



ISCA 2013

GENERAL ASSEMBLY DELEGATE FILE



MOVING PEOPLE

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**WE BUILD INTERNATIONAL
RELATIONS BETWEEN
PEOPLE, CULTURES,
ORGANIZATIONS AND
SECTORS OF SOCIETY.
SEEING SPORT
AS A CULTURE OF
MOVEMENT, WE DEVELOP
OPPORTUNITIES FOR
LEARNING, INSPIRATION
AND ACTION TO INDUCE
SOCIAL CHANGE.**



MOVING PEOPLE

The International Sport and Culture Association (ISCA) is a global platform open to organizations working within the field of Sport for All, recreational sports and physical activity. Created in 1995, ISCA is today a global actor closely cooperating with its 130 member organizations, international NGOs, and public and private sector stakeholders. Its 40 million individual members from 65 countries represent a diverse group of people active within youth, sport and cultural activities.

TABLE OF CONTENT

4	WELCOME TO THE ISCA GENERAL ASSEMBLY 2013 IN BARCELONA
5	ISCA GENERAL ASSEMBLY 2013 - PROGRAMME
5	GENERAL ASSEMBLY AGENDA
6	PRESIDENT'S REPORT 2013
11	SECRETARY GENERAL REPORT 2013
12	ISCA ACCOUNTS 2012
23	ISCA BUDGET 2013 - 2014
24	PROPOSAL FOR MEMBERSHIP FEE STRUCTURE
25	ISCA LATIN AMERICA REPORT 2013
26	ISCA ASIA REPORT 2013
27	ISCA EUROPE REPORT 2013
28	ISCA NORTH AMERICA REPORT 2013
29	ISCA NETWORK REPORTS
29	BADMINTON NETWORK
30	ACTIVE CHILDREN NETWORK
30	ACTIVE SENIORS NETWORK
30	ENVIRONMENT AND SPORT NETWORK
31	EUROPEAN GYMNASTICS FESTIVAL NETWORK
32	FACILITY MANAGEMENT NETWORK
33	HEALTH ENHANCING SPORT EXERCISE (HESE) NETWORK
33	YOUTH NETWORK
35	ISCA THEMATIC MISSION STATEMENTS
35	STAYING ACTIVE IN LATER LIFE
36	EDUCATION
37	SOCIAL INCLUSION BY THE MEANS OF PHYSICAL EXERCISES AND SPORT
39	YOUNG PEOPLE
40	HEALTHCARE AND HEALTH PROMOTION BY THE MEANS OF PHYSICAL EXERCISES AND SPORT
41	ISCA STATUES

COLOPHON

Title:
ISCA 2013

Subtitle:
Delegate file

Key Subjects:
Sport and Culture, international cooperation, advocacy, innovation in the sport sector, annual report, project summaries, account

Publisher:
International Sport and Culture Association - ISCA

Copyright:
International Sport and Culture Association - ISCA

Layout:
ISCA Secretariat

Language:
English

URL:
www.isca-web.org

Version:
2.0

Date and Place:
09-10-2013, Copenhagen – Denmark

Publisher category:
Non-Governmental Organisation

WELCOME TO THE ISCA GENERAL ASSEMBLY 2013 IN BARCELONA

Dear ISCA members and partners

I welcome you to the 19th ISCA General Assembly and the 5th edition of the MOVE Congress taking place in Barcelona. The MOVE Congresses as branded event have existed since the first edition was held in Copenhagen 2009, followed by Frankfurt am Main, Paris, Sao Paulo, before this 5th congress in Barcelona.

Barcelona is a city well-known for its international openness and orientation and for its longstanding and intense priority of creating a sports culture - both as a city hosting major events, but also a city with remarkable focus on making sportive and physical activity a lifestyle option for its citizens.

Barcelona is besides being the capital of the Catalan Region also the origin of our host organisation UBAE. As non-profit organisation UBAE has through its commitments and priority to healthy lifestyle provided healthy opportunities to the citizens within the reach of the organisations reach. UBAE has in very innovative ways contributed to the development of sport culture and active lifestyle not only in Barcelona and Catalonia, but as well beyond.

The ISCA General Assembly is the highest authority and an important element of the democracy and the development of the organisation. I often say that, "ISCA is the members and the members are ISCA" and the General Assembly is one clear illustration of this fact. However, like the respective member organisations live in a complex societal environment with many other stakeholders – so do ISCA.

We need to have an internal priority towards members, but we also have an external orientation towards strategic partners.

At this General Assembly we will discuss: both the internal perspective and the external opportunities. What is the status of the members? What are the contributions from members? And what are benefits from being an ISCA member?

We will discuss our external priority of an increasing engagement and the benefit from developing strategic external partnerships. We will discuss the internal and external priorities – and not least the interaction and balance between these priorities.

On behalf of ISCA members, I would like to thank leaders and staff members of UBAE and partners for preparing and hosting the MOVE2013 Congress and the 19th ISCA General Assembly.

I am looking forward to our exchanges, discussions and decisions.

Kindest regards,



Mogens Kirkeby, President

GENERAL ASSEMBLY AGENDA

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. Committee and Network Reports
8. Report of the Secretary General
 - ISCA accounts 2012
 - ISCA Budget 2013 - 2014 (for adoption)
 - ISCA membership fee 2014 (for adoption)
 - ISCA Auditor is proposed to continue to be KPMG (for adoption)
9. Elections
10. Proposals (Members can forward proposals they would like the General Assembly to deal with to the President prior to the General Assembly)
11. Invitations and messages from members
 - Announcement of the host of MOVE Congress 2014 and General Assembly 2014
12. Miscellaneous
13. Closure of the General Assembly 2013

ISCA GENERAL ASSEMBLY 2013 - PROGRAMME

Saturday 19.10.2013

Place, CCCB

9.00 – 11.00: ISCA GA – part1

11.00 -11.30: coffee break

11.30 – 13.30: ISCA GA – part2

13.30. – 15.00: Lunch

15.00 – 18.00: Options:

- Barcelona - sight seeing
- Body Life - visiting the fair

PRESIDENT'S REPORT 2013

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 2013"

OUR VISION:

A WORLD OF PEOPLE BUILDING BETTER SOCIETIES THROUGH CULTURES OF MOVEMENT

OUR MISSION:

WE BUILD INTERNATIONAL RELATIONS BETWEEN PEOPLE, CULTURES, ORGANISATIONS AND SECTORS. SEEING SPORT AS A CULTURE OF MOVEMENT, WE DEVELOP OPPORTUNITIES FOR LEARNING, INSPIRATION AND ACTION TO INDUCE SOCIAL CHANGE.

Content:

- ISCA Philosophy is very much alive and still very much needed
- Pandemic of Inactivity
- Analysis and research are valuable – but practice is “King”
- Center for innovation and communication of practices to Moving People
- Members as focus and resource
- The Executive Committee work and tasks

ISCA PHILOSOPHY IS VERY MUCH ALIVE AND STILL VERY MUCH NEEDED

The ISCA philosophy, vision and mission strongly indicate that we believe in the cultures of movement, be it sport, recreational physical activities and not least the people and associations that makes it happen. We believe that these elements can contribute to improve citizens lives and to creating better societies.

Our way of creating these personal and organizational developments goes through an open, friendly cooperation between people and associations and advocacy for our idea.

In a bigger perspective this philosophy and not least the way of working through open and friendly cooperation, is clearly the most successful model for development – unfortunately we in other spheres of society see the lack of openness and friendly cooperation and its consequences.

The ISCA philosophy that everybody has a right to participate in sport and recreational physical activities is still very much needed. Because, unfortunately it is still the reality for many citizens in the world, that access to and fair motivation to be part of a physical active community, club and family, is not an option.

