



ESOM

ENHANCING SPORT ORGANISATIONS
AND MANAGEMENT

University Sport Conference: FISU World Forum 2024



Co-funded by
the European Union



CONTENTS

1. CITY OF ZAGREB.....	3
2. PARTICIPANTS.....	4
3. PROGRAMME	4
4. KEYNOTE SPEAKERS	5
5. VENUES	6
6. KEY MILESTONES	10
7. EDUCATIONAL PROGRAMME	10
7.1. Seminar for Officials	12
7.2. Students Projects	13
7.3. ESOM Project.....	14
8. FORUM CONCLUSIONS.....	15
9. CULTURAL PROGRAMME.....	16
9.1. Forum Fair.....	16
9.2. Cultural Experience	17
9.3. Opening Ceremony.....	18
9.4. Closing Ceremony.....	20
10. SPORT PROGRAMME.....	21
10.1. Official sports of the Forum.....	21
10.2. Daily sport activities.....	22
11. COOPERATION WITH STAKEHOLDERS	23
11.1. City authorities	23
11.2. Country authorities.....	23
11.3. University.....	23
11.4. FISU	23
12. COOPERATION AND COMMUNICATION WITH NUSF DELEGATIONS.....	24
12.1. Promotion of the Forum among NUSFs.....	24
12.2. Communication with Delegations prior to the Forum	24
12.3. Communication with Delegations during the Forum	24
12.4. Communication with Delegations after the Forum	24
13. ACCREDITATION	25
14. ARRIVALS & DEPARTURES.....	27
15. ACCOMMODATION	28

15.1.	Accommodation for participants, FISU Family and LOC	28
15.2.	Keynote Speakers and VIP guests	29
15.3.	Services at the accommodation sites	31
15.4.	Transportation	32
15.5.	Security	33
15.6.	Catering	33
15.7.	Medical services	34
16.	MARKETING	34
	Partners	34
	Sponsors	35
16.	MEDIA & BROADCASTING	35
16.1.	Media & Broadcasting Overview	35
16.2.	Communication strategy	35
16.3.	Platforms used	35
16.4.	International promotion	36
16.5.	Local promotion	36
16.6.	Event-time coverage	36
16.7.	Post-event communication	38
17.	ORGANISING COMMITTEE	39
17.1.	OC Structure	39
17.2.	Volunteers	40
17.3.	Services for the OC	41
18.	FINANCE	42
18.1.	Participation fees	42
19.	CHALLENGES	42
20.	RECOMMENDATIONS	42
20.1.	Recommendations to FISU	42
20.2.	Recommendations to future Forum Organising Committee	43
20.3.	Recommendation to the participating NUSFs	43
21.	PHOTOS & VIDEOS	44
21.1.	Photos	44
21.2.	Videos	44

Zagreb 2024 FISU World Forum

August 27 -31, Zagreb

1. CITY OF ZAGREB

With county status, Zagreb is the administrative, economic, diplomatic and cultural centre of the country.

A stroll through Zagreb is an interesting and pleasant trip through history and the present. The longest Zagreb street, Ilica, divides the old and romantic Uptown from the younger and always busy Downtown. The oldest parts Gradec and Kaptol, from which Zagreb grew, are ranked among the most beautifully preserved secession centres in Europe.

Zagreb is a city of science and culture. From spring to autumn many open-air plays and exhibitions are held, and are a real attraction for visitors, ensuring a special atmosphere in the city. Here too are other attractions like the lively outdoor market, one of the last in Europe, which is absolutely a first-class experience for all those who come to Zagreb.

For some, the most recognisable part of Zagreb is the neo-Gothic Zagreb Cathedral situated on the Kaptol square. Others will mostly take away memories of the always lively central square Trg bana Josipa Jelačića.

Zagreb is also the stage for many cultural and other international events. A city filled with a young population is predestined to also be an exceptionally sports orientated city with many sports facilities, including European and World championship medal winners in many sports.

However, the greatest value of this city for many is its atmosphere and the people you'll meet here. Zagreb has a story and a heart, a big one.



2. PARTICIPANTS

Number of countries represented: 48

Number of Participants: 162

3. PROGRAMME

Day 1

DAY 1 - 27.08
TUESDAY

07:45 - 08:15
MORNING SPORT SESSION: UNIVERSAL EXERCISES

09:30 - 10:30
OPENING CEREMONY

10:30 - 11:30
PANEL DISCUSSION ON SPORTS DIPLOMACY AND GLOBAL RELATIONS

11:30 - 12:15
A WORLD OF RESPONSIBLE SPORT IN AND THROUGH EDUCATION
DANIELA HEERDT

14:30 - 15:00
ZAGREB 2024 FISU WORLD FORUM PROGRAMME

15:00 - 15:10
COSTA RICA 2022 FISU WORLD FORUM'S DECLARATION PRESENTATION

15:10 - 15:45
WHAT'S UP FISU WITH FISU PRESIDENT

15:45 - 16:30
STUDENT PROJECTS INTRODUCTION

17:00 - 18:30
FISU WORLD FORUM FAIR

PROGRAMME



WORLD
FORUM
ZAGREB 2024

Day 2

DAY 2 - 28.08
WEDNESDAY

07:45 - 08:15
SPORT: ATHLETICS

09:30 - 10:15
KEYNOTE SPEECH: VERITY POSTLETHWAITE

10:15 - 11:00
KEYNOTE SPEECH: GAVIN PRICE

11:30 - 13:00
• CHAMPIONING DIVERSITY IN SPORTS
• NUSF PROJECTS PRESENTATIONS
• SPORTS DIPLOMACY PANEL DISCUSSION
• SHAPING THE FUTURE OF GENDER EQUALITY: MICHELLE TANNER
• EMPOWERING OUR FUTURE THROUGH COLLABORATION PANEL DISCUSSION

15:00 - 16:30
• SEMINAR FOR OFFICIALS
• STUDENT PROJECTS

17:00 - 19:00
OFFICIAL SPORTS PROGRAMME

21:00 - 22:00
STUDENT PROJECTS

PROGRAMME



WORLD
FORUM
ZAGREB 2024

Day 3

DAY 3 - 29.08
THURSDAY

07:45 - 08:15
SPORT: CORNHOLE

09:30
CULTURAL PROGRAMME:
GUIDED TOUR

13:00 - 15:00
LUNCH

16:00
CULTURAL PROGRAMME:
SURPRISE

PROGRAMME



WORLD
FORUM
ZAGREB 2024

Day 4

DAY 4 - 30.08
FRIDAY

07:45 - 08:15
MORNING SPORT SESSION

09:30 - 10:15
KEYNOTE SPEECH: MARINA DRASKOVIC

10:15 - 11:00
KEYNOTE SPEECH: AZIZA SBAITY

11:30 - 13:00
WORKSHOPS

15:00 - 16:30
• SEMINAR FOR OFFICIALS
• STUDENT PROJECTS

17:00 - 19:00
JUDO INCLUSION TRAINING WITH PEOPLE WITH DISABILITIES

20:00 - 23:00
BEACH VOLLEYBALL UNDER THE LIGHTS!

