

GENERAL ASSEMBLY

DELEGATE FILE

2019



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 231 member organizations, international NGOs, and public and private sector stakeholders. Its 40 million individual members from 74 countries represent a diverse group of people active within youth, sport and cultural activities.



19 OCTOBER 2019
BUDAPEST, HUNGARY

WELCOME TO THE ISCA GENERAL ASSEMBLY 2019 IN BUDAPEST!

TO THE ISCA GENERAL ASSEMBLY 2019

I warmly welcome you to the ISCA General Assembly 2019. This year the General Assembly will be held in Budapest, Hungary in connection with the 2019 MOVE Congress with the title: *“Change the Game – It’s your MOVE!”*

In many ways the location and host of the MOVE Congress and General Assembly indicate relations and collaboration. The city Budapest consist of the two parts Buda and Pest. The Hungarian host organisation the Hungarian National School, University and Leisure Sport Federation, consists of three organisations. And all together we will meet ISCA members from five continents.

The General Assembly is the highest authority of our organization. It is our democratic base on which our governance is build. That is important. You are important. Because the ISCA General Assembly is us all meeting to govern our association.

We shall as well elect the Executive Committee members for the coming two-year period and I am very happy to the see interest in contributing to ISCA Executive Committee. ISCA is the members and the members are ISCA - all together we are MOVING PEOPLE!

Once again thank you for taking actively part in the democratic process and the governance of ISCA.

Welcome to the ISCA General Assembly 2019.

Mogens Kirkeby, President.



ISCA GENERAL ASSEMBLY 2019 PROGRAMME

DATE: Saturday 19th October 2019, following the MOVE Congress 2019.

VENUE: Budapest Congress Centre

ROOM: Bartok

GENERAL TIMEFRAME

09.00 – 11.00: ISCA General Assembly – part 1

11.00 – 11.30: Coffee Break

11.30 – 13.30: ISCA General Assembly – part 2

13.30 – 14.00: Closing

14.00 – 15.00: Lunch

AGENDA

1. Opening and welcome by the President of ISCA, Mogens Kirkeby
2. Election of two chairpersons for the General Assembly
 - The Executive Committee proposes Eduardo Uhle, SESC, Brazil, and Laura-Maria Tiidla, ISCA secretariat, Estonia, as chairs 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 2017 and 2018
 - ISCA Budget 2020 - 2021 (for adoption)
 - ISCA Auditor is proposed to continue to be Buus Jensen (for adoption)
9. Elections
10. Proposals:
 - ISCA Statute change (legal representative)
 - ISCA new strategy development
 - ISCA membership offer
11. Special topics of General Assembly 2019
12. Invitations and messages from members
13. Miscellaneous
14. Closure of the General Assembly 2019

Dear ISCA members

It is a pleasure for me to report on the period from the last General Assembly in 2017 until today. The President's Report consists of different elements. Here you find a **short written report** covering a number of the areas we have worked on in ISCA and as well a number of the issues in societies which are relevant for and influencing our work.

Additionally, we have published **two ISCA Annual Reports** ([2017](#) & [2018](#)) since the last General Assembly. You can as well see an **annual video report** with selected initiatives.

Finally, I will present an **oral report** at the General Assembly in Budapest the 19th October.

MOVING PEOPLE is our Mission

ISCA's mission is to enable individual citizens and their communities to 'cash in' on the social, physical and mental benefits from a physically active lifestyle. With our 240 member organisations as a starting point, we strive to increase local organisations' capacities to provide their citizens with practical solutions that they can use to live a physically active life.

We call this enabling the Human Right to MOVE. All year round, ISCA's members are delivering accessible and affordable recreational sport and physical activities to millions of citizens across the world. Being able to deliver such a large amount of activities on an ongoing basis relies on three elements:

- A lot of devoted people – many of them working as volunteers
- Well-governed organisations with high capacities of leadership
- Strong advocacy to ensure that individual organisations can keep delivering in the future

Human resources – volunteers or paid staff – are very important, and we are all aware that having the right people on board is crucial.

Good governance

Good governance is becoming increasingly important. We see a lot of governance problems among the major international sport organisations that focus on professional sport. Some of these still have a long way to go towards demonstrating good governance.

But good governance in the recreational sport and physical activity sector is actually more important than how the international professional sport organisations perform. The simple reason is that the grassroots sport organisations deliver activities to many more people on a daily basis than elite sport. Our sector is a more widespread part of the sport and physical activity sector and it has big influence on citizens' life. Good Governance is therefore very important.

I am of the opinion that our abilities to properly govern and lead the organisations that so many citizens benefit from and depend on is vital to the existence of our sector.

Advocacy

A crucial element of the ISCA Strategy 2018-2021 is advocacy. Advocacy is the term that includes the many ways of promoting our sector and convincing relevant stakeholders that our activities and missions are important. For many ISCA members, public political institutions at a municipal or state level are significant targets for this advocacy, but it could also be other stakeholders, such as potential partners or sponsors, that are the key to the member's growth and prosperity.

Grassroots Sport Diplomacy

Together with partners, we have introduced and developed the term Grassroots Sport Diplomacy. The term illustrates the opinion that we strongly believe that citizens with their cross-border and cross-culture actions provide valuable public diplomacy.

It is value-based communication and exchange across borders. It has been taking place as citizen-to-citizen engagement for centuries, but largely outside of the governmental and political radars.

Now we aim to highlight, enhance and exploit this potential.

We define grassroots sport diplomacy as a new qualitative, cost efficient and impactful approach aiming at:

- Increasing or creating lasting dialogue and cultural understanding;
- Facilitating transfer of knowledge between the grassroots sport sector and relevant actors (including other grassroots sport organisations, States, NGOs, civil society, or even individuals); and
- Contributing to society and individual development in the health, educational, sport or social fields.

27.5% of the world's citizens are inactive

We have the last decade seen an increasing understanding of the importance of physical activity. Individuals and not least political decision makers are aware of the positive benefits from physical active lifestyle. That is benefits to society, the local communities and not least the individual citizen.

In October 2018 the medical journal The Lancet published a survey with the worldwide score for physical activity. This score is 72.5%, meaning that 27.5% of our fellow citizens have insufficient fitness levels and do not benefit from all the 'wellness vitamins' that physical activity contains.

This overall score uncovers some big differences between continents, cultures, cities and, not least, citizens' demographics. Some societies still have some significant challenges, but at the same time huge potential to change many lives.

This current status of inactivity also reveals an alarming fact that there has been no positive change from 2001 to 2016. That means if the current trend continues, the 2025 global physical activity target of a 10% relative reduction in insufficient physical activity will not be met! BUT there are positive tendencies evolving as well.

Our efforts are reaching decision-makers

A decade of raising awareness and gaining attention from various sectors about the human and financial cost of inactivity did culminate in 2018.

The World Health Organisation (WHO) managed to align its 194 member states in the adoption of the Global Action Plan on Physical Activity 2018-2030 (GAPPA). The GAPPA underlines the importance of and gives guidance on how and where stakeholders having an interest or obligation to contribute to solutions should focus. The title of this action plan is: **More Active People for a Healthier World** and it introduces four very relevant ways to create solutions:

- Create Active Societies
- Create Active Environments
- Create Active People
- Create Active Systems

The Human Right to MOVE

In October 2018, the Council of Europe, with its 47 member states, also underlined its involvement in sport and recreational physical activity with the adoption of the Tbilisi Declaration, where the member states “commit to advocating physical activity and sport for all as a fundamental right for every human being”.

Transforming plans into action

We all know that action plans and declarations made by inter-governmental institutions cannot change the world of tomorrow by themselves. Nevertheless, I will, as President of ISCA, applaud these actions taken. They demonstrate awareness and political interest in making people’s lives better by using the simple instrument of physical activity. The task for all is to transform these fine declarations and plans into local and national action.

ISCA’s role is clear! We want to develop and deliver practical solutions, advocacy and campaigns to our members and partners. These are the cornerstones of our strategy and our commitment to enabling the Human Right to MOVE.

Thank You

I would like to thank you as members for your support and commitment to ISCA. The members are ISCA and ISCA is the members.

Thank you to the ISCA Executive Committee for your global inspiration and commitment to good governance. And finally a special thank you to the ISCA secretariat for devoted, engaged and hard work for the common goals.

Thank you MOVING PEOPLE!

Mogens Kirkeby, ISCA PRESIDENT

SECRETARY GENERAL REPORT 2018

By Jacob Schouenborg

Dear ISCA members,

I am happy to share my written report 2018-2019 with you. The report will be complemented by an oral report at the General Assembly on 18 October 2019. The written report has three themes

- 1) Stock-taking of the ISCA strategy 2018-2021
- 2) New angles on physical activity and grassroots sport
- 3) Finance, fundraising and operations

Stock-taking of ISCA strategy 2018-2021

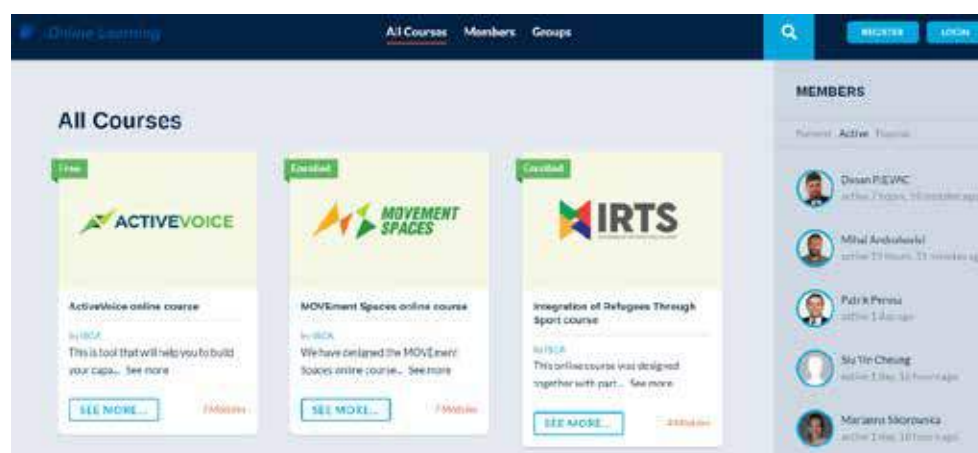
We are now half-way through the period of the ISCA strategy 2018-2021, which you can find in the annex to the Delegate File.

The strategy was adopted at the ISCA General Assembly in 2017, is a broad guidance document for the ISCA secretariat, and a tool for the ongoing dialogue between the secretariat and the Executive Committee. It is therefore also an important part of the governance of ISCA, and a tool for accountability between a secretariat that aims to be agile and pro-active, and our important democratic and political leadership (General Assembly and Executive Committee) who bears the overall responsibility in ISCA. Having a President that is working full time for ISCA is part of this accountability and a link between the political priorities and operational realities of ISCA. I believe this setup has been reliable, transparent and effective.

The implementation of the strategy with the three elements **Solutions, Campaigns and Advocacy** has been progressing well. I would like to highlight some examples of this:

Solutions: [learn.ISCA.org](https://learn.isca.org)

ISCA has implemented more than 60 externally funded projects and involved hundreds of partners and members. But not all members and ISCA stakeholders can be part of our projects, so we constantly seek to develop the learnings and share the tools and knowledge to benefit a wider audience. This is also an important component of the sustainability of our project-based approach. Over the last two years, we have therefore developed a stand-alone ISCA online learning platform, [learn.ISCA.org](https://learn.isca.org), which allows us to systematically capture and transmit the tools to more people and organisations. We believe the platform will be an important tool for ISCA in the future.



Campaigns: NowWeMOVE - Open Streets Day

We are happy to continue deploying the flagship events such as MOVE Week, No Elevators Day and School Sport Day as part of the NowWeMOVE Campaign. But we are also striving to reach more organizations (MOVE Agents) and individuals by testing new NowWeMOVE event concepts. For example, in 2019 we have taken **inspiration from Latin America** and their **Ciclovias** to develop a NowWeMOVE concept that we called **Open Streets Day**, with the first edition taking place on 22 September 2019, with more than 100 cities being activated.



