

GENERAL ASSEMBLY 2011

ISCA DELEGATE FILE

22 OCTOBER 2011, PARIS - FRANCE



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1. Welcome by President Mogens Kirkeby



Dear Friends,

Welcome to the ISCA General Assembly 2011 Paris, France.

We are meeting at the 17th ISCA General Assembly with the aim of “*Moving People*”. We are meeting with the aim of sharing experiences, practices and political arguments for creating societies of “*Moving People*”. We are meeting to provide, share and transform international knowledge into national development.

Since 2004 we have combined the ISCA General Assemblies with open congresses on specific topics with actuality and relevance for the ISCA members as well as for other stakeholders of the Sport for All sector. The congress topics have been “Education and development through sport” (2004), “Fair Play” (2005), “Autonomy of Sport for All” (2006) “Get Fit, Healthy and United Through Sport for All” (2007) and “Sport and Health – from theory to practice” (2008). In 2009 we introduced the congress brand “MOVE” with the topic “MOVE2009 Active Cities –sport, health and citizenship” followed by the “MOVE2010 Sport and Health – strategic partnership” and this year we connect the General Assembly with the “MOVE2011 - Think global, MOVE local”.

With the title “Think global, MOVE local” we would like to underline our main aim to provide, share and transform international knowledge into national development.

The 17th ISCA General Assembly

The General Assembly is our highest authority and this role cannot be stressed enough. It is our democratic platform to discuss, decide and elect. At the General Assembly, we will gather to update each other and to discuss and decide on future directions. One of the topics for us to discuss and decide is the ISCA 2012-2013 priorities. These priorities will be direction and guidelines for the members, Executive Committee, Continental committee and not least for the staff.

The priorities 2012-2013 are important directions and tools which can pave the way for successful practical and political actions. “*Moving People*” successfully!

ISCA is the members – the members are ISCA

For an umbrella organization as ISCA the members are the body and soul. ISCA is the members - and the members are ISCA.

Members and especially the core members’ commitments and contributions have been crucial for ISCA historically and will be very important ISCA in the future. Therefore, members and membership as such, should be discussed at our General Assembly. We should discuss how to secure that all members – with the diversities of capacities that we naturally have – both benefit from membership and contribute to the development of ISCA. We should discuss how the members with less capacity can be more involved in our activities and how the members with higher capacity can strengthen the profile and activities of ISCA for the benefit of all member and the grassroots sport and physical activity sectors.

Election of Executive Committee

This year, for the first time since the foundation of ISCA, all members of the Executive Committee are standing for election at the same General Assembly. Two years ago we changed our statutes and created two years election periods. This year one President, two Vice Presidents and five member of the Executive Committee have been nominated and are standing for election for a two year period 2012-2013. The Executive Committee is the political leadership of ISCA between the General Assembly. Therefore it is important that the General Assembly give its guidelines and support to the future Executive Committee.

Thank you to our local hosts, La Ligue de l'Enseignement, Union Française des Œuvres Laïques d'Education Physique (UFOLEP) , Union Sportive de l'Enseignement du Premier Degré (USEP) and the associated MOVE2011 congress partners, Sport and Citizenship, the French Ministry of Sport and the French National Olympic and Sport Committee (CNOSF).

UFOLEP and USEP are founding members of ISCA. They have either together or individually been represented in the Executive Committee since the foundation of ISCA in 1995. UFOLEP and USEP together with La Ligue de l'Enseignement, also represents a long French tradition of creating civic and voluntary based organizations for the purpose of improving life of the citizenship. This movement did not come easy in France, but when it was a reality it was a strong reality and a tradition which has developed the country. UFOLEP and USEP, together with the three other French ISCA members represents a pluralism and diversity of grassroots sport in France – as well as the they underline the belief of pluralism and diversity we practice within ISCA.

On behalf of the ISCA members, I would like to thank UFOLEP and USEP political leaders and staff members for long lasting commitment, for your efforts during preparation of the MOVE2011 congress and the 17th ISCA General Assembly

Kindest regards,



Mogens Kirkeby, President

2. General Assembly 2011 Agenda and programme

Starting at 9:00

1. Opening and welcome by the President of ISCA, Mogens Kirkeby-
2. Election of two chairpersons for the General Assembly
3. Adoption of the Agenda
4. Round of presentation of delegates and guests.
5. Adoption of new members
6. Report by President.
7. ISCA 2012-2013 priorities
Presentation by president followed by comments and discussion of the priorities.
8. Committee and Network Reports.
The written reports in the Delegate File can be assisted by short oral presentations.
Including election of ISCA EUROPE Chairperson and adoption of on year work plan.
9. Report of the Secretary General
 - # Project Report 2011:
 - # ISCA Financial Development including accounts 2010
 - # ISCA Budget 2012 (for adoption)
 - # ISCA membership fee 2012 (for adoption).
10. Elections
All nominated candidates are invited to give a three minutes motivation for their candidature.

Standing for election are:
President (1)
Vice Presidents (2)
Executive Committee members (5)
11. Proposals
Members can forward proposals they would like the General Assembly to deal with to the President prior to the General Assembly.
12. Invitations and messages from members
1) Announcement of the host of MOVE2012 and General Assembly 2012
13. Miscellaneous
14. Closure of the General Assembly 2011

- Finish at 17:00

3. Elections for General Assembly 2011

Background

Election procedure as stated in ISCA Statutes § 7

“The General Assembly shall elect the Executive Committee.

Nominations with acceptance by the nominal person of the position are valid only if they have been received by the President six weeks at least before the General Assembly-

The President must forward these nominations to all General Assembly delegates four weeks before the General Assembly.”

Nominations received

By the deadline (10th of September) for nomination of candidates to ISCA Executive Committee ISCA had received the following nominations

- President: Mogens Kirkeby (nominated by Danish Gymnastics Associations, Denmark)
- Vice presidents: Herbert Hartmann (nominated by Deutscher Turner Bund, Germany)
Maria Luiza Souza Dias (nominated by Servico Social Comercio, SESC sp, Brazil)
- Members (in order of longest serving, followed by date of nomination):
- Jean-Claude Arnaud (nominated by Union Sportive de l'Enseignement de premier Degré USEP, France)
- Liliana Ortiz de la Cruz (nominated by Compensar, Colombia)
- Rado Cvetek (nominated by Sport Union of Slovenia)
- Toni Llop (nominated by Unio Barcelonina d'Associacions Esportives, UBAE Catalonia, Spain)
- Cheung Siu Yin (nominated by the Gymnastics Association of Hong Kong, China)

In case one or more of the nominees withdraw or are not elected, nominations can be taken from the floor.

Executive Committee tasks

Executive Committee – political leadership and strategic forum

The Executive Committee is the democratic base elected among and by the members. The Executive Committee is through the General Assembly given the day to day political leadership of ISCA.

Besides being the political leadership the Executive Committee is a strategic forum where experiences, trends and challenges for the sectors influencing on and relating to grassroots sport and physical activity are discussed among an international group of experts.

Executive Committee –main tasks

1) Strategic organizational decisions

- Activity and resource priority
 - Prepare, propose and discuss priorities of activity and resources for discussion at the General Assembly.
 - Extract from General Assembly discussions and decisions the priorities and suggest overall implementation and work plan.
- Structural decisions
 - Propose the most adequate and efficient organizational structure for discussion at the General Assembly.

- Decide and implement the most adequate and efficient organizational structure regarding continental and sub-committees

2) Advocacy

- The Executive Committee is advocating for adequate attention to the grassroots sport and physical activity sectors towards members and external relations.
- Provide members with international knowledge for national political advocacy.
- Present evidence based knowledge, positions, projects and campaigns to relevant international external relations.
- In collaborations with members present evidence based knowledge, positions, projects and campaigns to relevant national external relations.

3) Guidelines for and collaboration with the secretariat

- Guidelines for secretariat
- The Executive Committee provides overall guidelines for implementation of activity and resources priorities and where relevant for the work of secretariat.
- The Executive Committee requests reports and updates from the secretariat through the secretary general on the implementation of the priorities. The ongoing cooperation regarding projects will be organized in the
- Political Project Group, composed of Executive Committee members.
- Collaboration with the secretariat
- The collaboration between Executive Committee and Secretariat is based on and respectful and open dialogue between Executive Committee members and staff members.
- The primary relation is the Secretary General.
- The Executive Committee members assist and support the secretariat in identifying new sources and partners for funding

Below, you will find personal CVs/motivations of candidates. The nomination letters of the candidates' organizations can be found online on the ISCA web site.

Motivation from Candidates



Mogens Kirkeby

President of the International Sport and Culture Association since 2007.

Educational background

Master of Science – Sport, organizational development and sport policies.

Exam. art. – Social science and international politics.

Copenhagen University, Denmark

I have been engaged in the development of ISCA since 1998 and seen our development from an idea to an operational organisation. In this period ISCA has - due to committed organizations and individuals - made it possible for "Sport for All" and recreational physical activity to climb the political agendas. I would like to contribute further to this process in the coming election period.

The ISCA membership is quite diverse. I see this diversity of the ISCA members as a strength, but also a clear symbol of that we do not consider the big, rich or developed organizations better than the smaller organizations struggling hard to improve the life of citizens around the world.

ISCA is an international organization, but to me also a mission – a mission to improve the life of people through "Sport for All" and recreational physical activity.

It is my hope, that you will give me the mandate to lead this mission as president of ISCA the next two years.



Herbert Hartmann

Professor (retired) for sport science University Darmstadt (Germany).

Main subjects of teaching and research: sport and education; historical and topical perspectives of sport development; quality management in organized sport; sport for senior citizens; health enhancing sport.

Involvement in organized sport: General Gymnastics-Board-member in the German Gymnastic Federation (responsible for senior-sport). Member of the expert-group of BAGSO (Federal Association for Senior Organisations). Vice-president of the International Sport and Culture Association (ISCA). Active in different European Networks (Education; Volunteering; Active Aging).

Motivated through the good experience with “the shared leadership” and the successful progress in our work I’m highly motivated to serve ISCA to the best of my abilities further on.



Maria Luiza Souza Dias

My name is Maria Luiza and I am from São Paulo - Brazil.

My education background as well as my values put me in close proximity to sport.

I have always worked in the sportive area and my present position is the Regional Manager of Sports at SESC São Paulo and the coordinator of ISCA in Latin America.

SESC – Social Service of Commerce - is a private non-profitable institution of national scope with 432 branches in Brazil. In São Paulo State, 33 branches offer culture, sport and leisure to 1.626.250 members – workers of commerce and services companies as well as to the entire community.

well as to the entire community.

We strongly believe that sports practice is important for the individual development once it naturally brings knowledge, the expansion of potentialities and straightens relationships.

In the area of Sport for All we occupy a leading position in the American Continent with the coordination of Challenge Day already multiplied to 4023 cities in 22 countries and the formation of the Pan American Federation of Sports for All - FEPADET.

As coordinator of ISCA Latin America Committee we are concentrating efforts to promote its values and mission which are of extreme importance to move people, encourage leadership and build healthier communities.

In the institutional context, I am sure that tracking the large steps of ISCA to build international network among people, cultures and organizations of different sectors of society it is not an easy task but I am motivated and prepared to contribute with this important mission while vice president of this association.



Rado Cvetek

I was Initiator of 1ST EUROPEAN CONGRESS OF SPORT FOR ALL, which was organized in cooperation with two international sports organizations: ISCA and CESS.

As member of EC ISCA and EC CESS I have strove that Sports Union of Slovenia has become an important partner in forming the policy of sport for all in the European Union and a supporter of the development of sport for all in South-Eastern Europe. The

Union will further enhance its partnership cooperation with key world, European and national organizations for sport for all, e.g. International Sport and Culture Association (ISCA), Confédération Européenne Sport Sante (CESS), Danish Gymnastics and Sports Associations (DGI) and Unione Italiana Sport per Tutti (UISP) from Italy. The Union also plans to take the initiative to establish an informal alliance of key, competent and

relevant national organizations for sport for all from South-Eastern Europe.

I was important facilitator between Sports Union of Slovenia and UBAE in the establishment of an international company ŠUS EUROFITNESS.

As executive director of Sports union of Slovenia I was active and involved in ISCA activities through projects: PATHE, 100 MILLION MORE EUROPEANS ACTIVE IN SPORT AND PHYSICAL ACTIVITY BY 2020, EuroVolNet, SANTE, Sport and Cultures in Dialogue, MOVE2010, SPORT CITIZEN FORUM...

I would like to stay close to decisions that will be made on international level in Sport for All and bring new dimensions and energy for future cooperation.



Sin Yin Cheung

Prof. Sin Yin Cheung is professor and program coordinator of Master of Social Sciences in Sport and Leisure Management at the Department of Physical Education at Hong Kong Baptist University. She received her master's and doctoral degrees in Physical Education from Springfield College, MA. U.S.A.

As a prolific researcher, she has written over 65 refereed publications as well as authoring 15 books and book chapters. She has received research and teaching development grants in excess of HK\$5.3 millions and has delivered over 170 keynoted, invited, professional, and scholarly presentations around the world.