23:00
UNITED IN ZAGREB PARTY

PROGRAMME



WORLD
FORUM
ZAGREB 2024

Day 5



4. KEYNOTE SPEAKERS

Theme	Speaker
Main theme	Besim ALITI, Nikolina BRNJAC, Damjan RUDEŽ, Martin SINKOVIĆ, Daniela HEERDT
Sub-theme 1	Verity POSTLETHWAITE, Gavin PRICE
Sub-theme 2	Marina DRAŠKOVIĆ, Aziza SBAITY

ZAGREB 2024 FISU WORLD FORUM

Trg Dražena Petrovića 1, HR-10000 Zagreb

T +385 1 484 37 33

E fisuforum2024@unisport.hr

<https://fisuforum2024.unisport.hr/>

5. VENUES

Main Hall



ZAGREB 2024 FISU WORLD FORUM

Trg Dražena Petrovića 1, HR-10000 Zagreb

T +385 1 484 37 33

E fisuforum2024@unisport.hr

<https://fisuforum2024.unisport.hr/>

FISU Forum Fair Venue



Workshops



Accreditation Centre



6. KEY MILESTONES

The FISU World Forum presented a valuable opportunity for the Croatian Academic Sports Federation (CASF) to continue its successful organization of international events. Given the lapse of time since CASF last hosted a FISU event, there was a strong desire to resume such activities and to become more frequently involved in organizing FISU events. Over two years ago, it was officially announced that the FISU World Forum would be held in Croatia. At the previous FISU World Forum, it was further announced that the event would take place in Zagreb. An organizing committee was established over a year ago, bringing together major sponsors and other key stakeholders into both a main organizing committee and an operational organizing committee. Throughout 2023, our focus has primarily been on securing sponsorships and developing the overall program. In October and November 2023, we finalized the list of keynote speakers and sent out invitations.

7. EDUCATIONAL PROGRAMME

The primary objective of the CASF was to expand the theoretical and practical knowledge of all participants through the main theme and sub-themes. The main theme, "University Sport: Creating a Better World," aimed to underscore the significance of engaging in sports, education, and dual careers, with renowned sports and political figures as keynote speakers. The goal was to demonstrate how these pursuits open numerous doors in the future, not only within sports but also in business or politics, as sports provide valuable tools for these fields.

The first sub-theme, "Sports Diplomacy and Global Relations: Leveraging university sports for international collaboration and cultural exchange," sought to enhance participants' understanding of communication and how diplomatic tools can be used to progress in life and set clear goals. This theme also emphasized the practical application of theoretical concepts, with subsequent workshops proving highly beneficial.

The second sub-theme, "Diversity and Inclusion: Fostering gender equality, inclusivity, and accessibility in university sports," aimed to convey to all participants that everyone, regardless of their differences, has a place in our community and should be included, especially in terms of actively involving students with disabilities in sports competitions. As highlighted in presentations, there are no insurmountable barriers for these individuals.

Day 1:

Following the opening ceremony, we had an interesting panel discussion on sports diplomacy. The panellists included Nikolina Brnjac, a member of the European Parliament and former Minister of Tourism and Sports, Damjan Rudež, former NBA basketball player, Martin Sinković, a four-time Olympic rowing medallist, and Besim Aliti, Secretary General of the Kosovo Olympic Committee. After the panel, Daniela Heerdt gave a presentation titled "A World of Responsible Sport in and Through Education".

In the afternoon, we had the opportunity to meet the FISU Education Committee. Ivan Kaselj gave a presentation with general information about the forum. We also heard a presentation on the Costa Rica 2022 FISU World Forum's Declaration. This was followed by an interview with FISU President Mr. Leonz Eder, after which students received their tasks and were divided into groups. To conclude the day, the FISU Forum Fair was held.

Day 2:

At the beginning of the second day, we had a lecture by Verity Postlethwaite on "A critical reflection on the opportunities and challenges of operationalising sport in/for diplomatic goals," which was followed by Gavin Price's presentation on "Becoming a Sports Diplomat: Knowledge, Skills, and Experience." After the keynote speakers' presentations, there were 5 different workshops from which participants could choose one.

In the afternoon, a seminar for officials was held simultaneously in separate rooms, while students had a presentation on the progress of their student projects. We ended the day by playing official sports: futsal and volleyball.

Workshop:

1. Sports Diplomacy: Build your own network heat map
2. Shaping the Future of Gender Equality within the FISU
3. Empowering our future through collaboration
4. Projects presentations
5. Championing Diversity in Sports: A Journey to Rhine-Ruhr 2025

Day 3:

On the third day of the program, participants embarked on a cultural immersion tour of Zagreb. A guided exploration of the city's historic districts offered a captivating glimpse into its rich heritage. The tour encompassed a leisurely stroll through the picturesque Upper Town, renowned for its medieval architecture, and a vibrant journey through the Lower Town, known for its bustling atmosphere of shops and cafes. Iconic landmarks and hidden gems were highlighted, providing participants with a comprehensive understanding of Zagreb's significance.

The afternoon marked a departure from the city's urban landscape as participants ascended to Sljeme, the city's highest peak. Atop this natural vantage point, a delightful dinner was held, affording breathtaking panoramic views of Zagreb and the surrounding region. The event provided a memorable conclusion to the day, allowing participants to savour local cuisine.

Day 4:

Day four delved into the themes of inclusion and empowerment in sports. Marina Drašković's insightful presentation on "Possibilities outside the established frameworks" highlighted the experiences and potential of athletes with disabilities, followed by a thought-provoking documentary on the same topic. Aziza Sabity subsequently shared her experiences in promoting gender equality and social justice through sports in Lebanon, inspiring participants with her passion and dedication. Participants then selected one of four workshops to further explore these themes.

In the afternoon, officials provided valuable feedback on the forum's concept and potential improvements, while students continued to develop their projects. A unique opportunity arose for participants to engage in either a judo session with athletes with disabilities or a futsal match, fostering a spirit of inclusivity and camaraderie. The day concluded with a refreshing beach volleyball game under the lights. Throughout the forum, ample time was dedicated to Q&A sessions following each panel, presentation, and interview, enabling participants to seek clarification and delve deeper into the topics discussed.

Workshop:

1. Dual Career
2. Workshop on FISU Student Ambassadors Programme and how to become one!
3. Projects on Diversity and Inclusion
4. NUSF projects

Day 5:

The fifth and final day of the FISU World Forum showcased the culmination of students' hard work as they presented their innovative projects. The day concluded with a formal closing ceremony, marking the end of this impactful gathering.

7.1. Seminar for Officials

Through the FISU officials' seminar, conducted by FISU representatives, officials gained valuable insights into FISU's specific activities throughout the year and the significant contributions of these initiatives. This further encouraged a greater number of NUSFs to participate in FISU programs. Additionally, a second officials' meeting addressed potential improvements to the FISU World Forum.



7.2. Students Projects

Separately from the official seminars, students were actively engaged in group projects. They were initially divided into twelve teams, each with six or more members. To foster diversity, no two team members were from the same country, and most groups comprised four female and two male students. Each group then selected one of the proposed project topics:

1. How to Organize a Network of Alumni Student Athletes
2. How to Promote Para Sports in FISU Educational Events
3. How to Make the Experience of Student Athletes Unique During FISU Events

Following introductory briefings, students had dedicated time each day until Saturday to collaborate within their groups and develop a feasible project proposal for implementation at the upcoming FISU World Forum. The project also required consideration of budgetary constraints and the uniqueness of the solution to the chosen topic.