We expect to continue deploying regular and new event concepts as part of the NowWeMOVE campaign. And we want to support the great efforts by SESC and partners to continue the NowWeMOVE expansion in Latin America (see Latin America Report)

Advocacy: WHO Global Action Plan on Physical Activity

ISCAs work with WHO on their Global Action Plan on Physical Activity is illustrative for the way we advocate for grassroots sport. **Firstly**, we do give consistent and **clear input** to policy development. And in this case, it was great to see that the feedback from ISCA and other stakeholders to the draft action plan to include more clearly the role of civil society was taken up and included in the final document. **Secondly**, we do not only make demands, but continue to make **commitments and illustrations** of how grassroots sport contributes in practise. In this case, we offered the good practises from the Women in Sport Platform <https://womeninsport.isca.org>. And **thirdly**, we communicate and transform international policies to relevant action for ISCA members. The WHO Action Plan is therefore also presented at the MOVE Congress 2019 by the WHO Programme Lead, Ms Fiona Bull.



New angles on physical activity and grassroots sport

It has been a key ISCA role to advocate for the wider societal value of grassroots sport (not just sport for sport's own sake). To do this, we need to look at grassroots sport with different lenses, in light of ongoing societal challenges.

This is why we have positioned ISCA and the work of ISCA members in relation to key societal needs and challenges, such as

- Health: ISCA has delivered projects demonstrating the value of “health-enhancing physical activity”
- Education: ISCAs capacity building is illustrative of how grassroots sport is providing non-formal and informal education at scale
- Inclusion: ISCAs multiple projects on “Integration of refugees through sport” illustrate how our sector can deliver more cohesive societies

The latest example of providing a new lens for grassroots sport is the project Grassroots Sport Diplomacy, which is exploring how our sector can be useful as a tool in building better and stronger international relations between governments and civil societies from across the world. We look forward to developing this – and new ISCA “lenses” in the future!



Finance, fundraising and operations

The ISCA secretariat is building a lot of its impact through externally funded projects. This is possible because we can provide the co-funding through the support that we receive from the Danish Ministry of Culture and our Danish member DGI. Thank you for that!

We have managed to deliver stable financial results in 2017 and 2018 (see accounts later in the Delegate File), and have positive equity.

It remains a key task to fundraise for the externally funded projects, and to diversify the income streams. We need this to grow our impact and to build towards the targeted equity of 20% of turnover. It is also in this light that we will focus on ISCA membership retention and recruitment, and have suggested testing a revised membership fee model, as described in the Proposals section of this delegate file.

Thank you!

I would like to extend a big Thank You to the Executive Committee and the President for the collaboration in the past two years. It has been a pleasure and I appreciate the open and trustful dialogue. A big thank you is also due to the ISCA membership, whom we continue to serve and rely on for input, inspiration, projects, and collaboration. It is my wish that ISCA is relevant and valuable to members, and I look forward to continuing the journey ahead with you!

ELECTIONS FOR ISCA EXECUTIVE COMMITTEE 2019

The process for election of members for the executive committee follows from the ISCA statutes that you can find further below. The deadline for nominations was Saturday, 7th of September. Below you will find QR code links directly for the nomination letters, motivation letters, CVs and videos of the candidates which were received by the deadline for this Delegate File to go to print (8 October) – any materials received after this deadline will be published on the general elections page.

<http://isca-web.org/english/members/delegatefile2019/iscageneralassembly2019inbudapest>

Nominations for President:

Mr **MOGENS KIRKEBY**, *nominated by DGI, Denmark*



Nomination letter



Video

Nominations for Vice Presidents:

Ms **MARIA LUIZA SOUZA DIAS**, *Nominated by SERVIÇO SOCIAL DO COMÉRCIO, Sao Paulo, Brasil*



Nomination letter



CV



Motivation letter

Mr **TONI LLOP**, *Nominated by Fundació UBAE, Spain*



Nomination letter

Nominations for Member (in order of nomination received):

Ms **LILINA ORTIZ DE LA CRUZ**, *Nominated by Fundación Pro Deporte y Recreación para todos, Colombia*



Nomination letter

Mr **BRANKO VUJOVIC**, *Nominated by Association Sport for All Serbia, Republic of Serbia*



Nomination letter



CV



Motivation letter



Video

Mr **CARLO BALESTRI**, *Nominated by Unione Italiana Sport per Tutti (UISP), Italy*



Nomination letter



CV



Video

Mr **ARNAUD JEAN**, *Nominated by Union Française des Oeuvres Laïques et d'Education Physique (UFOLEP), France*



Nomination letter

Mr **MICHAEL TIEMANN**, *Nominated by Deutscher Turner-Bund, Germany*



Nomination letter



CV

Mr **JAKUB KALINOWSKI**, *Nominated by V4SPORT FOUNDATION, Poland*



Nomination letter



Video

According to ISCA Statutes, this means that for President and Vice Presidents, the General Assembly shall cast votes “for” or “against” the candidates. For the Executive Committee members, delegates may vote for up to 5 of the 6 candidates.

PROPOSAL 1

The Executive Committee proposes changes of ISCA Statutes specifying the Secretary General as legal representative.

Background

Some of the financial partners and donors require that the person signing such agreements on behalf of ISCA is explicit defined as 'legal representative'.

The praxis of today is that the Executive Committee and President have delegated the responsibility to sign contracts and project agreements to the Secretary General. However, some donors require are more specific delegation of this responsibility.

We therefore suggest that we adjust the ISCA Statutes in a way that the Secretary General can act as legal representative without minimizing the political and leadership responsibility of the Executive Committee.

Below you will find a proposal where current Statute text is in frame and new text is **highlighted**. The proposal includes changes in Statutes §5, §9 and §10.

PROPOSAL

Current text

5. Executive Committee

§ 5.1 The Association shall be governed, between General Assemblies, by an Executive Committee which is responsible to the General Assembly.

§ 5.2 The Executive Committee shall consist of eight persons elected by the General Assembly:

1. President
2. 2 Vice-Presidents
3. 5 other members
4. The chairperson of each continental committee will also be part of the Executive Committee

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.

§ 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 Quorum for an Executive Committee meeting shall be half the committee plus one person.

As a Principle of striving towards a geographical balance:

- No country or organisation can have more than two members elected to the Executive Committee.
- The President or any of the Vice-Presidents shall not represent the same country, region or organization

§ 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.

New text

(Addition of new § 5.9 and § 5.19)

§ 5.9 The Executive Committee shall between the General Assemblies act on the decisions, priorities and strategies decided by the General Assembly.

§ 5.10 The Executive Committee appoints the Secretary General and collaborate with the Secretary General to implement the decisions of the General Assembly.

Current text

9. Role and Duties of the President

§ 9.1 The President shall have the authority to speak on behalf of the Association, in as much as he/she is answerable to the Executive Committee and the General Assembly.

§ 9.2 The President will preside over all Executive Committee meetings and the General Assembly.

§ 9.3 The President will have the overall responsibility for the general running of the Association between Executive Committee meetings.

§ 9.4 The President determines the agenda for Executive Committee meetings and for the General Assembly.

§ 9.5 In case of parity of votes at either an Executive Committee meeting or a General Assembly, the President shall have the casting vote.

§ 9.6 The longest serving Vice-President within his or her election period shall deputise for the President in his absence and shall then carry out all functions normally undertaken by the President.

New text

(Change in § 9.3)

§ 9.3 The President have the overall responsibility **towards the General Assembly that the Executive Committee and Secretary General operate on the decisions, priorities and strategies decided by the General Assembly.**

Current text

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 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.

New text

(Merge of 10.1 and 10.3. New § 10.2, 10.3, 10.4. And current § 10.2 is new § 10.2)

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 Association **and keeping the financial records.**

§ 10.2 The Secretary General should lead the secretariat on the basis of the decisions, priorities and strategies decided by the General Assembly.

§ 10.3 The Secretary General has the task, in collaboration with the Executive Committee to implement the decisions of the General Assembly.

§ 10.4 The Secretary General is therefore Legal Representative of the Association, and is as such answerable to the Executive Committee.

§ 10.5 Secretary-General will attend the meetings of the Executive Committee, but without voting rights.

PROPOSAL 2

The Executive Committee proposes to initiate an open and transparent process of preparing a new ISCA Strategy following the current Strategy 2018-2021.

Background

The ISCA Strategy is an important tool to outline which areas of work the General Assembly give political priority. The ISCA Strategy describes WHAT WE DO and HOW WE WORK.

The ISCA Strategy is a key tool for the collaboration between the Executive Committee and the Secretary General. The Secretary General prioritise and organise the work of the secretariat based on the ISCA Strategy and the dialogue with the Executive Committee.

Proposal

The General Assembly support the initiation of a process towards a new ISCA Strategy 2022-2025.

The process will be open and accessible for ISCA members. The goal is to produce an operational ISCA Strategy which is:

- Supporting members needs to fulfill their roles
- Reflecting on the societal developments and needs
- Positioning the values of ISCA within sport and recreational physical activity

Process

Each Executive Committee meeting in the coming period will dedicate time to discuss the priorities and content of a new ISCA Strategy. The content and outcomes of the discussions will be shared with members. The members are invited to comment and contribute and if relevant member surveys will be conducted.

The Strategy may include elements which suggest change of ISCA Statutes. In such cases this will follow the process of change of Statutes as described in the current Statutes.

The new ISCA Strategy will be put forward for the General Assembly in 2021 for discussion and vote.

Proposal 3 - Reformulation of ISCA membership

This proposal is prepared by the ISCA Secretariat after deliberations in the ISCA Executive Committee, as a follow up to the **ISCA strategy 2018-2021**, which described the ambition to develop the **ISCA membership offer** further.

Summary of the proposal

- The ISCA General Assembly give to the ISCA Executive Committee and ISCA Secretariat the **mandate to develop and test a reformulated ISCA membership offer**, in continuation of the draft proposal delivered to the ISCA General Assembly in 2019, as described below.
- Once developed, **new (applying) ISCA members are offered the new membership offer** and new membership fee structure, on a test basis during 2020 and 2021.
- **Current ISCA members may continue to pay their current membership fees** and receive current membership services in the period 2020-2021. They may also opt for the new membership offer and fee levels if they so wish.
- The new membership offers and new membership fee levels **will be proposed to the ISCA General Assembly 2021**. If adopted, the new membership offers and membership fee levels will be permanently valid for all ISCA members.
- The request for a mandate is put forward because ISCA **membership fee levels are a matter of decision of the ISCA General Assembly**, according to the ISCA statutes; and the ISCA Executive Committee and ISCA Secretariat would like to ensure that the membership offer development can move further forward in the period 2020-2021, while respecting that the ultimate decision on the ISCA membership fees is a decision of the General Assembly.
- The formal proposal for membership fee for the General Assembly 2019 is therefore to have an **unchanged membership fee** compared to previous years. After developing and testing a new membership model in 2020-2021 the ISCA members will have a chance to vote on a new proposal at the General Assembly 2021.

Background

Overall, we want to **enhance the focus on ISCA as a member-based umbrella** organization, as was **decided in the ISCA strategy 2018-2021**. Specifically, the objectives are to

- 1) Increase in the number of active and fee-paying ISCA members, leading to
 - a. Higher legitimacy when advocating for the grassroots sport and physical activity sector
 - b. Higher membership fee revenue
- 2) Better quality of ISCA membership
 - a. More active members mean more collective experience, exchange opportunities, and diversity
 - b. A membership offer that is more clear in terms of value, and is a platform to develop further services in a structured manner
 - c. More consistent dialogue and ongoing evaluation with all members will bring ISCA more in sync with members' needs and enable more relevant services
- 3) Modernisation of ISCA's membership offer
 - a. A more transparent, objective and simple membership fee structure
 - b. Ability to adopt new members and affiliates more swiftly, while retaining democratic processes from the ISCA Strategy 2018-2021.