That is not fair!

It is not fair from a human perspective and it is not fair from a Human Right perspective.

Fundamental Human Rights are the obligation of the states. States and their governments are the “duty-bearer” of the Human Right. Beside the states as “duty-bearer” of the Fundamental Human Rights the idealistic not-for-profit organisations, like ISCA and the members of ISCA, have its responsibility, as so-called “moral duty-bearer” in Human Right terms.

Our vision and mission illustrate that we are aware of and committed to this responsibility and it is my clear impression that ISCA member organisations and their thousands of volunteers and employers are committed and deliver strong contributions in order to give citizens – from children to elderly – a fair option to be part of a physical active community.

That is very good and encouraging!

The bad part of this story is that, we are still some way from achieving the ultimate goal, that all citizens have access to and fair motivation to be physical active.

PANDEMIC OF INACTIVITY

Last year the renowned medical journal “The Lancet” published a series of articles on the Pandemic of Inactivity. The authors of these very relevant articles are all experienced researchers from various cultures and continents and with very competent knowledge from both the medical perspective as well as the prevention perspective. However, when they introduced the term Pandemic of Inactivity the editors of The Lancet did not accept this dramatic medical term.

Despite years of acknowledging that inactivity is the fourth leading death risk identified by the World Health Organisation. Despite tons of knowledge that support the fact that inactivity and inactivity related behavior and illnesses have grown significantly over the last decade the editors of the medical sector journal The Lancet were reluctant to describe the situation as a Pandemic of Inactivity.

However, when the authors of the articles on physical inactivity put forward the agreed definition of a pandemic – it seems clear that this is exactly the reality and it should be named and treated as such.

A pandemic can be defined as “An epidemic occurring worldwide or over a very wide area, crossing international boundaries, and usually affecting a large number of people.”

However, identifying and naming a huge challenge is not the same as solving it. Understanding, describing and speaking about the challenge of inactivity is fine – but doing something about it is much better.

ANALYSIS AND RESEARCH ARE VALUABLE – BUT PRACTICE IS “KING”

It is my clear impression that quite a bit more knowledge on the many positive sides of physical activity and the strong negative aspects of inactivity has been produced over the last years. That is good.

It is also my general impression that at various political levels and in various societal sectors, the knowledge about these positive and negative factors is widely accepted. That is good too.

However, the crucial point is what do we do about it? How do the various political levels and various societal sectors react to these well-known facts?

For sure we know that there is not necessarily a direct relation between *knowing* what is best and *doing* what is

best. Knowledge does not necessarily lead to action.

Knowledge, research, theoretical analysis are all important tools to communicate to and hopefully convince decision makers to act and to convince “duty-bearers” to create the framework for access to physical activity, sport and exercise.

However, out there where ISCA members engage with the citizens, Out there where access to and fair motivation to be part of a physical active community is created and produced. Out there practice is “king”.

CENTER FOR INNOVATION AND COMMUNICATION OF PRACTICES TO MOVING PEOPLE

A few years ago we asked several Presidents of our member organisations, what they saw as their biggest organisational challenge. The answer was clear. The biggest challenge was to develop activities, which are attractive and motivating to the “customers”/ citizens /members.

Innovative and trendy ideas and practical activities to present and offer the citizens are a need and a must nowadays.

This is a challenge and a focal point for ISCA as well. Our priority should reflect these needs of our members and of the society. And there is a big need for innovative good practices.

It is my clear impression that we should have identification, innovation and not least communication of good practices very high on our agenda the coming years. We should seek to identify and assist innovation of local and national good practices and make sure these practices do not stay as “national secrets”, but are spread and communicated in a motivating way.

When we run projects where practices are identified and even developed, we shall seek to spread and communicate them in a motivating way.

When we run campaigns which include examples of practices, we shall seek that these are spread and communicated in motivating way that inspire and assist to actions.

I believe we have sharpened this focus the last year. We have tried to focus on very concrete ways of transforming knowledge into practical tools and templates in various fields of running not-for-profit organisations in our field.

Some examples are:

- Precise advice and suggested national political actions before the 5th Meeting for Sport and Education Ministers (MINEPS V)
- Development of an on-line tool for self assessment of good governance in your organisations (Good Governance in Grassroots Sport project)
- Identifying and preparing communication of 150 good practices for actions towards less privileged groups (MOVE Project)

These are good steps in the right direction and I strongly believe that ISCA should continue and strengthen this work. I strongly believe that we should focus on ways to identify, innovate and not least communicate modern and trendy practices, which lead to national and local actions.

I believe we should strive to be the center for innovation and communication of practices to moving people!

MEMBERS AS FOCUS AND RESOURCE

We often say that, “ISCA is the members and the members are ISCA”. I believe it is a good expression, which underline some of the central characteristics of a member based and governed organisation like ISCA. However, it is not the whole story. Just like the respective member organisations who live in a complex societal environment with many other stakeholders – so do ISCA.

ISCA clearly should have an internal priority towards the members. ISCA is the members, but we also need to have a significant external orientation towards strategic partners.

At this General Assembly we will discuss both the internal perspective and the external opportunities.

Some of the internal questions are:

- What are the contributions from members – financial and human resources?
- What is the status of the ISCA members – how active are the various members?
- What are benefits from being an ISCA member? – are needs and expectations in line with services and member contributions?

The situation is that we are doing a very good job in providing external resources, but not as good in raising internal resources. It is of course very positive that we have success to engage with external partners, which consider us as relevant trustworthy partners. But we need to be aware of the balance.

The external resources are linked to our level of activity – including the member’s commitment, profile and contributions.

We need to discuss the increasing external engagements and the benefit from developing strategic external partnerships – and not least the interaction and balance between the internal and external contributions, engagement and priorities.

THE EXECUTIVE COMMITTEE WORK AND TASKS

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 Committees main tasks are defined as:

1/ Strategic organisational decisions. This include activity and resource priority as well as structural decisions

2/Advocacy - The Executive Committee is advocating for adequate attention to the grassroots sport and physical activity sectors towards members and external relations.

3/Guidelines for and collaboration with the secretariat

The Executive Committee meets at least twice a year beside the Congress and General Assembly. Since last year we have held two Executive Committee meetings. Between meetings various tasks can be delegated to the individual Committee members - often in collaboration with the secretariat.

Among the President and two Vice Presidents, we practice what we call a Shared Leadership. The Shared Leadership principle is that the Vice Presidents are involved in and discussing the political issues with the President in order to keep a political balance between a full-time President and volunteer part time Vice Presidents and Committee members. It means that there are regular communication between the group of Presidents and skype meeting every 3-4 weeks.

Beside this there is a dialogue from the President to the Executive Committee once a week – every Friday – where the so-called “Friday Mail from the President” debates a political topic within our sector.

At the General Assembly the two year term of the Presidents and Members conclude and we are going to elect a President, two Vice Presidents and five Members for the coming two years.

I would like to use this occasion to thank the Executive Committee including the Continental chairpersons for your openness, efforts and contributions the last two years. It has been a pleasure.

I would like to thank all ISCA members who have been active and contributed during the last year and last but not least BIG THANKS to the Secretary General and our motivated colleagues at the secretariat.

Thank you! Moving People

Kindest regards, Mogens Kirkeby, President

By Jacob Schouenborg

SECRETARY GENERAL REPORT 2013

Dear ISCA members, dear friends

ISCA is its members. The members are ISCA. It is therefore crucial that ISCA as an international umbrella is always acting in line and in touch with you, its member base.

ISCA has during the last 5 years experienced substantial growth, in projects, in members, in resources and in staff. With the vast majority of the projects and activities run by the ISCA secretariat being externally funded (and following external requirements), there is a continuous need to assure that the work is aligned with ISCA members' priorities. YOUR priorities!

