementation in sports.

As we already mentioned, 16 of our participants or 80% cooperate with other sport organizations in implementation of CSR policies, while 4 participants or 20% do not cooperate with other organizations: “I think working with other organizations is the key to everything. Through cooperation, we can more easily overcome all organizational challenges, and we come out of cooperation with better quality.” (Participant 7) Furthermore, 15 participants or 75% have heard about other sport organizations which are conducting CSR policies: “These organizations are usually larger clubs or federations, with more funding” (Participant 2) and 5 or 25% have never heard about other sport organizations which are conducting CSR practices: “I have never heard of an organization doing such a thing. They may exist, but I just don’t know of any.” (Participant 1)

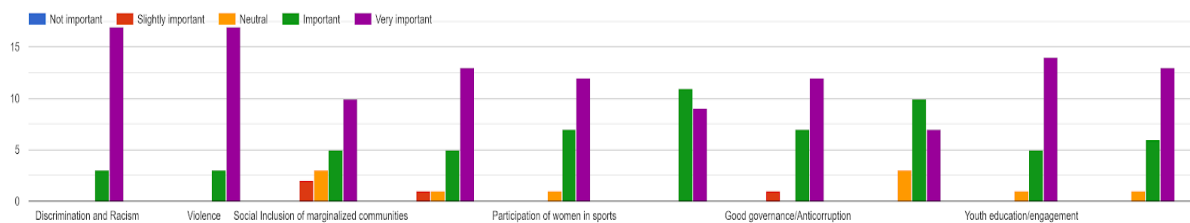
Main objectives of the organizations that our participants have heard of are: helping children and people with lower economic and social status. As well, one of the principal aims is to encourage young people to behave socially responsible. This shows social awareness of sports organizations. Regarding funding, 5 participants or 25% said that they are funded by the state. Secondly, 13 participants or 65% are interested in EU funding: “Why not use EU funding and do something socially useful?” (Participant 7), while 5 of them or 25% of them are using EU funds. Moreover, 5 participants or 25% are not interested in EU funding and 2 participants or 10% are not sure whether they would use or not EU funds. Most of our participants have said that the biggest problem of implementation of CSR policies is the lack of financial resources: “Even if we want to implement some new social responsibility policies, there is always that

problem of a financial nature. I think there is always a will, but unfortunately finances often limit us.” (Participant 17). It is an aspect that shows us the sport’s development in Croatia. There are a couple of clubs and organizations that can handle market changes and ensure the sustainability of clubs. Most of our respondents answered that they are not funded by the state, but the vast majority are funded by the city from its sport budget. When it comes to the EU funding, 5 participants are already using its funds for sport. Participants are considering that current CSR politics are intended for children, younger population and people with lower economic and social status. The state should launch initiatives to encourage sports clubs and organizations to participate more in the promotion of socially responsible behavior.

To conclude, 95% of our participants testified cases of violence (verbal and physical) and discrimination: “We mostly encountered verbal violence, by coaches, rival teams or fans” (Participant 10) Also, it is important to mention that most of our participants see racism as no challenge in Croatia: “It is definitely commendable that FIFA and UEFA are implementing it on a global level, but I think that racism is not a big problem in Croatia. Among other things, a lot of initiatives are being implemented to prevent this right from the start.” (Participant 11) We can explain this with the theory of French authors from the book “Sport and Violence in Europe”. They argue that violence in sport occurs due to the existence of antagonisms in a given social, temporal and spatial context (Bodin et al., 2005: 14)

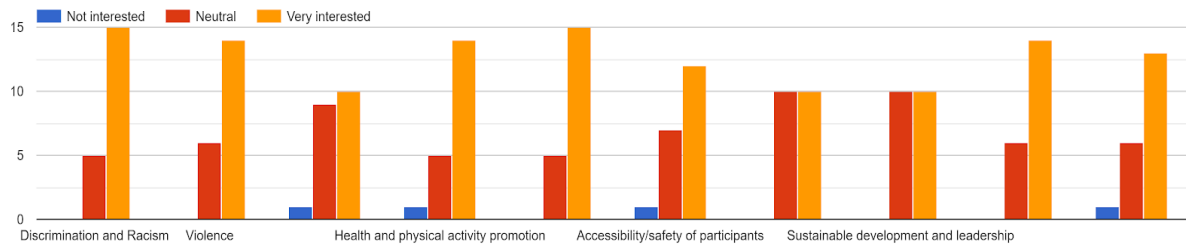
In two graphs below, we would like to show the results about the topics which are important in promoting CSR policies in Croatia:

Please prioritize the following topics according to their importance for CSR activities?



