

**THE SYSTEM OF FUNCTIONING OF THE
SPORTS FEDERATION, DEPENDING ON
STRUCTURAL AND FINANCIAL
INDICATORS**

**SISTEM FUNKCIONISANJA
SPORTSKOG
SAVEZA U ZAVISNOSTI OD
STRUKTURALNIH I FINANSIJSKIH
POKAZATELJA**

ABSTRACT

Sports clubs are the bearers of sport development in every community. The Municipal Sports Associations in Serbia (e.g. municipality of Mionica) recorded very poor results in an overview of regular physical exercise among the general population. Indeed, 96.45% of the residents of the municipality of Mionica do not exercise regularly. Of the total number, 88.7% of Mionica's population lives in rural areas. Estimates put approximately 1,000 Mionica's residents per one sport club. The municipality annually allocates only 445 dinars (3.7 euros) for sports per resident. Considering the financial constraints, administrative and HR-related solutions were proposed in order to increase the population's participation in sports activities. For more significant changes, urgent, active action is needed in terms of cooperation between all sports organizations, in addition to the health, educational and business organizations on a local level. Offered activities must rely on the interest of the population and their tradition. In the newly envisioned system, the Secretary General of the Municipal Sports Association would have the active leading role, with greater authority, as well as performance-based funding. The newly defined model for sports organization on the territory of the municipality needs to be researched in practice, so as to examine the pros and cons of the new system.

Key words: *evaluation, sport strategy, annual program, promotion, general secretary*

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INTRODUCTION

Sports clubs are the bearers of sport development in every community. The primary role of sports clubs as sports organizations is to be able to satisfy the community's needs, and interests regarding sport, in terms of an organized gathering for athletes of various ages, creating suitable conditions for their successful education, development, training and competing in the chosen field of sport, in order to achieve the best possible results, as well as organizing sport functions, maintenance, and construction of sport facilities and so on.

The topic of this paper is to identify the activities, specifics, structures and financing of sports clubs in the municipality of Mionica (The Republic of Serbia).

Aside from regular reports about work done on a local community level, there need to be further analyses of the purpose of sports clubs' work from the angle of strategic sports development, a decision made by Ministry of Youth and Sports („Službeni glasnik RS“, number 1/15, 2014).

Therefore, measures were suggested for a fundamental change in the working of Municipal Sports Organizations that would lead not only to a better performance of sports clubs in municipalities, but would also contribute to the overall health, condition and capability of municipalities' residents.

Basic information about the municipality of Mionica

The municipality of Mionica administratively falls under the Kolubara district (municipalities: Valjevo, Mionica, Ljig, Osečina, Ub and Lajkovac). With an area of 329km², this municipality includes parts of two geographical regions Podgorina and Kolubara (Opština Mionica, 1995). In the aforementioned publication of the Geographical Institute "Jovan Cvijić" of

SANU, published on the 100th anniversary of Mionica being declared a town by king Aleksandar Obrenović, it is noted that the municipality of Mionica stretches to the borders of the Maljen and Suvobor mountains at the North and to the right bank of the Kolubara river, south of Belgrade in the North-Western region of Serbia. In close proximity to the municipality are several significant traffic routes (Ibar Highway lies 15km away from Mionica), as well as the highway route from Belgrade to Čačak, currently in construction. The distance between Mionica and the Belgrade-Bar railway and between Mionica and the airport for small aircraft in Divci is 7km. Regional traffic routes Divci-Mionica-Ljig and Županjac-Mionica-Divčibare connect Mionica with Belgrade (86km via Bogovađe, 94km via Divci), Valjevo (20km) and other places.

According to the results from the latest census of the population, households and dwellings in the Republic of Serbia (http://popis2011.stat.rs/?page_id=2162), which was organized in 2011, by the Statistical Office of the Republic of Serbia, in 36 populated places in the municipality of Mionica lives 14,355 residents, while 1,620 residents live in the municipal seat. The largest majority of the overall populations are Serbs with 96%. The national minorities make up 4%, the Roma being the largest with 2.45%, while the remaining 1.55% consists of ethnic Muslims, Croats, Montenegrins, Slovenians, Hungarians, etc. When taken into account, the official statistics published by the Statistical Office of the Republic of Serbia, pertaining to the population census over the past period, show a reduced number in the overall population, as well as demographic aging.