CRYSTALLIZING THE ISCA MEMBERSHIP

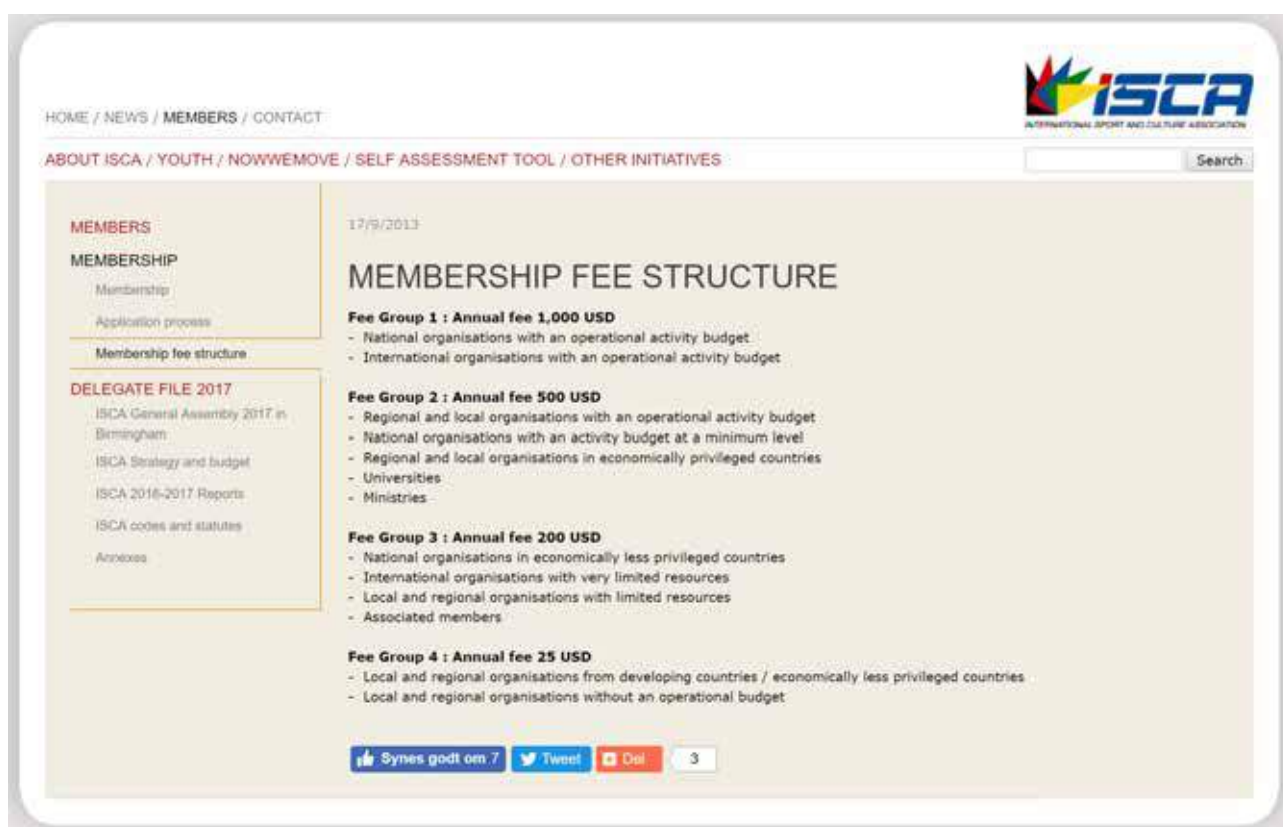
We will develop a more prudent and consistent ISCA membership offer. We will continue to serve our sector with opportunities and information that is free for all – while also defining and delivering extraordinary value to our current and new members. In this way, we expect to see membership growth and increase membership engagement with ISCA.

IN 2018-2021, WE WILL EVOLVE ISCA MEMBERSHIP OFFER TO BE MORE CONSISTENT AND CLEAR, AND RESTRUCTURE THE CONCEPT AND FEE STRUCTURE TO GROW THE MEMBERSHIP BASE AND REVENUES.

The problem

There are currently several issues with our membership offer and focus:

- We do not have a very clear description of the membership value or possibilities for offering membership engagement at different levels depending on the current interests of an ISCA member
- The current membership fee structure is not objective (see figure below), not related to membership value, and difficult to interpret, therefore unpredictable for potential future members
- Growth in ISCA membership has been moderate and non-systematic
- Membership involvement has been high and consistent among a core group of members, whereas others have been limited or non-existent
- Membership fee income has been limited (2-5% of total turnover)
- We are rather dependent on externally (mostly EU) funded projects, and have not fully prioritized the dialogue with all members, recruitment of members, and evaluation
- We have different groups of affiliates with an unclear or unstructured connection to ISCA – e.g. MOVE agents, newsletter subscribers, individual ISCA supporters without organizational affiliation, young people that are interested in international exchange.
- Current membership application process (signed application, statute review, pending adoption by Executive Committee and General Assembly) is lengthy and can last up to 2 years



Current membership and fees

ISCA currently counts 231 members. All of these have applied with a signed document, have been assessed by the Secretariat, approved by the Executive Committee, and adopted at the ISCA General Assembly.

Many of these members have a limited engagement in ISCA and do not pay the membership fee. We have not systematically excluded members that did not pay, as we have observed that some have a period of disengagement, but come back again as paying and active members.

Our membership database is thus marking members as “Active” or “Passive”.

The Solution

The reformulated ISCA membership offer is based on the following understandings, principles and ideas.

- Value: Showing and providing value as a basis for membership recruitment and retention.
- Co-ownership: ISCA members are part of a democratic organization that they can influence, and that is dependent on their involvement. The more they give into the pool, the more they can take out. And more experienced members see a value in sharing their experiences and practices to others, as well as mentoring less experienced organisations.
- Identity: Framing the membership of ISCA as a community of peers, and making ISCA members “civil advocates” for physical activity
- A free offer for engagement, coupled with levels of fee-payable services (including full membership). Inspired by the so-called Freemium model.
- Inbound marketing, ie focusing on attracting attention and engagement via relevant resources and content (ie Pull Marketing), as opposed to outbound marketing, where information and opportunities are Pushed out to attract attention – which is increasingly hard and costly.
- Building on the services we provide today, and systematically developing relevant and additional offers that allows continuous quality development.
- Ensuring continued involvement and satisfaction of current, fee-paying members, then re-engaging current, but not fee-paying members, and finally systematically recruiting new members.
- Ensuring a “one-log-in” approach so that anyone affiliated to ISCA, whether MOVE Agent, newsletter subscriber, project partner etc, has only one log-in to use, and has availability to upgrade or downgrade between membership categories.
- The new membership approach requires an internal reorganization to enable a systematic membership service, evaluation and recruitment focus.

The DRAFT membership model

(Please note that this is only a draft for consideration to illustrate the ideas developed so far. Not all services exist today, and the names of the membership categories and the fee levels are also to be decided)

Service	ISCA Affiliate (freemium)	ISCA Mover	ISCA Full member	ISCA Extended service member
Price	FREE	"Taster" price	Membership fee level?	Membership fee level?
Monthly newsletter	V	V	V	V
NowWeMOVE <ul style="list-style-type: none"> • MOVE Week event pack • No Elevators Day event pack • ESSD event pack 	V	V	V	V
NowWeMOVE <ul style="list-style-type: none"> • MOVE Week advanced pack • No Elevators Day advanced pack • ESSD advanced pack 		V	V	V
NowWeMOVE <ul style="list-style-type: none"> • Access to be a National Coordinator • Customised National Websites • 24/7 support • Full graphics pack • Full NowWeMOVE mascot library 			V	V
NowWeMOVE <ul style="list-style-type: none"> • Customised branding by our designers • 3 merchandise packs per year 				V
Online learning platform basic courses	V	V	V	V
Online learning platform certification		V	V	V
Online learning platform advanced courses			V	V
Access to ISCA self-assessment tools	V	V	V	V
Access to join ISCA externally funded development projects as a partner			V	V
MOVE Congress access to extreme early bird fee	V	V	V	V
MOVE Congress Membership fee (30% off) (value per participant app 150 euro)			V	V
MOVE Congress 2 free passes (value app 2 x 500 euro)				V
ISCA MOVE Transfer support (implement national good practises abroad)			V	V
Voting right at General Assembly			V	V
ISCA mentor offer from senior members			V	V
Annual visit from ISCA Executive				V

ISCA LATIN AMERICA – ACTIONS / PARTNERSHIPS

MOVE WEEK 2018

September 22 - 30, 2018

Latin America



RESULTS:

- 15 COUNTRIES
- 87 MOVE WEEK PARTNERS
- 1.295 CITIES
- MORE THAN 59.000 ACTIVITIES
- OVER 12,5 MILLION OF PEOPLE

Move Week is organized in Brazil since 2013 and in 2015 other Latin American countries have joined us in this initiative. In 2018, the number of participants increased significantly in comparison to the previous years.

RESULTS (2013 - 2018)

MOVE WEEK LA	2013	2014	2015	2016	2017	2018
COUNTRIES	Brazil	Brazil	5	10	14	15
ORGANIZATIONS	7	27	50	42	74	87
PARTICIPANTS	+100.000	+350.000	4,1 milhões	4,6 milhões	3 milhões	12,5 milhões

Participating countries in 2018: Argentina, Brazil, Colombia, Costa Rica, Cuba, Dominican Republic El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Uruguay, Venezuela.



MOVE Week 2019 in Latin America - September, 21-29.

Participating countries: 13

Institutions registered: 122

Preliminary number of cities: 476

Preliminary number of activities: +7.100 Activities



NOW WE MOVE

Coordinators Meeting

June 27 - 29, 2019

Brussels – Belgium

Ana Paula from Sesc São Paulo joined the Now We Move coordinators held in Brussels to share the experience of MOVE Week in Latin America and at the same time to know more about actions carried out in Europe. It was also an opportunity to establish new contacts.



NO ELEVATORS DAY

April 24th, 2019

Brazil and Colombia

In Brazil, São Paulo took part of the **No Elevators Day** with the engagement of Sesc Centers and other organizations.



In Colombia, The **No Elevators Day** has taken place for 3 consecutive years and is generating a phenomenon of great impact to inspire more entities to join this initiative. Companies that are not necessarily linked to the promotion of sport and physical activity.

Through the DAY WITHOUT ELEVATOR campaign, we are supporting those responsible for managing the human talent of several companies to inspire their employees to internalize the importance of taking short, medium and long-term measures to have healthy lifestyles; for the prevention of occupational risks, self-care and health so affected by the associated occupational risks. (Stress and other psychological risks caused by tension, pressure, sedentary lifestyle and the need to implement active breaks, etc.). That is, achieve healthy work environments through sports and physical activity.

For example, on April 24, 2019, the **No Elevators Day** was celebrated at all Colpensiones offices throughout the country. This activity was a success. Novel, easy to implement, complete transfer of an international campaign and at a very low cost!

CHALLENGE DAY

25th edition

May 29th, 2019

www.diadodesafio.org.br

It's a global action with the main goal of pushing the adoption of healthy habits and the regular practice of physical activities, as well as the integration and cooperation between communities.

- **Coordinated worldwide by TAFISA – The Association For International Sport for All**
- **Sesc São Paulo** coordinates the event in the American continent.
- **Supported by The United Nations Educational, Scientific and Cultural Organization (UNESCO)** and **International Sport and Culture Association (ISCA)**, and the local governments' cooperation.

RESULTS:

- **13 COUNTRIES**
- **3.681 CITIES**
- **OVER 42,6 MILLION OF PARTICIPANTS**



IYLE 2019

Latin America participants in 2019

VIBORG school: 5 youth

OLLERUP school: 13 youth



TOTAL: 18 students

Since 1996, more than 300 participants has already took part in the program.