My brief report this year will therefore focus on you – rather than on our projects and results, of which you can read in the ISCA Annual Report 2013.

Are you satisfied with ISCA?

The Executive Committee has decided that 2013 should have special focus on ISCA membership. As a consequence, we have initiated an annual survey among you as ISCA members, focusing on your priorities, wishes to ISCA and present satisfaction level. Here at the MOVE Congress 2013 and ISCA General Assembly, we are also interviewing ISCA members and getting some more in depth understanding of your inputs.

Fundamentally, the survey asks: Are we doing the right things? And are you satisfied with the way we do them?

At the General Assembly, we will be presenting the results to date. We would like to share openly the strong points and the areas for improvement, and discuss with you the priorities.

As a consequence of this membership focus, we are now increasing the regular communication to you as ISCA members directly, and with more exclusive membership offers. This should also be seen in the light of the ISCA Communication Strategy 2013, in which ISCA members are the top priority.

Finally, I would like to underline that we continue to look for more members to join the ISCA network. More members mean more opportunities, more knowledge to share, and more visibility and outreach. We have therefore developed a Membership recruitment pack, and of course welcome your suggestions for new potential members to contact.

I would like to thank you as ISCA members for your engagement in 2013, the Executive Committee for its leadership and input, and not least the staff of the ISCA Secretariat that are delivering simply amazing results. I am privileged to work with you all.

ISCA Accounts 2012

Association	International Sport and Culture Association Vester Voldgade 100, 2. 1552 København V www.isca-web.org CVR-number 29500541 Financial year: 1. January - 31. December 2012
Daily Management	Secretary General: Jacob Schouenborg
Auditor	KPMG
Bank	Sydbank A/S
Form of the organization	Association

Background

INTERNATIONAL SPORT AND CULTURE ASSOCIATION (ISCA) is an international association with at present 125 members organisations, totaling some 40 million individual members from five continents. ISCA is open to all interested and relevant, primarily non-governmental organisations within youth, sport and culture.

The first General Assembly of ISCA was held in Copenhagen in February 1995. Since then, ISCA has come a long way and experienced a fast-growing development of both member organisations and activities.

The main objectives of ISCA are:

- To promote an understanding between people across borders through sport and cultural activities
- To emphasize the view of sport as a bearer of local, regional or national cultural identity, thereby placing it at the centre of international exchange of ideas, opinions and cultural expressions
- To encourage the broadest possible participation in sport and cultural activities among all affiliated members

At present, ISCA has a Continental Committee in Asia, Latin America, North America and Europe as well as thematic networks for health, youth, environment, seniors, gymnastics, children, badminton and facilities.

ISCAs mission is to build international relations between people, cultures, organizations and sectors. Seeing sport as a culture of movement, we develop opportunities for learning, inspiration and action to induce social change.

ISCA delivers services, advice and projects to its members and stakeholders and cooperates with national ministries, international institutions and organizations, such as World Health Organisation, UNESCO, the European Commission and the Council of Europe.

Statement of Financial Development

ISCA has been able to develop its resources significantly since the foundation in 1995. From a starting point in the first years (1995-2000) with very limited financial budgets and human resources, the resources increased (2001-2003) to a level of 350,000 €, due to general support from the Ministry of Culture of Denmark and the ISCA founding member, Danish Gymnastics and Sports Associations. With this increased level of the general organisational budget, ISCA could apply for externally supported projects, where there is a demand for own co-financing, typically between 20-50 % of the project budget. In other words, ISCA invests resources from the general budget for projects with co-financing requirements. This has led to an increase of the total budget to around one and a half million Euros today.

Besides the increase of budget, the number of financial partners/donors has increased. In 2012, ISCA's resources came from nine different financial partners/donors, representing both private and public partners.

Project implementation, management and income are on project specific timelines more than fiscal year schedule. To comply with project demands we upgrade and adjust secretariat and human resource costs on an as-needed basis.

The equity of the organization may at times be negative due to variations and payments related to our activities.

The result for 2012 amounts to a loss of 51.830 Euro. This is mainly a result of the decision to upgrade of the organization in preparation of the NowWeMove and MOVE Week campaign, to be implemented in 2013. The MOVE Week has been awarded an EU grant of 1 million Euros for 2013.

ISCA is financing project expenditures throughout the implementation of the project. Financial support (grants) are partly paid after closing the project accounts; mid-project deficits are covered by bank credit.

The following externally financed projects are running into 2013: MOVE, GGGs, European Voluntary Service, Training of Trainers and ACTIVE network. All other projects have ended and accounts are closed or closing.

EuroVolNet project (supported by European Commission Sport Unit) and SPORTVISION2012 conference were not budgeted for.

We foresee a growing turnover in the coming years with budgets based on upgrade and adjustments of activity and administrative costs, and with a view to consolidate a reasonable equity.

Management's statement on the Annual Report

The Executive and Supervisory Boards have considered and adopted the Annual Report of ISCA for the financial year 2012.

The Annual Report was prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs. We consider the accounting policies applied appropriate and the estimates made reasonable. Furthermore, we consider the overall annual report representation true and fair. Therefore, in our opinion, the Annual Report gives a true and fair view of the financial position and the results of the Association's operations.

Copenhagen, 8 June 2013

Executive board

Jacob Schouenborg
Secretary General

Supervisory Board

Mogens Kirkeby
President

Herbert Hartmann
Vice President

Maria Luiza Souza Diaz
Vice President

Rado Cvetek

Toni Llop

N. Shanmugarajan

Elizabeth Paolillo

Kelly Murumets

Liliana Ortiz de la Cruz

Siu Yin Cheung

Filippo Fossati

Jean-Claude Arnaud

Accounting Policies

Basis of Preparation

The Annual Report of ISCA for 2012 has been prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

Recognition and measurement

Revenues are recognised in the income statement as earned. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Association, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Association, and the value of the liability can be measured reliably.

Income Statement

Revenues

Revenues are recognised in the income statement in the year they pertain to.

Expenses

Expenses are recognised in the income statement in the year they pertain to.

Receivables

Receivables are measured in the balance sheet at the lower of amortised cost and net realisable value, which corresponds to nominal value less provisions for bad debts.

Deferred Income

Deferred income comprises payments received in respect of income in subsequent years.

Independent auditors' report

To the General Assembly

We have audited the financial statements of ISCA for the financial year 1 January – 31 December 2012. The financial statements comprise accounting policies, income statement, balance sheet and notes. The financial statements are prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

Management's responsibility for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs, and for such internal control that Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility and basis of opinion

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Association's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit has not resulted in any qualification.

Opinion

In our opinion, the financial statements give a true and fair view of the Association's financial position at 31 December 2012 and of the results of its operations for the financial year 1 January – 31 December 2012 in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

Emphasis of matters regarding other items

As part of the Financial Statements ISCA has disclosed the budgeted profit and loss accounts for 2012 as approved by the Board of Directors. These budgeted figures are not subject to our audit obligations.