The average age of the municipality's population according to the

2011. census is 44.38, which is unfavorable when compared to the national average of the Republic of Serbia (42 years) (http://popis2011.stat.rs/?page_id=2162). The rural population makes up 88.7% (12,715) of the municipality's residents, while the urban population only 11.3% (1,620). However, keeping in mind the constant prominent migratory patterns from rural to urban areas, this ratio has changed in the interim. In the municipality of Mionica, the populated areas are scattered with some households in the mountainous area inaccessible.

METHODS

This paper employs the method of theoretical analysis of official information previously obtained from the records of the Sports Association of the municipality of Mionica, and contents from scientific and professional literature, as well as the causal method with systematization of the author's professional experiences in the field of physical education, sports, and recreation, by applying logical, inductive and deductive reasoning.

RESULTS

Besides the rare newspaper articles, there is no exact information or saved documents about partaking in the sports, and physical culture during the 19th century, and the first half of the 20th century, although there are a few remnants, and passed down memories about the endeavours, and achievements of members from various sports clubs and organizations, like the 'Sokolsko Društvo' gymnastics club, 'Streljačka Družina' shooting clubs, football clubs, achievements in equestrian sports, and

other competitions. The development of sports in the municipality's area during the interwar period was marked by the forming of the football club "Vojvoda Mišić" in Mionica which exists to this day under the name FC "Ribnica - Mionica" (Program razvoja sporta u opštini Mionica za period od 2016. do 2018. godine, 2016). The development of sports after World War Two, and especially during the 1970s and 1980s was marked by the forming of basketball, karate and chess clubs, followed by the women's first sports collective with its handball and volleyball clubs.

During the past few decades, many successful athletes that achieved notable results on both national and international level, in both individual and team sports, came from Mionica's sports clubs. Among Mionica's sports collectives, the chess club "Ribnica" from Mionica went the farthest in senior competitions, earning second place in a state tournament for two seasons in a row. Football club "Ribnica" from Mionica held the title "srpskoligaš" (third tier in Serbia's professional football League) for ten whole years starting from the 1995/6 season and was, on two occasions, on the brink of joining the Second League at the beginning of the 21st century. Basketball club "Mionica" was a regular member of former Yugoslavia's First League in the 1980s (third tier), while the women's volleyball club "Ribnica" has been competing for several years in the Second League (fourth tier competition).

However, it is the young athletes from Mionica who have achieved the most meaningful results, primarily the karatekas from the karate club "Mionica". Pioneer Nikola Sekulić is Serbia's current champion in katas in the blue belt rank, while Đurđa Rakić, and Jovan Belošević earned bronze

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medals in the category for potential in katas. With this year's accomplishments, the karatekas from Mionica have kept up the tradition of excellent results that's been going on for three decades now. Jelena Tufegdžić (winner of the bronze medal in Balkan's Junior Championships, 7th place in Europe's Junior Championships), Milica Strainović, and Marija Starčević have as representatives of the karate club "Mionica" in junior categories, in addition to winning gold on national championships, also achieved considerable results internationally during the late 90s and the first decade of the 21st century. It is also worth pointing out the accomplishments of the women's volleyball club "Ribnice" whose juniors have reached Serbian League's semi-finals twice in the last five years. Additionally, the junior selection of football clubs "Ribnica" and "Vojvode", are members of Western Serbia's football league.

There are 14 active sports clubs on the territory of Mionica today with around

500 male and female athletes of different ages currently competing and achieving results in sports.

Active sports clubs in the municipality of Mionica

According to the records of the Sports Association of Mionica (Knjiga članova Sportskog saveza opštine Mionica, 2018), there are 14 active sports clubs on the territory of the municipality of Mionica (table 1). The most represented branch of sports in Mionica is football, with 9 active football clubs in the municipality's area. Karate, basketball, moto sport, women's volleyball, and swimming are represented with one active club each. More than half (8) of the active clubs are located in Mionica's center, the only urban area of the municipality. The rural areas seat 6 sports clubs, dedicated only to football, and found in villages Popadić, Komanice, Rajković, Donja Toplica, Gornji Lajkovac and Tolić.