IX INTERNATIONAL FORUM OF GYMNASTICS FOR ALL

October 18 – 21, 2018

Campinas / SP / Brazil

On October 18-21, 2018 was held in Campinas (SP – Brazil) the 9th edition of the International Forum of Gymnastics for All, under the theme: “Gymnastics in a network, possibilities for all”. The event was promoted by Sesc São Paulo – Serviço Social do Comércio in the State of São Paulo – and UNICAMP – University of Campinas – with the institutional support of ISCA.

It was highlighted the importance of the links which consolidated themselves into collaboration networks, among people and institutions, in benefit of the diffusion and promotion of gymnastics as a physical activity.

RESULTS:

- **12 international speakers**
- **370 participants**
- **11 countries represented** (Argentina, Brazil, Denmark, Slovakia, Greece, Japan, Mexico, Wales, Portugal, Czech Republic and Switzerland)

The program included conferences, round tables, papers presentations, courses and festivals.

Organizers and Partners:

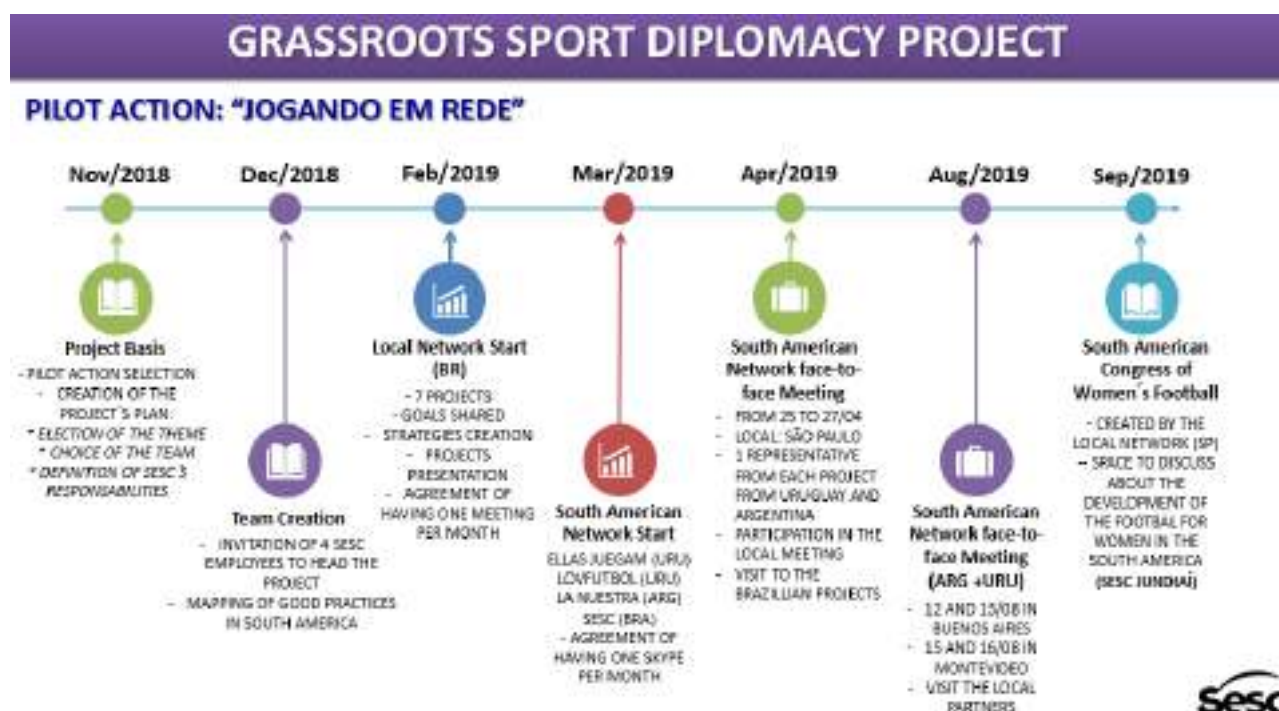


GRASSROOTS SPORT DIPLOMACY

Pilot Action Sesc São Paulo

2018 – 2019

The “Grassroots Sport Diplomacy” (GSD) actions carried out in Latin America has been led by Sesc São Paulo. In the first stage of the project, SESC SP mapped female football initiatives aligned with the Sport for All assumptions and potential for the creation of a local network. Afterwards, Sesc undertook a local network of female football in São Paulo, La Nuestra a local network in Buenos Aires and Lov.Futbol, side by side with Ellas Juegan, a network in Montevideo. Each local network main activity was the “local meetings” monthly organized by the country’s leader, furthermore, the leaders joint in a monthly Skype Call called “South American Meeting” to change experiences.



The final planned action was the Female Football Forum host by Sesc Jundiai in September. The event was an opportunity to make public the goals of the project, those are the development of the female football in the South America, the share of good practices among the partners and the incentive in football practices for women of all ages. The South American Football Network is the unique project of GSD undertook by an institution outside Europe.

HIGHLIGHTS IN BRASIL

SESC SÃO PAULO (ISCA member)

SESC Verão 2019 (Institutional Action)

January 05th – March 05th, 24th edition

The 39 Sesc centers in the State of São Paulo carry out annually during January and February leisure and physical-sports activities to give to people to these practices as well as to raise people awareness of the importance in maintain an active lifestyle for the social well-being.

People can enjoy different experiences as well as to develop body abilities, through the activities offered, such as:

- Workshops
- Chats with important names of Nacional Sport
- Sports Presentations
- Exhibitions
- Sports Tournaments

RESULTS:

- **+ 2.000 PHYSICAL AND SPORTIVE ACTIVITIES**
- **898.747 participants**

World Leisure Congress

August 28th - September 1st, 2018

São Paulo – Brazil

Sesc São Paulo – Serviço Social do Comércio in the State of São Paulo – organized the World Leisure Congress from August 28th to September 1st, 2018 at Sesc Pinheiros, in São Paulo city, with the support of ISCA.

The 15th edition of the World Leisure Congress addressed the theme of the main barriers – physical, socioeconomic and symbolic – that still exist and constrain the access of people to Leisure, as well as the need to overcome and the methodical confrontation of these obstacles.

The program included plenary sessions, lectures, workshops, debates and presentations.

An event organized in partnership with the World Leisure Organization – WLO –, supported by USP the School of Arts, Sciences and Humanities of the University of São Paulo – and other institutions. It was an opportunity for integration and exchange of successful experiences in the field of Leisure among people and institutions from different nationalities.



The Congress was a success and gathered 1.000 participants from 31 countries and 5 continents.

VIII Brazilian Congress of Gymnastics for All

November 07 - 09, 2019

Caldas Novas / GO / Brazil

This event is being organized by the ISCA member **CIGNUS**, among other partners.

The Congress aim is to understand Gymnastics for All as a research and knowledge area, expanding its actions in the social sphere, in order to qualify this cultural manifestation in contemporary society through the movement. Socialize and expand the academic and cultural scientific productions of this area.

Besides lectures, workshops, scientific works and festivals), there will be the following events:

- -The **II Edition of the Meeting among groups of Gymnastics for All**, coordinated by prof. Dr. Eliana de Toledo - Unicamp.
- The **Kids Congress**: a special program for children with activities related to Gymnastics for All parallel to the adult's program.
- **GYMBRASIL**: Official Festival of the Brazilian Gymnastics Confederation (CBG) of Gymnastics for All.
<https://www.grupocignus.com/>

HIGHLIGHTS IN CENTRAL AMERICA

Actions in Costa Rica and other in countries from Central America

Held by ISCA members and its partners

It is also important to highlight the actions organized or supported by institutions of **FECERED – Fundación Centroamericana de Recreación, Educación Física y Deporte para Todos** – and its partners in Central America.

Organization of Seminars, Congresses, Conversation Panels, Workshops, permanent projects and activities related to physical activity, leisure/recreation and sport for all people. One of the main goals of FECERED and its Central American partners is to increase the number of active people, through the practice of sports and physical activity, aiming healthier communities.

In addition, these organizations has joined different national and international events and initiatives in the field of Sport for All, which has contributed to acquire and exchange knowledges, experiences, good practices, as well as to strengthen the institutional relationship among the partners involved, as well as to the network of contacts.

Furthermore, the organizations from FECERED, the Costa Rica University and other partners has always promoted ISCA and its values through the participation in panels of conversation, workshops, among other events.

Examples of actions:

	ACTIVITY	DETAILS	ORGANIZATIONS
2018	Participation in Conversation Panels	The goal of attending these activities is to exchange knowledge and good practices, besides to promote ISCA among the participants	Participation of representatives from Panama University / INDES (Instituto Nacional de los Deportes de El Salvador) / Pedagogical University of Honduras / IND (Instituto Nicaragüense de Deportes)
	15th World Leisure Congress (held in Brazil)	Participation for cognitive and social enrichment	Participants from Costa Rica and other Central American countries presented their papers in the Congress
	"Muévete por tu Salud"	Organization of leisure and sports activities all over Costa Rica and in other regions of Central America	Organized by FECERED and CCDD Tibás (Comités Cantonales de Deporte y Recreación - CR)
	Course of Capacity Building	Planning and Development of Workshop of Recreational Gymnastic for monitors/instructors of Programs for disable people	Organized by FECERED and CCDD Tibás / UNA (Universidad Nacional - CR) / University of Viena (Austria)
2019	Miscellaneous Celebrations	Organization of physical, social, spiritual and sports activities during some annual celebrations, such as Mother and Father's Day / Children's Day/ No Car's Day, among others.	CLAR (Consejo Latinoamericano de Recreación) / La Salle University / CCDD Tibás / RECAFIS (Red Costarricense de Actividad Física y Salud) / ADEP (Asociación de Educadores Pensionados - CR)
	Actions in collaboration with the Guatemalan Olympic Committee	Lectures about Recreation and Quality of Life // Promotion of MOVE Congress 2019	CLAR / COG (Comité Olímpico Guatemalteco) / ISCA Secretariat (Maja Thorman)

*Recently, **FECERED** has closed and from now on, its activities are carry out by **CLAR: Consejo Latinoamericano de Recreación**.

HIGHLIGHTS IN COLOMBIA

Healthy Work Environment. Program for human talent departments of national level entities in Colombia. Held by ISCA members and its partners

During the celebration of the World Day for Safety and Health at Work of the ILO (International Labor Organization), we encourage companies to join the global ISCA NowWeMOVE initiative.

We are also working on the international promotion of Cyclovía with the IDRD and the national government, which wish to transfer the knowledge and technology associated with this program to five (5) countries in Africa. Cyclovía is an emblematic program that promotes the good use of free time through recreational activities, sports and physical activity in the main streets of the cities on Sundays and holidays.

MOVE Transfer: EU-China mobility

This project is supported by the European Commission and coordinated by ISCA. The purpose of the project is to strengthening the cooperation and mobility between China and Europe.

In order to meet with the partners in China and Hong Kong, Mr. Mogens Kirkeby, Ms. Saska Benedicic Tomat and Mr. Finn Berggren visited Beijing and Nanjing in China, and Hong Kong from 12 to 20 May 2019, with multiple partners joining the project in China and Hong Kong respectively. They will participate in the MOVE congress 2019 in Budapest. This project has established partnership among MOVE partners among European countries, China and Hong Kong.

Gymnastics for All Festival 2019

The Hong Kong Gymnastics for All (GFA) Festival 2019 was held on 19 May 2019. There were over 3000 participants of different age groups taking part in this event. Two groups of participants with intellectual disabilities, children, and older adults worked together to create two inclusive GFA performances. Their performances were well received. Moreover, it was our honor to have Mr. Mogens Kirkeby, Ms. Saska Benedicic Tomat and Mr. Finn Berggren as the guests of this festival.

New project application

ISCA has applied for EU funding for a project titled “Innovation in grassroots sport: Exploiting technology and tradition”, including 6 EU countries and Japan, South Korea and Hong Kong. Answers will be received by end of 2019.