Copenhagen, 19 July 2013

KPMG

Statsautoriseret Revisionspartnerselskab

Søren Christiansen

State Authorised

Public Accountant

Carsten Strunk

State Authorised

Public Accountant

Profit and loss account

In Euro and Danish kroner DKK. 1 Euro =

7,45 DKK

	Account 2012 EUR	Budget 2012 EUR	Account 2011 EUR	Account 2012 DKK	Budget 2012 DKK	Account 2011 DKK
Income						
General Support:						
DGI-Support	-194.631	-194.631	-194.631	-1.450.000	-1.450.000	-1.450.000
Ministry of Culture Denmark	-118.020	-118.121	-117.685	-879.250	-880.000	-876.750
Bilateral membership agreements	-134.228	-134.228	-134.228	-1.000.000	-1.000.000	-1.000.000
Membership fee	-13.514	-8.054	-7.941	-100.677	-60.000	-59.158
European Commission General Support	-7.120	0	-99.967	-53.044	0	-744.755
Council of Europe general support	-12.996	-4.500	-2.647	-96.824	-33.525	-19.722
Payment, participants fee etc.	-15.081	0	0	-112.351	0	0
Nordic Youth Association (NSU) secretariat	-24.161	-24.161	-20.134	-180.000	-180.000	-150.000
Total general support	-519.751	-483.695	-577.233	-3.872.146	-3.603.525	-4.300.385
Project related support:						
Sante	-1.736	-38.926	-53.691	-12.933	-290.000	-400.000
Move	-217.062	-372.820	-228.691	-1.617.111	-2.777.509	-1.703.746
GGGS	-159.498	-160.000	0	-1.188.259	-1.192.000	0
NowWeMove	-397.844	-402.685	0	-2.963.940	-3.000.000	0
EuroVolnet	-206.408	0	-124.333	-1.537.740	0	-926.283
Youth work:						
European Youth And Sport Forum	-59.657	-64.607	0	-444.448	-481.322	0
Global Youth And Sport Forum	6.007	0	-10.000	44.754	0	-74.500
European Commission youth projects	-61.164	-54.853	-28.525	-455.674	-408.655	-212.508
European Commission Voluntary Service	-32.032	-25.000	-11.654	-238.636	-186.250	-86.823
Council of Europe trainings	-9.321	-10.000	-14.499	-69.441	-74.500	-108.019
Total project related support	-1.138.715	-1.128.891	-471.393	-8.483.428	-8.410.236	-3.511.879
Others:						
Non-project participation fee, partner income	-5.463	-10.000	-14.173	-40.699	-74.500	-105.590
Interests	-1.431	0	-2.007	-10.664	0	-14.955
Total Others	-6.894	-10.000	-16.181	-51.363	-74.500	-120.545
Total Income	-1.665.361	-1.622.585	-1.064.807	-12.406.937	-12.088.261	-7.932.809

Expenditures
Projects and activities:

Project GGGs	193,718	201,716	2,685	1,443,202	1,502,764	20,000
Project Sante	0	0	100,377	0	0	747,807
Project EuroVolnet and Sportvision 2012	225,970	0	171,150	1,683,478	0	1,275,065
Project Move	261,463	451,324	246,011	1,947,896	3,362,364	1,832,779
Project NowWeMove	409,381	402,685	0	3,049,891	3,000,000	0
Pathe	9,492	0	0	70,716	0	0
Activity support to continental committee Latin America ...	11,108	10,067	9,453	82,758	75,000	70,427
Activity support to continental committee Asia	1,194	10,067	11,476	8,892	75,000	85,493
Activity support to continental committee Europe	7,191	10,067	10,881	53,571	75,000	81,062
Activity support to North American cooperation	3,282	10,067	6,551	24,452	75,000	48,805
ISCA Networks and priority activities	5,572	26,846	1,618	41,508	200,000	12,054
Sport and Development	0	4,027	6,555	0	30,000	0
Project South East Europe - SFA network	87	6,711	0	650	50,000	0
Sport for All Congress	31,788	30,000	11,356	236,820	223,500	84,603
Communication: Magazine, Internet and materials	6,364	6,711	6,282	47,411	50,000	46,798
Total projects and activities	1,166,610	1,170,288	584,393	8,691,245	8,718,648	4,304,893

Youth work:

European Youth and Sport Forum	91,644	89,214	20,106	682,750	664,644	149,792
European Commission Youth projects	66,558	54,853	61,163	495,857	408,655	455,661
European Commission Voluntary Service	47,340	33,557	38,532	352,684	250,000	287,065
Council of Europe trainings	10,760	10,000	14,291	80,159	74,500	106,471
Total youth work	216,302	187,624	134,092	1,611,450	1,397,799	998,989

Organisational development:

General Assembly	0	20,134	20,321	0	150,000	151,388
Executive Committee meetings	26,584	26,846	19,074	198,049	200,000	142,101
External relations - presidents	19,891	10,067	13,636	148,187	75,000	101,590
External relations - others	339	6,711	8,590	2,526	50,000	63,997
Total organisational development	46,814	63,758	61,621	348,762	475,000	459,076

Secretariat	287,195	194,631	285,729	2,139,602	1,450,000	2,128,680
Depreciation	270	0	0	2,013	0	0

Total Expenditure	1,717,191	1,616,302	1,065,836	12,793,072	12,041,447	7,891,638
Result	51,830	-6,284	1,029	386,135	-46,814	7,666

Balance 31. december 2012

In Euro and Danish kroner DKK. 1 Euro = 7,45 DKK

	2012		2011	
Note	EUR	DKK	EUR	DKK
Assets				
Outstanding	12.259	91.328	0	0
Outstanding Grant awared	715.338	5.329.268	200.447	1.493.328
Cash at the bank	163.418	1.217.466	125.552	935.365
Advance payments	18.291	136.270	2.049	15.268
Office Furniture	15.945	118.787	0	0
Total Assets	925.251	6.893.119	328.049	2.443.961
Liabilities and equity				
Equity	3.045	22.688	3.045	22.688
Retained profit	7.077	52.724	6.048	45.058
Annual result	51.830	386.135	1.029	7.666
Total equity	61.953	461.547	10.122	75.412
Liabilities	-44.087	-328.451	-40.563	-302.191
Creditors	-206.139	-1.535.733	-45.726	-340.662
Taxes	-16.686	-124.314	-934	-6.958
Project	-531.850	-3.962.280	-211.841	-1.578.212
Outstanding account DGI-Byen	0	0	-18.162	-135.304
Accured (Periodisering/Skyldige omkostninger)	-188.441	-1.403.888	-20.946	-156.046
Total liabilities	-987.203	-7.354.666	-338.172	-2.519.373
Total liabilities and equity	-925.251	-6.893.119	-328.049	-2.443.961

ISCA 2008-2012

	Note				
	2012 EUR	2011 EUR	2010 EUR	2009 EUR	2008 EUR
Income					
General Support and payments	-519.751	-577.233	-532.766	-500.090	-488.667
Project related support	-1.145.610	-487.574	-496.212	-269.927	-153.204
Total	-1.665.361	-1.064.807	-1.028.978	-770.017	-641.871
Expenditures					
General Projects and activities	1.166.610	584.393	560.335	278.057	165.958
Youth projects	216.302	134.092	85.174	58.038	62.415
Assembly, committee meetings	46.814	61.621	52.816	55.487	66.432
Secretariat	287.195	285.729	304.970	369.574	355.327
Depreciation	270	0	0	0	0
Total	1.717.191	1.065.836	1.003.295	761.156	650.132
Result	51.830	1.029	-25.683	-8.861	8.261

Notes

	Euro	DKK
ISCA provided bank guarantees per 31 December 2011 ..	272.458	2.029.811
ISCA provided bank guarantees per 31 December 2012 ...	202.806	1.510.905

- 1) In 2012, there was one bilateral agreement with direct financial income for ISCA - namely with DGI
 2) The project EuroVoINet and SPORTVISION 2012 was not budgeted for.