Table 1. *Active sports clubs in the Municipality of Mionica*

Ser. Nu.	The name of the club	Head office	Sport
1.	Karate Club "Mionica"	Mionica	Karate
2.	Basketball Club "Mionica"	Mionica	Basketball
3.	Hard enduro Club "Ravna Gora"	Mionica	Moto sport
4.	Volleyball Club "Ribnica"	Mionica	Volleyball
5.	Swimming Club "Ribnica"	Mionica	Swimming
6.	Football Club "Ribnica"	Mionica	Football
7.	Football Club "Popadić"	Popadić	Football
8.	Football Club "Komanice"	Komanice	Football
9.	Football Club "Borac"	Rajković	Football
10.	Football Club "Toplica"	Donja Toplica	Football
11.	Football Club "Gornji Lajkovac"	Gornji Lajkovac	Football
12.	Football Club "Tolić"	Tolić	Football
13.	Football Club "Joks junajted"	Mionica	Football
14.	Football Club "Vojvode"	Mionica	Football

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The oldest club on the territory of the municipality is the football club "Ribnica" from Mionica. It was founded in 1922 under the name "Vojvoda Mišić" and was inactive only for a short period of time during World War Two. The club changed names several times, and in 1950s was finally renamed to FC "Ribnica", a name it operates under to this day. The senior selection of the football club "Ribnica" competes in the Kolubara-Mačva League (fourth tier), the junior selection is a member of the Serbian League West (third tier), and the football club itself has a school for beginners.

Karate club "Mionica" is Mionica's sports collective that continues to achieve excellent results in their work with junior categories. Founded in 1986, it works predominantly with young athletes and consistently has representatives in katas at important national competitions in junior categories. The club boasts over fifty athletes today, both male and female, and among them is also Serbia's current pioneer champion in katas in the blue belt rank.

Basketball club "Mionica" had many ups and downs in its long history that spanned more than four decades. The club that was a regular member of the Serbian League in former Yugoslavia (third tier), and was responsible for spawning high caliber basketball players, Marjan Đurić ("Metalac" Valjevo), and Aleksandar Dragičević ("Partizan" Beograd), ceased to exist in the first decade of the 21st century. It was re-established in 2009, however due to the high costs of training, and practice in Valjevo which was unavoidable since Mionica didn't have its own sports facilities, the club soon fell into financial troubles. It was on the brink of extinction again in 2016, but the club managed to pull through, and since then, has worked on training solely junior selections of boys, and girls.

Volleyball club "Ribnica" was established in 2005, and competes exclusively in the women's sports category. The club trains more than 80 women of all ages. The seniors currently play in the Second League (fourth tier), with their junior, cadet and pioneer selections also participating in various tournaments.

Swimming club "Ribnica" was established in 2014 and, up until 2018, it only featured a summer school for non-swimmers, but since then it has gained several registered swimmer athletes that regularly participate in rallies and championships organized by the Serbian Swimming Federation.

Hard enduro club "Ravna Gora" is the only hard enduro club on Kolubara District's territory. It was established in 2017, and brings together the lovers of this extreme, very attractive, and costly sport, that has the hardest format for off-road moto races.

Football club "Borac" from Rajković was founded in 1948. It closed down near the end of the 1990s, but has become active again in the last decade or so, and currently competes in the Inter-municipal League Kolubara (sixth tier). Although the club used to have a junior selection, today they have none.

Football club "Komanice" exists since 1990. They have been a member of the Inter-municipal League Kolubara for a few seasons now. There is no junior selection. Football club "Popadić" was established in 2013. During the 2017/18 season, it won first place in the Ljig-Mionica District League, and for the second time in its short history achieved the right to compete in the Inter-municipal League Kolubara. There is no junior selection. Football club "Toplica" is the second longest-running football club since FC "Ribnica". It was founded in 1966,

has participated several times in County League tournaments and is currently a member of the lowest football tier of Ljig-Mionica District League. The club used to have a junior selection, but has none today. Football club "Gornji Lajkovac" was formed in 2005. Since then, it has been playing in the Ljig-Mionica League. Has no junior selection. Football club "Tolić" exists since 2014 and, since its inception, has been playing in the Ljig-Mionica District League. It has no junior selection. Football club "JOKS United" is the youngest sports collective on the territory of the municipality of Mionica. It joined the competitions for the first time during the 2018/19 season. The club is a member of the Ljig-Mionica District League and has no junior selection. Football club "Vojvode" was established in 2014. Senior selection was shut down at the end of 2016 and from 2017 onwards the club has been working exclusively with junior categories. The pioneer selection competes in the Kolubara-Mačva group of Serbian League West (second tier), while the youngest plays in City League Valjevo.