On Saturday, all twelve groups presented their projects to a panel of judges, using a poster and a five-minute presentation. The jury evaluated the projects based on nine criteria points, assigning a score from "NO" to "DEFINITELY YES" (with "NO" earning one point and "DEFINITELY YES" earning four points). After the presentations, a break was provided for the judges to calculate total scores and deliberate on the results.

At the closing ceremony, the winning group was announced. A team that had selected the third topic emerged as the victor. In addition to the dedicated time for project development, students also participated in daily one-hour sessions on various topics, such as creating effective posters, essential elements of a successful project, developing sustainable projects, and key factors in a strong project.



7.3. ESOM Project

The project ESOM - Enhancing Sport Organisations and Management, co-funded by the European Union, also had several activities during the FISU World Forum in Zagreb.

The ESOM project, its activities and results were presented by Ms Hristina Hristova, during the Officials Seminar on the second day of FISU World Forum's programme, along with the presentations of FISU Education and Development Committee.

The results of the survey presented the main points and results of the research survey, including data regarding Diversity and Inclusion: Fostering gender equality, inclusivity, and accessibility in university sports.



Partners of the Enhancing Sport Organization and Management (ESOM) project also held its final in-person meeting during the FISU World Forum, hosted by the Croatian Academic Sports Federation (CASF).

The last conclusive project meeting of the partners, served as an occasion to go through the general overview and the activities implemented during the project, as well as to share the action plan of the next activities foreseen, before the technical and official closure of the project.

Mr Andrej Pisl, EUSA Projects and Policy Manager, presented the general overview, and reminded the present partners of all the tasks and deliverables that were successfully done throughout the past 2 years of duration of the project. He also gave a detailed presentation of the next action steps that each partner needs to complete before the official closure of the project, including reports, evaluations, factsheets, collection of good practices and other actions related to dissemination.

The project was primarily and directly addressing EU priorities on supporting Good Governance in Sport through promoting the quality of coaching and staff, and also indirectly promoting Sport and Education, supporting the dual careers of athletes.



8. FORUM CONCLUSIONS

1. Sports diplomacy is everywhere and in all of us
 - ✓ Having impact is not the privilege of a happy few
2. Sport helps open doors, and overcome boundaries beyond national or regional features
 - ✓ Facilitator for international relations despite challenges and limitations
3. University sport cannot contribute to creating a better world without taking into account the human rights dimension
 - ✓ Good catalyst to advocate social justice and inclusion
4. We can all act as role models in our respective communities/ environment
 - ✓ Dual Career highlights the responsibility of tomorrow leaders of (university) sports organisations
5. There is not one single way to make great achievements
 - ✓ Emphasis on many successful activities and programmes despite various cultural and political contexts
6. Need for better representativeness and inclusion in leadership positions within sports organisations
 - ✓ Still (big) room for improvement for gender and ethnic balance at the top level
7. Learning from otherness and adapting is key
 - ✓ Exchange of best practices & experience-sharing
8. Small steps can lead to big changes
 - ✓ Don't wait, dare, and start doing for the youth development
9. Think and act in a sustainable way
 - ✓ Need for diverse and integrated approach from decision-makers and programme leaders
10. Cooperation between each actor of the university sport movement is crucial to reach common objectives
 - ✓ NUSFs, CUSFs, FISU, etc.



9. CULTURAL PROGRAMME

9.1. Forum Fair

As per tradition, the FISU Forum Fair was held in a customary manner, with each NUSF allocated a dedicated space to showcase their national culture, NUSF initiatives, or any other aspect they deemed interesting. The FISU Forum Fair undoubtedly stands out as one of the most memorable moments of the forum, as it extended well beyond the scheduled timeframe. All participants had the opportunity to learn traditional dances from various continents and listen to music curated by their respective NUSF. The CASF meticulously organized the program, complete with a stage, lighting, and a DJ. The initial part of the FISU Forum Fair was designed for participants to familiarize themselves with the different stands and interact with their peers. Subsequently, the Croatian delegation presented traditional games and dances, inviting all attendees to join in. The Fair coordinator compiled a list of NUSFs eager to perform on stage, providing them with the platform to showcase their talents. Notably, numerous NUSFs spontaneously decided to perform, leading to a surge in the number of presentations.

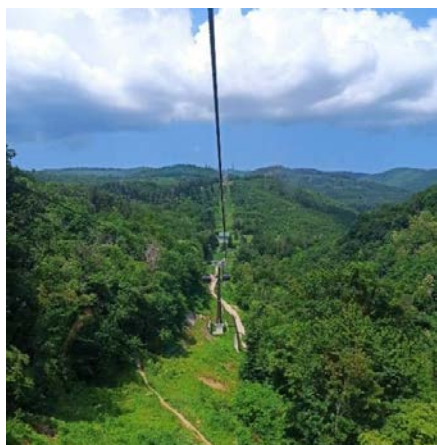


9.2. Cultural Experience

The Cultural Day was designed to offer each host city a chance to showcase something unique and memorable to all participants. In addition to incorporating Croatian traditions into our morning sports and daily programs throughout the forum, we aimed to introduce participants to the rich history of the city of Zagreb.

On the third day of the forum, during the morning, we organized an interactive walking tour of the city centre led by professional guides. In a creative way, the guides showcased how Zagreb successfully blends a rich history with a modern lifestyle. Following the tour, participants had free time to explore and purchase souvenirs. Thanks to our partnership with local providers, all participants had free access to public transportation, allowing many to extend their exploration of the city.

In the afternoon, we organized a sunset party at the highest point of the city of Zagreb. The goal was to offer participants a unique opportunity to experience Zagreb up close and then from a bird's eye view. With a traditional Croatian dinner and refreshing drinks, participants had the chance to learn about local customs and culture.



9.3. Opening Ceremony

Location (place): The Main Hall - within the Stjepan Radić Student Dormitory

Name of venue: Kino Forum

Date and time: 27.8.2024., 09:30h

Duration: 09:30 – 10:15

VIP Guests:

- State Secretary and Special Envoy of the Prime Minister of the Republic of Croatia, Mr. Josip Pavić
 - Member of Parliament and Special Envoy of the President of the Croatian Parliament, Mr. Maksimilijan Šimrak
 - Deputy Mayor of Zagreb, Mr. Luka Korlaet
 - Australian Ambassador to the Republic of Croatia, H.E. Mr. Richard Mason Rodgers
 - Italian Ambassador to the Republic of Croatia, H.E. Mr. Paolo Trichilo
 - Deputy Ambassador of the People's Republic of China to the Republic of Croatia, Mr. Wang Peng
 - South Korean Ambassador to the Republic of Croatia, H.E. Mr. Sung-Wook Hong
 - Slovak Ambassador to the Republic of Croatia, H.E. Mrs. Hana Kovacova
 - President of the International University Sports Federation, Mr. Leonz Eder
 - International University Sports Federation Vice-President and Chair of the FISU Education Committee, Dr. Verena Burk
 - President of the Croatian Academic Sports Federation, Mr. Haris Pavletić
 - President of the Zagreb 2024 FISU World Forum Organizing Committee and FISU Executive Member, Mr. Marko Žunić
 - Vice-Rector for Art, Culture and Inter-university Cooperation, University of Zagreb, Ms. Jasenka Ostojić
 - Dean of the Zagreb University of Applied Sciences, Ms. Jana Žiljak Gršić
 - Dean of the Faculty of Kinesiology, University of Zagreb, Mr. Mario Bajić
 - Dean of the Međimurje University in Čakovec, Mr. Igor Klopotan
 - Dean of the Lavoslav Ružička University of Applied Sciences in Vukovar, Mr. Željko Sudarić
 - Head of the Department of Psychology, Catholic University of Croatia, Mr. Dragan Glavaš
 - President of the Zagreb Academic Sports Federation, Mr. Davor Pavlović
 - President of the Croatian Deaf Sports Association, Mr. Oliver Lakušić
 - Secretary General of the World Karate Federation and President of the Croatian Karate Federation, Mr. Davor Cipek
 - President of the Croatian Volleyball Federation, Mr. Frane Žanić
 - Director of the Croatian Volleyball Federation, Ms. Valentina Bifflin
 - President of the Croatian Badminton Federation, Mr. Ratko Galjer
 - Representative of the Croatian Olympic Committee, Mr. Neven Šavara
 - Representative of the National Sports Council, Ms. Danira Bilić
 - President of the UniSport Heart Foundation, Mr. Goran Šprem
-