3) Office Furniture	0	0
Purchased 1 January 2012	0	0
Annual Disposals	16.215	120.800
Annual Additions	16.215	120.800
Purchase 31 December 2012		
Annual Depreciation 1 January 2012	0	0
Reversed Through Departure	0	0
Depreciation 31 December 2012	270	2.013
Accounting valu 31 December 2012	15.945	118.787

ISCA BUDGET 2013 - 2014

ISCA Budget 2014

	Budget 13	Rev. Bud 13	Budget 14
REVENUE	Euro	Euro	Euro
General support:			
DGI - Support	181.208	194.631	194.631
Ministry of Culture Denmark	118.121	118.121	118.121
Bilateral membership agreements	134.228	134.228	134.228
Membership fee	8.054	15.000	20.000
Council of Europe general support	4.500	6.000	0
NSU hosting secretariat	24.161	24.161	24.161
Sub total	470.272	492.141	491.141
Project related revenue:			
MOVE Activation		58.216	232.865
NowWeMove	1.000.000	900.000	100.000
ACTIVE Network	133.333	133.333	66.666
GGGS	40.000	40.000	0
MOVE	372.820	219.206	36.401
Sport for All/MOVE Congress	30.000	20.000	20.000
Sub total	1.442.820	1.370.755	455.932
Youth project support:			
Youth and Sport Forum	0	0	0
European Commission, projects	55.000	60.000	25.000
European Commission EVS	25.000	25.000	25.000
Council of Europe, trainings	10.000	30.000	0
Sub total	90.000	115.000	50.000
Others			
Non-project fees and partner project revenue	10.000	1.000	1.000
Total revenue	2.013.092	1.978.896	998.073

	Budget 13	Rev. Bud 13	Budget 14
EXPENDITURES	Euro	Euro	Euro
Projects and activities			
MOVE Activation		58.216	232.865
NowWeMove	1.000.000	900.000	100.000
ACTIVE Network	0	222.222	111.110
GGGS	50.429	50.429	0
MOVE	451.324	271.727	45.501
Sport and Development	4.027	4.027	4.027
Project South East Europe - SFA network	6.711	0	0
Sport for All congress/ MOVE Congress	30.000	30.000	30.000
Activity support to continental committee Latin Amer	10.067	10.067	10.067
Activity support to continental committee Europe	10.067	10.067	10.067
Activity support to continental committee Asia	10.067	10.067	10.067
Activity support to North American cooperation	10.067	10.067	10.067
ISCA networks and priority activities	26.846	26.846	26.846
Communications: Magazine, internet, etc.	13.423	13.423	13.423
Sub total	1.623.028	1.617.158	604.040
Youth Projects			
Youth and Sport Forum	0	0	0
European Commission Youth projects	75.000	60.000	25.000
European Commission EVS	33.557	50.000	50.000
Council of Europe, trainings	10.000	30.000	0
Sub total	118.557	140.000	75.000
Organisational development			
General Assembly	20.134	20.134	20.134
Executive Committee Meetings	26.846	26.846	26.846
External relations - presidents	10.067	10.067	10.067
External relations - others	10.067	10.067	10.067
Sub total	67.114	67.114	67.114
Secretariat (excluding project salaries)	194.631	150.000	240.000
Sub total	194.631	150.000	240.000
Total Expenditure	2.003.330	1.974.272	986.154
Result	9.762	4.624	11.919

Notes:

1. Project income includes external financial support, but not ISCA cofinancing. Thus, project income is smaller than expenditure for these projects. NowWeMove and MOVE Activation, due to their size, are however budgeted to balance revenue and expenditure.
 2. ISCA staff time and travel/accommodation is accounted as expenditure in the projects (moved from Secretariat).
 3. When accounting, project donor income is calculated as the relevant financing% (60-80) of the actual total expenditure.
- In project closing years, however, the donor income is the total amount received throughout the project years minus what has already been accounted for.

PROPOSAL FOR MEMBERSHIP FEE STRUCTURE

The ISCA Executive Committee suggests an unchanged membership fee structure for 2014:

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

ISCA LATIN AMERICA REPORT 2013

By Elizabeth Paoliello

ISCA Latin America has as its main objectives to develop the philosophy of ISCA and Sport for All movement in the continent, taking into account the cultural diversity of the countries and members. To engage active institutions related to SFA in ISCA and to intensify the contact and communication to the members, promoting as many exchanges as possible between border countries, to identify the stakeholders aiming the development of actions in the field of SFA and enlarge the network.

Actions since General Assembly 2012

International Gymnastics Course - Peru – 21-23 March 2013 – Unicamp/Universidad Mayor de San Marco / ISCA

National Danish Performance Team - As part of the world tour the NDPT visited Colombia and Brazil during February and March 2012, offering workshops and performances in different sport centers and schools. In Colombia the team was hosted by SENA – Servicio Nacional de Aprendizaje (National Learning Service) and Instituto de Recreación y Deporte de Bogota (Recreation and Sport Institute of Bogotá). In Brazil SESC São Paulo and UNICAMP were responsible for the tour organisation.

Scholarships – International Youth Leader Education - 10 students from Latin America stayed at the Academy of Physical Education in Viborg/DK and 6 students at the Academy of Physical Education in Ollerup/DK to attend the IYLE – International Youth Leader Education during the year of 2013.

Agreement – SENA – Servicio Nacional de Aprendizaje (Colombia) x ISCA - The agreement has been signed between the organizations to develop international cooperation programs in the sport for all fields.

Challenge Day - On the last Wednesday of May the 19th edition of Challenge Day took place in the Latin America continent. This year the event featured the participation of 3,415 cities in 22 countries, with the engagement of more than 48 million people. ISCA was once again present with the partnership in outreach materials, reaching the total production of 12,200 coordinator guides / 231,000 brochures / 100.000 electronic flyers / 331,00 posters / 153,000 certificates plus videos, jingles and web site.

Latin American Alliance of Sport for All – On 2013 the first meeting was held in the São Paulo city with the participation of association representatives from Argentina, Brazil, Chile, Colombia, Guatemala, Suriname and Venezuela. The Alliance has as its main objective to promote and disseminate the development, information and training in the area of sports and physical activities, respecting the cultural differences of each country involved. Also adding skills and values based on successful projects of the country members, and on the support of institutions for cooperation and implementation of SFA programs.

MOVE BRASIL Campaign - In the coming years, Brazil will host two of the world's major sporting events - FIFA World Cup 2014 and the Olympic and Paralympic Games Rio 2016. Facing these facts and dealing with questions that foresee a pressing need for changes and inspired by the model of European MOVE, SESC proposed an unprecedented and ambitious multiparty action with other institutions to launch the bases of MOVE BRASIL, in São Paulo, during the MOVE Congress 2012. It's a campaign committed to join efforts, call for and add new partners to increase the amount of sport and physical activities practitioners in the country, along four years. The Young Men's Christian Association (YMCA), Athletes for Citizenship, Olympic Public Authority (APO), International Sport and Culture Association (ISCA), Ministry of Sport and Ministry of Health are seminal actors of this campaign.

Among its action strategies, MOVE BRASIL intends to identify the sport and physical activity routines of Brazilian population, through a national survey and to propose new indicators and targets to be achieved until 2016.

WEEK MOVE BRASIL 2013 - From 22 to 29 September, special activities were held to educate the public about the importance of sports and physical activities. Such event aimed to bring the diversity of possible practices, so that people could find the one which they identify themselves the most. 21 Brazilian states and 15 State Capitals promoted bike tours and more than 250 other sports activities were scheduled in São Paulo State.

Proposals for 2013/2014

VII International Forum of General Gymnastics

State University of Campinas – UNICAMP, in partnership with Social Service of Commerce – SESC, from the State of Sao Paulo and supported by ISCA, will organize the VII International Forum of General Gymnastics from 16 – 18th October 2014, in the city of Campinas - Sao Paulo, Brazil.

MOVE BRASIL – Development of the campaign involving different organizations and public.

General Actions

To increase the number of ISCA members in Latin America mainly focused on national organizations working in the field of Sport for All.