Total number of athletes, age and gender structure

For the purposes of this paper, the information about the total number of athletes in sports clubs was obtained directly from authorized personnel of all active clubs on the territory of the municipality of Mionica during December 2018. Even so, the obtained data about the total number of

athletes should be taken with reservations, especially in regards to the number of young athletes, considering the well known fact that a certain number of athletes in junior categories tends to participate in two or more sports clubs at the same time.

It is important to note that athletes who perform in the local sports clubs are almost exclusively from Mionica's area. The number of athletes who reside in other municipalities compared to the total number of athletes is negligible.

According to obtained data, the total number of athletes in sports clubs on the territory of the municipality of Mionica is 509. Junior athletes comprise 59.33% of the total number of athletes in sports clubs (302 athletes), while senior athletes, the number of which is 207, make up 40.67%. When it comes to gender structure, women, with a representative 26.33% (134 athletes) make up a little more than a quarter of the total number of athletes in sports clubs on Mionica's territory, while men hold 73.67% (375 athletes) of the total number of athletes in Mionica's sports clubs. Female athletes are concentrated in five clubs. Volleyball club "Ribnica" has 87 female athletes, the biggest number, followed by karate club "Ribnica" with 28, basketball club "Mionica" with 18 and football club "Ribnica" one female athlete, while there are no female athletes in nine clubs, of which eight are football clubs, one swimming club and the hard enduro club.

Table 2. Total number, age and gender structure of athletes in clubs in the municipality of Mionica

Name of the club	Overall athletes	Younger categories	Seniors	Woman	Man	Number of coaches
Karate Club "Mionica"	55	52	3	28	27	3 hon
Basketball Club "Mionica"	64	64	0	18	46	1 hon
Hard enduro Club "Ravna Gora"	10	0	10	0	10	0
Volleyball Club "Ribnica"	87	73	14	87	0	1 hon
Swimming Club "Ribnica"	4	2	2	0	4	1 hon
Football Club "Ribnica"	86	68	18	0	86	2 hon
Football Club "Popadić"	26	0	26	0	26	1 vol
Football Club "Komanice"	22	0	22	0	22	1 vol
Football Club "Borac"	22	0	22	0	22	1 vol
Football Club "Toplica"	25	0	25	0	25	1 vol
Football Club "Gornji Lajkovac"	25	0	25	0	25	1 vol
Football Club "Tolić"	22	0	22	0	22	1 vol
Football Club "Joks junajted"	18	0	18	0	18	1 vol
Football Club "Vojvode"	43	43	0	1	42	1 hon
Overall	509	302	207	134	375	16

Furthermore, going by data obtained from the sports clubs' authorized personnel, on the territory of Mionica there are currently 16 licenced coaches, 7 of which are volunteers, while the remaining 9 are temporary hires. Of those, karate club "Mionica" has 3 coaches, football club "Ribnica" 2 coaches, volleyball club "Ribnica", basketball club "Mionica", football club "Vojvode" and swimming club "Ribnica" one licenced temp-coach each, while other sports clubs have only one licenced volunteer-coach each and hard enduro club "Ravna Gora" has no coaches at all (Table 2). Therefore, not one coach was hired on a contract basis, which is a bad indicator since experience so far has shown that sports clubs that hire sports experts on a

temporary basis rarely manage to achieve noteworthy accomplishments.

Sports facilities for training and tournaments

The recent completion of a modern Sports Hall in Mionica signals the beginning of further sports development in the municipality. The Hall, with the surface of 2,900m² and the maximum capacity to accommodate about 2,800 people, is expected to be put to use in 2019, which will be especially beneficial to the athletes of the volleyball club "Ribnica", basketball club "Mionica", and karate club "Mionica", who are currently using the limited resources of "Milan Rakić" primary school's gym in Mionica, thus giving them best possible

conditions for their future practice and tournaments.

A notable sports facility on the territory of Mionica is also the Stadium located near Ribnica. It was carefully reconstructed in 2009, and is currently being used for practice and tournaments by all selections of FC “Ribnica” and FC “Vojvode”. However, because of the lack of a spare playing field, maintenance of the sole field is fairly hard. The remaining football clubs use football fields that are appropriate for their tier rank with no compensation, except FC “Komanice” and FC “Popadić” which don’t have their own football field and have to book “Vrujci” Hotel’s playing field in Vrujci in advance for their matches. Members of the swimming club “Ribnica” use the outdoor public pools of SRC “Lepenica” in the village Mionica during the summer season with no compensation, while during winter season they practice at indoor pools of hotel “Vrujci” in Vrujci, technical school

in Valjevo, or SC “Valis” in Petnica, near Valjevo, with their terms booked in advance.