ZAGREB 2024 FISU WORLD FORUM

Trg Dražena Petrovića 1, HR-10000 Zagreb

T +385 1 484 37 33

E fisuforum2024@unisport.hr

<https://fisuforum2024.unisport.hr/>

- President of the Croatian Students' Union, Mr. Berislav Žužić
- Sports Director of the European University Sports Association, Mr. Miha Žvan
- Assistant Director for Accommodation, Mr. Vlado Levak
- Deputy Head of the Office for Sports and Youth of the City of Zagreb, Ms. Kristina Singer

Speakers:

- President of the Croatian Academic Sports Federation, Mr. Haris Pavletić
- Deputy Mayor of Zagreb, Mr. Luka Korlaet
- International University Sports Federation Vice-President and Chair of the FISU Education Committee, Dr. Verena Burk
- President of the International University Sports Federation, Mr. Leonz Eder
- State Secretary and Special Envoy of the Prime Minister of the Republic of Croatia, Mr. Josip Pavić

Social and cultural program:

- Traditional Croatian dance specific to the Zagreb region performed by the Zagreb Folk Ensemble: "Dr. Ivan Ivančan"



9.4. Closing Ceremony

Location (place): The Main Hall - within the Stjepan Radić Student Dormitory

Name of venue: Kino Forum

Date and time: 31.8.2024., 18:00h

Duration: 18:00 – 18:50

Speakers:

- President of the Zagreb 2024 FISU World Forum Organizing Committee and FISU Executive Member, Mr. Marko Žunić
- President of the Croatian Academic Sports Federation, Mr. Haris Pavletić
- First Vice President of the Croatian Academic Sports Federation, Mr. Toni Gamulin
- Deputy Mayor of the city of Östersund, Mrs. Rosi Hoffer
- President of the Swedish University Sports Federation, Mr. Christopher Svensson



10.SPORT PROGRAMME

10.1. Official sports of the Forum

Prior to the Forum, it was decided that the official sports during the event would be futsal (a fast-paced indoor soccer variation played on a smaller field with five players per team) and beach volleyball (a team sport played on a sand court, similar to indoor volleyball but with specific rules adapted to the sandy environment). For each sport, we had a professional coach who conducted regular training sessions and was available to answer any questions.

In addition to the official sports, our goal was to bridge the gap between the theoretical knowledge gained during the morning lectures and practical application. Therefore, on the fourth day of the Forum, alongside the regular sports activities, we organized a judo training session with Marina Drašković and her team. They brought children with cerebral palsy to lead the training for any Forum participant who wished to join, demonstrating that sport knows no bounds.



10.2. Daily sport activities

Building upon the official sports program within the FISU World Forum, we organized daily morning workouts led by expert instructors. To infuse dynamism into the morning sessions and provide participants with opportunities for both physical activity and skill development, we incorporated a variety of exercises. The program included:

- Day 1: Universal exercises
- Day 2: Dodgeball
- Day 3: Cornhole
- Day 4: Universal exercises
- Day 5: Salsa lessons



Participants

On average, morning training sessions were attended by 25 to 50 people, depending on the specific activity scheduled for that day. Regarding afternoon activities, Futsal sessions had an average attendance of 25 participants, while Volleyball sessions attracted approximately 50 to 70 people. The judo training session had an attendance of around 40 participants.

11.COOPERATION WITH STAKEHOLDERS

11.1. City authorities

Cooperation with the City Authorities was exceptional, as the City of Zagreb was the main sponsor of the Zagreb 2024 FISU World Forum. From the very beginning of the initiative, which emerged in 2022 with the goal of hosting the FISU World Forum in Zagreb, they provided full support and actively collaborated with us in organizing the event. Additionally, through our collaboration with the city, we established partnerships with other city companies, such as ZET, which is responsible for public transportation, and which granted us free use of public transport during the forum.

11.2. Country authorities

Cooperation with state authorities commenced at the beginning of 2023 when we formally presented the Zagreb 2024 FISU World Forum project. As the budget of the Croatian Academic Sports Federation relies on the support of the Ministry of Tourism and Sports of the Republic of Croatia, they recognized the project from the outset and were actively involved in its organization. Additionally, in mid-2023, we initiated active communication with the Ministry of Foreign and European Affairs of the Republic of Croatia to timely arrange active cooperation regarding obtaining visas for all participants who required them. Due to the specific global situation, the cooperation intensified significantly as the number of requests increased and as the Forum approached. Moreover, we actively collaborated with the Ministry of the Interior of the Republic of Croatia to ensure a safe stay for all participants during the Forum.

11.3. University

As a partner institution, the University of Zagreb played a pivotal role in the successful organization of the Zagreb 2024 FISU World Forum. Through active participation of a committee member, the University offered extensive support, leveraging expertise and insights to enhance the overall event.

11.4. FISU

We would like to emphasize that our collaboration with FISU was exceptionally smooth and beneficial, making them the most crucial partner in the successful implementation of the project. From our initial meeting, communication flowed seamlessly with a clear focus on the next steps in organizing the forum. Our primary point of contact was the FISU Education Office, where we commend their swift communication and clear articulation of our expectations. Additionally, we collaborated with the Education Committee through online meetings and express our gratitude for their excellent cooperation and valuable advice in preparing for the forum.

12. COOPERATION AND COMMUNICATION WITH NUSF DELEGATIONS

12.1. Promotion of the Forum among NUSFs

A more detailed strategy employed for forum promotion is outlined in the latter part of this report. Additionally, we leveraged the email database provided by FISU to initiate contact with all NUSFs via email on several occasions. Subsequently, we followed up with all individuals who had entered general entry details via telephone, aiming to assist them with their registration process. The initial phases of communication were primarily used to disseminate the first newsletters containing crucial information about the forum.

12.2. Communication with Delegations prior to the Forum

Regarding communication in preparation for the forum, email was the primary mode of contact. As the forum drew nearer, telephone calls were also utilized. The most frequent inquiries pertained to visas, while some participants had additional questions concerning transportation, accommodation, or specific details related to the pre-conference program, sports activities, and excursions. All inquiries received during standard business hours (Monday to Friday) were responded to within 24 hours, taking into account time zone differences and the volume of incoming emails. This timely and comprehensive communication was deemed crucial for attracting a maximum number of NUSF members, especially during October and November, approximately 10 months prior to the forum.