ISCA EUROPE

Europe and the European based member organisations of ISCA are privileged to be invited to many of the project based initiatives of ISCA. Due to the funding opportunities for projects with a geographical scope of Europe, we have been able to provide more than 60 project initiatives with external co-funding over the last decade and the last two years has been no exception. You can find descriptions of the various projects in the Annual Reports, but here we have listed of some of these project initiatives:

- Integration of Refugees Through Sport
- MOVEment Spaces
- Grassroots Sport Diplomacy
- No Elevators Day
- Open Streets Day
- Bike for Europe
- European School Sport Day
- Active Voice

These initiatives fall primarily within two of the ISCA Strategy's three themes. That is **Solutions** and **Campaigns**. And in this way the European based members are well covered with organizational membership services concerning Solutions and Campaigns through ISCA's general project activities.

ADVOCACY towards selected European institutions

The third theme of the ISCA Strategy is **Advocacy**. That is political promotion and lobby for the grassroots sport and recreational physical activity sectors.

We see very few international organisations which are ready to fully commit to a dedicated support and to give the grassroots sport and recreational physical activity sectors first priority.

That is ISCA's position and mandate.

We have prioritized our advocacy towards selected European institutions. That is:

The European Union

- European Commission
- European Parliament
- European Committee of the Regions

The Council of Europe

- Ministers of Sport (meetings)
- Enlarged Partial Agreement on Sport (EPAS) – as member of the Consultative Committee

World Health Organisation Regional Office for Europe

In the following we will briefly describe our involvement and advocacy initiatives towards these political institutions.

The European Union

- European Commission
Due to the many projects that ISCA is leading or is partner in, we have several relations to the Directorate responsible for the sport program (ERASMUS+ Sport). ISCA is as well invited to join as resource /experts in various panels organized by the European Commission, such as:
 - The Tartu Call for Healthy Lifestyle, where three European Commissioners joint forces in Tartu, Estonia 2018.
 - The Cluster meeting on the economic dimension of sport

Our position is strongly based on our vision and mission and our knowledge and insights from ISCA initiatives and from our members.

The primary contacts to the European Commission is the President, Secretary General and Project managers.

- European Parliament

We have identified around 30 Members of the European Parliament with whom we have direct communication. Many of the contacts are established through ISCA Europe member organisations. We do advocate by providing opinions and data as well via direct dialogue and interactions.

The **No Elevators Day** is one example on how we through a campaign are entering the European Parliament and interact with members of Parliament. +25 members of the European Parliament took actively part in the No Elevators Day in 2018. See more here:



Members of European Parliament support global No Elevators Day



No Elevators Day and European Parliament's Stair Challenge join forces

- European Committee of the Regions

The European Committee of the Regions is the voice of regions and cities in the European Union. It represents local and regional authorities across the European Union and advises on new laws that have an impact on regions and cities (70% of all EU legislation).

We interact with the Committee of Region in situations where the topic is related to our interests. We have in several cases benefitted from members' contacts to mayors who are members of the European Committee of Regions.

The Council of Europe

The Council of Europe was founded in 1949 and is the oldest Pan European intergovernmental organization. The mission of the Council of Europe is to uphold Human Rights, Democracy and Rule of Law. It includes 47 member states. In 1975 the Council of Europe adopted the European Sport for All Charter. Since then the Council of Europe has worked in the field of sport. The latest formal setup is the so called Enlarged Partial Agreement on Sport (EPAS). EPAS is a voluntary based collaboration among member states in the field of Sport. EPAS currently consist of 37 member states. NGO's in sport can be member of the EPAS Consultative Committee. ISCA is full member.

ISCA participates in the Council of Europe initiatives and we are as well also invited as experts. For example as expert on sport for all at an evaluation visit to the Ministry of Culture in Georgia in 2018.

Every second year the Ministers of Sport meets in the Council of Europe Sport Ministers conference. At the Ministers of Sport conference in Tbilisi, Georgia in 2018 the member states adopted the **Tbilisi Declaration on the human right to sport**. ISCA was the first NGO to support the Tbilisi Declaration ; <https://www.coe.int/en/web/sport/tbilisi-declaration>

Revision of the European Sport Charter

The European Sport for All Charter from 1975 was revised in 2001 and it is decided that this basic document for the sport political work in the Council of Europe should be revised again in the coming year. ISCA participated in the initial meeting and will contribute to the process defending the space for participation sport and grassroots sport.

The primary contacts to the Council of Europe is the President and the Secretary General.

World Health Organisation Regional Office for Europe

The World Health Organisation is divided in six regions. ISCA has for more than a decade had a good relation to the World Health Organisation Regional Office for Europe.

We contributed to the first regional WHO Strategy on Physical Activity in Europe 2015. This strategy was a stepping stone for the Global Action Plan on Physical Activity 2018 -2030.

We have actively used and promoted this regional physical activity strategy through European ISCA members. As example UISP Italy has translated this strategy into Italian and widely promoted the message and suggestions within the Strategy.

The Headquarter of World Health Organisation Regional Office for Europe is located in Copenhagen and ISCA has interacted with the headquarter staff as part of the European Week of Sport.

For future consideration

For the last four years the Advocacy towards European intergovernmental organisation has been conducted as part of the Executive Committee primarily executed by the President and Secretary General. However, it is worth considering if we can establish more interaction and impact by including ISCA members more in this task.

A new European Parliament is elected. It has 751 members from 28 different countries. As well we see an increasing involvement of the European Committee of Regions with its 350 delegates. We have a Council of Europe with 37 member countries of the Enlarged Partial Agreement on Sport.

Altogether a lot of access points for advocacy.

The best access to European Parliament members, delegates in the Committee of Regions and members of the Council of Europe can be established by combining the national relations (from ISCA Members) and the international approach.

Therefore, it could be considered if a setup including more ISCA members from Europe could strengthen our capacity and impact of the advocacy towards these intergovernmental organisations.

Mogens Kirkeby, ISCA President

ISCA NORTH AMERICA REPORT

By Jayne Greenberg

In North America, I have been building relations and understanding of the role and contribution of ISCA with key US stakeholders and initiatives, several of whom I am engaged in myself.

I am the Education Sector Chair for the National Physical Activity Plan and the US Program Director for the I Can Do It! program, which will be in at least 28 states by the end of this school year.

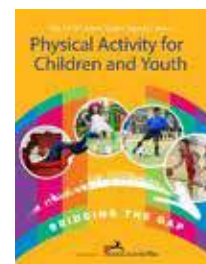
Very soon the National Youth Sport Strategy will be released, and I have contributed to this key document as well.

More details on key developments and documents below:

The ***Physical Activity Guidelines for Americans, 2ND edition***, released in 2018, is an essential resource for health professionals and policymakers as they design and implement physical activity programs, policies, and promotion initiatives. It provides information that helps Americans make healthy choices for themselves and their families, and discusses evidence-based, community-level interventions that can make being physically active the easy choice in all the places where people live, learn, work, and play.



The 2018 United States Report Card on Physical Activity for Children and Youth, is the third comprehensive assessment of physical activity in U.S. children and youth, updating the first Report Card released in 2014 and second released in 2016. The primary goal of the 2018 U.S. Report Card is to assess the levels of physical activity and sedentary behaviors in American children and youth, facilitators and barriers for physical activity, and health outcomes related to physical activity. The Report Card is an advocacy tool that provides a level of accountability and call-to-action for decision makers regarding how we, as parents, teachers, health professionals, community leaders, and policy makers, can implement new initiatives, programs, and policies in support of healthy environments to improve the physical activity levels and health of our children and youth.



The report card is a part of the bigger Active Healthy Kids Global Alliance, with whom ISCA now has a memorandum of understanding is working towards enhanced collaboration.

Promoting Walking and Walkable Communities

Walking is the most common form of physical activity, and it is popular with people of all ages and most abilities. Brisk walking contributes to attainment of current physical activity guidelines and can provide important health benefits. Improved walkability can make communities safer, support social cohesion, reduce air pollution, and benefit local economies. Leading experts created “Promoting Walking and Walkable Communities – Cross-Sector Recommendations”. The recommendations identify and prioritize the activities that will have the greatest impact on improved walkability and increased walking. The final recommendations outline priority actions organized into six comprehensive strategies. Addressing these strategies and tactics through the lens of equity and inclusion will help to ensure improved walking and walkability for people living in varied and diverse communities nationwide.

The recommendations call for changes in multiple societal sectors including transportation and community planning, public health, business and industry, education, and healthcare.

The **I Can Do It!** Program (ICDI), released through the U.S. Department of Health and Human Services, (Administration for Community Living), in partnership with the U.S. Department of Education, is a voluntary

school-based physical activity program designed to provide access, facilitate, and encourage opportunities for students with disabilities to be physically active for 60 minutes a day. This can be accomplished by accumulating the 60 minutes through physical education, adapted physical education, recess, classroom physical activity breaks, active transport to and from school, and extracurricular activities, including a variety of club and sport activities.

ICDI works to achieve its objectives through the program's three core tenets:

MENTORING: School site personnel (teachers, paraprofessionals, therapists, counselors, etc.) guide students through physical education, physical activity, and sports opportunities and healthy eating habits;

GOAL SETTING: School site personnel work with students on setting weekly, grading period, or semester goals.

RECOGNITION: After completing the program for a minimum of 8 weeks, students earn their PALA+ awards (certificate and patch). It is recommended that in the school setting the program is conducted all year long with an end of year awards celebration/ceremony.

The ICDI Program is offered in eight week intervals throughout the school year, but the program can begin at any time. Ideally, the program is conducted all year long culminating with an end of year awards ceremony/celebration where students receive the PALA+ award certificate. The program manual and certificate can be found at: <https://acl.gov/programs/health-wellness/icdi>.

Aspen Institute Project Play

The *State of Play 2019* report offers the latest update on how well stakeholders are serving all children, regardless of zip code or ability. In presenting data and key developments over the past year, the report helps clarify gaps and, more importantly, identifies opportunities to drive progress.

Retiring from sports at a young age can reduce the chances of the benefits of being physically active, and Project Play thus recently released the “Don’t Retire, Kid” campaign

NEW - ISCA lead projects

Physical Literacy for Life

Topic: Establishing physical literacy (or bodily competence as a tool for lifelong learning) as a concept and tool for our sector's relevance.

Main objectives:

- to create the foundation for Physical Literacy to be a key component in European Citizens' lifelong learning journey through physical education, physical activity and sport.
- To establish the definitions and dimensions of Physical Literacy based on the most recent global research, evidence and practice
- To deliver the tools for the practical application of Physical Literacy in different environments.
- To advocate for Physical Literacy to be at the core of Lifelong Learning
- To build capacity in the application of Physical Literacy across Europe

Partners:

- Project coordinator: ISCA
- Switzerland, European Physical Education Association (EUPEA)
- Portugal, University of Lisbon
- Slovenia, Sports Union of Slovenia (SUS)
- Bulgaria, BGbeactive
- France, University of Strasbourg
- Denmark, Steno Health Promotion Research (SHPR)
- Denmark, DGI
- United Kingdom, International Physical Literacy Association (IPLA)
- Australia, Macquarie University
- Spain, Union of Baccalorian Sports Associations (UBAE)

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project period: January 2020 – December 2021

Grant amount: € 400,000

NEW - Partners' projects

European School Sport Day 2020

The Hungarian School Sport Federation has organised the Hungarian School Sport Day each year for a decade, moving almost 200,000 children in 2014 as a flagship MOVE Week event. The European School Sport Day, as part of ISCA's NowWeMOVE Campaign and the European Week of Sport, aims to connect Europe through school sport through support and coordinated campaigning. This is the fifth consecutive edition with dedicated EU funding.