Financial Sources

All clubs from the territory of the municipality of Mionica compete in amateur tier Leagues and the main financial source for these are funds from the local government’s budget. Mionica’s Municipal Council has approved the financing of sports clubs’ yearly programs in 2018 (Table 3), after conducting procedure in accordance with articles 137 and 138 of the Sports Law (Službeni glasnik RS, number 10/2016, 2016), and the statute about the approval and financing of a program that satisfies the needs and interests of residents in regards to sports in the municipality of Mionica (Službeni glasnik Skupštine opštine Mionica, number 1/2017, 2017), by issuing a decision about approval of yearly programs that satisfy the needs and interests of residents in regards to sports in the municipality of Mionica.

Table 3. *Clubs of Mionica Municipality with granted funding for 2018*

Football Club “Ribnica”	1.800.000 dinars
Volleyball Club “Ribnica”	1.099.900 dinars
Karate Club “Mionica”	1.000.000 dinars
Football Club “Vojvode”	800.000 dinars
Basketball Club “Mionica”	350.000 dinars
Football Club “Borac”	180.000 dinars
Football Club “Komanice”	180.000 dinars
Football Club “Popadić”	180.000 dinars
Swimming Club “Ribnica”	140.000 dinars
Football Club “Toplica”	110.000 dinars
Football Club “Tolić”	110.000 dinars
Football Club “Gornji Lajkovac”	110.000 dinars
Football Club “Paštrić”	110.000 dinars
Football Club “Gornji Mušić”	110.000 dinars
Sport Association “Osvajači”	100.000 dinars
Overall	6.379.900 dinars

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By reviewing the Yearly programs of sports clubs from the territory of the municipality of Mionica found in the documentation of the Sports Association of the municipality of Mionica (Knjiga odluka Sportskog saveza opštine Mionica, 2017), it can be concluded that even for the lowest tiered football clubs in the municipality's territory, these funds would largely cover the expenses necessitated by tournaments during a calendar year, in addition to costs of medical check-ups, partial travel costs for games and tournaments, costs of buying sports equipment and props, as well as giving out an eventual monetary award to certain athletes or coaches. For other clubs from Mionica's territory, these funds would cover the costs of employing officials, tournament registration fees, and yearly membership fees for athletes, athlete registration and partial traveling, and nutrition costs for athletes. Other expenses, like medical costs, remaining tournament travel and nutrition costs for athletes, compensation costs for coaches, costs of the service agreement with athletes that aren't alimentated, costs of organizing a diet for athletes when traveling to hosted events, costs of buying sports equipment and certain props, are covered by other sources, primarily by sponsorships, with the help of donations from individuals or by membership fees from clubs that work with junior categories. The donation amount mostly depends on the abilities of the members of the sports clubs' management boards, and frequently, the clubs' leaders are the main financiers. It is interesting to note that none of the sports clubs, not referring to athletes, included the income received from ticket sales and club membership fees in their income statements. However, finances aren't always the determining factor when it comes to the functioning and survival of

sports clubs. Supporting this is the fact that three clubs granted financial aid from the municipality of Mionica's budget for the year 2018 are no longer active. Football club "Paštrić" from Paštrić, football club "Gornji Mušić" from Gornji Mušić, and the Sport Association "Osvajači" from Osečenica weren't able to secure the required number of registered athletes for furthered participation in league tournaments, even though they didn't have any serious financial problems.

DISCUSSION

This discussion knowingly and deliberately employs two levels when reviewing the analyses, criticisms and suggested solutions in regards to the work of Municipal Sports Associations. The first level is typical, often found in reports on various levels and it covers superficial, but not fundamental changes. The second is an altruistic, nonconforming and a distinctly critical level that's in conflict with the prevailing thinking and understanding of the sports reality in Serbia, which it is trying to change.

The typical analysis, and propositions for improving the work of the Municipal Sports Associations on the example of Mionica

Today there are 14 active sports clubs on the territory of the municipality of Mionica, with about 500 male and female athletes of various ages that compete and achieve results in sports. By reviewing the information about the number of athletes in sports clubs, their age and gender structure, sports facilities used by the clubs, financial sources, in addition to the information acquired for the purposes of this paper,

certain conclusions were reached, in terms of propositions that could help better the performance of sports clubs in Mionica.