Prof. Cheung has been widely recognized for her excellence. She was the recipient of the Medal of Honor (MH) by the Hong Kong Special Administrative Region Government for her outstanding service in the Sir David Trench Fund Committee and valuable contribution to the promotion of gymnastics in Hong Kong. Furthermore, she was inducted as the Honorary Research Fellow at the Dr. Stephen Hui Research Centre for Physical Recreation and Wellness. In America, she was inducted as a Senior Fellow by the American Leisure Academy and a Research Fellow by the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD). She had also been listed as an International Who's Who of Professionals by the Who's Who Historical Society as well as the Who's Who in Hong Kong.

As a previous gymnast herself, Prof. Cheung has a passion for gymnastics. She is the Chairperson of the Gymnastics Association of Hong Kong and has fulfilled different roles in the world of gymnastics such as international judge, head of delegation and executive committee member of the Asian Gymnastics Union.

Finding tremendous satisfaction in her career choice, Prof. Cheung plans to continue her current capacity and promote wellness through leisure, physical education and gymnastics both locally and internationally.



Jean-Claude ARNAUD

I am Jean-Claude ARNAUD

Member of USEP National Director Committee and responsible of International life for more than ten years. USEP (Union Sportive de l'Enseignement du Premier degré) is under the umbrella of Ligue de l'Enseignement which is a very old popular education association created in 1866. USEP was created in 1939. It's one of the biggest scholarly sports federation of France with more than 850 000 members distributed in more than 10 000 associations of public schools. USEP is a sports, educational and citizen movement. Its activities take place in and around primary schools.

I am elected in the ISCA Executive Committee for 2003 and I wish to continue to devote my energy to ISCA.

ISCA is indispensable to development of grassroots sport. Also, the support of ISCA greatly facilitated the relationship with other ISCA member associations and permitted to establish international links in a very short time.

Create ISCA was a great challenge for our predecessors, now we have to continue its development in the world. Being elected, I would contribute to participate at this great adventure.



Liliana Ortiz De La Cruz

My name is Liliana Ortiz De La Cruz and I am from Colombia, South America. I have been a member of ISCA Executive Committee for the past ten years. This is the fourth time I present my name for election. I want to continue on the Executive Committee for the next period and move forward with the work done so far.

My request is based on a combination of several factors that I consider important for the projection of ISCA in Colombia and South America:

1. As an ISCA member, I have gained representation in both the private and public sectors within cultural, health, sports and recreational organizations. This representation opens doors and builds alliances to continuing and developing more projects. Our organization ISCA is now very well recognized in this region.
2. Similarly, the programs developed or supported by ISCA in Colombia have been successfully accomplished with a huge impact in the massive population improving their quality of life, building institutional linkages and social connections.
3. I think I have gained enough confidence to continue promoting ISCA and its philosophy between the different sectors and organizations, which validates my work as an ISCA member.
4. The work I do in my professional field is closely related to the one I do as an ISCA member. The company I lead develops educational and recreational projects regarding sensitive issues for the community as, among others, prevention and health promotion, unwanted pregnancy in adolescents, physical inactivity and healthy lifestyle.

Therefore, I would like to ask for your vote in order for me to continue representing ISCA as a member of the Executive Committee.

4. President's Written Report 2011

The President's written report is an introduction to the oral report at the General Assembly and should be seen in connection with the "ISCA Annual Report 2011" and "ISCA 2012-2013 Priorities".

Headlines:

- Moving people – Moving faster
- Understanding and acting in the reality!
- Grassroots sport is TOP of the POP – not the bottom of a sport pyramid!
- Big events – big mistakes!
- Separation and time to find new partners!
- Knowledge is not always enough – Snapshot 1
- Acting in reality – Snapshot 2

Moving people – Moving faster

The last year can be described as a successful year where our slogan "ISCA - Moving people" could be added "ISCA - Moving faster". The "ISCA Annual Report 2011" illustrates clearly that despite of financial crisis in general and for some of our members in particular, we have managed to develop and improve measures on almost all parameters.

We have a double strategy to combine the "Walking" with the "Talking" and in short we can conclude that in 2011 we "walked faster" and "talked louder".

Thank you to all who took part in and contributed to our "Walking" and "Talking" towards the common goals.

At an ISCA General Assembly it is time to consider both internal and external perspectives. Right now we see a growing interest to be member of ISCA and we have an open attitude towards entities working with the aim of developing and promoting the areas we describe with terms like Sport for All, Grassroots sport and recreational physical activity. New members are most welcome!

The members are ISCA and ISCA is the cooperation among the members, so as a reality check we should discuss how we want see our organization develop in the future.

How does our focus on diversity go hand in hand with the very different levels of involvement among the members?

How does this diversity go hand in hand with the active democracy that we see in effect at the General Assemblies – not least in election years like in 2011?

The following report is an introduction to the debate at the General Assembly and I hope it can trigger comments and questions to be discussed on the 22nd of October in Paris.

In the following, I would touch upon some important Sport for All political issues which are part of the Sport for All reality – and therefore part of ISCA's reality.

At the end I give two concrete political "snapshots", which I hope serves as precise illustrations of the sport political reality we operate in.

Understanding and acting in the reality!

Grassroots sport and recreational physical activity is action in the reality. The ISCA members act in the reality locally, nationally and internationally. Citizens' wishes, ideas and expectations to their social and recreational life – this is the concrete reality of ISCA members. Understanding and acting in this reality is the daily challenge for ISCA members and it is the primary task for ISCA to assist and support the members to analyze and to act according to the actual expectation, needs and demands of citizens.

To act and react on knowledge and understanding of the reality is not only an internal matter for ISCA. It is a matter for all serious stakeholders within the sport and physical activity sectors – also here we would like to offer our assistance.

I believe we can be proud of the progress we have made in this particular field the last year.

Our practical projects, which have the primary purpose to provide knowledge and inspiration for understanding and creating actions in the local and national realities, have increased in quantity - and in my opinion as well in quality.

Our political positions and statements, which have the primary purpose to explain and illustrate societal challenges and solutions to political decision makers, have the last year reached more politicians and political institutions than ever before. It is my impression and sincere hope, that our evidence, analysis and positions have inspired and qualified the political decision making.

The ISCA way of acting is an open dialogue based on evidence and sharing inspiration. This way of acting has been recognized and acknowledged by several of our external partners. The mission to provide evidence and inspiration in an open and dialogue-based interaction should be continued and developed to other sectors we seek cooperation with.

We have so far had our primary focus on the civil society sector, the political decision makers and the sectors closely and directly related to sport and physical activity. We have achieved recognition and appreciation for our way of working. We have met progress and interest in practical cooperation from external partners.

However, we have also identified and been confronted with organizations, which to my opinion still stick to and promote outdated stereotypes of the sport and physical activity sectors, instead of acting on evidence-based reality.

I believe our direction and ways of working are clear, precise and correct and we should pursue this as well in the future.

ISCA will in the future seek our primary external partners among organizations, institutions and companies, which, despite being very different from ISCA, share the vision to create innovation of grassroots sport and physical activity and promote knowledge-based interventions.

Grassroots sport is TOP of the POP – not the bottom of a sport pyramid!

Grassroots sport and participation is TOP of the POP and not the bottom of a sport pyramid. Unfortunately, we still meet the outdated perception that all sectors of sport and recreational physical activity are part of a pyramid model with grassroots sport as the bottom and elite sport at the top. A pyramid model which claim a very high interaction and relations between the various levels.

But it is history and not a mirror or model of the reality!

Grassroots sport and participation in general is TOP of the POP and we should acknowledge the strength and utilize it efficiently.

POP – whether it is describing a music style or a fashion trend is short for POPULAR. In other words it is popular or widespread among ordinary people. Grassroots sport is alone by its numbers and by its participation at the top of popular human activity. It is simply TOP of the POP.

History and evidence shows us which ways to go and which way not to go in order to develop sport participation. But there is still some way to go to reach evidence-based visionary sport policies.

It is therefore very encouraging when researchers study the reality of sport and when they produce data and models explaining and illustrating this reality.

Researcher Jeroen Scheerder from KU Leuven has introduced a more specific illustration of the sport sector in the so-called: “**Church Model**”.



Source: Scheerder (2007: 19)

Scheerder, J. et al. (2011). Understanding the game: sport participation in Europe. Facts, reflections and recommendations (Sport Policy & Management 10). Leuven: KU Leuven/Research Unit of Social Kinesiology & Sport Management.

The “Church Model” illustrates more precisely the various sectors’ size and interaction and importantly the limited or non-existing interaction between recreational sport, the major part of competitive sport and the elite sport. The “Church Model” is more precisely than the Pyramid illustrating the reality and especially the grassroots sport and recreational physical activity sector.

Big events – Big mistakes!

Another barrier in communicating the reality of the sport sectors is the myths about big events boosting participation. This misunderstanding is unfortunately very strong and unfortunately also very appealing to the media.

Several researchers have pointed out that there is no direct effect. Big events do not boost participation. After some big events a short term “Fireworks marketing” can be registered. But it is very short-lived and not efficient. In fact we have examples that the level of participation after a big event is even lower than before.

The question is:

Why do some organizations and promoters of big events consequently use the argument that the big events will boost participation when they are campaigning for the event?

Why do some organizations and promoters of big events use “the boost of participation” when justifying why significant amounts of public resources are being spent on big sport events?

To me it is pretty clear. Participation is “TOP of the POP” and something event makers would like to lean on. Grassroots sport and participation are in general better arguments than the big events itself. The aim seems

to be to “explain” that the huge amount of resources being spent in very short time on an elite sport event - will “trickle down” to grassroots level.

But we do not really buy that story anymore!

ISCA will continuously work on providing decision makers and promoters of small and big elite sport or grassroots sport events with relevant knowledge and arguments.

It is not about being against big events. It is about being against the exploitation of grassroots sport and recreational physical activity as justification of massive spending on big events, where the benefits for grassroots sport and recreational physical activity is very limited taking into account the total amount of resources spent on such events.

Separation and time to find new partners!

As the reality and the “Church Model” illustrate a stronger polarization in the sport sector is developing. On one side we have the huge number of “Moving people” – those who are doing grassroots sport and recreational physical and on the other side we have a small group of highly specialized competitive elite sports people. Two different very groups - in size, interest, demands and goals.

On one side we have organizations, institutions, politicians and researchers describing and acting in the reality. On the other side we still have organizations and media keeping outdated myths in sport alive.

A more polarized world of sport and physical activity is a reality.

For ISCA the choice is easy. We are 100 % focusing on the grassroots sport and recreational physical and we will act in reality!

This position consequently means that we should consider, which partners will be the most relevant ones for us to reach our objectives. Which partners will be the most relevant ones for us, both within the international sport sector and outside the sport sector.

One month ago I was invited to speak at the “7th World Summit on Internet and Multimedia” in Shenyang China. Internet and Multimedia at the first glance seem quite far from our sector, but at a closer look it might not be the case. In short we can say that almost any grassroots sport or recreational physical activity has a component of internet and multimedia. Be it getting the information where to be active when, or using multimedia devices as an active part of the activity, such as the various GPS tracking systems. Over the last very few years the social media have exploded in numbers of users. We see new ways of connecting, “be-friending” and communicating. As a marketing and motivation tool the social media seem to be a start of a small revolution, which definitely will influence our way of organizing ourselves – also in the grassroots sport and recreational physical activity sector.

The social media have enormous potential in motivating and mobilizing people in the sport structures. But it has the same potential for motivating and mobilizing people without being part of the organized sport structure. In short, the clubs and associations have to provide more than the social media – more than information about when, what and where the activity takes place. If this basic information is the “only” thing the clubs and associations provide, it seems clear that the cheap, fast and interactive social media is an attractive alternative.

The internet and multimedia sector is an interesting and challenging sector for us. It is interesting because of the potential to motivate and mobilize, but it is also challenging – in fact because of the opposite argument: As almost any grassroots sport or recreational physical activity has a component of internet and multimedia – also almost any physical *inactivity* is highly influenced or motivated by internet and multimedia.

The internet and multimedia sector is one of a number of sectors where our future partners will be found, likewise the health sector and outdoor and urban planning. These are sectors we should be open to in the efforts to develop the grassroots sport and recreational physical activity – and not least in order to better reach out to the big groups of people who are physically active outside the associations or those who would like to become physically active.

It is our task to develop new partnerships which can assist more people to be physically active and to share the experiences better and faster. This will support us in our overall goal: **ISCA Moving People**.

Mogens Kirkeby, ISCA President, October 2011

Knowledge is not always enough – Snapshot 1

UN and IOC keeping myths alive. Commentary by ISCA President Mogens Kirkeby.

The missing correlation between the big events and increase in participation is quite clear. Several studies show that big events do not boost participation. This is not a problem in itself. The problem is that parts of the sport sector continuously try to keep this old myth alive. Unfortunately many organizations seem to have an interest in arguing against the evidence and reality.

In May the second edition of the "International Forum on Sport, Peace and Development" jointly organized between UN office on Sport, Development and Peace (UNOSDP) took place in the UN headquarter in Geneva. The Forum illustrated very tight relations between UNOSDP and the IOC. Unfortunately, it also became a platform to promote the old myth about big events being a “booster” of participation in sport. A number of speakers from both co-organizers promoted this myth and when questioned by researcher in the audience, this researcher was literally told to study latest research better!

Physical inactivity is the fourth leading death risk according to the World Health Organization and clearly one of the most effective health promoting tools in the hands of the sport sector is to increase participation in sport and physical activity. However, to be a serious stakeholder in health promotion, we have to build our propositions on evidence and there is no evidence that big events are very efficient in raising participation in sport and physical activity.