12.3. Communication with Delegations during the Forum

Most of the communication during the forum took place verbally. On the first day, during the program presentation, we introduced all members of the Organizing Committee. This allowed participants to know whom to approach with specific questions. Additionally, we used a one-way WhatsApp group where only the admin could send messages. This was used to keep participants informed about the next day's schedule, including brief descriptions of specific locations or details related to each program item.

Furthermore, the accreditation's front-side QR code provided a direct link to a [Linktr.ee](https://linktr.ee) page, offering a centralized hub for additional information.

12.4. Communication with Delegations after the Forum

The follow-up communication following the forum was both efficient and effective. Participants were promptly issued their certificates of attendance and thank-you notes. Any subsequent queries were addressed swiftly, mainly concerning misplaced belongings

13.ACCREDITATION

Category	Total	Female	Male
Keynote speakers	9	5	4
International	5	3	2
Local	4	2	2
Local students as participants	4	4	0
FISU Family	34	17	17
FISU Executive Committee members	3	1	2
FISU Committees	21	11	10
FISU Staff	9	5	4
OC Guests	35	14	21
Local authorities	23	9	14
Marketing partners	12	5	7
OC team	50	38	12
Paid staff	36	27	9
Volunteers	14	11	3
Media	9	4	5
International	0	0	0
Local	9	4	5
University rectors	0	0	0
International	0	0	0
Local	0	0	0
Marketing Partners	9	5	4
Other categories	17	9	8

Country	Athletes			Officials			Total
	Men	Women	Total	Men	Women	Total	
Angola	0	0	0	1	0	1	1
Albania	0	1	1	0	0	0	1
Australia	0	2	2	0	0	0	2
Belgium	0	2	2	1	0	1	3
Canada	0	3	3	0	2	2	5
China	2	1	3	2	0	2	5
Colombia	0	0	0	1	0	1	1
Costa Rica	1	1	2	1	0	1	3
Croatia	1	4	5	0	0	0	5
Cyprus	1	2	3	2	0	2	5
Estonia	1	0	1	2	0	2	3
Europe	0	1	1	1	1	2	3
Finland	0	1	1	1	0	1	2
France	0	2	2	0	0	0	2
United Kingdom	1	2	3	1	0	1	4
Germany	0	1	1	1	3	4	5
Haiti	1	0	1	0	0	0	1
Hungary	0	3	3	1	1	2	5
Ireland	0	0	0	2	0	2	2
Iraq	3	0	3	1	1	2	5
Italy	1	0	1	1	0	1	2
Kenya	0	1	1	0	1	1	2
Republic of Korea	0	2	2	1	1	2	4
Kosovo	0	1	1	0	0	0	1
Saudi Arabia	1	1	2	1	0	1	3
Lebanon	0	0	0	1	0	1	1
Morocco	2	1	3	2	0	2	5
Montenegro	0	0	0	2	0	2	2
Netherlands	0	0	0	2	0	2	2
Norway	1	1	2	1	1	2	4
Poland	0	2	2	0	1	1	3
Portugal	2	0	2	0	0	0	2
Puerto Rico	0	0	0	1	0	1	1
South Africa	1	0	1	1	1	2	3
Singapore	2	4	6	0	1	1	7
Serbia	0	1	1	5	0	5	6

São Tomé and Príncipe	1	0	1	0	0	0	1
Switzerland	0	2	2	1	0	1	3
Slovakia	1	1	2	1	0	1	3
Sweden	1	1	2	3	8	11	13
Thailand	2	2	4	5	3	8	12
Chinese Taipei	1	1	2	0	2	2	4
Türkiye	1	0	1	0	1	1	2
Ukraine	0	0	0	0	2	2	2
United States of America	1	1	2	0	1	1	3
Zambia	1	0	1	0	0	0	1
Zimbabwe	0	1	1	0	0	0	1
Total	47	30	49	79	46	31	156

Number of general entries: 83

Number of individual entries: 116 Athletes + 112 Officials

14.ARRIVALS & DEPARTURES

	24.08	25.08	26.08	27.08	28.08	29.08	30.08	31.08	1.09	2.09
Arrivals NUSF	0	4	39	2	1	1	0	0	0	0
Arrivals other groups	0	3	20	4	2	3	0	0	0	0
Departures NUSF	0	0	0	0	0	0	0	2	43	2
Departures other groups	0	0	0	0	2	0	3	15	12	0

15.ACCOMMODATION

15.1. Accommodation for participants, FISU Family and LOC

Student Dormitory Stjepan Radić

Address: Jarunska Street 2, 10000 Zagreb

<https://www.sczg.unizg.hr/smjestaj/domovi/sd-stjepan-radic>

<https://maps.app.goo.gl/QdrJpmqPHjiFRabJ7>

The Stjepan Radić Student Village is the central student accommodation in Zagreb and the largest of its kind in the Republic of Croatia. Located at Jarunska Street 2, in the Zagreb neighbourhood of Horvati-Srednjaci, it is situated near the left bank of the Sava River, hence its popular nickname "Sava". The village comprises 11 student accommodation buildings, an administrative building, and ancillary facilities, providing a total of 4,031 beds. As part of the accommodation, there was a parking lot for buses, 30m away. In front of the entrance to the accommodation there is a parking lot that provides free access for 60 cars. The parking lot has a boom barrier so the places were reserved for participants. Parking lot is under video surveillance.

It is well-connected to the rest of the city by tram lines 4, 5, 14, and 17, as well as city bus line 109 (stop: Stjepan Radić Student Dormitory). The nearby Savski most transport hub offers additional connections to trams, suburban buses, and taxis.



To ensure a cohesive and standardized experience for all participants, the Organizing Committee arranged for all participations of the FISU World Forum to be housed in the same accommodation category. This centralized accommodation was in Pavilion 11 of the Stjepan Radić Student Dormitory.

Each apartment was designed to provide a comfortable and functional living space for the participants. Upon entering, a hallway led to a well-equipped kitchen, complete with a stove for cooking and a refrigerator for storing food. A dining area adjacent to the kitchen. A separate bathroom ensured privacy and convenience. The sleeping accommodations consisted of two individual bedrooms, each furnished with two single beds, offering a restful environment for participants.



15.2. Keynote Speakers and VIP guests

Keynote Speakers and VIP guests were accommodated at Hotel Zonar, located at Trg Krešimira Čosića 9, 10000 Zagreb.

Website: <https://www.maistra.com/hr/smjestaj/zonar-zagreb/#/>

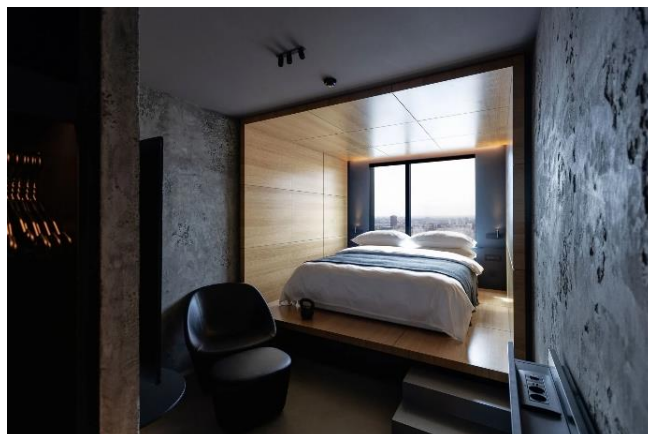
Location: <https://maps.app.goo.gl/ns8N5zvVXAEJmwjX8>

Each Keynote Speakers and VIP guest was accommodated in a single room. Rooms in this 4-star rated hotel are all modernly and elegantly decorated, having flat-screen TV with satellite channels, air conditioning, minibar, and desk. A private bathroom is fitted with a shower, a hairdryer and free toiletries. Bathrobe and slippers are at guest's disposal.

