

RESM NAVIGATOR: SELF-REFLECTION TOOL

About the Real European Sport Model project

The Real European Sport Model (RESM) project aims to rethink how sport is understood, organised, and funded across Europe. While traditional models often focus on elite, competitive structures, our initiative highlights the broader reality — one shaped by grassroots and recreational sport, diverse motivations, and local contexts.

We gather and share evidence on how sport functions at all levels, develop practical advocacy tools, and strengthen the capacity of national organisations to influence policy. By doing so, we help ensure that the voices of underrepresented actors are included in shaping a more inclusive, transparent, and effective European sport policy that benefits more citizens.

More here: <https://realsportmodel.isca.org/>

About the Real European Sport Model Self-reflection tool

With the self-reflection tool, we invite you and your organisation to reflect on how sport is organised in your country, how your organisation is positioned in the general sport sector in your country, and how it is funded.

This tool is a starting point for you and your organisation in your advocacy efforts to respect the diversity of organisations in the sport sector.

We know that change starts in grassroots level. By choosing to complete this reflection tool, your organisation is already demonstrating a commitment to examining its own structures, practices and culture. This tool is designed to help you take a snapshot of where your organisation stands right now. It is not here to judge you, but to help you understand your current position, identify structural barriers that may be limiting participation and representation, and find the most relevant next steps for your advocacy actions.

We invite you to complete this tool, reflect on the situation and position of your organisation and then continue with the Advocacy tool that is developed for you.

We hope that the new RESM Advocacy tools can facilitate a deeper and more nuanced understanding of the realities of sporting activity in your country and in Europe. We believe it can help you in developing skills and knowledge for advocating for your needs, ensuring the range of activities offered and financed, reflecting recent lifestyle trends and new expectations among the population.

Important to know:

- **Every organisation starts somewhere** – Whatever you answer, select, or score, it is OK. What matters is understanding where you are today so you can plan where to go tomorrow. Every "I don't know" is simply an opportunity you haven't explored yet, not a failure.

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REAL EUROPEAN
SPORT MODEL

- **This is for you, not for us** – Your responses are completely anonymous. We collect data only to identify general trends in the grassroots sports sector, never to evaluate individual organisations.
- **Honesty gets you the best help** – The more transparent you are, the clearer picture, tailored and useful your organisation will be. A blurry picture leads to generic advice; a clear picture leads to actionable next steps.



The pictogram — It appears at the end of some questions and provides additional information when clicked on.

Time needed:

- 10 -15 minutes to complete the reflection

Target users:

- Board members, organisation managers, or leadership teams

BEFORE YOU START:

- Choose your device: Desktop, tablet, or mobile
- Complete the self-reflection tool honestly
- Save the completed self-reflection tool as it might help you in the next advocacy steps

Information

Field	Information
Name of organisation (not obligatory)	
Country	

Location

What is your geographical scope of organisation? (more than one answer possible)

- | | |
|--|---|
| ☐ We operate locally | ☐ We operate nationally |
| ☐ We operate regionally | ☐ We operate internationally |

About the sports sector in your country

Which are **CURRENTLY** organisations / human resources/facilities that contribute best to developing sport participation in your country? (Choose up to 3 options per 3 categories below)

Organisations	☐ Civil society-based, non-profit organisations ☐ Professional clubs ☐ Private companies (fitness centres etc.) ☐ Informal groups /self-organised ☐ Public authorities and schools ☐ Other:
Human Resource	☐ Volunteers ☐ Paid employees ☐ Managers of the organisations ☐ Professional trainers / coaches / referees ☐ Sport educators ☐ Sport and physical activity promoters ☐ School teachers ☐ Other:

Facilities	☐ Outdoor facilities available to the public (nature, parks, streets, playgrounds, etc.)
	☐ Public sports facilities
	☐ Public school facilities
	☐ Private household facilities
	☐ Private facilities by payment
	☐ Other:

Which organisations/human resources/facilities require greater support to develop sport participation in your country? (Choose up to 3 options per 3 categories below)

Organisations	☐ Civil society-based, non-profit organisations
	☐ Professional clubs
	☐ Private companies (fitness centres etc.)
	☐ Informal groups /self-organised
	☐ Public authorities and schools
	☐ Other:

Human Resource	☐ Volunteers
	☐ Paid employees
	☐ Managers of the organisations
	☐ Professional trainers / coaches / referees
	☐ Sport educators
	☐ Sport and physical activity promoters
	☐ School teachers
	☐ Other:

Facilities	☐ Outdoor facilities available to the public (nature, parks, streets, playgrounds, etc.)
	☐ Public sports facilities
	☐ Public school facilities
	☐ Private household facilities
	☐ Private facilities by payment
	☐ Other:

Which mechanisms would ensure these structures receive the support they require to develop sport participation in your country? (Please choose up to three)

- | | |
|--|---|
| ☐ Media coverage and campaigns | ☐ Public funding |
| ☐ Funding from private foundations and private sponsorships | ☐ Human resources |
| ☐ Domestic and international co-operation | ☐ Private funding |
| ☐ Better elite sports results | ☐ Facility supports and access |
| ☐ Data and research | ☐ Private household funding |
| ☐ Hosting of major sport events | ☐ Other: <input type="text"/> |

About your organisation

**Which of the following sectors best describes the main activity of your organisation?
(more than one answer possible)**

- | | |
|---|---|
| ☐ Civil society organisation | ☐ Private sector |
| ☐ Sports movement | ☐ Non-profit or charity (third sector) |
| ☐ Sports industry | ☐ Academic or research institution |
| ☐ Public sector | ☐ Other: <input type="text"/> |

Which type is your organisation?