The sport organizations that work seriously with utilizing grassroots sport and physical activity in health promotion know that it is crucial to base our promises on evidence. Our partners in the health sector want facts and evidence - not assumptions and myths.

It not only can, but it will damage the recognition of the whole sport sector as a serious partner in promoting health, when such myths are conveyed and I find very critical that a high profiled institution as the UN office for Sport, Development and Peace create a platform for such messages.

Acting in reality – Snapshot 2

European Union Politicians and the European reality

Over the last 16 Months we have through ISCA EUROPE communicated our message to increase the participation in sport and physical activity. We have had success in communicating evidence, challenges and solutions to the problem that more and more people are inactive.

ISCA EUROPE has organized two Hearings at the European Parliament, we were invited to speak at the Public Hearing organized by the European Parliament committee for culture. ISCA EUROPE participated as one of four organizations in the structured dialogue meeting during the Belgium EU Presidency. And we campaigned very strongly and with success for the members of the European Parliament to sign the Written Declaration promoting increased support for grassroots sport in Europe. The Written Declaration did – against many odds - reach more than the required 50% of Parliament members signature and this underlined two things; that ISCA and the other stakeholders supporting the proposal can reach out and convince the members of the European Parliament, and that the members of the European Parliament see the grassroots sport sector as a sector, which should have more attention at European level and in the various countries.

The members of the European Parliaments initiative and support to this Written Declaration ran parallel with the Council (for Sport ministers), who 19th of November 2010 gave their support to the idea and importance of sport for all. In their conclusion the EU sport Ministers says:

Support the "Sport for All" principle based on equal opportunities by:

- 1. Increasing the overall participation in sport and providing encouragement for physical activities to as many citizens as possible, including young people.*
- 2. Paying special attention to social inclusion in sport of people who are currently not physically active, mainly among socially disadvantaged groups.*
- 3. Bearing in mind that access to "sport for all" is important, including the accessibility and availability of sport facilities, infrastructures and venues to as many people as possible, in particular to persons with disabilities, as well as the importance of enabling persons with disabilities to participate on an equal basis with others in recreational, leisure and sporting activities.*
- 4. Encouraging gender equality in sport, especially concerning access to sport and representation in decision-making bodies, and including active measures against gender stereotyping.*

5. ISCA Priorities 2012-2013

*Draft by Executive Committee for discussion at the ISCA General Assembly on 22 October 2011.
The text on boxes is the main text that is then explained with more information below each box*

Content:

1. Introduction
2. Political profile
3. Internal
 - Members
 - Continental committees
 - Secretariats
4. External
 - Sectors
 - Governing bodies
 - Alliances
5. Network, projects and events
 - Networks
 - Project
 - Events
6. Communications
 - Mass communication tools
 - Knowledge-sharing and facilitation
 - Political and media visibility
7. Finance

1. Introduction

ISCA Priorities 2012-2013 proposes and describes the organizational priorities for the following two year period. The *ISCA Priorities 2012-2013* is a further elaborated description of the 3 page document *ISCA identity and strategy*.

The *ISCA identity and strategy* and the *ISCA Priorities 2012-2013* is the Executive Committee's proposal for presentation at the ISCA 2011 General Assembly.

2. Political profile

ISCA has created, demonstrated and communicated a stronger political profile over the last years. The profile is building on words like:

- Access to Physical Activity and Sport for All
- Participation and the principle of Sport for All, the right to participate – not only for the chosen few.
- Sport and physical activity for social change (health, social inclusion, youth empowerment, etc.)
- Human resources empowerment for Sport for All development. Especially the aspect and challenges of volunteers.

The ISCA profile is based on a twofold strategy of "Walking" and "Talking" or in other words on practical international based project and political messages and communication. The last years both elements have

developed. Projects have always been a political priority for ISCA and the last years the amount and quality has developed very positively.

Also the political communication has developed the last year. The political communication has, due to an overall stronger platform, had both an internal and external value and importance the last years. The strongest example on a valuable external example is the latest communication successes of ISCA EUROPE, which at the same time also involved many European members in effective and positive ways.

At the same time the sport political environment seems more polarized and clear. It is clearer today which entities have a genuine interest in and priority of the grassroots sport and recreational physical activity sector and which entities have priority of the elite sport sector.

This makes it at the same time clearer with whom we should seek strategic alliances, which entities can be our allies and partners, when it comes to political communication and whom are still sticking to the historical stereotypes of the sport sector.

One of ISCA's strengths so far has been our flexibility and ability to react on given opportunity.

We should continue to have such open priorities and be able to act and react when profitable and valuable for the ISCA mission.

But nothing comes only by *re-action*! We shall discuss and decide on priorities, which we believe can be specific actions creating a stronger political profile as well as support the general philosophy of ISCA.

We strive to reach our organizational objectives through a twofold strategy of "Walking" and "Talking" based on trustworthy and evidence based knowledge and experience. As well as in shorter slogans like:

"ISCA Moving People"

"Moving People – Healthy People"

"Moving People – Active Societies"

"100 million more European active in sport and physical activity by 2020" (Europe)

"The right to participate – Sport for All"

"Moving People for Life Long Learning"

"Volunteering! Make a difference!" or "Volunteers make differences!"

3. Internal:

Members

ISCA is open for all organisations that utilize the societal benefits of Sport for All and see sport as cultures of movement.

With a starting point in national sport NGOs, we will engage members that are internationally active and have a desire to share and develop through international inspiration and action to induce social change. We will carry out annual campaigns to inform potential members about the political and practical benefits of membership.

We will intensify the contact to the members and through closer dialogue activate and include more members in regular activities and communication.

ISCA is open for all organisations that utilize the societal benefits of Sport for All and see sport as cultures of movement.

The openness and inclusiveness are main pillars in the philosophy of ISCA. Entities which have a genuine interest to collaborate to develop the recreational sport and physical activity sector are welcome as members. The benefit and utilization of the an ISCA membership goes hand in hand with the members' involvement in activities, bilateral connections to other members and contributions to and availability for international knowledge-sharing.

The members of ISCA are diverse in many ways; culturally, historically, financially, capacity wise, etc. We want to see this diversity as a strength, being aware of that the diversity and variety also creates some challenges in our international collaboration.

With a starting point in national sport NGOs, we will engage members that are internationally active and have a desire to share and develop through international inspiration and action to induce social change.

Our philosophy is based on openness and the interest to sharing information, experiences and knowledge. We believe that sharing openly is the fastest way for development, both for ISCA as international organisation and for the national members. Even though the open and transparent attitude is not the most widespread and general attitude in the sport sector, it is a fundamental idea of ISCA, which we will pursue. At the same time, we will prioritise those members that show the same openness, actively engage in ISCA offers and that show genuine interest in proactive development.

We will carry out annual campaigns to inform potential members about the political and practical benefits of membership.

The members are ISCA! Therefore active members, both longstanding members and new members, are crucial for the development of ISCA. We believe that many new entities could benefit of being members of ISCA and we will through an annual membership campaign inform and invite new entities to consider joining ISCA. The campaign will be targeted to countries and organizations where we have identified the clearest potential.

We will intensify the contact to the members and through closer dialogue activate and include more members in regular activities and communication.

The diversity of ISCA members and the national developments within the member organizations will naturally lead to some members being very active and others being less active. Over time we also see members shift from being less active to very active – and vice versa. To ensure that the members are as active as possible we will intensify contact to members which we believe have the potential and could benefit from being more active in the field of international collaboration within ISCA.

Continental Committees

ISCA will develop the international cooperation on a continental basis. We will strengthen the Continental Committees in Asia, Latin America and Europe as the vehicle for this development.

We will invite to cooperation with likeminded organisations at the North American continent both politically and practically.

We will discover how relations to and between African based organisations can be strengthened.

ISCA will develop the international cooperation on a continental basis. We will strengthen the Continental Committees in Asia, Latin America and Europe as the vehicle for this development.

We will prioritize the continental development. The continental activities are a means to promote the ISCA philosophy adapted to the continentally specific cultures and challenges. Our goal is to develop ISCA within each continent, adapting to the diversity and preferences of the members. Such development should take into account the special needs of the grassroots sport and physical activity sectors more than try to impose one model of ISCA activity and structure to the various continents. The key words are diverse continental development and inter-continental inspiration.

The continental diversity culturally and historically calls for diverse development initiatives. We will carry out our initiatives based on updated knowledge about the grassroots sport and physical activity sectors, the continental opportunities and challenges. Continental bodies should be a main point of communication with the respective ISCA members.

Latin America

ISCA Latin American work has been in a very positive process the last years. We want to utilize this and stimulate further continental development.

ISCA Latin American clearly seems to be the continent where ISCA can both contribute to and develop the philosophy of sport for all and at the same time develop as an organization.

We will support the continental leadership to develop and optimize both political and practical initiatives. Both "Talking" and "Walking".

This includes:

- Overall organisational priority to continental development
- MOVE 2012 Congress at Latin American continent (Brasil)
- Assist in reaching broad Latin American participation in MOVE 2012 Congress
- Assist development of physical activity promotion campaign in 2012 and beyond
- With a starting point in the increased public Brazilian sport focus (due hosting football world cup and Olympic Games in 2014 and 2016) we will establish initiatives to ensure balanced focus on grassroots sport and physical activity vs. top sport and mega events.
- Further develop and utilize the scholarships and previous scholarship holders of the International Youth Leader Education
- Support further development of Latin American Youth Committee and its activities

Asia

ISCA Asia has been developed from its organizational starting point in the South East Asian Gymnastics Confederation (SEAGCON) and chaired by SEAGCON secretary general N. Shanmugarajah. In 2007 the ISCA General Assembly and Congress was held in Kuala Lumpur, Malaysia. The membership base in ISCA is diverse underlined by a culturally and historically diversity for sport and physical activity sector in the Asian countries.

We will support ISCA Asia to move to a more operational level with more regular activities in Asia and for Asian members.

This includes:

- Support the process of retrieving information about the Sport for All situation and the status of the physical activity sectors in Asian countries
- To support and encourage regular communication among the Asian members
- To support regular member activities – as minimum one meeting for ISCA members annually
- Strengthen the political relation and representation of ISCA Asia internally and externally
- To establish a broader group of key resource persons with interest and capacity to develop stronger continental network and collaboration
- Organise ISCA events with an educational perspective annually

Europe

The development of the European Continental activities evolve around **ISCA EUROPE** as a political forum among the European members working to develop internal political cooperation and external political communication and activities. There is a strong need to voice the viewpoints of grassroots sport to the numerous European institutions that relate to sport for all, and ISCA EUROPE aims to expand the very successful measures already taken.

ISCA EUROPE pursues a twofold strategy. Firstly to involve more members in the European Sport political work and to keep a high level and high amount of external political actions and communication.

Secondly, the European Continental activities develop as a result of the general activities of ISCA due to a significant number of European members and because of the various project opportunities that exist with co-funding for activities in Europe. Special priority is given to create links and connections between these projects and ISCA EUROPE political communication.

North America

We will invite to cooperation with likeminded organisations at the North American continent both politically and practically.

Over the last year we have identified institutions and organizations with likeminded views on recreational and health oriented sport for all. We will seek to create closer relations to these entities, both in political and practical areas.

We will identify and propose close, but flexible working relation in order to find directions for the best and fastest way to develop.

The goal is to have a stabile platform of members, partners and activities on or with relevance for the North American continent.

(Formal or information relation to North American Continental Committee/ or Executive Committee.

Organization of Special interest is Canadian based ParticipAction)

Africa

We will discover how relations to and between African based organisations can be strengthened.

The last years, the relations to the very diverse members at the African continent has been very sporadic. A few members have taken part in a two way dialogue. Since 2004 there has not been a formal African Continental committee with the aim of connecting African members and producing activities and communication special targeting African ISCA members and the recreational sport and physical activity sectors.

Over the last three years we have decided to focus on the African members and issues of sport and development topics by actively supporting the International Platform for Sport and Development.

www.sportanddev.org

We have strived to establish events on the African Continents, such as Global Youth and Sport Forum originally planned for Johannesburg December 2011.

- A task force including representatives of ISCA members and key persons related to the International Platform for Sport and Development will be established to prepare short analysis and consideration and proposals for ways forward for ISCA and the idea of developing the recreational sport and physical activity sectors.

Secretariats

ISCA aims at having highly qualified staff from a variety of countries in the world. We will build sustainable staffing and secretariats for the main office as well as the Continental Committees. This will include job-swapping, job placements, volunteer staffing etc.

ISCA staff has the role to support the political leadership of ISCA, to assist ISCA members in their development, and to proactively initiate and engage in both political and project oriented activities. The main office in Denmark is the hub for this development, and in Latin America, SESC is hosting a part time staff to assist ISCA continental development. Respecting financial limitations, we will develop new models to increase human resource input to the continental development. This will include job-swapping, job placements, volunteer staffing etc. Engaging long term volunteers from other continents as staff in the main office is another way to contribute to the continental development.

4. External :

Sectors

ISCA will create, demonstrate and communicate a stronger political profile building on the individual right to access to physical activity; to participate in recreational sport for all; to use sport and physical activity for personal development and social change.

ISCA develops partnerships and open cooperation with all sectors related to the 'Sport for All' movement. Especially the sectors dealing with health, education, environment, social integration, volunteering and special social target groups will be in focus.