It is crucial to work continuously on promoting sports in the municipality of Mionica, in order to increase the number of athletes in sports clubs, as well as to motivate them to achieve best possible results. This provides a lot of room for advancement and one of the propositions is for the sports clubs to launch a joint initiative, so that the Sports Association of the municipality of Mionica, and the local government can start organizing an election event for "Athlete of the Year in the Municipality of Mionica" as of 2019, following a previous example set by many other municipalities in Serbia (Vladislavljević, 2009; Vladislavljević, 2011).

The fact remains that sports clubs from Mionica's territory are largely reliant on the financial backing of their own municipality. On account of this, it is necessary to raise the clubs' capacity for applying for funding from republic funds which would gradually lead to financial independence. The role of the Sports Association of the Municipality of Mionica is to organize professional platforms and lectures starring distinguished speakers for sports clubs' managing authorities (<https://www.mionica.rs/sr-rs/>).

There is a noticeable lack of media promo, endorsements from donors and sponsorship deals for sports clubs that would lead to development of socially responsible behavior and attract new donors, and sponsors. This would be easy to rectify with an arrangement, and collaboration between sports clubs' managers, and the municipality's PR officer, by publishing media content about this topic on the official Web site and Facebook page of the

municipality of Mionica, as well as publishing articles in the newspaper "Bilten opštine Mionica".

Besides the primary match games that are planned for by the Association's calendar, sports clubs on Mionica's territory do not have any other sports events arranged, such as tournaments, revue matches and so on. This especially concerns sports clubs from the municipality's more rural areas, where football matches are the only opportunity for a local gathering and, because of this, it can be concluded that sports clubs have a certain social responsibility as well. Organizing tournaments could also benefit sports clubs monetarily.

Outside of Mionica's center, which is also the only urban area on the territory of the municipality, there is no sports club that works with a junior selection of athletes. That is why it is necessary for the Sports Association of the municipality of Mionica, and the local government to provide certain financial incentives, and other kinds of support for the sports clubs in rural areas, so that they can work, and achieve results with athletes in junior categories.

The atypical analysis, and propositions for improving the work of the Municipal Sports Associations on the example of Mionica

In the first part of the discussion, the typical, and commonplace reflections in regards to the work of Municipal Sports Associations were stated. However, assessment of the real value of the work was presented only in the latter half, where with generalizing, and a deeper versatile approach, the less noticed, more hidden possibilities for the work of Regional Associations were revealed, in addition to the evaluation and possible change to the

roles of general secretaries as official personnel.

Using the information disclosed by the Sports Association, when the total number of residents (14,335 residents) is proportionally compared to the number of athletes (509 athletes), it is revealed that a disappointing percentage of municipality's population (3.55% residents) exercises regularly in sports clubs. This unfortunately coincides with results from unofficial research, and the rough 4% of residents in Serbia who regularly partake in physical activities.

When the total number of the residents (14,335) is divided by the number of sports clubs (14 clubs), we get an approximate number of 1,000 people per one sports club. Even though this calculation is pointless, it can nonetheless be thought-provoking, and lead to either forming of a greater number of sports clubs or coming up with new ways of organizing regular physical exercise on the territory of the municipality.

When the total influx of money allocated for the running of sports clubs (6,379,900 dinars) is analyzed, and then divided by the total number of residents (14,355 residents), the calculated sum is 445 dinars (3.7 euros) a year per resident for sports, which is truly insufficient.

When the given information is reviewed, it can be concluded that it corresponds with the average recorded in municipalities, and regions of the Republic of Serbia, including regions of former Yugoslavia, and even of the Balkans, since similar patterns are observed in Bulgaria, Romania, and Albania, as well. However, just because the corresponding average is so pervasive in wider regions does not mean that work should be continued in this direction. "When you board the wrong train,

all the stops are wrong," is a modern saying that can be applied to the analysis of the work of Municipal Sports Associations in Serbia.

The listed sports achievements of sports clubs lose significance when presented with the fact that 96.45% of the population is inactive. It is well known that the whole financing system for offshoot sports associations depends on the success at international championships. That's how it is possible for Serbia to have a valuable place among fellow medal winners, while around 80% of children at physical examinations get diagnosed with postural disorders and deformities.