To create initiatives and take the opportunities to call the public and authorities attention, to the importance of SFA in contrast to the elite sport, taking into account the mega events that will take place in Brazil in the next years.

To recruit youngsters to attend the IYLE program and stimulate them to exchange their experiences when returning to their institutions, by developing projects in SFA.

ISCA ASIA REPORT 2013

By n. Shanmugarajah

The ISCA Executive Committee extended its full support to ISCA Asia on the Sport For All in Asia study. The purposes of this study were to investigate the Sport for All policies and collect information in the field of sport for all recreational sport and physical activity in Asian countries. A questionnaire was used to collect data at 10 Asian countries, namely China, Hong Kong, India, Malaysia, New-Caledonia, the Philippines, Qatar, Singapore, South Korea and Taiwan. Results showed that a clear majority of the Governments have policies on Sport for All (SFA) and provide more insights into this.

ISCA Asia is working very closely with the Pan – Asian Sports to identify more Professors / Researchers to conduct the Sports for All survey which will be an ongoing process.

A youth sports leader Mr. Penny Lam from Hong Kong attended the International Youth Leader Education training at Ollerup, Denmark.

23 participants from Europe and Asia participated in the Global Dialogue training course held Hong Kong from 16 – 23 December 2012. This course enabled the participants to understand more about Europe and Asia such as their lifestyle, habits, games and their working attitudes etc... It was a very well received course and we hope more of such courses with participants from all continents will be organized in the future.

In 2014, ISCA Asia is planning to build the network among Asian Countries by organizing the ISCA Asia sport for all forum. There are also plans to establish an internet communication system among Asian countries.

I wish to thank Prof. Dr. Lee Jong Young, Dr. Cheung Siu Yin and other members for their contribution and support given towards the activities of ISCA Asia .

ISCA EUROPE REPORT 2013

By Filippo Fossati

The European dimension of ISCA developed in the last year primarily through the work done inside the projects funded by European Union, the participation to working and follow-up meetings proposed by European Institutions, the growth of the campaign Now We Move and of its flagship event MOVE Week.

We have also participated to the World Social Forum, in collaboration with our French and Italian members UFOLEP and UISP, and Ligue de l'enseignement, with the aim to establish steady relationships to widen ISCA activity in the Mediterranean basin.

The main aim that we decided in Sao Paulo last year was the insertion of MOVE Week, and it's financing, among the Special Annual Events of European Parliament has been reached, thanks to lobbying work that involved several member organisations in showing to national MEP's that it would have been a good choice.

Now it's time to give continuity to this financing reaching the insertion of MOVE Week in the 2014 budget, even if EU financial crisis and cuts disposed by national governments will make this goal not easy to be reached.

ISCA Europe focused on political relations with Institutions and continental networks.

2014 will be a very important year, almost crucial, for the future of political Europe. The economical crisis made our continent vulnerable in terms of GDP. In the majority of Member Countries unemployment and poverty are growing alarmingly. Even in the founders countries skepticism and hostility towards the European institutions start to be spread, seen as distant and hostile regarding the material life of the citizens.

From this situation, which threatens the very existence of the European institutions, we can exit only through the political and democratic strengthening of Europe.

Not only common coin and market, a place of confrontation among governments, but a true political union of peoples and states, which speaks to the world with one voice and make binding decisions about all the key issues of economy and society.

Sport world lives this difficulty. Our organisations are trying to be innovative towards proposals of sports activities and the management of activities and facilities, to answer a demand of sport that seeks low cost and often

completely self-managed solutions.

ISCA is committed to support and coordinate these innovative practices, but grassroots sport will not succeed if the new European institutions will not invest on it, in its social and economic value, on its ability to produce growth of human capital, of labor and well-being.

The European elections will produce a first important reform: the European parliament will appoint the President of the European Commission, the governance of Europe. This will force the different political groups to propose candidates and programs for a “European government” to the citizens.

ISCA will have to be on dialogue with all parties to ask for grassroots sport to be present in the programs of the government as a central point of health, labor and education policies. We will have to defend the funding of the 2014-2020 European program on sport and ask for it to be oriented on the priorities of grassroots sport.

Move week will be our passport. Sport can build Europe. The dialogue and the exchange of events and good sports practices can be for the new Europe what Erasmus programme was in its first phase of existence.

We propose to strengthen the ISCA Europe Task Force, and we ask for a commitment to member organisations to combine to our lobbying work in Europe a lobbying work in their own countries.

2014 will be the moment to verify the political success of our initiative and to equip, and renew, ISCA Europe so that it can best fulfill its role in the new European social and political situation.

ISCA NORTH AMERICA REPORT 2013

By Kelly Murumets

Since the last General Assembly in Sao Paulo, and in agreement with ISCA President and ISCA Vice Presidents, my work for ISCA has focused on the following elements. Some elements relate to specific North American opportunities; some, more general development:

- Developing ISCA's work with Corporate Partnerships, based on the experience of ISCA member ParticipACTION from Canada and its Partnership Protocol. In particular, we are working on developments for the NowWeMove Campaign.
- Contributing to ISCA's involvement with the (US-based) Nike initiated *Designed to Move* Framework for Action.
- Continuous dialogue with US President's Council on Fitness, Sport and Nutrition.
- Exchanging experiences from ParticipACTION campaigns, in particular with Colombia, Brasil and the European NowWeMove campaign. Establishment of a global Campaign Expert Group in ISCA, with participation from Canada and US.
- Involving the ParticipACTION Network in ISCA activities and exchange.

ISCA NETWORK REPORTS

BADMINTON NETWORK

The ISCA Badminton Network has been active for 10 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 (bennygertrud@gmail.com) or the ISCA secretariat.

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

ACTIVE CHILDREN NETWORK

Children's activities have been demonstrated to be a fine tool for developing regional collaborations across borders and contribute to the health and wellbeing of children. The below action is a good example.

USEP (France) Midi- Pyrénées and Languedoc-Roussillon regional committees and UCEC (Spain) have established a euro regional association in May 2007 with the purpose of organizing sporting and cultural activities. The association has applied for membership of ISCA in 2013.

Every year in June during 500 children from the region participate in making sport and cultural activities. Similarly, USEP and UISP are developing actions in the euro region Alpes-Méditerranée, and further euro-regional collaborations are being explored.

For further information, please contact Jean-Claude Arnaud at jeanclaudearnaud@free.fr.

ACTIVE SENIORS NETWORK

Since the establishment of the network in 2008, UFOLEP has lead the network and organised international seminars, and network members have implemented several bilateral exchanges yearly, in particular between Scotland and France (walking, practicing local activities, intercultural discovering...) thanks to the partnerships between SALSC, Sportscotland Inverclyde and UFOLEP. UISP has launched a project with UFOLEP in the frame of the EU Grundtvig program.

In addition, DTB are presently implementing the ACTIVEage project with EU support, and activities for seniors are also part of the ISCA large scale MOVE project.

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

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 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 August 2012 implemented the international youth training course SWELL which focused on Health and Wellbeing but which tried to take into account its impact towards the environment in the various aspects of the project organization (choice of the venue, food, measurement of the emission of carbon dioxide of the training, etc.).

This year, UFOLEP will represent ISCA and the network at the event Nature & Sports EURO'MEET on 2-4 October.

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

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 jclb363@orange.fr or the ISCA office: info@isca-web.org.

EUROPEAN GYMNASTICS FESTIVAL NETWORK

ISCA Gymnastics oriented organisation are active in creating 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 has been executed now for the sixth time with ISCA institutional support.

European Gymnastics Festival Network is a particular group whose focus is to promote and to establish an 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 encourages 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

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 ISCA members are joining forces in the Facility Management Network.