We will intensify and establish closer collaborations to partners with operational interest and capacity for cooperation at political and practical levels.

We will further strengthen our relations and partnerships with the commercial sector. We will describe our own interests and capacity and actively seek committing partnerships that lead to concrete cooperation projects

ISCA will create, demonstrate and communicate a stronger political profile building on the individual right to access to physical activity; to participate in recreational sport for all; to use sport and physical activity for personal development and social change.

ISCA will develop a position paper on a rights-based approach to sport and physical activity, and based on this develop both its political communication and practical projects.

ISCA will fight old stereotypes about the sport sector and outline the specific profile and benefit of grassroots sport to society, to the benefit of our members.

ISCA will react on hearings, questionnaires etc., and we will give our input at public meetings as well as via our formal representation to public stakeholders. We will however also proactively set agendas and define messages of relevance to the grassroots sport sector and communicate these widely, e.g. in the form of campaigns.

ISCA will further assist our members in their political communication with their stakeholders on a national level.

ISCAs political communication shall be based on evidence and facts, and will encourage all stakeholders to do the same.

ISCA develops partnerships and open cooperation with all sectors related to the 'Sport for All' movement. Especially the sectors dealing with health, education, environment, social integration, volunteering and special social target groups will be in focus.

We will intensify and establish closer collaborations to partners with operational interest and capacity for cooperation at political and practical levels.

Our primary target partners - Inter-governmental organizations:
United Nations

- WHO
- UNESCO
- UNOSPD - UN Office Sport for Development and Peace
- UNICEF
- UN Habitat

Other

- UNASUR
- National Ministries with responsibility for sport, education, health etc.

European Union

- European Parliament - primarily the Culture Committee
- European Council - relation through structural dialogue, and national ministers of sport
- European Commission
 - Directorate Education and Culture (including sport and Citizenship)
 - Directorate Health and Consumers (European Platform for Action on Diet, Physical Activity and Health)
 - Directorate Enlargement
 - Directorate EuropeAid Development & Cooperation

Council of Europe

- Directorate Democratic Governance, Culture and Diversity (including Enlarged Partial Agreement on Sport)
- Directorate Democratic Citizenship and Participation (including the Youth Department)
- European Youth Foundation

Secondary Partners:

- Committee of the Regions (EU)
- European Economic and Social Committee

Our primary partners – International NGO's:

- International Platform for Sport and Development
- Play the Game
- European Civil Society Platform on Life Long Learning
- Sport and Citizenship
- Streetfootballworld
- HEPA Europe
- ECAS (European Citizens' Action Service)
- World Social Forum

Secondary Partners:

- European Federation of the Sporting Goods Industry
- World Federation of the Sporting Goods Industry
- European Health and Fitness Association
- Homeless World Cup
- Nordic Youth Associations
- European Confederation for Sport and Health CESS
- European Fair Play Movement
- European Federation of Company Sport
- International Workers' Sport Association CSIT
- ENGSO and ENGSO Youth
- TAFISA/ESFAN
- AGE Platform (Network of 150 organizations of and for Seniors)

We will further strengthen our relations and partnerships with the commercial sector.

We will describe our own interests and capacity and actively seek committing partnerships that lead to concrete cooperation projects. The initial analysis will deliver concrete products and possibilities as well as a first list of potential partners. ISCA seeks this cooperation as it can inspire ISCA members and provide them with new opportunities as well as because it can provide a new development opportunity for ISCA as an international umbrella.

Governing bodies

ISCA aims to have ongoing dialogue and strong relations to governmental bodies of relevance to 'Sport for All'. ISCA will focus on international bodies with political influence, financial and/operational capacity, and will further cooperate with member organisations in their contact with national and regional governments. ISCA will seek formal representation with governmental bodies where possible and relevant.

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List of our formal representations:

- European Union: Member of European Platform for Action on Diet, Physical Activity and Health
- Council of Europe: Member of Consultative Committee of Enlarged Partial Agreement on Sport
- Council of Europe: Member of the Advisory Group on Youth
- Member of the Steering Committee of International Platform for Sport and Development (chairing 2009-2011)
- Member of the Program Committee of Play the Game
- Member of European Civil Society Platform on Life Long Learning
- Member of ECAS – European Citizens' Action Service
- 2011: Member of the European Year of Volunteering Alliance
- 2012: Member of the European Year for Active Ageing Coalition

ISCA will seek formal representation with governmental bodies where possible and relevant.

European Union: Observer of Expert group: Sport, Health and Participation

Alliances

ISCA will actively encourage and engage in international alliances between umbrella organisations in the field of 'Sport for All'.

ISCA will actively encourage and engage in international alliances between umbrella organisations in the field of 'Sport for All'

ISCA has an open attitude to likeminded international organizations in the field of Sport for All and recreational physical activity. So far, cooperation that has political and practical impact has been limited. We will however continue to openly invite for such cooperation.

We will prioritize cooperation where contribution and benefits are two-ways and developing seen from an ISCA perspective.

5. Networks, Project and Events

Networks

ISCA facilitates self-sustaining thematic networks that share knowledge and develop actions.

ISCA facilitates self-sustaining thematic networks that share knowledge and develop actions.

ISCA networks are a source of information and inspiration, a medium for bilateral contacts and a way to identify and discuss ongoing and new challenges and how to meet them.

ISCA networks are lead by one or more member organizations that define the network agenda, activity level and ambition. The work in ISCA networks can be supplemented by ISCA projects with external funding where relevant and possible.

ISCA networks are in principle open to organizations from other sectors that share an interest in the network theme.

Projects

ISCA will implement and join major projects in partnership with member organisations and bodies from related sectors. We will also facilitate project cooperation inside the ISCA network.

We will strive for a better continental outreach to enable members from various continents to join our projects.

ISCA will implement and join major projects in partnership with member organisations and bodies from related sectors. We will also facilitate project cooperation inside the ISCA network

Based on external funding opportunities, ISCA will fundraise and develop projects of relevance to its members. Where possible, external sectors will be included in the project partnership to provide further inspiration. Projects should be financially sound, preferably have multiple funding sources and large enough to have a lasting impact and reasonably low administrative burden.

ISCAs project portfolio will be monitored by the Political Project Group, which is composed by Executive Committee members.

We will strive for a better continental outreach to enable members from various continents to join our projects.

Funding opportunities have been most plentiful in Europe to date, but ISCA will actively prioritise projects that have a broader geographical scope. Where needed, ISCA will invest more own resources in such projects.

Events

ISCA will organise open events to share international knowledge as the basis for continuous learning and development in the 'Sport for All' movement. Every year, we will host congresses, trainings, seminars and workshops of high quality and impact for old and new audiences.

We will strive for a better continental outreach to enable participants from various continents to join our events.

ISCA will organise open events to share international knowledge as the basis for continuous learning and development in the 'Sport for All' movement. Every year, we will host congresses, trainings, seminars and workshops of high quality and impact for old and new audiences.

ISCA will organize its congress annually in connection to the General Assembly. The congress should be the "flagship" of knowledge sharing and development, and will be an open event organized in a broad consortium of partners whenever possible.

Further events can be organized inside the framework of a project, or outside. Where there is a specific development need, ISCAs own resources can be invested in special development-oriented or experimental events.

We will strive for a better continental outreach to enable participants from various continents to join our events.

ISCA will ensure that all continentally organized events are opened for inter-continental participation. We will further work actively to place events so to contribute to bigger geographical variety. Where needed, ISCA will invest more own resources in such events.

6. Communications

Mass communication tools

ISCA will use a diverse set of efficient mass communication tools including social media in order to reach in particular sport organization leaders, youth leaders, political decision makers and member organisations. ISCA will annually publish magazines, newsletters, provide web information and target relevant information to sectors in 'Sport for All'.

ISCA aims to have a very broad outreach to stakeholders in grassroots sport. In particular, we target Leaders at different levels as they have the capacity for transferring international knowledge into national action and change. Our mass communication tools will vary according to the different needs and experiences of our target groups and should provide reader-friendly, accessible information on international developments in grassroots sport.

Knowledge sharing and facilitation

ISCA will enable organisations and individuals to transform international knowledge to national and local action. Therefore, ISCA secretariats will be open and accessible hubs of information and motivation for international cooperation.

ISCA will provide contacts, opportunities, materials and individual advice to members and stakeholders. We will share our knowledge freely and openly.

ISCA will engage its members to develop their own international contacts and bilateral exchanges as well as their own international projects, where relevant with external funding.

Political and media visibility

ISCA will be the advocate of 'Sport for All' vis-à-vis political bodies and the media. We will highlight the societal potential of the sector and voice the challenges ahead.

ISCA will supplement its direct political contact with broad communication in different international and national media in order to create maximum awareness about sport for all and ISCA viewpoints. We will formulate easily accessible visions and messages and vividly advocate for the grassroots sport sector.

7. Finance

The last three years have been the most successful in ISCA's lifetime when it comes to financial turnover. This is due to a combination of income for the general operating costs and for an increasing number of externally funded projects with a demand for co-financing. Co-financing requirements is however also a barrier for ongoing project expansion.

In 2012-2013 we will work to ensure further income for general operating costs as well as co-funding for projects from alternative sources, in order to lessen the barriers posed by project co-financing requirements.

We will develop larger projects to lower the relative administrative burden and to increase sustainability. We will work to increase the equity to up to 20% of turnover to reduce financial vulnerability.

6. Secretary General Report

The ISCA Secretary General Report in the Delegate File 2011 consists of the below elements. They are supplemented by *ISCA Annual Report 2011* (distributed to all delegates), which gives a broad overview of recent priorities, projects and financial status. At the General Assembly I will further give an oral report with some additional views on ISCA's work.

- Activity Report
 - Illustration: Projects Overview
 - Illustration: Project Scoreboard
 - Illustration: Fundraising Status
 - Illustration: Income Sources
 - Illustration: Financial development 2007-2010
- ISCA Accounts 2010
- ISCA Budget 2012 for adoption (and revised budget 2011 for information)
- ISCA membership fee 2012 – for adoption

Activity Report

ISCA and in particular the ISCA secretariat has over the last years consciously developed to become a **project organization**. We have pursued this systematically, as it means

- We increase efficiency by using project management tools
- We increase financial turnover by attracting external project funding
- We increase involvement of members as more members are being involved in specific projects
- We increase outreach as projects are a good way to engage other sectors and organizations
- We increase impact, by being a “doer” in grassroots sport

At the same time, being a project organization raises some questions

- Will we keep focus on members that are not part of projects?
- Will we keep focus on activities that are not part of projects?
- Will we develop activities in continents where project funding is not readily available?
- Will we contribute well enough to the political messages of ISCA?

These questions need to be addressed on an on-going basis. And in 2011, the Executive Committee decided to establish a **Political Project Group** with the purpose of strengthening the link between the Executive Committee and the ISCA (project) secretariat, among others to address the above questions. Vice president Herbert Hartmann is chair of the Group.

Financially, the projects are posing a challenge albeit a positive one: Project funding from external resources covers only 60-80 % of the costs. So ISCA invests some of its own unrestricted resources in the projects. But the unrestricted resources are limited, and so there is also a limit to how many projects ISCA can actually “afford” to implement.

It is also a challenge that projects entail some financial risk. If the projects are not managed well, there is a risk of overspending or of less donor support than expected. This is why the Executive Committee has decided that ISCA over the next four years should aim to build equity of up to 20% of turnover. This is a solidification and a buffer which is comparable to other organizations.

As for **future prospects** in developing ISCA activities, I would highlight some interesting opportunities that ISCA could pursue

- assisting ISCA members to fundraise and implement their own international projects
- ISCA being partner in other international organisations' projects
- ISCA working more closely with corporate partners

- ISCA working more on a consultancy basis or as an expert in consultancy projects in grassroots sport (typically in developing countries)
- ISCA working more systematically to increase the number of donors for each project, eg by approaching foundations.

ISCA is and should be an organization in development. We combine “walking” with “talking” and have raised the bar for how much an international umbrella in grassroots sport can do in both areas. The General Assembly is the time for ISCA members to review this development and to give guidance to the priorities needed in the years to come.

Jacob Schouenborg
Secretary General

ISCA Project overview

ISCA

Project overview

Project	Lead partner	2011												2012												2013													
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
SANTE	ISCA																																						
MOVE	ISCA																																						
EuroVoNet	ISCA																																						
Youth training courses	ISCA																																						
ISCA Congress	ISCA																																						
Global Youth & Sport Forum	ISCA																																						
Top Leader Meeting	ISCA																																						
SPORTVISION2012	ISCA																																						
Good Governance	ISCA																																						
EU-China Youth NOYCE	Ollerup																																						
C-Saw Youth conference	South Lanarkshire Leisure																																						
IRIS (Roma integration)	UISP region																																						
e-learning Fitness	University of Rome																																						
Fitness against doping	EHFA																																						
MIMOSA (integration)	UISP																																						

The list is not including e.g. Executive Committee Meetings, bilateral partner meetings, other seminars, EVS projects, ISCA network meetings, etc.