Collaboration among the Ministries remains a problem and gets passed on from government to government in an equal or worse degree of uncooperation, as if we don't belong to the same family, same house, same firm, same country. This is felt on the local level as well, where the use of school gyms by sports clubs is an established practice, yet significantly imposed on the sports clubs, and athletes who indirectly cover those costs. Furthermore, the Ministry of Health charges medical check-ups in a very complicated, centralized, and ineffective system.

Despite being small, the listed sums of money can become quite large if it is assumed they were spent wrongly or in a way that doesn't achieve the desired results calculated by sports strategy.

Although the analysis mentions the average age of 44 for residents of the municipality of Mionica, there is no regular physical exercise scheduled, and no sports activities envisioned for the aforementioned and the elderly population.

The insistence on implementing the commonplace sports system in certain rural areas in the municipality of Mionica where

88.7% of the population (or more specifically 12,715 residents) live in a very rugged landscape also hasn't yielded results in making physical exercise a regular widespread occurrence among the population.

Sports clubs on the territory of the municipality exist, and survive independently of each other. The imposed sports system encourages rivalry on all levels, thus even sports clubs on the territory of a sole municipality compete for top achievements, considering their financing depends on their scores and, as such, there is no cooperation among the different clubs.

The construction of the grand sports facility of 2,900m² on the one hand improves the quality of future training for many aforementioned sports clubs, but on the other it also burdens the municipality's budget with the greater number of employed workers at the sports hall, as well as the money needed for the upkeep of such a facility which only becomes a bigger burden with age (Đukić, V., & Đukić, B. 2010).

The general secretaries of Municipality Sports Associations have a very passive role in the proceedings, as distributors of money for sports clubs, as well as bearing witness to the collapse by keeping records, yearbooks and annals.

"If you want something you've never had, you must be willing to do something you've never done," a famous English saying, is a good guideline for coming up with possible solutions.

In that way, all the previous problems examined in this paper can be approached from a different angle, and presented with possible ways to solve the current situation.

The municipality's strategy could afford to be original, and innovative, so it doesn't depend solely on the inert ways of

the country's system. In short, the municipality shouldn't wait for the neighboring or central administration to come up with a solution, but needs to act independently in its own surroundings, and find the specific solutions for the various specific concerns and conditions.

The never properly developed relationship between the Ministry of Education, and the Ministry for Youth and Sports could experience a shift on the local level in its executive, and experimental approach. The most efficient approach would be for the Ministry of Youth and Sports to employ trainers for chosen sports, and for the Ministry of Education to finance their employment. In this way, there would be a greater inclusion of people participating in sports, and the problem of sports facilities would be solved. Thus, a coach could get paid by the municipality for a certain period of time, while physical exercise and training would be free of charge for the rest of the population. During a time when school is in recess, the unused space (gyms, hallways, classrooms) could be of great use to sports clubs for their practice or for scheduled physical exercise (Đurđević, Mitić, Atanasov & Vujović 2014).

Sports physical examination should be free of charge or financially covered by the Ministry of Health by its program for preventive healthcare. This can be organized, and financed on a local level even without the assistance of the Ministry of Health, by cooperating with the local health department.

It is necessary to change the default approach where certain sports are imposed on the population, regardless of that population's traditions, specific geographical conditions, scattered settlements and financial abilities. The new approach would be more personalized with an analysis of the

population's perspective in all age brackets (not just the young demographic), pertaining to their preferred content, and the frequency and intensity of the activities. In reviewing the proposal, a financial review is also necessary to determine how to get top long-term results with minimum financial spending.

The cooperation of sports clubs crosswise on the territory of the municipality is possible, needed and useful. Free terms at a sports facility could be given to another sports club, and it should be possible to secure material resources for mutual use by making an agreed upon schedule beforehand. A club working with junior categories can easily involve the young athletes' parents in its activities (possibly during the same session), and in that way, increase the number of residents partaking in physical exercise.

The content of sport programs needs to be specialized and personalized for all age brackets, with appropriate investments in more smaller-sized sports facilities, instead of the typical grand, but ultimately unsuccessful investments.

There needs to be a sports development strategy made specifically for rural conditions and particular to every region.

The new working arrangement for the General Secretary of the Municipal Sports Associations could have both a managerial (Tomić, 2001) and a leadership (Živković, 2009) role, with a greater degree of freedom in solving the local government's strategy, along with a possible change in the way they manage their funding, such as basing it on variables, like dependence on the percentage of the population partaking in regular physical exercise, which could also be evaluated by a newly formed independent system, so as to avoid misuse.