This graph shows us results about prioritizing following topics according to their importance for CSR activities.

About which topics you would be more interested to learn more?



This graph shows us results about topics that participants would be interested to learn more about.

Positive statistical indicator is that 85% of our participants are working on implementation of some of CSR policies. Each participant has said that in some aspects CSR policies should be better implemented: “I know of a lot of sports clubs that implement these policies, but I think it needs to be raised to a higher level.” (Participant 13) Efficient engagement of participants within clubs and organizations is needed for providing better results in implementation of CSR policies.

In addition, a positive aspect is 95% of participants claim that they will continue actively conduct CSR policies and 40% of participants will conduct new initiatives within the CSR field. In order to promote CSR – legal framework should be better conceptualized. This information is very useful. It shows how most sports organizations are really motivated to implement socially responsible behavior.

Almost all participants (90%) would be interested to have a combination of learning materials, which has been useful feedback for us. Ideal duration of that learning process would be once a year for a couple of days: “All of these methods are acceptable and very useful, but I think it would be great if we could combine all the methods” (Participant 2) Many of the participants said that it would be ideal to have the physical courses in combination with seminars, online platforms and PDF documents – before the start of the new sport season. Major part participants are interested in personal progress by attending social responsibility events.

Additionally, we got a valuable feedback from two of our participants. First participant said that it would be great if we would include in field research process information from city councils on how the sport organizations function at the local level. Second participant said that

we need to encourage cooperation between institutions, which is a key for good social practices and implementation of CSR policies.

Differences between desk and field research

For this project we conducted desk research and field research. Desk research, as it can be seen, consists of national legal framework and projects and policies on social responsibility issues. There are several differences in the two studies. The first and very important is the legal framework. Many of our respondents said that they believe that a better legislative system is needed for the efficient functioning of sports and therefore in implementation of CSR policies, in the form of the adoption of a new Law on Sports in Croatia, and not just a purification of the law. We have provided a list of good practices in desk research, but in field research we also came with an important finding; 85% of our participants said that they are actively doing some of CSR policies. Next, in desk research racism is highlighted as one of the major aspects that needs to be combatted, while in field research every of our participants said that racism is not a major challenge in Croatia. Last, gender equality is emphasized in both: desk and field research. Gender equality is something that needs to be more worked on.

As a final conclusion, a lot of our participants are conducting CSR policies in some kind of work: training process, financial process and management process. Although some of them were not familiar with the terms of CSR, we can conclude that 85% of them implemented some aspect of CSR policies. Lastly, 100% or all of our participants said that CSR policies are really important for them.

Recommendations

1. One of the first issues that affects sport in Croatia is the **lack of the applicable regulatory framework**: “A new sports law must be enacted to improve all aspects of athletes’ participation in sport, as well as the transparent behavior of all participants.” (Participant 8) Therefore, this research has identified need **for better sport legal framework**.
2. In the case of Croatia, there has been identified need for **enhanced cooperation among the state institutions and sport organizations**
3. The relevant bodies and institutions to establish strategic mechanisms to **increase the pipeline of female candidates for sport governance roles** in general and therefore help empower women within sport and achieve gender equality in the long run.
4. As in other fields, horizontal and vertical segregation can be observed in media, meaning that **women tend to be alienated from sports media at all levels**. One of the recommendations for media is **to focus on lesser-known stories and tell backstories**.
5. Sport as a universal tool provide an **opportunity to people from the marginalized communities to showcase their talents and challenge stereotypes**. Therefore, **social inclusion of the marginalized communities** needs to be **improved** and that could be done through sports.
6. Last recommendation is to encourage the **governments to invest more into the budgets predicted for sports** and sport projects, as well to **support the social responsible practices** in sport.

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Annexes

Effective practices or initiatives to eliminate discrimination and violence in sports as stated by the participants

- social inclusion - 4 participants or 20%
- gender equality - 10 participants or 50%
- promotion of fair-play - 3 participants or 15%
- humanitarian sport tournaments - 12 participants or 60%
- education of children - 15 participants or 75%

We highlight that participants in some cases gave more than one answer.

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