ISCA Project Scoreboard

Project / Executive Com. Priorities	Create and share knowledge*	Provide international project experience*	Fundament for future bilateral partnerships*	Illustrations and lobby effect*
Ongoing projects				
MOVE	😊😊😊	😊	😊	😊😊😊
EuroVolNet	😊😊😊	😊😊😊	😊😊	😊😊
Youth training courses	😊😊	😊	😊	😊😊
Global Youth and Sport Forum	😊😊😊	😊	😊	😊😊😊😊
ISCA Congress	😊😊	😊	😊	😊😊
SPORTVISION2012	😊😊	😊	😊😊	😊😊😊
Good Governance	😊😊😊	😊😊	😊	😊😊

* Our primary goals for projects are:

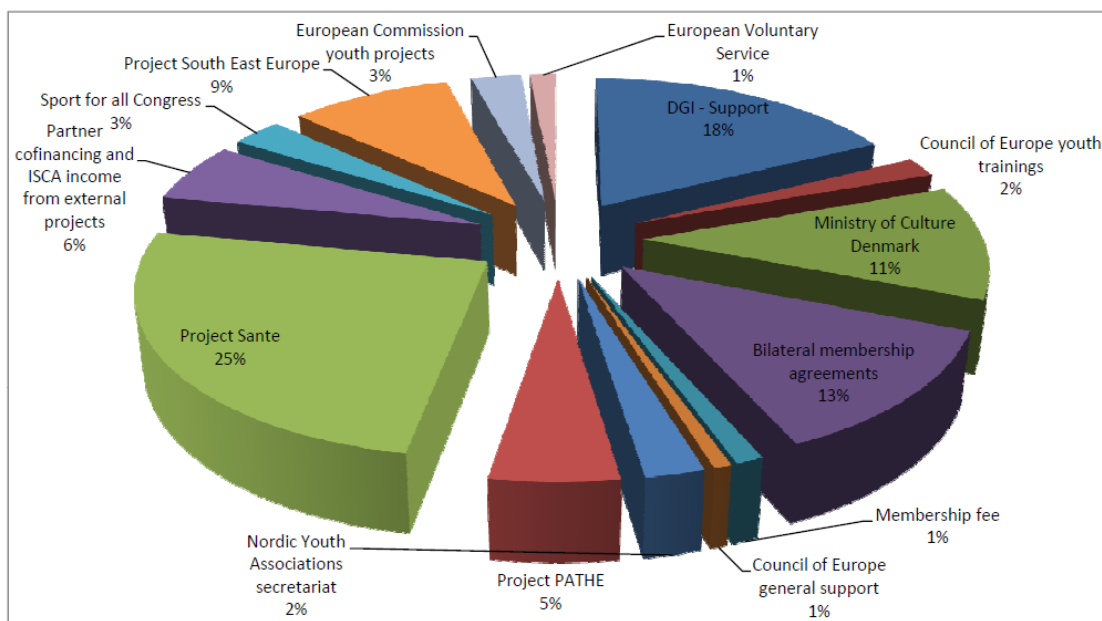
- To create and share knowledge on the projects main topic among the project partners.
- To provide the project partners experience within international cooperation to be able to utilize international networks and contact.
- To establish a fundament for future bi-lateral partnership between project partners.
- To illustrate and create visibility for Sport for All initiatives. In other words: Lobby for the Sport for All sector.

ISCA Fundraising Status

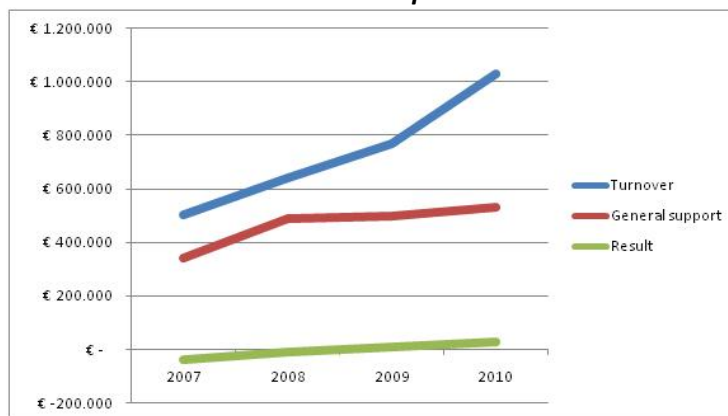
Note: This list includes applications which have budgetary impact on 2011 or beyond.

Deadline – Donor	Status	Activity – Date	Amount requested	Amount Granted
Applied in 2009				
31 August - EC Sport Unit	Accepted	SANTE	295.000	295.000
EACEA - Youth in Action - Active	Accepted	ACTIVE 2010-11	79.000	79.000
Applied in 2010				
EVS 2010-11	Accepted	2010-11 (Romania/France)	18000	18.000
EAHC	Accepted	MOVE project (2011-13)	676000	676000
1 April - Council of Europe – EYF	Accepted	NERO youth training	14000	12.000
1 April – EVS		EVS 2010/2011		
European Commission - Sport Unit Call for Proposals 2010	Accepted	EuroVolNet	179040	179040
1 October - Council of Europe- EYF activity for 2nd half 2011	Declined		12000	
15 October - Europe for Citizens general support for 2011	Declined		60000	
Applied in 2011				
EACEA, LIFELONG LEARNING PROGRAMME	Accepted	Jean Monnet operating grant	100000	100000
CITIZENSHIP EACEA, Action 2 - Active Civil Society in Europe	Declined	CitiVal	148702	
Youth Action 2 - EVS	Accepted	EVS	28545	28545
EACEA, LIFELONG LEARNING	Declined	Grundtvig	325000	
EC Sport Unit	Accepted	Good Governance in Grassroots Sport	200000	200000
Council of Europe - EYF (1 April)	Declined	Youth Training	12000	
DG Enlargement - Prince	Declined	Awareness Raising in Western Balkans	200000	
Council of Europe - EYF (1 October)	unknown	Youth Training	13000	
EACEA Youth in Action	unknown	TOT Youth Training	95260	
EACEA Citizens Structural Support programme	unknown	Citizenship operating grant for 2012	100000	
EACEA Jean Monnet Structural Support programme	15-12-2011	Jean Monnet operating grant for 2012	100000	
Sums €			2.655.547	1.587.585

Income sources



Financial development 2007-2010



ISCA Accounts 2010

ISCA Accounts 2010

In Euro and Danish Kroner DKK. 1 Euro = 7.45 DKK

Income	Budget EUR	Accounts EUR	Budget DKK	Accounts DKK
General support:				
DGI - Support	181.208	181.208	1.350.000	1.350.000
Ministry of Culture Denmark	114.094	117.416	850.000	874.750
Bilateral membership agreements	129.933	128.007	968.000	953.652
Membership fee	8.054	11.473	60.000	85.477
European Commission adm. support	0	1.010	0	7.527
Council of Europe general support	0	7.324	0	54.566
Nordic Youth Associations (NSU) secretariat	24.161	24.161	180.000	180.000
Total general support	457.450	470.600	3.408.000	3.505.972
Project related support:				
Project PATHE	42.400	50.689	315.880	377.633
Project Sante	247.343	259.876	1.842.705	1.936.079
Sport for all Congress	30.000	29.299	223.500	218.281
Project South East Europe	143.945	92.818	1.072.390	691.493
Youth Work:	0	0		
European Commission projects	22.819	28.865	170.000	215.041
European Commission EVS	26.846	14.617	200.000	108.894
Council of Europe trainings	20.134	20.048	150.000	149.358
Total project related support	533.487	496.212	3.974.475	3.696.779
Others:				
Non-project participation fees and similar partner income - note 1	6.711	61.576	50.000	458.740
Interests	0	590	0	4.396
Total Income	997.648	1.028.978	7.432.475	7.665.886

Tietgensgade 65

ISCA Accounts 2010

Expenditures	Budget EUR	Accounts EUR	Budget DKK	Accounts DKK
Projects and activities:				
Project PATHE/Healthcare and Health promotion	42.400	49.312	315.880	367.378
Project Sante	247.343	302.855	1.842.705	2.256.272
Activity support to continental committee Asia	10.067	3.320	75.000	24.737
Activity support to continental committee Latin America	10.067	9.209	75.000	68.608
Activity support to continental committee Europe	10.067	10.067	75.000	75.000
Activity support to North American cooperation	10.067	8.011	75.000	59.682
Activity support to ISCA networks	26.846	3.805	200.000	28.345
Sport and Development	4.027	4.136	30.000	30.810
Project South East Europe - SFA network	143.945	127.782	1.072.390	951.975
Sport for All congress	30.000	30.000	223.500	223.500
Communications: Magazine, internet and materials	20.134	10.173	150.000	75.789
Projects where ISCA is a partner	0	1.665	0	12.401
Total projects and activities	554.963	560.335	4.134.475	4.174.498
Youth work:				
European Commission supported Youth projects	26.846	23.631	200.000	176.050
European Commission EVS	33.557	29.955	250.000	223.166
Council of Europe trainings	26.846	31.588	200.000	235.330
Total youth work	87.248	85.174	650.000	634.546
Organisational development:				
General Assembly 2010	20.134	20.134	150.000	150.000
Executive Committee Meetings	26.846	19.316	200.000	143.907
External relations - presidents	10.067	3.658	75.000	27.250
External relations - others	10.067	9.708	75.000	72.325
Total organisational development	67.114	52.816	500.000	393.482
Secretariat	285.906	304.970	2.130.000	2.272.023
Sub total	285.906	304.970	2.130.000	2.272.023
Total Expenditure	995.232	1.003.295	7.414.475	7.474.549
Result	2.416	25.683	18.000	191.337

Balance	31-12-2010		31-12-2009	
	EUR	DKK	EUR	DKK
Assets				
Outstanding	273.942	2.040.866	218.648	1.628.926
Cash at bank	162.978	1.214.185	258.215	1.923.701
Other receivables	4.477	33.350	1.933	14.400
Total Assets	441.396	3.288.401	478.796	3.567.027
Liabilities and equity				
Equity	-3.045	-22.688	-3.045	-22.688
Retained profit	-6.048	-45.058	-31.731	-236.395
Total equity	-9.093	-67.745	-34.776	-259.083
Liabilities	41.527	309.376	50.142	373.559
Creditors	11.409	84.999	93.122	693.758
Due Salary	0	0	5.551	41.356
Deferred income	381.137	2.839.467	364.617	2.716.393
Outstanding account DGI-byen	16.417	122.304	140	1.043
Total liabilities	450.489	3.356.146	513.572	3.826.109
Total liabilities and equity	441.396	3.288.401	478.796	3.567.027

ISCA Income 2007 - 2010

	2010 Euro	2009 Euro	2008 Euro	2007 Euro
General support and payments	532.766	500.090	488.667	343.109
Project related support	496.212	269.927	153.204	161.299
Total	1.028.978	770.017	641.871	504.408

ISCA Expenditures 2007 - 2010

	2010 Euro	2009 Euro	2008 Euro	2007 Euro
General Project and activities	560.335	278.057	165.958	66.880
Youth Projects	85.174	58.038	62.415	104.308
Assembly, committee meetings	52.816	55.487	66.432	83.813
Secretariat	304.970	369.574	355.327	286.700
Total	1.003.295	761.157	650.131	541.701

Results

	25.683	8.860	-8.260	-37.293
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Notes

Note 1 - This line includes sponsorships for 2009 congress received in 2010 as well as income from the Olympia project, lead by UISP.

ISCA Budget 2011 and 2012

	Budget 11 Bud 11		Rev. Bud 11 Rev. Bud 11		Bud 12 Bud 12	
INCOME	Euro	DKK Euro	DKK		Euro	DKK
General support:						
DGI - Support	181.208	1.350.000	181.208	1.350.000	181.208	1.350.000
Ministry of Culture Denmark	114.094	850.000	114.094	850.000	114.094	850.000
Bilateral membership agreements	129.933	968.000	129.933	968.000	129.933	968.000
Membership fee	8.054	60.000	8.054	60.000	8.054	60.000
European Commission Adm support	0	0	100.000	745.000	100.000	745.000
Council of Europe general support	4.500	33.525	4.500	33.525	4.500	33.525
NSU hosting secretariat	24.161	180.000	24.161	180.000	24.161	180.000
Sub total	461.950	3.441.525	561.950	4.186.525	561.950	4.186.525
Project related income:						
GGGS					160.000	1.192.000
MOVE	232.972	1.735.641	202.972	1.512.141	372.820	2.777.509
SANTE	73.958	550.987	73.958	550.987	0	0
Sport for All Congress	30.000	223.500	30.000	223.500	30.000	223.500
Sub total	336.930	2.510.128	306.930	2.286.628	402.820	3.001.009
Youth project support:						
Youth and Sport Forum	209.879	1.563.599	0	0	0	0
European Commission, projects	55.000	409.750	55.000	409.750	54.853	408.655
European Commission EVS	26.846	200.000	26.846	200.000	26.846	200.000
Council of Europe, trainings	20.134	150.000	10.000	74.500	10.000	74.500
Sub total	311.859	2.323.349	91.846	684.250	91.699	683.155
Others						
Non-project fees and partner project income	1.342	10.000	16.713	124.512	15.000	111.750
Total Income	1.112.081	8.285.002	977.438	7.281.915	1.071.468	7.982.439