Project co-funded by: EU Erasmus+ Sport Not-for profit European Sport Events (European Week of Sport)

Project Coordinator: Hungarian School Sport Federation, Hungary

Project period: November 2018 – October 2019

Grant amount: € 300,000

Sports Clubs for health

Objectives

- To document the history and current status of the SCforH movement and provide recommendation for the future development;
- To develop an interactive SCforH online learning tool for the stakeholders in the area of sport interested in learning about, implementing, and promoting the SCforH principles;

- To further raise awareness of the SCforH guidelines among sports clubs, sport associations, HEPA promoters, and policymakers in the EU;
- To develop mechanisms that will support continuous implementation of SCforH guidelines in the
- To expand the scientific evidence base supporting the SCforH initiatives and their effective implementation

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: University of Zagreb

Project period: January 2020 – December 2022

Grant amount: € 400.000

Neighbourhood sport for elderly/at risk groups

Objectives

- establish and run a broad thematic network
- share best practices of neighbourhood sport
- build in the participating organizations the knowledge basis for the set-up of the proposed approach
- build capacities to engage sedentary people in PA in common or public spaces
- test and validate a transferable methodology via pilot events
- develop NEXT Sport guidelines
- disseminate project results and advocate the issue to policy makers"

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: Unione Italiana Sport Per Tutti (UISP)

Project period: January 2020 – December 2022

Grant amount: € 353.000

HEPAS - Healthy and physically active schools in Europe

Objectives

- To map the current situation with regard to best practice related to physically active and healthy schools in Europe
- To develop a modular framework to promote physically active and healthy schools in Europe
- To develop a teacher training toolkit to promote physically active and healthy schools
- To make the modules and the toolkit available in a free open educational platform
- To raise public awareness about the importance of physically active and healthy schools
- To facilitate the development of national networks of physically active and healthy schools and an international network of national coordinators
- To facilitate international links between physically active and healthy schools via platforms like eTwinning"

Project co-funded by: EU Erasmus+ KA2 strategic partnerships

Project Coordinator: University of Luxembourg

Grant amount: €221.976

Project period: December 2019 – December 2021

Active Ageing Festivals

Objectives

- Literature review and Identification of Good practices
- Capacity building: Development of the Concept of event Active Ageing Festival
- Creation of transnational network and strengthening cooperation between sport organisations, senior organizations and health stakeholders on local, national and international level
- Development of Event Manual for Active Ageing Festival
- Awareness-raising activities: brochure and communication campaign
- Organisation of Active Ageing Festivals on national level

Project co-funded by: EU Erasmus+ Sport Small Collaborative Partnerships

Project Coordinator: Sport Union of Slovenia

Project period: January 2020 – December 2022

Grant amount: € 60.000

Ongoing ISCA lead projects

Open Streets Day

Open Streets Day on 22 September, 2019 supports the European Week of Sport (EWOs) with a simple idea: Use public streets in urban areas as venues for physical activity events, organised by the local community. To enable the EWOs to benefit hard-to-reach target groups, and thus increase participation in sport and physical activity over the long-term, the project:

- Raises awareness about the benefits of involvement in local-led physical activity and recreation, including Open Streets, in support of the EWOs #beactive.
- Engages and prepares a network of national and local MOVE Agents to deliver Open Streets Day activities.
- Evaluates and promotes the use of both Open Streets initiatives year-long, and future editions of the Open Streets Day.

Project co-funded by: EU Erasmus+ Sport Not-for-Profit Events

Project period: November 2018 – October 2019

Grant amount: € 300,000

MOVE Beyond – integration of refugees through sport

The project “MOVE Beyond – involving key partners in sport for refugees” has as its overall aim to enhance cross-sector collaboration in the use of grassroots sport and physical activities for societal inclusion of refugees, by enabling stronger involvement of non-sport actors.

The specific objectives, and their associated Intellectual Outputs are:

- Describe and analyse the barriers for non-sport organisations to use or partner with grassroots sport organisations and physical activity providers for social inclusion of refugees.
- Test new collaboration models in participating Organisation Pairs and develop recommendations to enhance cross-sector collaboration in sport and physical activity for social inclusion of refugees.
- Disseminate results and widen the impact of the project.
 - Implement pilot actions by implementation pairs of sport and non-sport partners per involved country to test cross-sectoral approach for integration of refugees through sport.

Partners

Experts: Advanced Migration Studies – Copenhagen University (Denmark) and DEMOS (Belgium)

Pairs (also called Pilot Implementation Partners):

Country	Grassroots sport organisation	Social organisation
United Kingdom	StreetGames	SPARKsport
Sweden	Västra Götalands Idrottsförbund / SISU Idrottsutbildarna	Save the Children Sweden
Italy	UISP Trentino	ATAS
Denmark	DGI	Red Cross Denmark

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project period: January 2019 – December 2020

Grant amount: € 400,000

Website: <https://irts.isca.org/>

Grassroots Sport Diplomacy

Grassroots Sports Diplomacy is a concept of relevance for developing external relations for the EU and official European bodies; national governments and national governmental agencies; and national NGOs and other

stakeholders in grassroots sport. The project addresses all three groups of stakeholders, acknowledging that, as a part of public diplomacy, a strong civil society component is essential for the concept to be credible and successful. The partners comprise governments, sport NGOs, expert institutions, and non-EU partners. The goal of the project is to develop the necessary foundation for a qualified and systematic role of grassroots sport in international relations, which will ultimately enhance grassroots sports participation.

Partners:

- Hungarian School, University and Leisure Sport Federation, Hungary
- Portuguese Institute for Sport and Youth, Portugal
- European Observatory of Sport and Employment (EOSE), France
- Think Tank Sport and Citizenship, France
- The French Institute for International and Strategic Studies (IRIS)
- National Olympic Committee and Sport Confederation of Denmark
- Unio Barcelonina d'Associacions Esportives (Ubae), Catalonia, Spain
- Unione Italiana Sport per Tutti, Italy
- SESC, social service of commerce, Brazil

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project period: January 2018 – December 2019

Grant amount: € 400,000

Website: <https://diplomacy.isca.org/>

Integration of Refugees through Sport

In 2016, ISCA, with funding from the Nordplus and Erasmus+ programme, started working on two projects addressing a sensitive topic and vulnerable target group that has been the subject of great debate in Europe this decade: integration of refugees. The projects brought together experts from the Nordic countries, the UK, Italy and Germany to map and explore ways of integrating refugees into European societies through sport and physical activity.

Partners: ISCA (project lead), Academy of Physical Education Ollerup (Denmark), SISU Västergötland (Sweden), StreetGames (UK), University of Kent (UK), German Gymnastics Federation (DTB, Germany) and UISP (Italy)

Project co-funded by: EU Erasmus+ KA2

Project period: September 2016 – August 2019

Grant amount: € 207,741

Website: <https://irts.isca.org/>

IRTS Online course: <https://learn.isca.org/courses/irts/>

European Week of Sport 2019 in Denmark

Based on a recommendation from the Danish Ministry of Culture, the European Commission appointed ISCA as the National Coordinating Body for the European Week of Sport (EWoS) in Denmark. With ISCA's Secretariat being in Copenhagen, we are in a prime position to establish partnerships with local event organisers. In 2019, the flagship events included the #BeActive Day of Team Sports and Health organised by the Copenhagen Centre for Team Sport and Health at the University of Copenhagen and the Marguerit Run, plus DGI's Happy Moves, activation in Copenhagen and Funen by the Ollerup Academy of Physical Education, #BeActive Walks organised by the Danish Ramblers' Association, Copenhagen Runners High, and Bike&Run events by the Danish Federation of Company Sports.

Project co-funded by: EU Erasmus+ Sport

Project period (3): March 2019 – December 2019

Grant amount: €180,000

Website: <http://europeanweekofsport.dk/>

PARTNERS' PROJECTS

CHANGE

The Lifelong Learning Strategy for Sport (7 Step Model), provides the overall methodology which is going to be implemented through the CHANGE project to deliver the expected intellectual outputs. The Model has been developed by EOSE to respond to the main challenges facing the sport sector in terms of education and employment, and more precisely to support the sector with vocational education and training related issues and be in line with EU policy developments and initiatives such as the European Qualification Framework (EQF). The aim of this 7 Step Model is to provide a mechanism which can link the worlds of education and employment and equip the workforce with the expected skills through fit for purpose qualifications and training, in this project specifically for the **sport for development sector**.

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: European Observatory for Sport and Employment EOSE

Grant amount: €400.000

Project period: January 2019–December 2020

BeActive Beach Games 2019

This “BeActive Beach Games” project aims to increase the level of physical activity of its target groups by elaborating and testing a new and innovative form of sports for all – Beach Games which will use the environment of beach where a wide range of sports and physical activities can be practiced on the sand and in water. The project activities comprise the development of a model for the organisation of Beach Games and its testing in two phases of Beach Games coupled with a manual for future Beach Games organisers and a methodological toolkit for individual practitioners (e.g. a family, group of friends or colleagues), as well as an educational toolkit on sport, health, social and ethical values underlying organisation of the Beach Games as a tool for contributing to the development of a healthier society, both physically and morally.

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: Latvian Sport Federation Council

Grant amount: €400.000

Project period: January 2019 – December 2020

European School Sport Day 2019

The Hungarian School Sport Federation has organised the Hungarian School Sport Day each year for a decade, moving almost 200,000 children in 2014 as a flagship MOVE Week event. The European School Sport Day, as part of ISCA's NowWeMOVE Campaign and the European Week of Sport, aims to connect Europe through school sport through support and coordinated campaigning. This is the fourth consecutive edition with dedicated EU funding.

Project co-funded by: EU Erasmus+ Sport Not-for profit European Sport Events (European Week of Sport)

Project Coordinator: Hungarian School Sport Federation, Hungary

Project period: November 2018 – October 2019

Grant amount: € 300.000

MOVE Transfer II (Healthy Clubs)

Led by the Sports Union of Slovenia, this project will use the MOVE Transfer method developed by ISCA to transfer the Slovenian “Healthy Clubs” model to Italy and Romania. The aim is to provide local communities in Slovenia, Italy and Romania quality and accessible sport and physical activity programmes.

Project co-funded by: EU Erasmus+ Sport Small Collaborative Partnerships

Project Coordinator: Sports Union of Slovenia

Project period: 2019 - 2020

Grant amount: € 44.525

Website: <https://healthyclub.isca.org/>

EU-PALS: A physical activity label for Schools

The EU-Pals Project aims to develop a label or a quality mark for European schools, following the recommendation in the White Paper on Sport for the EU. The project will deliver this through mapping of current initiatives, and the development of an online self-assessment tool, to be deployed across Europe. The label may be connected to European School Sport Day and to the outcomes of Active School Communities.

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: HSSF (Hungary)

Grant amount: €327.511

Project period: January 2018 – December 2019

Website: <https://www.physicalactivitylabel.com/>

EUPASMOS

The EUPASMOS project is aiming to streamline and align the different ways to measure citizens' physical activity levels across Europe (self-assessed and objective measures). ISCA is associated partner to the project (ie with no direct income)

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project Coordinator: Portuguese Institute of Youth and Sport IDPJ (Portugal)

Grant amount: €400.000

Project period: January 2018 – December 2019

European Fitness Badge II

The European Fitness Badge was developed in the first project, and is targeting specific populations and disseminated in the project. The main goal is to enhance the capacity of sport organisations, by using the European Fitness Badge (EFB), with its connected communication and education modules, to motivate and support people to adopt an active lifestyle.

Project co-funded by: EU Erasmus+ Sport Collaborative Partnerships

Project period: 2018 - 2019

Grant amount: €369 331

Project Coordinator: German Gymnastics Federation (DTB) (Germany)

Website: <http://fitness-badge.eu/>

PROJECTS APPLIED FOR IN 2019 AND PENDING ANSWER

European Commission Sport Mobility project applications:

Grassroots sport and schools: EU-Latin America mobility and exchange programme

Main objectives:

The overall objective of the project is to promote learning mobility between 16 EU and Latin American countries in the thematic field of grassroots sport and physical activity in schools.