- ☐ Civil society-based (sport) organisation. Typically governed by a democratically elected board and not for profit.
- ☐ Private organisation or company. Typically governed by a Ceo/owner/board. For-profit or not-for-profit.
- ☐ Public organisation. Typically governed by a public institution, for example, a municipality.
- ☐ None of the above. We are an autonomous group.

Is your organisation part of the Sport Federation System (It can be Olympic or Non-Olympic sport)? (2 answers are possible)

- ☐ YES ☐ NO ☐ I do not know ☐ We are a Federation organisation

About Resources/Finance /Income

What kind of facilities do you use when you organise activities? (more than one answer possible)

- ☐ Outdoor facilities available to the public (playgrounds, cycling lanes, street workout infrastructure, etc.)
- ☐ General public resources (e.g., sidewalk, parks...)
- ☐ Public sports facilities (e.g. gyms, stadiums...)
- ☐ Public school facilities (e.g. gyms, outdoor playgrounds...)
- ☐ Private household facilities
- ☐ Private facilities by payment (e.g., equipment in a commercial gym, the office's resources)
- ☐ Our own facilities and equipment

Where do your financial resources come from? What fits your reality best?

- ☐ Primarily income from members (fees, other payment is +90% of our income)
- ☐ Primarily income from members (fees, other payment is +50% of income) but also public support.
- ☐ Primarily public support (Public support is +50% of income) and additional support from members and/or private contributions/sponsors
- ☐ A combination of income from members, public support, and private contributions/sponsors (each source is a minimum 20%).
- ☐ One of the above, but we also receive funding from surplus from elite sport organisations/activities (minimum 5 % of the income)

For which activities do you spend the majority of your budget?

- ☐ Primarily for sports performance and tournaments for athletes.
- ☐ Training for coaches/trainers/referees.
- ☐ Primarily for social/cultural/health activities of sport and physical activities.
- ☐ Primarily sport and physical activities for fragile and disadvantaged groups.
- ☐ A combination the 4 with prevalence for the performance.
- ☐ A combination of the 4 with prevalence for the socio aspects

About your activities and targets

How many physical activity and sports disciplines and services do you offer? (more than one answer possible)

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|---|--|
| ☐ One single sport | ☐ Tournaments/competitions |
| ☐ 2-5 sports disciplines | ☐ Education (trainers/leaders) |
| ☐ 5-10 sports disciplines | ☐ Other services (insurance, development support, etc.) |
| ☐ More than 10 sport disciplines | |

What do you offer in your organization? (more than one answer possible)

- | | |
|--|--|
| ☐ Sport (outdoor, indoor) | ☐ Opportunity for volunteerism |
| ☐ Physical activity (outdoor, indoor) | ☐ Cultural activities |
| ☐ Competitions, tournaments | ☐ Activities related to health and well-being |
| ☐ Sport events | ☐ Activities for social inclusion |

Who are your target groups? (more than one answer possible)

- | | |
|--|--|
| ☐ Children (up to age 12) | ☐ Athletes and talents in sport |
| ☐ Children, youth (13-18) | ☐ Special groups
(disadvantaged/people with disabilities, refugees, etc) |
| ☐ Adults (18 – 64) | ☐ Seniors (65+) |

Your organisation in your local/national environment

	YES	NO	Not Enough	I do not know
Is your organisation well recognised in your country by the public/media?	☐	☐	☐	☐
Is the sport your organisation is offering recognised in your country?	☐	☐	☐	☐

Challenges

What kind of challenges do you face in your organisation? (more than one answer possible)

☐ Lack of funding opportunities	☐ Competition from other providers
☐ Lack of facilities available for our activities	☐ Lack of interest in sports among citizens
☐ Visibility and recognition	☐ Lack of legislation
☐ Lack of volunteers	☐ Not fair public funding distribution for sports organisations in my country
☐ Other:	

About the European Sport Model

Are you familiar with the European Sport Model?

☐ YES, I am familiar	☐ I know it exists, but I am not familiar with it	☐ I do not know what the European Sport Model is
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Do you know if the principles of the European Sport Model are in place in your country and recognised by your organisation? (please click on the following to see the list or find the definitions in the Advocacy Compass: <https://learn.isca.org/courses>)

☐ YES	☐ I know the principles, but I do not know if they are in place in my country	☐ I do not know the principles
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Do you miss any of these principles in the sports sector in your country? (more than one answer possible)	
☐ Autonomy in sport	☐ Values in sport
☐ Good Governance in Sport	☐ Volunteerism in sport
☐ Independence in sport	☐ Culture and identity in sport
☐ Open competition in sport	☐ Diversity, inclusion and accessibility in sport organisations
☐ Solidarity in sport	☐ Gender equality in sport
☐ Education through sport	

Does your organisation receive “financial solidarity” as associated with the redistribution of profits from the professional level of sport to the grassroots sport level?		
☐ YES	☐ NO	☐ Not Enough

	YES	NO	Partly	I do not know
Is the nature of sport in your country grounded in its fundamental social, educational, and cultural values?	☐	☐	☐	☐
Does sport in your country contribute to local, regional and national development?	☐	☐	☐	☐
Does sport in your country foster integration, tolerance, well-being and health, support environmental protection, the fight against radicalisation, and social cohesion?	☐	☐	☐	☐
Is volunteerism in sport well recognised and supported in your country?	☐	☐	☐	☐

Do you know the Pyramid model of sport?		
☐ YES	☐ I know it exist, but I am not familiar with it	☐ I do not know what the Pyramid model of sport is

Would you consider your organisation to be part of the Pyramid model of sport?		
☐ YES	☐ NO	☐ I do not know

Thank you for completing this self-reflection tool. Please don't forget to save the PDF document.

NEXT STEP

We invite you now to go deeper into the Real European Sport Model Advocacy Compass.



RESM ADVOCACY COMPASS