GENERAL ASSEMBLY 2011 DELEGATE FILE

EXPENDITURES	Budget 11 Euro	Bud 11 DKK	Rev Bud 11 Euro	Rev Bud 11 DKK	Bud 12 Euro	Bud 12 DKK
Projects and activities						
MOVE	282.972	2.108.141	282.972	2.108.141	451.324	3.362.364
SANTE	92.448	688.734	92.448	688.734	0	0
Sport and Development	4.027	30.000	4.027	30.000	4.027	30.000
Project South East Europe - SFA network	6.711	50.000	6.711	50.000	6.711	50.000
Sport for All congress	30.000	223.500	30.000	223.500	30.000	223.500
Activity support to continental committee Latin America	10.067	75.000	10.067	75.000	10.067	75.000
Activity support to continental committee Europe	10.067	75.000	10.067	75.000	10.067	75.000
Activity support to continental committee Asia	10.067	75.000	10.067	75.000	10.067	75.000
Activity support to North American cooperation	10.067	75.000	10.067	75.000	10.067	75.000
Activity support to ISCA networks	26.846	200.000	26.846	200.000	26.846	200.000
Communications: Magazine, internet, etc.	20.134	150.000	20.134	150.000	20.134	150.000
Sub total	503.406	3.750.375	503.406	3.750.375	579.311	4.315.864
Youth Projetscs						
Youth and Sport Forum	239.879	1.787.099	0	0	0	0
European Commission Youth projects	55.000	409.750	75.000	558.750	54.853	408.655
European Commission EVS	33.557	250.000	33.557	250.000	33.557	250.000
Council of Europe, trainings	20.134	150.000	10.000	74.500	10.000	74.500
Sub total	348.570	2.596.849	118.557	883.250	98.410	733.155
Organisational development						
General Assembly	20.134	150.000	20.134	150.000	20.134	150.000
Executive Committee Meetings	20.134	150.000	20.134	150.000	20.134	150.000
External relations - presidents	10.067	75.000	10.067	75.000	10.067	75.000
External relations - others	6.711	50.000	6.711	50.000	6.711	50.000
Sub total	57.047	425.000	57.047	425.000	57.047	425.000
Secretariat (excluding project salaries)*	201.342	1.500.000	255.034	1.900.000	295.302	2.200.000
Sub total	201.342	1.500.000	255.034	1.900.000	295.302	2.200.000
Total Expenditure	1.110.366	8.272.224	934.044	6.958.625	1.030.070	7.674.019
Result	1.715	12.778	43.395	323.290	41.399	308.420

ISCA membership fee 2012 – for adoption

The ISCA Executive Committee suggests an unchanged membership fee structure for 2012:

Fee Group 1 : Annual fee 1,000 USD

- National organisations with an operational activity budget
- International organisations with an operational activity budget

Fee Group 2 : Annual fee 500 USD

- Regional and local organisations with an operational activity budget
- National organisations with an activity budget at a minimum level
- Regional and local organisations in economically privileged countries
- Universities
- Ministries

Fee Group 3 : Annual fee 200 USD

- National organisations in economically less privileged countries
- International organisations with very limited resources
- Local and regional organisations with limited resources
- Associated members

Fee Group 4 : Annual fee 25 USD

- Local and regional organisations from developing countries / economically less privileged countries
- Local and regional organisations without an operational budget

7. ISCA Continental Reports

ISCA LATIN AMERICA

By Maria Luiza Souza Dias - ISCA Latin American Committee Chairwoman (Serviço Social do Comércio - Brazil) and Latin American Youth Committee – LAYC representatives Helaine Lima and Pedro Bellini.

This is a short version. For the full report, please refer to the ISCA website:
<http://www.isca-web.org/english/leaders/generalassembly2011/iscacontinentalreports>

1) INTRODUCTION

ISCA has increased in number of members and visibility in Latin America in the last years. Through our actions we seek to spread ISCA mission and values to promote a greater understanding about the importance of culture and sport in the development of communities.

2) STRATEGY ACTIONS

2.1) Survey

This year we started an investigation about the scene of Sport for All in Latin America. We did an objective survey among ISCA members (24 organizations) and other organizations about the Sport for All movement in the Latin American countries to identify the real needs and aspirations and also having a general idea about this practice in each country.

2.2) Network increase

Enhancing our network and seeking actions that can promote the exchange of experiences among several institutions have been one of the most important goals of ISCA Latin America, as some activities highlighted below:

- **International Week of Sport for Social Change**

November, 2010 in Rio de Janeiro - Brazil

- **Challenge Day 2011**

Was held in May 25th and count with the institutional support of ISCA in the American Continent. 2011 Results:

COUNTRIES	CITIES	PARTICIPANTS
22	4.023	63.611.208

- **14th World Gymnaestrada July, 2011 (Switzerland)**

- **Abraji International Congress of Investigative Journalism**

July, 2011 - São Paulo (Brazil)

- **International Seminar of Physical Education, Leisure and Health**

Theme: "Sport and Sustainable Human Development".

June 7 – 8, 2011 / SESC Pinheiros - São Paulo

- **3rd Ibero-American Congress on Sports and Recreational Facilities**

October 17-19, 2011 - Barcelona (Spain)

3) ACTIONS

- **Viborg Gymnastics Elite Team**

Brazil will welcome 31 gymnasts (from all over Denmark) in October 08 - 23, 2011.

They will make workshops and performances.

- Scholarship Program (Ollerup and Viborg)

August - December 2011

17 students from Latin America went to Ollerup and Viborg Schools in Denmark to take part in the IYLE – International Youth Leader Education – Program.

- 2nd Festival of General Gymnastics, Dance, Acrobatics and Circus Arts, 2011

Centro de Artes e Esportes Júlio's / April 2, 2011 – São Paulo (Brazil)

- Preparatory Meeting of the Global Youth and Sport Forum: Towards the Millennium Development Goals (2010 - 2011)

April 14-17, 2011.

- Brazilian Campaign by 2016

Establish a group with representatives of SESC SP / SESC National Department / YMCA / Athletes for Citizenship and others organizations with the support of the COB (Brazilian Olympic Committee) and Ministry of Sport for development of the “Brazilian Campaign by 2016”, based on the same objective as the European “Sportvision 2020”.

- 2nd International Forum of Gymnastics and Moving Body.

October 13-16, 2011 – Paysandú – Uruguay

4) PROPOSAL FOR NEW ISCA MEMBERS

- Instituto Fazer Acontecer - Brazil

- Universidade São Judas Tadeu - Brazil

- Young Men's Christian Association - YCMA's Brazilian Federation - Brazil

5) PROPOSALS FOR 2012

- Continue increasing the number of ISCA members in Latin America mainly focus on national organizations that develop Sport for All activities.

- Organize a Forum on Voluntary Work in Sport For All from the experience of EuroVolNet, taking into account the World Cup and Olympic Games hosting in Brazil in the near future. We will ask for the Eurovolnet technical support to organize it.

- ISCA Congress - MOVE2012

Proposal to organize the ISCA Congress in Brazil - October, 2012.

- Develop a “Brazilian Campaign by 2016” based on the same objective as the “Sportvision Campaign 2020”, through a leader group with important institutions

- 6th International Forum of General Gymnastics – will be organized in 2012 by SESC Campinas and UNICAMP in partnership with ISCA.

LATIN AMERICAN YOUTH COMMITTEE (LAYC)

1) OBJECTIVE

- Increase the participation by young people in promoting the Sport for All activities through their experience and expertise in this field.

2) STRATEGY ACTIONS

- Mapping and gathering projects those are under development by the young members of ISCA and also all people that are interested to join to this group.

- Schedule visits to ISCA members to find their needs and aspirations related to the young participation in the Sport for All movement.

- The LAYC representatives have developed a program to the Brazilian participants which provides practical information about ISCA / Latin America Committee / LAYC and IYLE for the new young students that will take part in the IYLE. Also, it was mentioned the possibilities when they coming back to Brazil through the experience report from other students.

3) LAYC ACTIONS UNDER DEVELOPMENT

- Sports Festival

The idea is organizing regional sports festival in partnership with NGO's and other organizations/institutions that fosters physical activities and SFA.

- Fund Raising Course

Through the "Projects Mapping" we realized that one of the most difficult problems presented by youngsters is to raise funds to start the project or to keep it going on.

Action: make a course with specialists about "Fund Raising", inviting the youngsters and other groups (from NGO's, for instance).

- ISCALA Blog

This blog is connected with Facebook and it's being developed by Pedro Bellini.

Goal: approach the ISCA Latin American members, promoting the exchange of Sport for All.

ISCA ASIA REPORT 2011

By N. SHANMUGARAJAH, Chairman ISCA Asia

The Asian countries are very diverse, when it comes to sector of sport and physical activity at grassroots and recreational level. The culture, tradition, history and organizations of recreational sport and physical activity are very diverse.

We would like to see this as a strength more than an obstacle for the international cooperation and exchange of know how. Basically it means that the diversity gives many opportunity to create inspiration for national adaption.

An ISCA Asian Task Force Meeting was successfully organized on the 05th March, 2011 at Prince Hotel, Kuala Lumpur. Participants from Malaysia, Chinese Taipei, Hong Kong, Vietnam, Korea and Noumea Island participated in the meeting.

During 2012, sports scientists from the Pan-Asian Society of Sports & Physical Education will be identified and invited by ISCA to do research and present case studies on Sports For All Development in Asian countries and to explore the possibilities of implementing ISCA activities in their countries.

We are currently discussing with Ho Chi Minh Gymnastics Association, Vietnam on their proposal to host a Youth Leader Education Program for youth from Asia.

We have nominated Prof. Cheung Siu Yin from Hong Kong to the Executive Committee of ISCA as a representative from Asian Continent.

In 2012, ISCA and Ollerup will implement the EU financed Youth development project NOYCE – Non-formal education through sport for youth in China and Europe. The project will include a youth training for European and Asian youth.

ISCA President presented grassroots sport perspectives at the World Summit of Internet and Multimedia, September 2011, Shenyang.

ISCA EUROPE Report

By ISCA Europe Chair Filippo Fossati, Unione Italiana Sport Per Tutti (UISP)

ISCA EUROPE 2011 - brief report

ISCA Europe has implemented the working plan that was adopted on ISCA's General Assembly 2010. We have continued the focus to be a voice for grassroots sport in Europe by making sport political statements and political lobby work, in particular vis-à-vis the EU bodies (Parliament, Council and Commission) and the Council of Europe.

We have worked closely with the Secretariat in Copenhagen and ISCA President Mogens Kirkeby on this, and have benefited from opportunities for political agenda-setting also via the ISCA secretariat led projects with EU funding.

From the list of activities since the General Assembly 2010 I would highlight the following:

- **ISCA Europe lobby for European Parliament to adopt Declaration on Grassroots Sport.**
On December 16, 2010 a majority of 385 Members of the European Parliament adopted the Written declaration 0062/2010 on increased European Union support for grassroots sports. ISCA Europe, directly and via European ISCA members has been greatly involved in promoting the adoption of the declaration, through direct contact and contact via ISCA members to all 736 members of the European Parliament, and direct assistance to the MEP sponsoring the declaration.
- **ISCA Addresses European Parliament Culture Committee.** On the 18th of November 2010 the European Parliament's Committee on Culture and Education organized a public hearing on: "A future European sports policy" at the European Parliament in Brussels. ISCA was invited to speak as the only grassroots sport representative.
- **ISCA Europe joins European Union Structured Dialogue on Sport.** The Belgian EU Presidency, led by Flemish Minister for Sport Philippe Muyters, brought together representatives of the EU institutions and the sports sector. This was done for the first time within the framework of the new Sport Council, and ISCA Europe Chair Filippo Fossati was invited to join the limited number of sport sector representatives.
- **Public Hearing on Grassroots sport in European Parliament** coorganised by ISCA Europe. The priority of 'grassroots sport' was the topic of the public hearing "Grassroots sport and physical activity in Europe". 65 representatives of NGOs, MEP staff, rapporteurs, and stakeholders joined hearing which was held at the European Parliament on 31 May 2011. An ISCA Top Leader Meeting was held prior to the hearing, the TLM deepened the topic of financing to sport, mostly in relation with the critical international economic situation. The discussion about a new topic has been launched: the relationship among sport, green economy and environment.
- **ISCA Europe Position Paper on the EC Communication** Developing the European Dimension in Sport'. ISCA Europe advocates clear priorities and goals in sport and physical activity for the benefit of the European citizens, giving health promotion, recreational and inclusion aspects the highest priority in future actions.
- **ISCA Europe lobby towards Parliament resolution on Sport.** The Parliament rapporteur, Mr. Santiago FISAS, met with ISCA, and have later drafted his report. ISCA Europe has given inputs to the 337 amendment suggestions to the report and are now active to influence the compromise-building until the report is finalized to be adopted in November by the Culture Committee and later the whole European Parliament.

ISCA EUROPE 2012 proposal

The ISCA EUROPE steering group proposes the following activities and structure of the ISCA EUROPE for 2012.

The activities will have two areas of priority:

- Sport Political Task Force for Political Sport for All communication and advocacy
- European event as sport political communication platform.

The leadership of ISCA EUROPE will consist of three levels:

- ISCA EUROPE Chairman – (Filippo Fossati UISP)
- Sport Political Task Force – (5-6 presidents from the strongest national Sport for All associations)
- All presidents of ISCA EUROPE member organizations

ISCA EUROPE activities 2012

Sport Political Task Force for Political Sport for All communication and advocacy

In 2009 ISCA EUROPE was established to produce political cooperation among ISCA EUROPE top leaders and to be a platform for sport for all political communication and advocacy. Based on the last two years of experience, we suggest intensifying the Sport for All political communication through a Sport Political Task Force. The Sport Political Task Force will consist of 5-6 presidents from the strongest national Sport for All associations. The Sport Political Task Force will be appointed by the chairman.