The specific objectives are

1. Build the foundation for a strong EU-Latin America network between learners and organisations active in grassroots sport and physical activities in schools
2. Develop competencies in 30 learners that join mobilities and online learning and exchanges
3. Build capacities and internationalization in 16 partner organisations (8 EU + 8 Latin American)

Project leader: ISCA

Project co-funded by: EU Sport Mobility Call for projects

Project period: January 2020 – December 2021

Grant amount: € 200,000

Innovation in grassroots sport: Exploiting technology and tradition

Main objectives:

The overall objective is to support innovation in grassroots sport through learning mobilities between 6 EU countries and Japan, South Korea and Hong Kong.

The specific objectives:

- 1) To empower 50 Grassroots Sport Entrepreneurs from EU and Asian countries
- 2) To enhance innovation capacity in 30 grassroots sport organisations from 6 EU countries and partner groups from Japan, South Korea and Hong Kong
- 3) To deliver and disseminate an international platform of innovative solutions for grassroots sport

Project leader: ISCA

Project co-funded by: EU Sport Mobility Call for projects

Project period: January 2020 – December 2021

Grant amount: € 200,000

EUROPEAN COMMISSION SPORT FOR REFUGEE PROJECT APPLICATIONS:

Refugee volunteering in sport in Europe

Main objectives:

The overall objective of the project is to enhance volunteering in sport among refugees in Europe.

The specific objectives, and their related activities, are

1. Lay the foundation for refugees in Europe to volunteer more in sport and physical activity.
2. Deliver and evaluate 5 pilots of refugee volunteering in sport in 5 countries in Europe
3. Develop and deliver online learning course for refugee volunteering in sport in Europe.

Project leader: ISCA

Project co-funded by: EU Sport Refugee Call for projects

Project period: January 2020 – December 2021

Grant amount: € 300,000

IRTS Networking Platform

Main objectives:

The overall objective of the project is to enhance the impact of integration of refugees through sport initiatives ("IRTS Projects") across Europe

The specific objectives are

- 1) To enhance networking, knowledge sharing and mutual inspiration between IRTS Projects across Europe
- 2) To facilitate direct collaboration between IRTS Project leaders
- 3) To build capacity in IRTS Project consortia
- 4) To promote good IRTS Project practices
- 5) To enhance awareness about the value of IRTS and the involvement of more organisations in IRTS

Project leader: ISCA

Project co-funded by: EU Sport Refugee Call for projects

Project period: January 2020 – December 2022

Grant amount: € 600,000

OTHER PENDING EU PROJECT PROPOSALS

Envercevkö - NowWeMOVE Turkey (EuropeAid)

ISCA ACCOUNTS 2017-2018

Below, you will find the key numbers from the ISCA financial accounts 2017 and 2018. For the full text, including all signatures and auditor's approval etc, please see the following files:



Full ISCA Accounts 2017



Full ISCA accounts 2018

ISCA ACCOUNTS 2017

Profit and loss account 2017

		Account 2017 EUR	Budget 2017 EUR	Account 2016 EUR
Income	Note			
General Support:				
DGI-Support		181.208	194.631	194.631
Ministry of Culture Denmark		121.208	120.089	120.090
Bilateral membership agreements	1	134.228	134.228	134.228
Membership fee		29.954	20.000	19.643
Nordic Youth Association (NSU) secretariat		0	0	29.664
Total general support		466.598	468.948	498.256
Project related support:				
Erasmus+				
Active Voice		166.667	166.667	166.667
European Fitness Day		35.966	49.062	100.939
FlashMove		69.439	69.876	230.124
Cross border Cycling event		30.965	30.964	210.250
Ewos DK		90.820	100.000	60.000
KA2 Refugees		69.247	69.247	23.082
MOVEMENT Spaces		200.000	200.000	0
Youth on the MOVE		12.718	13.300	79.080
Bike for Europe	2	10.000	50.000	0
European Voluntary Service		45.059	45.059	57.658
Erasmus+ partners project				
Pass		8.651	10.715	8.651
Fitness Badge		4.877	2.385	3.433
Impala		4.248	4.000	9.658
Active School Communities		65.388	91.135	38.634
S2A		4.893	4.933	5.256
FAM		0	0	24.388
European Youth Health Champions	2	3.473	7.444	0
DopOut		4.584	4.584	0
Us Girls	2	11.166	16.173	0
Move Transfer		7.824	9.912	0
NowWeMove	3	47.489	51.446	246.395
Nordplus Refugees		27.420	27.420	15.995
Sport for All Congress		14.617	30.000	0
Total project related support		935.511	1.054.322	1.280.209
Others:				
Non-project participation fee, partner income		845	1.000	15.327
Secretariat		0	0	0
Interests		0	0	0
Total Others		845	1.000	15.327
Total Income		1.402.954	1.524.270	1.793.792

Expenditures

Projects and activities:

Erasmus+			
Active Voice	171.026	166.738	160.901
European Fitness Day	38.894	55.772	112.873
FlashNova	73.177	72.555	268.082
Cross border Cycling event	41.458	41.061	245.654
Ewos DK	103.637	117.010	74.135
KAZ Refugees	70.673	69.247	20.269
MOVement Spaces	231.254	213.558	381
Youth on the MOVE	18.587	23.210	121.574
Bike for Europe	12.948	58.860	0
European Voluntary Service	70.597	62.500	69.979
Erasmus+ partners project			
Pass	15.769	10.693	13.769
Fitness Badge	6.095	2.982	1.517
Impala	0	0	15.601
Active School Communities	60.510	116.831	45.469
SZA	3.003	4.000	3.919
European Youth Health Champions	3.981	7.444	0
DepOut	5.131	5.355	0
US Girls	13.901	20.216	0
Move Transfer	5.514	11.580	0
NowWeMove	53.258	53.000	285.547
Nordplus Refugees	28.215	27.420	12.324
Pathe	0	0	15.185
Sport for All Congress	31.248	20.000	1.850
Activity support to continental committee Latin America	5.483	10.000	704
Activity support to continental committee Asia	680	10.000	1.567
Activity support to continental committee Europe	5.000	10.000	2.000
Activity support to North American cooperation	578	10.000	0
ISCA Networks and priority activities	543	5.000	30.226
Communication:Magazine, internet and materials	1.573	2.000	418
Total projects and activities	1.077.742	1.207.032	1.505.944
Organisational development:			
General Assembly	5.000	10.000	0
Executive Committee meetings	12.718	10.000	4.728
External relations - presidents	1.123	5.000	1.735
External relations - others	3.955	5.000	1.200
Total organisational development	22.796	30.000	7.753
Secretariat	307.638	265.875	136.265
Depreciation	3.027	0	3.243
Total Expenditure	1.411.203	1.502.907	1.653.206
Result	-8.249	21.363	140.586

Balance 31. December 2017

	2017 EUR	2016 EUR
Note		
Outstanding	267.063	304.195
Outstanding grants awarded	1.238.626	1.344.607
Cash at the bank	400.456	274.929
Deposit	7.718	4.477
Advance payments	2.394	4.362
Debtor	21.625	81.199
Office Furniture	0	3.027
Total Assets	1.937.882	2.016.795
Liabilities and equity		
Equity, beginning of the year	-9.640	-150.226
Result for the period	-8.249	140.586
Total equity	-17.889	-9.640
Liabilities	39.207	34.546
Creditors	67.328	69.474
Taxes	11.377	572
Deferred income	1.432.408	1.390.642
Accrued	405.450	531.201
Total liabilities	1.955.770	2.026.435
Total liabilities and equity	1.937.882	2.016.795

1 In 2017, there was one bilateral agreement with direct financial income for ISCA – namely with DGI.

2 2017 European Commission co-funding for Bike for Europe, European Youth Health Champions and Us Girls have been adjusted according to the level of expenditures which occurred in 2017, rather than an equal distribution of the income across the whole project period, which extends into 2018.

3 The present income is namely from the project called "NowWeMOVE Campaign Malta and Cyprus", formerly called MOVE Activation- which was budgeted under the name of the latter . The figures column "Account 2016 has been combined accordingly.

4 The line includes expenditures from the project "NowWeMOVE Campaign Malta and Cyprus" as well as expenditures related to the event European School Sport Day, a NowWeMOVE initiative. The figures column Account 2016 have been combined accordingly.

5 Office Furniture	
Purchased 1 January 2017	16,215
Annual Disposals	0
Annual additions	0
Purchase 31 December 2017	<u>16,215</u>
Annual Depreciation 1 January 2017	13,188
Reversed Through Departure	0
Depreciation 31 December 2017	<u>3,027</u>
Accounting value 31 December 2017	<u>16,215</u>

6 Staff	2017	2016
Salary and wages	465,742	457,474
Pension costs	2,426	2,426
Other costs for social security	2,918	3,753
Internet costs	3,831	1,964
Total	<u>474,917</u>	<u>465,617</u>

Average number of employees	8	8
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7 Rent Obligations	2017	2016
Office - Vester Voldgade	10,631	8,601
Appartments - EVS	5,687	11,624
Total	<u>16,318</u>	<u>20,225</u>

Profit and loss account 2018

	Account 2018 EUR	Budget 2018 EUR	Account 2017 EUR
Income			
General Support:			
DGI-Support	181.208	181.208	181.208
Ministry of Culture Denmark	121.834	120.089	121.208
Bilateral membership agreements	134.228	134.228	134.228
Membership fee	23.650	20.000	29.954
Total general support	460.920	455.525	466.598
Project related support:			
Erasmus+			
Active Voice	156.667	166.667	166.667
European Fitness Day	0	0	35.966
FlashMove	0	0	69.439
Cross border Cycling event	0	0	30.965
Ewos DK	151.239	100.000	90.820
KA2 Refugees	69.247	69.247	69.247
MOVEment Spaces	174.925	200.000	200.000
Youth on the MOVE	0	0	12.718
Bike for Europe	290.000	250.000	10.000
European Voluntary Service	72.010	45.445	45.059
Open Streets Day	17.000	45.059	0
Grassroots Sport Diplomacy	200.000	200.000	0
Erasmus+ partners project			
Pass	1.050	0	8.651
Fitness Badge	0	0	4.877
Impala	0	0	4.248
Active School Communities	3.944	3.944	65.388
S2A	816	4.933	4.893
European Youth Health Champions	14.060	7.444	3.473
DopOut	4.584	4.584	4.584
Us Girls	18.980	16.173	11.166
Move Transfer	3.912	9.912	7.824
Fitness Badge II	20.263	27.929	0
EU Pals	21.282	31.578	0
School Sport Day	12.362	10.000	0
NowWeMove	0	0	47.489
Nordplus Refugees	11.425	27.420	27.420
Sport for All Congress	15.777	20.000	14.617
Total project related support	1.259.543	1.240.335	935.511
Others:			
Non-project participation fee, partner income	10.392	1.000	845
Total Others	10.392	1.000	845
Total Income	1.730.855	1.696.860	1.402.954

Profit and loss account 2018

	Account 2018 EUR	Budget 2018 EUR	Account 2017 EUR
Expenditures			
Projects and activities:			
Erasmus+			
Active Voice	189.028	166.738	171.026
European Fitness Day	0	0	38.894
FlashMove	0	0	73.177
Cross border Cycling event	0	0	41.458
Ewos DK	180.823	125.000	101.637
KA2 Refugees	71.430	69.247	70.673
MOVEment Spaces	203.230	213.558	231.254
Youth on the MOVE	18	0	18.587
Bike for Europe	350.520	294.299	12.948
European Voluntary Service	84.471	62.500	70.597
Open Streets Day	21.021	50.000	0
Grassroots Sport Diplomacy	195.378	206.272	0
Erasmus+ partners project			
Pass	0	0	15.769
Fitness Badge	0	0	6.095
Active School Communities	-40	0	69.519
Fitness Badge II	21.163	27.489	0
S2A	1.448	4.000	3.003
European Youth Health Champions	11.396	9.925	3.981
DopOut	6.092	5.355	5.131
US Girls	22.582	20.216	11.901
Move Transfer	10.669	11.580	5.514
EU Pals	22.962	11.580	0
School Sport Day	12.688	8.000	0
NowWeMove	4.261	5.000	53.258
Nordplus Refugees	15.261	11.425	28.215
Sport for All Congress	14.585	20.000	31.248
Activity support to continental committee Latin America	4.499	10.000	5.483
Activity support to continental committee Asia	834	10.000	680
Activity support to continental committee Europe	5.000	10.000	5.000
Activity support to North American cooperation	515	10.000	578
ISCA Networks and priority activities	96	5.000	543
Communication:Magazine, internet and materials	1.403	2.000	1.573
Total projects and activities	1.451.333	1.369.184	1.077.742
Organisational development:			
General Assembly	0	0	5.000
Executive Committee meetings	4.209	10.000	12.718
External relations - presidents	4.868	5.000	1.123
External relations - others	6.456	5.000	3.955
Total organisational development	15.553	20.000	22.796
Secretariat	218.751	265.875	307.638
Depreciation	0	0	3.027
Total Expenditure	1.685.637	1.655.059	1.411.203
Result	45.218	41.801	-8.249