The hotel offers two restaurants, bar, gym and a rooftop pool with panoramic view of Zagreb, all available to Keynote Speakers and representatives and VIP guests free of charge.

The hotel is under 24-hour security guard and under video surveillance. It has its own private parking. Taxis can arrive right in front of the hotel, and the bus and tram stop are located near the hotel.

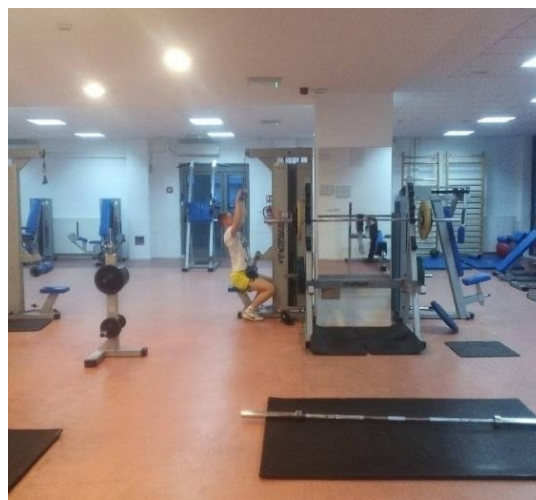
Pick-up spot for Keynote Speakers and VIP guests was in front of the hotel, with private cars and drivers who took them to the required destinations.



Accommodation	Single rooms	Double rooms
Students	20	26
Officials	64	0
Keynote speakers	5	0
FISU Family	22	0
OC	5	0
Other	12	0

15.3. Services at the accommodation sites

Within the Student village there was equipped gym and outdoor futsal court, both available free of charge to all participants.



There was a laundry room as well, with a washing machine and a dryer. Working hours 10:00 AM – 8:00 PM. The use of the laundry service was charged at 8 EUR.

The info desk was also located within the accommodation area, with working hours 8:00 AM – 10:00 PM. There were always two volunteers (speaking both Croatian and English) available to provide any information. Reception was open 24/7. Bed linens and towels were provided and changed twice during the week.



15.4. Transportation

Considering the experiences from past events (flight delays, late arrivals, etc.), shuttle lines were organized to welcome the participants, ensuring a maximum of 30 minutes wait at the airport. For that purpose, OC secured a bus (50 seats) and 3 vans (8 seats). All vehicles were air-conditioned. On the days scheduled for the participants' arrival, OC had a welcome desk at the airport operating non-stop to greet them and, depending on their group size, escort them to their means of transportation.

For the participants, we provided 3 pick-up points in Zagreb:

- Zagreb Airport (Franjo Tudman Airport)
- Zagreb's central train station
- Zagreb's central bus station

From the pick-up points, everyone was first brought to the accreditation centre, which was located in a dormitory on campus.

Furthermore, throughout the Forum, participants were arriving and departing outside of the official arrival and departure dates, and we accommodated these instances as well.

Given that the entire program, accommodation, and meals for the Zagreb 2024 FISU World Forum took place within the Stjepan Radić student dormitory and the Faculty of Kinesiology, which was located only 50 meters from the accommodation, there was no need for additional participant transportation.

For the FISU Family and VIP guests, we provided transportation as needed to other locations.

As part of the cultural day, during which participants travelled to the centre of Zagreb in the morning, two large city buses with a capacity of up to 130 people each were provided in both directions. In the afternoon, for the trip to Sljeme, we again had two large buses with a capacity of 130 people each, which took us to the cable car station where all participants ascended to the peak of Sljeme via cable car. Upon returning from Sljeme in the evening, four buses with a capacity of 50 people each were organized at different times to transport participants back. All transportation as part of the cultural day was free of charge for participants.



Throughout the Forum, from August 25th to September 1st, all participants of the Zagreb 2024 FISU World Forum had free public transportation.

15.5. Security

There were two people in charge of security. One security guard was provided by the accommodation building owner, and the other by the OC. Security personnel were increased exclusively on Friday and Saturday, resulting in a total of 5 security guards on duty during the nights of Friday to Saturday and Saturday to Sunday.

The dormitory security guard was available 24/7 and another security guard was on duty during the night hours. They were located near the reception, and the night security guard occasionally went through the entire dormitory for supervision.

They wore blue/black shirts and were provided with security equipment.

In collaboration with the Ministry of the Interior, police vehicle patrols were increased in the area surrounding the student dormitory throughout the entire Forum.

Enhanced security is achieved through the use of separate keys for each pavilion. Additionally, each apartment is equipped with two doors that can only be unlocked by the occupant of the individual room.

15.6. Catering

Catering for participants

Student Dormitory Stjepan Radić

Address: Jarunska Street 2, 10000 Zagreb

Name: Restaurant 2

<https://www.sczg.unizg.hr/prehrana/restorani/stjepan-radic-2>

<https://maps.app.goo.gl/GqPwHYckrpJJW1fi6>

Catering for the Zagreb 2024 FISU World Forum was organized within the student dormitory Stjepan Radić. With the capacity of over 400 people, 2 self-service lines, all the participants, volunteers, FISU members and LOC had their meals in this restaurant. All participants were provided with three meals per day at the student restaurant - breakfast, lunch, and dinner.

The basic menus were meat, fish and vegetarian. A daily menu was published each day. Due to high summer temperatures, lunch packages were not available. Restaurant schedules were organized

according to Forum programme so that every participant has enough time to have their meal in the student restaurant. All dishes were marked with ingredients in case of allergies.

All participants had access to the restaurant through their accreditation card. The meals were self-service, with water available at the end of the food line. The seating capacity was for 400 people and two food serving lines were open so the maximum of waiting in the line was up to 10 minutes.



15.7. Medical services

On the ground floor of the fourth pavilion, located approximately 30 meters from the entrance of Pavilion 11 where the FISU World Forum participants were accommodated, a first-aid station was established. The station, equipped with all necessary medical supplies, operated 24/7 in room 041. Prior to the Forum, arrangements were made with local hospitals to ensure prompt medical assistance in case of any emergencies involving international participants.

16.MARKETING

Partners and Sponsors

Partners

- Ministry of Tourism and Sports of the Republic of Croatia
 - City of Zagreb
 - University of Zagreb
 - Zagreb Academic Sports Federation
 - Croatian National Tourist Board
-

Sponsors

- City of Zagreb
- Zagreb Electric Tramway (ZET), the city's public transportation provider
- Zagreb Tourist Board

Part of the programme related to ESOM project was co-funded by the European Union.

16. MEDIA & BROADCASTING

16.1. Media & Broadcasting Overview

Taking into consideration the value of the event, we established communication with both national and local broadcasters. The primary objective was to ensure comprehensive media coverage, and widespread promotion across various platforms to maximize the event's reach and impact. The most interest was shown during the opening ceremony and first panel with extinguished guests. There was no livestream and regarding photographic coverage, our media team delivered photos through the Croatian national news agency, as well as made photos public via our own digital platforms.