The Political Task Force group shall with its starting point in strong national sport for all associations communicate ISCA EUROPE political messages. These sport political messages will be communicated to European inter-governmental institutions, such as; the European Council of Ministers, the European Parliament, the European Commission, the Council of Europe.

The ISCA EUROPE political Task Force will carry out its political communication at European level with priority to the events of the Danish EU Presidency from 1 January to 30 June 2012 and the Cyprus EU Presidency from 1 July to 31. December 2012.

European event as sport political communication platform.

Beside the sport political communication and advocacy through messages, presentations, positions, etc. the message of Sport for All can also be communicated strongly through and illustrative event. An event like a “European Sport for All week” where manifestations takes place in example 100 European cities during one week, has earlier been discussed.

ISCA EUROPE chair will in 2012 invite all ISCA EUROPE presidents to join and include the respective organizations in a common event and utilize this event as sport political platform.

The leadership of ISCA EUROPE three levels:

ISCA EUROPE Chairman.

Currently president of Unione Italiana Sport per Tutti, Filippo Fossati, UISP, is elected as ISCA EUROPE Chairman. We suggest that Filippo Fossati on the General Assembly 2011 in Paris is elected for another period of one year until General Assembly 2012.

Sport Political Task Force

The Sport Political Task Force will consist of 5-6 presidents from the strongest national Sport for All associations. The Sport Political Task Force should, besides having base in politically strong national organizations, secure geographical and cultural European representation, and have expertise/strength in

some of the themes high on the current EU sport political agenda. The Sport Political Tasks Force will be appointed by the chairman.

All presidents of ISCA EUROPE member organizations

ISCA EUROPE consists of ISCA member organizations in Europe and their top leaders. The two priorities for the cooperation among the ISCA EUROPE top leader for 2012 are:

- To ensure solid commitment to European event as sport political communication platform
- To establish stronger relation at organizational and personal levels between the Top Leaders.

We rely on all ISCA EUROPE members to be committed to the sport for all political cooperation in 2012.

ISCA EUROPE Steering Group:

Filippo Fossati, ISCA EUROPE Chairman
Benny Andreassen, DGI Denmark
Jean-Claude Besnard, UFOLEP France

ISCA North America report

By Gil Penelosa, 8-80 Cities

In 2011, I have continued my task to discover and explore new possibilities in the North American Continent for ISCA.

I would stress the following highlights

- Partnership with Canadian ParticipAction, to join MOVE2011 and explore possibilities for cooperation and partnership
- National Danish Performance Team planning tour of USA
- Agreement with US "President's Council on Fitness, Sports & Nutrition" and its "Let's Move!" campaign for the MOVE2011
- Planning of Ciclovía Workshop in Guadalajara, Mexico

8. ISCA Network Reports

Facility Management Network

A number of ISCA members are constructing, developing or managing facilities in the field of sport, culture and tourism. The non-profit ISCA members managing facilities operates in the same field as 'for-profit' companies managing facilities on 100% commercial basis, but with very different perspectives and goals. The current financial challenges have in various ways put pressure on the area of sport facilities, both when it comes to construction, renewal and management.

Facility development in the direction and perspective of grassroots sport is crucial for the sector and to assist this process a network of members are joining forces in the Facility Management Network.

The aims are to:

To assist the inspiration and knowledge-sharing on facility management within the 'Sport for All' sector.
To inspire and to initiate contacts and cooperation between facility operators and managers.

There have been several bi-lateral meetings between Network partners over the last year, where ideas, strategies and tools for facilities management have been shared and discussed.

One very interesting development is the realization of the first sport facility in Ljubljana, Slovenia established by an international joint company between Sports Union of Slovenia and UBAE/Eurofitness (Spain). The international non-for profit company opened its first facility in Ljubljana in November 2010. The facility is based on the experiences from facilities managed by UBAE/Eurofitness in Barcelona and Catalonia.

Members

The following organizations have indicated interest in Facility Management:

SESC Sao Paulo, Brasil

Homepage: <http://www.sescsp.org.br/>

Facility page: http://www.sescsp.org.br/sesc/quem_somos/index.cfm?lg=ing&forget=14&inslog=16

Contact: Mrs. Maria Luiza Souza Dias.

UBAE/Eurofitness Catalonia, Spain

Homepage: <http://www.ubae.cat/>

Contact: Mr Toni Llop

INATEL foundation, Portugal

Homepage: <http://www.inatel.pt/>

Contact: Mr Rui Lanca

German Gymnastics Federation, (DTB) Germany

Homepage: <http://www.dtb-online.de/>

Contact: Mrs Pia Pauly

Ungmennafelag UMFI, Iceland

Homepage: <http://www.umfi.is/>

Contact: Mrs Helga Gudjonsdottir and Mr Sæmeundur Runolfsson

Danish Gymnastics Association (DGI), Denmark

Homepage: <http://www.dgi.dk/>

Contact: Mr Per Nedergaard Rasmussen

Scottish Association of Local Sports Councils /South Lanarshire Leisure

Homepage: <http://www.slleisure.co.uk/>

Contact: Mr Gerry Campbell and Mr Millar Stoddart

The Network is open and interested organizations can contact ISCA secretariat at info@isca-web.org to join the Network.

Badminton Network

Introduction

The ISCA Badminton Network has been active for 8 years. The purpose of the network is to continuously develop badminton in our countries, both at a national and international level.

ISCA Badminton Network aims to be the platform

- creating network between badminton leaders and organizations
- where we discover a variety of badminton perspectives and ideas
- for development through international cooperation
- for partnership agreements

Network partner organisations

The Network consists of 20 organisations, among these

- DGI, Denmark (Network Leader)
- Czech Sokol, Czech Republic
- Scottish Associations of local Sport Councils, Scotland
- UFOLEP, France
- Iceland Badminton Samband and UMFI, Iceland
- Lithuanian Badminton Federation, Lithuania
- USK ISKRA Babimost, Poland
- Greenland Sport Confederation

All organizations interested in "Badminton for all" are most welcome to contact the network leader Benny Andreassen (benny.andreasen@dgi.dk) or the ISCA secretariat.

Activities in the network

The network's recurring activities include

- ISCA Badminton Festival (every 2 years)
- Other open tournaments by network members
- Youth Camp (14-18 years) every year
- Coach/player Camp (18-30 years) every year
- Badminton Culture and Tourism Trips
- Special events (national festivals etc.)
- Badminton network meetings

Future strategies and activities in the network

The latest badminton network meeting was held in Babimost Poland 1 October 2011.

The network has devised a plan whereby the core members are to recruit further interested members to the network. This will improve the sustainability and sharing of tasks in the network.

It is the intention of the network that members should inspire each other with their national or local badminton initiatives to enhance each organisation's continued development.

Environment and Sport Network

The ISCA network on Sport and Environment is organized with an overall aim of promoting sustainable development and environment protection within the Sport for All movement. ISCA has been involved in the field of sport and sustainable development since 2003, when it signed a memorandum of understanding with UNEP. Since then several ISCA member organizations have taking up the challenges of adopting an environmentally-friendly approach in which sport and nature are interrelated.

The network serves as a platform for exchanging knowledge and inspiration and for providing learning opportunities and access to new partnerships in the field of sport and environment. Several of the network members have ongoing bilateral contacts on the issue of sustainable development.

UFOLEP is network leader and is as an organisation fully committed to this agenda, which is considered in all activities and targeted in specific projects. As a specific example, UFOLEP and ISCA in June 2011 implemented the international ACTIVE youth training course which focused on Environment and volunteering.

Network partner organizations

The following partner organizations are part of the network:

UFOLEP - France

SUS – Slovenia

UISP – Italy

JUUS – Germany

UMFI – Iceland

SALSC – Scotland

NKS – The Netherlands

Atemia - France

Past activities in the network

- The Network itself was established in October 2007
- Report “Environmental Commitments” published by ISCA containing an overview of environmental commitments of ISCA member organizations.
- Network meetings held in connection with ISCA’s General Assemblies since 2007
- A European training on Sustainable Development, CarbonFoot© print and ASSER© Method (Eco-friendly Sport events) was externally funded but did not materialize in 2010 due to lack of interest or availability.

Future strategies and activities in the network

The network’s work currently revolves around fulfilling four main objectives: 1. Transform current sport events to eco-friendly manifestations, 2. Create a policy and plan the conception of different communication tools, 3. Create training opportunities for managers and event organizers, and 4. Create new partnerships.

The network is open for all and we welcome all organizations with an interest in the field of sport and environment. More information about the network can be obtained by contacting the network leader Mr. Jean-Claude Besnard (UFOLEP) by e-mail jclbesnard@wanadoo.fr or the ISCA office: info@isca-web.org.

ISCA Health Network report – establishment of HESE Network

In the last years, ISCA has carried out two important Health Enhancing Physical Activity (HEPA) projects, supported by EU grants (PATHE; SANTE) and another one has just been initiated, namely the MOVE project. These initiatives have increased the awareness of for HEPA programs and stimulated encouraged the willingness to invest into this field of action. At the same time, Health as a topic remains on the top of the sport for all political agenda in ISCA and beyond.

The successful initiated process needs to be continued into a sustainable development.

The approaches to health enhancing physical activities in sport associations are diverse, and we can differentiate between two main streams:

- the general health-enhancing physical activity (HEPA) approach, aiming to increase the activity level through promoting all kinds of sportive activities.
- the health-enhancing sport exercise (HESE) approach, with high quality, well structured, dose-response based health programs.

Until now, ISCA's Health Network has been covering both streams. Yet, many of ISCA's stakeholders have expressed an interest in advanced cooperation in the field of health enhancing sport exercises (HESE) with the ambition to enlarge, assure and improve the quality of HESE initiatives. Beside the exchange of knowledge and expertise, the meeting will address common quality standards for HESE programs, including the need for a common quality mark, and adequate education offers for instructors. Also a common quality mark is seen to become an ambitious goal for the network.

The following organizations have committed to join the network:

- DTB
- DGI
- SUS
- SVOLI
- UBAE
- FFEPGV
- SESC
- FIAF
- Finnish Kunto

By now, there is agreement with the ISCA Health-Network leaders (DTB/DGI) to set up this new initiative instead of the existing ISCA Health Network. The three ISCA presidents have approved of the approach.

The above organizations will meet in Paris on the occasion of the MOVE2011 congress to define next steps.

Gymnastics Network – and the new European Gym Festivals Network

ISCA Gymnastics Network has as its main objectives to promote an understanding among people across borders through Gymnastics and to encourage international participation among affiliated organizations.

To extend those objectives, the network has been working to create and stimulate events and experiences in Gymnastics, discuss and define policies and programs, develop international exchanges at seminars, conferences, training courses and festivals, disseminate relevant information and develop actions to improve Gymnastics as part of the Sport for All movement. For instance the Gymnastics Forum in Brazil which is now being planned for the sixth time with ISCA institutional support.

Bilateral contacts between the ISCA members with interest in gymnastics are numerous; and so the network itself has not been initiating new actions to that end.

Future strategies and activities in the network

After a meeting during the MOVE 2010 congress, the European Gym Festivals (EGF) Network has been established. The goal of EGF is to promote and to establish a European Calendar of Gym Festivals and to support the development of general gymnastics. Its primary purpose is to promote the European Gym Festival in the following areas:

- Dates & Scheduling Coordination
- Quality policy for the participants in terms of standards
- Brand & Communication synergies
- Promotional Program & Data Base
- Contacts with European Gym Associations

EGF encourage European Gym Festivals activities by organizing:

- Gym Festivals

- International Conferences, Workshops & Exhibitions
- Health & Wellness Programs

For further information about EGF, please contact Jörg Hoppenkamps at Joerg.Hoppenkamps@stb.de

Youth Network

Introduction

The ISCA Youth Network is a large group of more than 2000 young people that are active in Youth, Sport and Culture organizations in their respective countries and communities. They continue to receive updates and possibilities inside the ISCA portfolio.

The Youth Network has been supported and sustained by the ISCA office, and it is volunteers from the network and the office staff that have developed and executed numerous youth projects over the years – including youth trainings, EVS projects, exchanges, training manuals, web platforms (YOURCE), European Youth and Sport Forum etc.

Network partner organisations

Any individual can sign up to be part of the ISCA youth network and receive information. In that way, the network is not similar to the other ISCA networks that are based on organizations. However, in 2010 the multi-measure Youth project ACTIVE has allowed a more sustained contact to a number of ISCA organizations with a special interest and competence in youth work.

Recent activities in the youth network

In the Youth area, ISCA coordinated or was in the implementation team in the following events since the last General Assembly in 2010:

- Active: Healthy Lifestyle and Volunteering (Frankfurt, Germany)
- BYS-DEMO, in partnership with DGI (Belgrade, Serbia)
- Balkan meets East – similar challenges in youth and sport? (Predeal, Romania)
- Inclusive Youth Leader Training, in partnership with Special Olympics and the Council of Europe (Strasbourg, France)
- Non-formal education in youth rural organisations (Bankya, Bulgaria)
- Active: Healthy Environment and Volunteering (Hauteville-Lompnes, France)
- Mobilizing youth through sport and technology, in partnership with ENGSO-Youth (Vienna, Austria)
- International Children's Games, coordinated by South Lanarkshire Leisure - Health and Wellbeing Conference (Hamilton, Scotland)
- Active Evaluation seminar (Slovenia)

Future strategies and activities in the network

In 2012, we hope to implement a Global Youth and Sport Forum in Brazil, bringing together 100 participants from 3 continents.