The aims are:

- 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.
- The tools and ideas under discussion and development are:
- Creation of database of ISCA members' facilities and offering special fees and services to individuals in the ISCA network
- Creation of and good practices data base
- Publication of Technical Papers
- Edition of a Blog as a communication tool
- Creation of an ISCA consulting service (Design of sport facilities, Marketing surveys, Activities program, Maintenance etc)
- Introduction of training events such as Seminars, workshops, virtual forums, online training, Study tours and Exchange of good practices

There have been several bi-lateral meetings and exchanges between Network partners over the last years. One very interesting development in 2013 is the realization of an agreement between ISCA and the large education

institution SENA from Colombia. part of the agreement will be to focus on service and facility development.

A meeting for the Facility Management Network is being planned to take place in Barcelona on connection to the MOVE Congress 2013 and ISCA General Assembly. The main topic of the meeting will be “CRM (Customer Relation Management) and Benchmarking Systems: What knowledge do we need to develop our products the best way possible in relation to the customers, and do we have the right systems to catch that information?”

The ISCA Facility Management Network is open and interested organizations can contact ISCA secretariat at info@isca-web.org or ISCA Executive Committee member Toni Llop Padilla at toni.llop@eurofitness.com.

HEALTH ENHANCING SPORT EXERCISE (HESE) NETWORK

The HESE-Network was founded in succession of the former ISCA-Health-Network during the ISCA General Assembly 2011 in Paris. Nine associations participated and expressed their interest and commitment to this new network. The network aims to focus on the “physical exercises approach” within health enhancing physical activities (HEPA), which emphasise an improvement of health enhancing physical activities (HEPA) quality through well structured, dose-response based, specific health benefits related programs. The general aim refers to the EU Physical Activity guidelines, assigning organised sport a prominent position in regard to the improvement of HEPA (p. 14) and expressed “a major future challenge for the organised sport sector should be to offer high quality health related exercises programs nationwide”.

The focus of the network meetings:

2011, Paris: Overview HEPA/HESE activities of the participating associations, to find a preliminary definition for HESE programs and to start identifying common quality criteria for HESE programs.

2012, Copenhagen: Agreeing on basic core objectives and quality criteria for HESE programs and starting an inventory for HESE programs of network partner associations. 2012, Frankfurt: Instructor qualification for HESE programs.

2013, Barcelona: Strategic planning and implementation of HESE activities and cross-sector networking.

Interested organisations are welcome to contact ISCA Vice President Herbert Hartmann, DTB, at hartmann-bensheim@t-online.de.

YOUTH NETWORK

ISCA Youth Network is enabling international participation of young people using sport and physical activity, focused on the development of competencies, capacity building and networking. 2013 activities include

ISCA Pool of Trainers – developing trainers meant to facilitate quality non-formal education activities using education, through sport while supporting ISCA's events. This has been achieved via three week-long training courses and practical implementation in between. The final training took place in France in July.

ISCA Pool of Project Managers – training youth leaders to implement new projects and initiatives to increase the number of young people involved in international work. The first of three trainings have taken place in 2013 in Denmark.

A training course with focus on entrepreneurship in youth and sport, took place in June in Bulgaria.

Delivery of a comprehensive education through sport manual “MOVE and learn” as well as an online tool to the same end.

Young people from the ISCA network have been very much involved in the NowWeMove campaign and its MOVE Week, highlighting the potential of integration of youth activities and other related initiatives in ISCA.

If you want more information, please contact info@isca-web.org

ISCA THEMATIC MISSION STATEMENTS

STAYING ACTIVE IN LATER LIFE

Mission paper for Staying Active in later life

The challenge

The social political background:

The population in modern society is gradually growing older. The age pyramid has changed due to higher life expectancy and lower birth rates. These positive progresses in personal human life creates on the other hand societal challenges. Higher expenditures for pensions, explosively rising costs for health care, poverty and social isolation of parts of the “growing grey generation” are some characteristics, which mark socio-political challenges regarding the living situation of senior citizens.

The demographic changes and the expected societal consequences have pushed the topic of aging higher on the political agendas all over the world. Numerous national governments and international institutions like the United Nations or the European Union have launched particular political statements, programs and projects. The European Union has declared 2012 as the “European Year of Active Ageing and intergenerational Solidarity”.

ISCA Position

To meet the challenge of aging populations multiple sectors, such as prevention, health, labor, culture, physical activity needs to address this target group.

We will raise the awareness, motivate and offer practical support for ISCA members, to develop and improve their national strategies towards senior citizens groups with the focus on: physical training and prevention, social inclusion and network, and utilization of the human resource within the group of senior citizens.

ISCA actions and services

Knowledge, data and information sharing

We will compile, document and share practices. Compile and share national and international political documents on strategies on active and healthy aging.

Networking and consultancy

Inspiration and support is needed to develop and implement national strategies towards senior citizens groups. We will in open networks provide inspiration and support to our members. If required we will offer specialised and individual consultancy services to members.

Planning guidelines, tools and education

We will provide topical exercise programs for various target groups of older people and guidelines for strategy on active healthy aging for member organisations. We will provide guidelines on utilization of the human resource within the group of senior citizens

Political lobby and fundraising

We will promote our position and mission and share our knowledge and experience to international institutions

and organisations, such as the World Health Organisation (WHO) and the European Union. We will when possible initiate external funded projects in the field of active seniors and upon request support members in national lobby and fundraising processes.

EDUCATION

Mission paper ISCA Education program

The challenge

The social political background:

The permanent and fast changes in our modern societies demand more flexibility, mobility and capacity to act on one's own account. With regard to these societal changes also the education paradigm has changed.

Education and learning have earlier primarily taken place in formal education settings, such as schools, universities, vocational training institutions and it was predominantly seen as acquisition of knowledge and skills.

Today the concept of Life Long Learning and Education, including non-formal and informal learning approaches, has got more and more relevance in theory and practice.

ISCA Position

The grassroots sport and recreational physical activity sectors are very relevant enablers and providers, which contributes significantly to global lifelong learning processes. In many countries the associations within the grassroots sport and recreational physical activity sectors are the single biggest education provider outside the traditional formal education sector.

We believe that this education and learning capacity within this sector can be improved both in quality and quantity.

ISCA actions and services

Educational events

ISCA members depend on an updated human and institutional capacity to meet the future challenges. Education of key persons at all levels is crucial for the success of the association.

We will assist our members to access and obtain knowledge and experiences in the field of education and qualification of key persons.

We will offer open educational events such as congresses, seminars and workshop on broad as well as specific topics. We will offer international education and leadership training on selected topics.

We will discover new ways of transmitting knowledge and conducting on-line education and training.

Networking and consultancy

We will on request provide consultants to member organisations to assist the development of educational strategies, programs and projects.

Political lobby and fundraising

We will promote our position and mission to international institutions and organisations. We will when possible initiate external funded projects in the field of education and upon request support members in national lobby and fundraising processes.

SOCIAL INCLUSION BY THE MEANS OF PHYSICAL EXERCISES AND SPORT

Mission paper Social Inclusion

The challenge

In the past few decades, sport has been increasingly recognized as an important tool for the social inclusion of marginalized groups, among them migrants and minorities.

This situation reflects a mixed perception of sport and its potential to contribute to social inclusion, characterized by trust on the one hand and doubt on the other. Those working in the “world of sport” share a more optimistic view, while policy makers expect evidence to underline the “added value of sport”. This gives critical analysts and researchers the task to investigate and clarify under what conditions sport can be used as a vehicle of social integration. Sport can develop essential skills, such as mutual respect, team spirit, integration and social inclusion, which form the basis of our society, and properly promoted and delivered, sport can constitute a first step in the efforts to achieve inter-cultural dialogue by bringing together different nationalities and cultures in a common game with common rules. Although sport may have the potential to contribute to the feeling of social connectivity, it cannot and should not be considered a universally applicable remedy for social problems. Indeed, as much as sport can be a tool for integration, sport may also reinforce inequalities and ethnic differences. That way it is so important to focus in to find out what to do and how to do it.