CONCLUSION

In the 36 populated places of the municipality of Mionica live 14,355 residents, with the average age of 44.38, out of which 88.7% (or 12,715 residents) live in rural areas. The municipality of Mionica was chosen as a representative of the large number of the municipalities that are located in rural areas on the wider territory of the Balkans, as a result of patterns equally found throughout the whole region, such as the increase in the elderly population, the phenomenon of rural-urban migration and "white plague", also known as natural decrease, where the death rate is greater than birth rate during a year in a certain area.

Sports clubs are the bearers of sports development in every community and it remains to be seen if they have enough influence to put an end to the aforementioned patterns and changes. In any case, a regular analysis of the work of sports clubs and municipal sports associations is required, as well as a reassessment of their roles in today's society.

The analysis of the obtained information reveals the inefficiency of the current system's way of managing sports clubs, like the poor participation results in an overview of regular physical exercise among the general population. In the municipality of Mionica, only 3.55% of the population (509 athletes) exercises regularly in 14 sports clubs. The inclusion of women among the number of athletes makes up a disappointing 26.33% (134 athletes), found likewise over the region.

The regular reports from the General Secretary of the Municipal Sports Associations do not differ from the information disclosed in this paper under the heading "Results", as well as the first part under "Discussion". That is why they are shown as something commonplace, but also

something that cannot bring better quality to the organization.

Limiting factor are the numbers obtained by a simple calculation of the researched information: 1,000 people per sports club, 12,534 dinars for sports a year per athlete, in addition to a mere 445 dinars (3.7 euros) for sports a year per resident of the municipality.

If there is to be any noticeable result regarding regular physical exercise among the general population, serious changes are required. There needs to be a “revolution” in the way the problem is approached, and thought about. The task is hard, considering the poor and limited resources, with the only solution being the limitless use of time with defining and creating of new personnel and organizational solutions (Jovanović, 2006).

Above all, an effort must be made on the territory of every individual municipality without waiting on big systemic resolutions from the government. The existing material resources, such as sports facilities, equipment and props, have to be reorganized

and used in their full capacity with joint usage and booking all available terms that remained unused (Petrović, 2010). Cooperation between all municipal structures is of utmost importance, so that the healthcare, education, sports and economy systems are all connected on a municipal level.

The choice of activities must rely on the population’s interests and traditions. A particular challenge lies in organizing regular physical exercise for both working age, and elderly population, with an emphasis on the female population and a special approach to contents of their activities.

The newly defined model for sports organization in the municipality needs to be researched in practice, so as to examine the pros and cons of the new system. An experimental program requires more careful preparation with the choosing or voluntary participation of a municipality that possesses similar characteristics as described earlier.

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SAŽETAK

Sportski klubovi su nosioci razvoja sporta u svakoj zajednici. Opštinski Sportski Savezi u Srbiji (primer Opštine Mionica) beleže veoma slabe rezultate u sveobuhvatu stanovništva redovnim fizičkim vežbanjem. Čak 96,45% stanovnika Opštine Mionica ne vežba redovno. Od ukupnog broja, 88,7% stanovništva Opštine živi u ruralnoj sredini. Na jedan sportski klub dolazi oko 1000 stanovnika Opštine. Opština izdvaja svega 445 dinara (3,7 evra) godišnje po stanovniku za sport. Obzirom na finansijska ograničenja, predložena su kadrovska i organizaciona rešenja u cilju većeg obuhvata stanovništva sportskim aktivnostima. Za značajnije promene potrebno je hitno, aktivno delovanje, u smislu saradnje između svih sportskih organizacija međusobno, ali i sa zdravstvenim, prosvetnim i privrednim organizacijama na lokalnu. Ponuda aktivnosti mora se oslanjati na interesovanje stanovništva i njihovu tradiciju. Poseban izazov predstavlja organizovanje redovnog vežbanja radno sposobnog stanovništva i starih uz naglasak na obuhvat žena i specifičan pristup sadržajima njihovih aktivnosti. U novo predviđenom sistemu vodeću i aktivnu ulogu trebalo bi da ima Generalni sekretar Opštinskog Sportskog saveza, uz veća ovlašćenja, kao i finansiranje po učinku. Novo definisani model organizacije sporta na Opštini potrebno je ispitati u praksi, kako bi se ispitale dobre i loše strane novog sistema.

Ključne reči: *evaluacija, strategija sporta, godišnji program, promocija, generalni sekretar*

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