Also, a number of European Voluntary Service programmes will be implemented.

ISCA applied for a grant from the European Commission for “Training of Trainers in Education through sport”, a key project in the development of the Youth Network, because it’s aim is to create a pool of trainers who will be resource people for the future educational events. If the application will be successful, than 3 residential meetings of 7 days will be implemented in 2012 and 2013.

Great acknowledgement for the Latin American Youth Committee, which has also done a great job. See the Latin American report for more details.

Contact: Sorin Buruiana (sb@isca-web.org), Youth Network Coordinator, ISCA

Active Children Network

Sport activities for children are indeed an important area for sport for all organizations, both with respect to considerations of recruitment of members as well as organizational profiling. Children and the challenges that are specific to this population group currently enjoy great political attention in many countries.

The Active Children network serves as a platform for exchanging knowledge and inspiration on children activity, discovering new trends in the field, initiating and implementing international projects and facilitating access to international children's festivals.

Network partner organizations

The following partner organizations are active in the network:

The network leader USEP – France

UCEC – Catalonia, Spain

UISP – Italy

DGI – Denmark

SESC - Brazil

Past activities in the network

- Network meetings were held in connection with ISCA's General Assemblies since 2007

- as part of the ISCA SANTE project, a workshop called "Engaging Youth/adolescents in physical activity using health as a brand" was organised on 15-17 October 2010 in Rimini, Italy

Future strategies and activities in the network

The activities children's group wishes to address children from 6 to 12 years.

The network is currently in a process of defining its future work objectives and developing current and new activity areas. It would be interesting for both "old" and new members of the network to take part in this process.

The network is open for all and we welcome all organizations with an interest in the field of activities for children. More information about the network can be obtained by contacting the network leader Mr. Jean-Claude Arnaud (USEP) by e-mail: jeanclaudearnaud@free.fr or the ISCA office: info@isca-web.org.

Active Seniors Network

Since the establishment of the network in 2008, UFOLEP has organised an international seminar, and network members have implemented several bilateral exchanges.

Inside the ISCA project "SANTE" a seminar on Active Seniors was organized (August 30th and 31st – September 1st 2010) by SALSC in Largs (Scotland).

2012 will be The European Year of Active Ageing and intergenerational solidarity, and ISCA Secretariat is seeking EU funding for a large scale project as a contribution to this. ISCA has also joined the official NGO Coalition for the European Year.

Active Seniors Network contact: UFOLEP, Jean-Claude Besnard jclb363@orange.fr

Annex: ISCA STATUTES

PREAMBLE:

ISCA understands sport as an integral part of cultural life. As people manifest their culture through their specific participation in sport, it is important to promote and to deepen a coherent view of sport and culture.

Sport as movement culture is, thus, a field where cultural identity as well as international understanding can be developed.

In the context of Sport and Culture, sport is understood not only as competitive activities and health-related exercises, but also as recreation, pastimes, games and leisure activities.

Sport/Culture is an essential part of education, and a way of educating people to be responsible citizens in their society.

Culture as a way of life includes besides sport and games also traditional customs and festivities, dance, music, song, theatre and other creative and social activities.

Statutes of the INTERNATIONAL SPORT AND CULTURE ASSOCIATION
revised at the General Assembly in Copenhagen, October 2009.

Title	§	Article
1. Name	1	The name of the organisation shall be: "International Sport and Culture Association".
2. Objectives	2	The objectives of the International Sport and Culture Association shall be:
	2.1	1. to promote an understanding between people across borders through sports and cultural activities;
	2.2	2. to stress the view of sport as a bearer of local, regional or national cultural identity and so placing it in the centre of international exchanges of ideas, views and social and cultural expressions
	2.3	3. to encourage the broadest possible participation in sporting and cultural activities among all affiliated members
	2.4	To further these objectives the Association shall pursue and encourage the following:
		a) creating or stimulating events and experiences - particularly on the sport for all level - for the ordinary members of the organisations adhering to the objectives of the Association;
		b) discussing and defining sports and cultural policies internally, multilaterally and with regard to politico-economic institutions;
		c) developing international exchanges, i.e. conferences, seminars, training courses, sports tournaments and festivals etc., with the view to strengthening the manifestation of sport in the present and future international cultural picture, and including the dissemination of relevant information.
		d) promoting and developing actions with the objective of improving and preserving the health and integrity of each individual.

Title	§	Article
3. Address of the Association	3	The venue of the Association shall be at the office address of the Association as decided by the Executive Committee.
4. Membership	4.1	Membership shall be open to non-governmental idealistic organisations and other institutions which:- a) are engaged in sports and/or cultural activities; b) are local, regional, national and international bodies; c) are open to all without discrimination on the grounds of gender, race, religion or political affiliation;
	4.2	Membership of the Association may first be approved by the Executive Committee, subject to ratification by the next General Assembly.
	4.3	Approval and ratification of membership takes place at the beginning of the General Assembly. Immediately upon approval of membership by the General Assembly the new member will have full voting rights.
	4.4	Associate Membership of the Association may be granted to: a) organisations which do not fulfil the requirements for full Membership as set out above, with the exception of 4.1.c. b) organisations which <i>prefer</i> associate membership to full membership
	4.5	Associate Members will have no voting rights at the General Assembly.
5. Executive Committee	5.1	The Association shall be governed, between General Assemblies, by an Executive Committee which is responsible to the General Assembly.
	5.2	The Executive Committee shall consist of eight persons elected by the General Assembly: - President - Two Vice-Presidents - Five other members - The chairperson of each continental committee will also be part of the Executive Committee
	5.3	In the case of a continental chairman being elected for the Executive Committee, a substitute delegate will be provided. The Youth Committee will appoint a spokesperson to partake in the meetings of the Executive Committee. The eight elected Executive Committee members shall be elected for a period of two years.
	5.4	Every second year there is a vote for the President, two Vice-Presidents and the five members of the Executive Committee.
		The Executive Committee shall meet at least twice a year, with a minimum of

Title	§	Article
	5.5	four weeks written notice.
	5.6	<p>Quorum for an Executive Committee meeting shall be half the committee plus one person.</p> <p>As a Principle of striving towards a geographical balance:</p> <p>a) No country or organisation can have more than two members elected to the Executive Committee.</p> <p>b) The President or any of the Vice-Presidents shall not represent the same <u>country, region or organisation</u>.</p> <p>The Executive Committee may appoint sub-committees to assist in the work of the Association.</p>
	5.7	Any member of the Executive Committee must be a member of an affiliated organisation.
	5.8	
6. Continental Committees and general Sub-committees	6.1	<p>The Executive Committee may set up (or establish) the Continental Committees and the Sub-committees to assist it in the work of the Association</p> <ul style="list-style-type: none"> - Geographical Committees: one Committee per continent, as soon as the number of affiliated organisations is sufficient. - General Sub-Committees (such as Statutes, Policies and Finances, Public Relations and Marketing, Development...etc)
	6.2	The members of the Continental Committees are established in the most appropriate way according to the continental reality.
	6.3	A chairperson is elected by the members within the continent.
	6.4	All chairmen of the Continental Committees are members of the ISCA's Executive Committee.
	6.5	The ISCA's Executive Committee appoints the members and the chairmen of general Sub-Committees.
	6.6	All decisions of the Sub-Committees must be communicated to the ISCA's Executive Committee by the appointed chairmen for approval.
	6.7	All Sub-Committees and Continental Committees are responsible to the Executive Committee.
7. General Assembly	7.1	The General Assembly shall be the highest authority and governing body of the Association.
	7.2	The General Assembly shall convene each year.

Title	§	Article
	7.3	Three months notice shall be given of the date and venue of the General Assembly.
	7.4	At the General Assembly affiliated member Organisations may be represented by its delegates, all of whom having speaking rights.
	7.5	Each affiliated member Organisation will have only one vote at the General Assembly.
	7.6	Observers or Associate Members may attend the General Assembly for observations only.
	7.7	Observers or Associate Members may only address the General Assembly at the discretion of the meeting.
	7.8	The General Assembly shall elect the Executive Committee.
	7.9	Nominations with acceptance by the nominal person of the position are valid only if they have been received by the President six weeks at least before the General Assembly
	7.10	The President must forward these nominations to all General Assembly delegates four weeks before the General Assembly.
	7.11	All elections shall be by secret ballot.
	7.12	The vote shall be single and non-transferable.
	7.13	If more than two candidates are nominated for the presidency, and no candidate receives a simple majority (more than 50 % of the vote cast) on the first count, the candidate with the least number of votes will be withdrawn from the ballot paper, and succeeding votes taken until one candidate reaches a simple majority.
	7.14	If there is only one candidate nominated for a post, a vote shall be taken “for” or “against”.
	7.15	In the event of no valid nominations having been received or no nominee being elected, nominations from the floor will be accepted.
	7.16	In accordance with 5.3, the General Assembly shall vote in the following sequence for the posts of: <ul style="list-style-type: none"> - the President - the Vice-Presidents - The members of the Executive Committee Substitutions if required will be by co-option:
	7.17	Provided there is no conflict with Statute No. 5.6 (a) and (b), the person with the next highest vote at the last election for the position in question shall be co-opted to fill the vacant position on the Executive Committee, with the exception of the post of President which will be filled by the Executive

Title	§	Article
		Committee from its own ranks.
	7.18	The General Assembly shall appoint an Auditor. A recommendation will be made by the Executive Committee.
	7.19	The General Assembly shall receive reports from: <ul style="list-style-type: none"> - the President - the Auditor, presented by the Executive Committee - and existing General Sub-Committees and Continental Committees
	7.20	Furthermore, the General Assembly shall decide on future programmes; adopt a budget; determine membership dues; carry on any other business as per the agenda.
	7.21	Members of the Executive Committee shall have speaking rights at the General Assembly.
	7.22	Members of the Executive Committee shall not have voting rights at the General Assembly unless they are official delegates of their own organisation.
8. Extraordinary General Assembly	8	An Extraordinary General Assembly shall be called by the President, if one third of the members or a majority of the Executive Committee make a written request to that effect.
9. Role and Duties of the President	9.1	The President shall have the authority to speak on behalf of the Association, in as much as he/she is answerable to the Executive Committee and the General Assembly.
	9.2	The President will preside over all Executive Committee meetings and the General Assembly.
	9.3	The President will have the overall responsibility for the general running of the Association between Executive Committee meetings.
	9.4	The President determines the agenda for Executive Committee meetings and for the General Assembly.
	9.5	In case of parity of votes at either an Executive Committee meeting or a General Assembly, the President shall have the casting vote.
	9.6	The longest serving Vice-President within his or her election period shall deputise for the President in his absence and shall then carry out all functions normally undertaken by the President.
10. Role and Duties of the Secretary-General	10.1	The Executive Committee appoints a Secretary-General who, with reference to the President, is responsible for the running of the administration of the Association
	10.2	The Secretary-General will attend the meetings of the Executive Committee, but without voting rights.

GENERAL ASSEMBLY 2011 DELEGATE FILE

Title	§	Article
	10.3	The Secretary-General will be responsible for keeping financial records.
11. Working Language	11	For practical reasons the working language of the Association will be English.
12. Membership Dues	12	Each member organisation shall pay an Annual Membership Fee, which will be decided upon and apportioned by the General Assembly on the recommendation of the Executive Committee.
13. General Financial Affairs	13	The income of the Association shall derive from <ul style="list-style-type: none"> - membership dues; - contributions from institutions, organisations, persons or companies; - income-generating projects.
14. Observership or Membership of Other Organisations	14.1 14.2	14.1 A two-thirds majority of the Executive Committee is required to permit an observer role or membership of other international organisations. 14.2 A positive decision by the Executive Committee on this matter will have to go before the next General Assembly for ratification.
15. Cessation of Membership	15.1 15.2 15.3	15.1 The membership of any organisation may be terminated by the Executive Committee if two-thirds of the members present and voting decide that the organisation has ceased to comply with the objectives or statutes of the Association. 15.2 Such organisations will have a right of appeal to the next General Assembly. 15.3 Notification of terminations and appeals must be forwarded to all members.
16. Modification of the Statutes	16.1 16.2 16.3 16.4 16.5	16.1 A statute can only be amended, added or deleted by a General or an Extraordinary General Assembly. 16.2 The proposed amendment must be submitted in writing for inclusion on the agenda of the General Assembly. 16.3 Such proposals must be received by the President not less than two months before the General Assembly. 16.4 The President must forward all proposed amendments etc. to the members not less than one month before the General Assembly. 16.5 A proposal to amend, add or delete a statute can only be carried by at least 51% of the votes cast.
17. Dissolution	17.1 17.2 17.3	17.1 The dissolution of the Association can only be pronounced by a General Assembly, or by an Extraordinary General Assembly called for this purpose. 17.2 A two-thirds majority of the members present and voting is required for dissolution. 17.3 The Assembly shall decide on the appropriation of the Association's

Title	§	Article
		properties, which can only be assigned to international organisations recognised as having the same aims as the Association.
18. Other Matters	18	Matters which are considered relevant to the Association but not mentioned in these statutes shall be decided on by the Executive Committee.