ISCA Position:

ISCA recognize and sport as an important and useful tool in the processes of social inclusion. Social inclusion processes are complex and diverse and this should be reflected in the actions. Actions should be directed to support and empower to be included in societal life.

We will raise the awareness, motivate and offer practical support for ISCA members to see actions as well as the life around the associations as tools for social inclusion.

to develop and improve target oriented actions

To be able to give these organization tools and methodologies that will help them to make their programs. That ISCA become the most consulted organization to follow positive social functions through sport

ISCA actions and services:

To do research (investigation) about good and innovating way to use sport as a Social Inclusion). Sport participation in itself does not inherently lead to the desired impacts and outcomes. They can be achieved only if certain conditions are present and successful processes are realized.

To do pilots and proof this new way and tested them and if they works well to promote with all the organization.

Political lobby and fundraising.

Networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit

Start this programs with children and youth so since their days they become more conscience that all of as our equal and have the same rights.

Knowledge, data and information sharing

Educational events in a national and international level

Networking and consultancy

Political lobby and fundraising

Healthcare and Health Promotion by the Means of Physical Exercises and Sport

Mission paper for the new ISCA health and fitness program

The challenge

The social political background:

One of the central health issues of our time is the growing lack of physical activity among many populations groups. Alarming figures about increasing tendency for unhealthy populations because of physical inactivity has pushed national and international programmes and campaigns counteracting inactivity on a top rank of the social-political agenda all over the world.

ISCA Position

To meet this challenge there is a need for a stronger engagement and commitment from multiple sectors, such as education, transport, health, urban planning, physical activity and sport sectors.

We will raise the awareness, motivate and offer practical support for ISCA members, to develop and improve their national strategies for goal-oriented health promotion and prevention through sports and physical activities.

We will promote and seek cross sector cooperation to improve the quality and quantity of interventions and effects.

These aims are amongst others achieved through the means of externally funded projects.

ISCA actions and services

Knowledge, data and information sharing

Actions in the field of health promotion requires specific knowledge. We will provide scientifically sound knowledge, data and information for our members.

Networking and consultancy

Inspiration and support is needed to develop and implement health promotion. We will in open networks provide inspiration and support to our members. If required we will offer specialised and individual consultancy services to members.

Planning guidelines, tools and education

We will provide experiences based guidelines and tools to implement health promotion intervention. We will invite to educational events like seminars and congresses.

Political lobby and fundraising

We will promote our position and mission to international institutions and organisations such as World Health Organisation (WHO) and European Union. We will upon request support members in national lobby and fundraising processes.

YOUNG PEOPLE

Mission paper for ISCA program – Young People

The challenge

The social political background:

Physical activity and sport is essential for a successful, integral evolution of young people, not only for their physical development, but as well for their mental and social development. In our modern societies segments of young people do not have access to stimulating physical activities and sport, other prefer more sedentary activities. Inactivity is even for young people a hostage for a healthy growing up.

Not being physically active or practicing sport prevent young people from developing vital motor skills, needed in later life, for having basic experiences for healthy living and the best learning opportunities. The young generations needs to be offered easy access to versatile, motivating movement experiences and physical education. Sport and physical activity play an important role in our modern society in particular for young people, and have the democratic characteristics needed to promote an education dimension in a holistic approach to human development.

ISCA Position

Recognizing youth as key actors in a vibrant and politically aware civil society, ISCA has promoted and prioritized youth activities since its establishment.

ISCA provides young people a large set of activities and supports them in their development process by offering relevant training, voluntary projects and networks.

We want to build bridges to facilitate contact between young people from all over the world, stimulated volunteering in sports and contribute to develop leaders of tomorrow. We provide opportunities to meet and work together and facilitate the flow of information and knowledge in a global way, with the idea that sport has a great potential to promote social changes.

ISCA actions and services

Knowledge, data and information sharing

We will compile, document and share practices and provide knowledge, data and information for our members.

Educational events

We will assist our members to access and obtain knowledge and experiences in the field of youth and qualification of key persons.

We will offer open educational events such as congresses, camps, forums, seminars and workshop on broad as well as specific topics. We will offer international education and leadership training for young people.

Networking and consultancy

We will on request provide consultants to member organizations to assist the development of educational strategies, programs and projects in the field of youth.

Political lobby and fundraising

We will promote our position and mission to international institutions and organizations. We will when possible initiate external funded projects in the field of youth and upon request support members in national lobby and fundraising processes.

HEALTHCARE AND HEALTH PROMOTION BY THE MEANS OF PHYSICAL EXERCISES AND SPORT

Mission paper for the new ISCA health and fitness program

The challenge

The social political background:

One of the central health issues of our time is the growing lack of physical activity among many populations groups. Alarming figures about increasing tendency for unhealthy populations because of physical inactivity has pushed national and international programmes and campaigns counteracting inactivity on a top rank of the social-political agenda all over the world.

ISCA Position

To meet this challenge there is a need for a stronger engagement and commitment from multiple sectors, such as education, transport, health, urban planning, physical activity and sport sectors.

We will raise the awareness, motivate and offer practical support for ISCA members, to develop and improve their national strategies for goal-oriented health promotion and prevention through sports and physical activities.

We will promote and seek cross sector cooperation to improve the quality and quantity of interventions and effects.

These aims are amongst others achieved through the means of externally funded projects.

ISCA actions and services

Knowledge, data and information sharing

Actions in the field of health promotion requires specific knowledge. We will provide scientifically sound knowledge, data and information for our members.

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Inspiration and support is needed to develop and implement health promotion. We will in open networks provide inspiration and support to our members. If required we will offer specialised and individual consultancy services to members.

Planning guidelines, tools and education

We will provide experiences based guidelines and tools to implement health promotion intervention. We will invite to educational events like seminars and congresses.

Political lobby and fundraising

We will promote our position and mission to international institutions and organisations such as World Health Organisation (WHO) and European Union. We will upon request support members in national lobby and fundraising processes.

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.

International Sport and Culture Association - Statutes

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.
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.

International Sport and Culture Association - Statutes

Title	§	Article
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	<p>The Executive Committee shall consist of eight persons elected by the General Assembly:</p> <ul style="list-style-type: none"> - President - Two Vice-Presidents - Five other members - The chairperson of each continental committee will also be part of the Executive Committee <p>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.</p>
	5.3	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.
	5.5	The Executive Committee shall meet at least twice a year, with a minimum of 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> <ul style="list-style-type: none"> a) No country or organisation can have more than two members elected to the Executive Committee. b) The President or any of the Vice-Presidents shall not represent the same <u>country, region or organisation</u>.
	5.7	The Executive Committee may appoint sub-committees to assist in the work of the Association.
	5.8	Any member of the Executive Committee must be a member of an affiliated organisation.
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.

International Sport and Culture Association - Statutes

Title	§	Article
	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.
	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.

International Sport and Culture Association - Statutes

Title	§	Article
	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 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

International Sport and Culture Association - Statutes

Title	§	Article
		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.
	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	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	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	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

International Sport and Culture Association - Statutes

Title	§	Article
		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	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 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.



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www.isca-web.org

MOVING PEOPLE



INTERNATIONAL SPORT AND CULTURE ASSOCIATION

Vester Voldgade 100,2

DK-1552 Copenhagen V

Denmark

tel.: +45 3329 8026

info@isca-web.org