16.2. Communication strategy

Throughout the pre-event phase we drafted and distributed pre-event press releases, including background information, event schedules, speaker bios, and high-quality images to engage the media and provide them with essential information. Digital networks were an important part of the strategy since there is a young population from all over the world, all using various social media channels. The absence of live streaming was compensated by extensive photographic coverage, with images distributed via the Croatian national news agency and uploaded to digital platforms, including our social media channels. The media team prioritized the timely delivery of high-quality photos and updates to both the press and the event's official platforms. Content was published primarily through Instagram (@fisuforum2024) and Facebook, keeping the event's audience engaged through continuous visual updates and event highlights.

16.3. Platforms used

- Website: Dedicated event website that served as the central hub for all event-related information:
<https://fisuforum2024.unisport.hr/news/>
- Social media: Event-specific profiles on platforms Facebook and Instagram to build anticipation and engage with global and local audiences through teasers and interactive content:
[@fisuforum2024](#)

- YouTube: Recap videos and lectures videos:
https://www.youtube.com/watch?v=UKYGsB5sDro&list=PLbewrL2C3NO4xXC_lus9OltqfyW0KK9UK

16.4. International promotion

The main audience was students, particularly international student ambassadors, so the event was promoted within the academic community. This was done in cooperation with FISU, FISU ambassadors, and other international student organizations who have direct communication channels towards students, as this was seen to be the easiest way to raise awareness about the event.

There were 39 posts on social media in the pre-event phase giving all important info, announcing keynote speakers and the topics and warming up the audience for the event.

16.5. Local promotion

Same as with international promotion, local audiences were targeted in collaboration with important partners and stakeholders such as the Croatian Academic Sports Federation, the City of Zagreb, and the University of Zagreb.

16.6. Event-time coverage

- Highlights & Recap Videos: Produced and distributed highlight reels and recap videos through social media, the event website, and media partners to maintain momentum and keep the event in public discourse.
- Photo coverage: Galleries were created to showcase all the important segments of the event.
- Social media live updates: Real-time updates across social media platforms, including recap of important sessions, sharing behind-the-scenes content, and posting interviews with participants.

There were 30 posts on social media channels during the 5-day period which produced the following results:

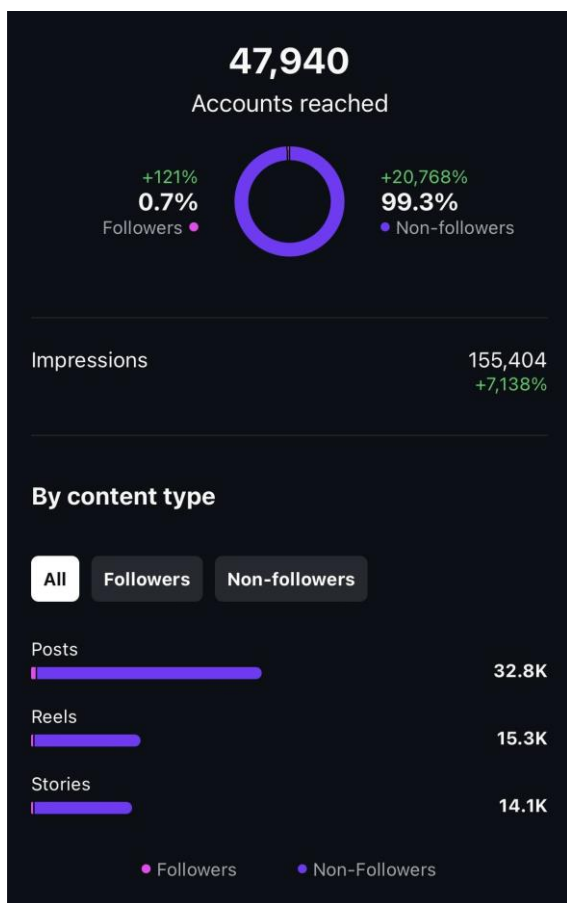
ZAGREB 2024 FISU WORLD FORUM

Trg Dražena Petrovića 1, HR-10000 Zagreb

T +385 1 484 37 33

E fisuforum2024@unisport.hr

<https://fisuforum2024.unisport.hr/>



Almost 50k profiles reach, most of which are non-followers.

Excellent engagement rate and audience willing to participate in creating stories and posts overall.

Average views of 1300 profiles on stories and an average of 150 likes on posts.

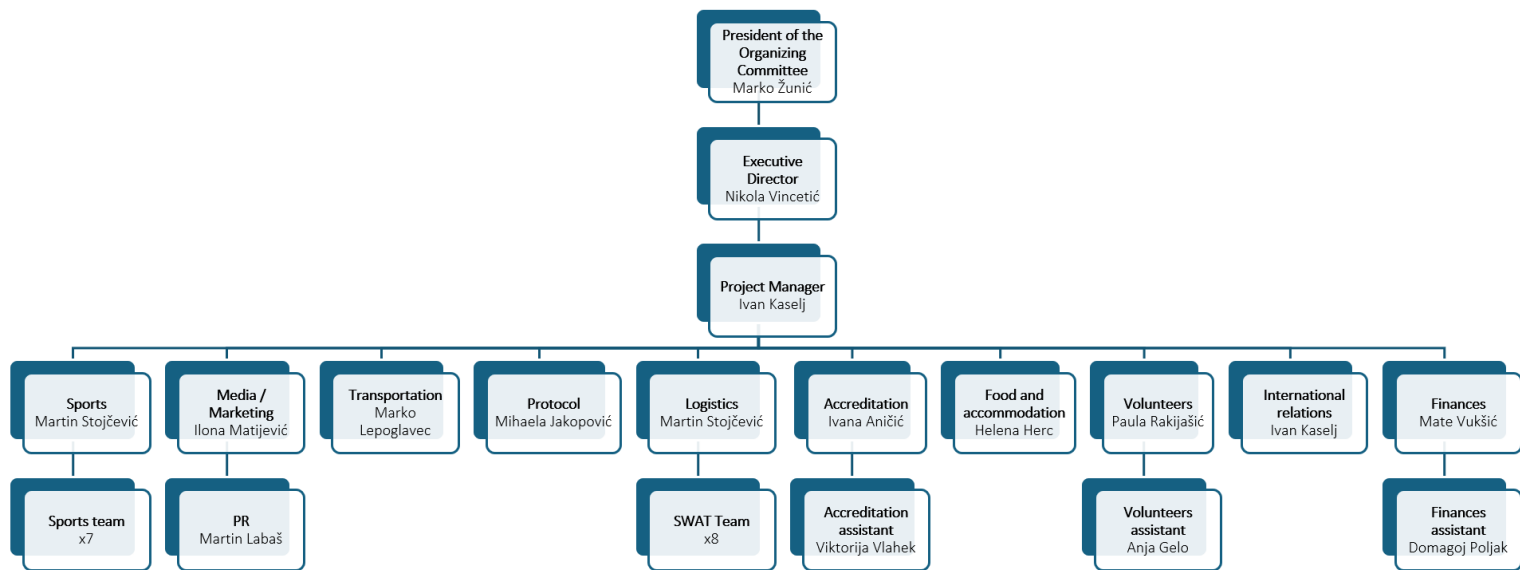
16.7. Post-event communication

- Post-Event Press Release: Issued a comprehensive post-event press release summarizing the event's success, key outcomes, and future initiatives discussed during the forum.
- Post-Event Social Media Posting: Using all content gathered during the event and communicating with participants on social channels.
- Media Coverage Report: Compiled a detailed report on media coverage.
- Post-Event Publications: Coordinated the creation of post-event publications, including a digital collection of all event photos, videos and presentations (in the same folder as the photos), along with keynote videos from the forum sessions, available at:

https://www.youtube.com/watch?v=UKYGsB5sDro&list=PLbewrL2C3NO4xXC_lus9OltqfyW0KK9UK

17. ORGANISING COMMITTEE

17.1. OC Structure



17.2. Volunteers

Volunteer programme was organised in 5 volunteering teams: Media team, Forum team, Accreditation centre team, Transport team and Info point team. Volunteering shifts started on August 21th and lasted until the final departures on September 1st.

Volunteering teams responsibilities:

Media team:

- Social media content (photo, video, writing)
- Editing and preparing content

Forum team:

- Giving out the microphone during Q&A time
- Venue tour
- Setting up the stage (snacks, gifts)
- Stocking the coffee break table (coffee, snacks)
- Assistance to participants
- Assistance in opening and closing ceremony

Info point:

- Information hub open from 8:00 till 22:00 every day during the event

Accreditation centre:

- Preparing and distributing accreditation cards
- Active from August 21st

Transport team:

- Welcoming all participants in four locations: main bus station, main railway station, airport, dormitory
- Active from August 25th till August 31st

All volunteers participated in pre-event duties that included preparing and placing signalization within the dormitory and packing welcome gifts.

Applications

Application form for volunteers was published on June 27, 2024, and resulted in a total of 55 applications, 12 of which were international applications.

Link: <https://forms.gle/FPv2kyc6LrkZMHA9>

Volunteers in numbers

Volunteers	Male	Female
Local Volunteers	3	4
Volunteers outside of Zagreb	0	10
International volunteers	1	0
Total	4	14

Number of volunteers in accommodation: 11.

Youngest volunteer was 17 years old and the oldest 26 years old.



17.3. Services for the OC

Throughout the duration of the forum, all members of the Organizing Committee were entitled to complimentary meals, official event t-shirts, accommodation, private transportation during daytime hours, and free public transportation.

18.FINANCE

Thirty-five percent of the budget was secured through participant registration fees, which amounted to 70 euros per day. The remaining funds invested in organizing the Zagreb 2024 FISU World Forum were obtained from sponsors, with the City of Zagreb being the largest and most significant contributor. The process of collecting registration fees was quite time-consuming as each participant had to be reviewed individually, and most of the arrival and departure dates entered were incorrect, requiring additional communication. To streamline this process, it would be beneficial if each NUSF could input the data for their delegation, and the system would automatically generate an invoice with the local organizer's IBAN account. This would encourage NUSFs to pay earlier, as the current system makes it difficult to know who will actually end up attending the event.

18.1. Participation fees

Pursuant to the decision of the organizing committee, the participation fee for the Zagreb 2024 FISU World Forum was reduced. Specifically, the fee for members of the FISU Executive Committee and FISU Student Ambassadors was decreased from 70 to 60 euros.

19.CHALLENGES

One of the primary challenges we encountered during the forum organization was the significant discrepancy between the number of NUSFs that had initially registered and the actual attendance. Despite consistent communication with the NUSFs, it proved difficult to accurately predict who would ultimately be able to attend the event in Zagreb. Consequently, formulating a precise budget for the forum based on the registration data was challenging. The unpredictable nature of attendance made it hard to allocate resources effectively.

20.RECOMMENDATIONS

20.1. Recommendations to FISU

As previously mentioned in the report, it would be beneficial to simplify the system so that NUSFs can easily modify their arrival and departure dates, but also to initially restrict their selection to a range from the first to the last day of the event. This is because there have been instances where participants mistakenly entered arrival dates in the past, such as April 2017. Additionally, it might be useful to allow for individual registrations where the exact flight time can be entered once it is known, but no later than 15 days before the arrival date.

Furthermore, it would be advantageous for the head of delegation, after entering the arrival and departure dates for the entire delegation, to immediately receive a quote for participation in a competition or educational event. This would significantly reduce time-consuming communication and assist the organizing committee in managing communication channels.

The system currently allows for the addition or removal of participants at any time, so it would be beneficial to implement a notification system that informs the OC about newly registered NUSFs or individual registrations, as well as any cancellations.

It is important to reiterate that the FISU representatives have always been available to assist us in resolving any issues and have greatly facilitated the process.

20.2. Recommendations to future Forum Organising Committee

As future organizers of the FISU World Forum, we encourage you to embrace the experience of organizing this truly significant event. It is an opportunity to create lasting memories for participants from around the world.

We strongly recommend initiating contact with NUSFs promptly, preferably via email initially, followed by phone calls to confirm details. The Zoom presentation proved to be a valuable tool for engaging potential participants. We suggest maintaining a clear and concise approach during these presentations, as we found that they led to a significant increase in confirmed attendees.

However, we would like to emphasize the importance of patience when communicating with NUSFs. Responses to emails may be delayed, and follow-up phone calls are often necessary. Given the diverse linguistic backgrounds of NUSF representatives, effective communication may require additional effort.

To streamline the organization process, we recommend establishing team leaders approximately six months prior to the forum. While there is no need to expand the leadership team excessively, it is crucial to identify key individuals who will be responsible for specific tasks and have a thorough understanding of the unique requirements and challenges associated with hosting such an event.

20.3. Recommendation to the participating NUSFs

We strongly recommend that all NUSFs actively participate in FISU World Forums. These events offer an ideal balance of theoretical programmes and free time, providing an excellent opportunity for NUSFs to establish meaningful connections, collaborate on future projects, and exchange innovative ideas, ultimately contributing to the advancement of university sport. The organizers have invested considerable effort in creating a comprehensive website and regular newsletters, which address many potential questions. Therefore, we encourage you to carefully review all provided materials and emails, as most of your queries may already have been answered.

21. PHOTOS & VIDEOS

21.1. Photos

Arrival day

<https://drive.google.com/drive/folders/1V4tjpBphP1nWkhvyunCHGQaDe04flaD0>

Day 1

https://drive.google.com/drive/folders/1bhMX5VskIL25_1K0piwB_CVQKY53vPFG

Day 2

<https://drive.google.com/drive/folders/1w-UeFNO1FSNiQPZtlfH4CrhumpN4wyC>

Day 3

https://drive.google.com/drive/folders/12DluBfnhjiwV_ziAWR-8SXdGJ1KUHvDu

Day 4

<https://drive.google.com/drive/folders/11irnwluTwWsWLSH1s3NzkOfkZh9xxMF6>

Day 5

https://drive.google.com/drive/folders/1Gzf3WKFcRXQaFmc5Qql_Y2uwsIKryJhB

21.2. Videos

<https://drive.google.com/drive/folders/1f3K2DYIWkMAxExJVwgeXJpDOJYaj2WgW>



ESOM

ENHANCING SPORT ORGANISATIONS
AND MANAGEMENT

Co-Funded by the European Union.

Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.



Co-funded by
the European Union



UNIVERZA
V LJUBLJANI