Balance 31. December 2018

	2018 EUR	2017 EUR
Note		
Outstanding	163.657	267.063
Outstanding grants awarded	1.501.536	1.238.626
Cash at the bank	321.928	400.456
Deposit	7.718	7.718
Advance payments	2.852	2.394
Debtor	6.065	21.625
Total Assets	2.003.756	1.937.882
Liabilities and equity		
Equity, beginning of the year	-17.889	-9.640
Result for the period	45.218	-8.249
Total equity	27.329	-17.889
Liabilities	39.784	39.207
Creditors	40.572	67.328
Taxes	16.475	11.376
Deferred income	1.445.158	1.432.408
Accrued	434.438	405.450
Total liabilities	1.976.427	1.955.770
Total liabilities and equity	2.003.756	1.937.882

Notes

1 Office Furniture		
Purchased 1 January 2018	16.215	
Annual Disposals	0	
Annual additions	0	
Purchase 31 December 2018	<u>16.215</u>	
Annual Depreciation 1 January 2018	16.215	
Reversed Through Departure	0	
Total Depreciation	<u>16.215</u>	
Accounting value 31 December 2018	<u>0</u>	
2 Staff	2018	2017
Salary and wages	461.052	465.742
Pension costs	2.426	2.426
Other costs for social security	6.211	2.918
Internet costs	<u>4.187</u>	<u>3.831</u>
Total	<u>473.876</u>	<u>474.917</u>
Average number of employees	8	8
3 Rent Obligations	2018	2017
Office - Vester Voldgade	10.631	10.631
Apartments - EVS	<u>16.479</u>	<u>5.687</u>
Total	<u>27.110</u>	<u>16.318</u>

Recommendation from the Executive Committee on appointment of ISCA auditor:

The ISCA auditor is suggested to continue to be Buus Jensen. ISCA has been satisfied with the price and quality of their services.

Buus Jensen works mainly with small and medium sized organisations and have experience with non-profit organisations that run similar operating budgets as ISCA.

For more information on Buus Jensen: <http://www.buusjensen.dk/front/>

	2018	2019	2020	2021
	Result	Budget EUR	Budget	Budget
Income				
General Support:				
DGI-Support	181 208	181 208	181 208	181 208
Bilateral membership agreements	134 228	134 228	134 228	134 228
Ministry of Culture Denmark	121 834	121 834	121 834	121 834
Membership fee	23 650	20 000	30 000	40 000
Total general support	460 920	457 270	467 270	477 270
Project related support:				
Erasmus +	1 131 088	1 054 171	752 243	433 098
– Active Voice	156 867	-	-	-
– Bike For Europe	290 000	-	-	-
– EU/China MOVE Transfer	-	120 000	110 000	-
– European Voluntary Service	72 010	52 565	55 000	55 000
– EWOS DK	151 239	186 296	186 296	186 296
– Grassroots Sport Diplomacy	200 000	200 000	-	-
– KA2 Refugees	60 247	46 165	-	-
– MOVE Beyond	-	190 146	190 146	-
– MOVment spaces	174 925	-	-	-
– Open Streets Day	17 000	250 000	-	-
– Physical Literacy for life	-	-	191 802	191 802
– Youth on the Move	-	-	-	-
Erasmus + Partners' project	101 253	136 279	73 479	57 934
– Active Ageing Festivals	-	-	6 700	6 700
– Active Schools Communities	3 944	-	-	-
– Beach Games	-	25 790	12 895	-
– EDGE Change	-	11 110	11 110	11 110
– European School Sport Day 2018	12 362	-	-	-
– European School Sport Day 2019 (and 2020, 2021, etc)	-	7 674	6 000	6 000
– European Youth Health Champions	14 060	2 317	-	-
– EU PALS	21 282	52 173	-	-
– DopOut	4 584	-	-	-
– Fitness Badge II	20 263	31 715	-	-
– MOVE Transfer BUS	3 912	-	-	-
– MOVE Transfer II	-	5 300	2 650	-
– Neighborhood	-	-	26 950	26 950
– PASS	1 050	-	-	-
– SA2 (EDGE)	816	-	-	-
– Sports Clubs for Health	-	-	5 174	5 174
– Us Girls	18 980	-	-	-
– NoWaMove	-	-	-	-
– NORDPLUS Refugees	11 425	-	-	-
– Move Activation	-	-	-	-
– Sport for All Congress	15 777	60 000	-	50 000
Total project related support	1 259 543	1 250 450	825 722	541 032
Others:				
Non-project participation fee, partner income	10 392	6 500	8 000	8 000
Secretariat	-	-	-	-
Interests	-	-	-	-
Total Others	10 392	6 500	8 000	8 000
Total Income	1 730 855	1 714 221	1 300 993	1 026 302

	2018	2019	2020	2021
	Result	Budget	Budget	Budget
		EUR		
Expenditures				
Projects and activities:				
Erasmus +	1 295 919	1 195 964	820 833	469 438
-- Active Voice	189 028	-	-	-
-- Bike For Europe	350 520	-	-	-
-- EU/China MOVE Transfer	-	150 000	150 000	-
-- European Voluntary Service	84 471	52 565	60 000	60 000
-- EWoS 2019 (and then 2020, 2021)	180 823	217 636	217 636	217 636
-- Grassroots Sport Diplomacy	195 378	193 729	-	-
-- KA2 Refugees	71 430	47 552	-	-
-- MOVE Beyond	-	201 396	201 396	-
-- MOVEMENT Spaces	203 230	20 423	-	-
-- Open Streets Day	21 021	312 664	-	-
-- Physical Literacy for life	-	-	191 802	191 802
-- Youth on the MOVE	18	-	-	-
Erasmus + partners	108 960	125 810	77 162	61 617
-- Active Ageing Festivals	-	-	7 050	7 050
-- Active Schools Communities	(40)	-	-	-
-- Beach Games	-	25 790	12 895	-
-- EOSE Change	-	13 443	13 443	13 443
-- European Youth Health Champions	11 396	4 560	-	-
-- European School Sport Day 2018	12 688	-	-	-
-- European School Sport Day 2019 (and 2020, 2021, etc)	-	7 874	8 000	8 000
-- EU Pals	22 962	39 628	-	-
-- DopOut	6 092	-	-	-
-- Fitness Badge II	21 163	29 215	-	-
-- MOVE Transfer SUS	10 669	-	-	-
-- MOVE Transfer II	-	5 300	2 650	-
-- Neighborhood	-	-	27 950	27 950
-- PASS	-	-	-	-
-- SA2	1 448	-	-	-
-- Sports Clubs for Health	-	-	5 174	5 174
-- Us Girls	22 582	-	-	-
NORDPLUS Refugees Inclusion through sport	15 261	-	-	-
NowWeMove	4 261	5 000	15 000	15 000
ISCA Networks and priority activities	96	5 000	5 000	5 000
Communication: Magazine, Internet and materials	1 403	2 000	2 000	2 000
Activity support to continental committee Latin America	4 499	10 000	10 000	10 000
Activity support to continental committee Asia	834	10 000	10 000	10 000
Activity support to continental committee Europe	5 000	10 000	10 000	10 000
Activity support to North American cooperation	515	10 000	10 000	10 000
Sport for All Congress	14 585	60 415	-	75 000
Total projects and activities	1 451 333	1 434 189	959 995	668 055
Organisational development:				
General Assembly	-	2 500	2 500	5 000
Executive Committee meetings	4 209	8 500	10 000	10 000
External relations - presidents	4 888	5 000	5 000	5 000
External relations - others	6 456	6 000	5 000	5 000
Total organisational development	15 553	22 000	22 500	25 000
Secretariat	218 751	236 028	321 183	337 369
-- Staff costs not allocated to projects	112 333	127 545	218 814	235 000
-- Taxes and equivalent on Staff costs	6 211	8 113	8 000	8 000
-- Telephone + Internet	14 328	12 000	12 000	12 000
-- Rental office Vester Volgade & Meeting rooms	29 242	26 500	26 500	26 500
-- DGI accounting	10 411	10 000	10 000	10 000
-- Lunch	12 249	12 500	12 500	12 500
-- General travels	1 196	3 500	2 000	2 000
-- Office life (Julefrokost & others)	4 304	4 000	4 000	4 000
-- Education	-	2 500	2 500	2 500
-- Miscellaneous	14 255	18 500	15 000	15 000
-- Equipment	10 600	2 500	1 500	1 500
-- Audit of ISCA accounts	5 369	5 369	5 369	5 369
-- Insurance	3 676	3 000	3 000	3 000
Depreciation	-	-	-	-
Total Expenditure	1 685 637	1 692 216	1 303 678	1 030 424
Result	45 218	22 005	(2 685)	(4 121)

ISCA MEMBERSHIP APPLICATIONS

ISCA was created on the principles of openness and the right to participate, which is understood in the way that any democratic based organisation working in the field of sport for all could join ISCA. As a natural consequence and as a strong political signal we are open to various member organisations from the same country.

We say that “ISCA is its members – its members are ISCA” and it is therefore crucial to have active members and that we see constant development in the member base both concerning involvement and recruitment of new members.

ISCA has now members from all around the world in the five continents.

The ISCA statutes (in excerpt) state:

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 prefer associate membership to full membership*

4.5 Associate Members will have no voting rights at the General Assembly

Below you will find the membership applications that the secretariat has received since the last General Assembly in 2017: 29 organisations have applied.

ORGANISATIONS DESCRIPTIONS

1. NSULF - National School University and Leisure Sport Federation

Country: Hungary

Website: <http://ndhsz.hu/category/english/>

Scale: National

Type: Autonomous, semi-public entity

Individual members: 14 (associations)

Staff: 5

Organisation

NSULF is a new actor in the field of leisure and grassroots sport in Hungary and internationally as well. As a newcomer, NSULF's goal is to become an active member of the network of sport for all, hence to build up a strong team of experts to establish a national HEPA Programme and financial mechanism, and to coordinate and implement Hungarian and European projects, including social innovations, R&F's. According to the decision of the Hungarian state secretariat for sport, NSULF is now the national coordinating mechanism in the

field of HEPA, and secures technical assistance for the work of the national focal points (data collecting, networking, analyzing).

NSULF as an organization is between GOs and NGOs — it's a civil organization with public tasks, with autonomy, but regulated by the act on sport. NSULF has three founding member organizations: Hungarian School Sport Federation, Hungarian University Sports Federation, Hungarian Leisure Sport Federation. The focus of the Federation is on grassroots sport and HEPA, the main objective is promoting sport (mainly grassroots sport), physical activity and healthy lifestyle, and representing the member organizations in internal and external relationships.

Comment from the secretariat: NSULF is the umbrella of three Hungarian sport organizations, including ISCA member HSSF (who is co-responsible for ESSD), and is the host of MOVE Congress 2019

Recommendation for the fee: Fee Group 1 – 1000 USD

2. Peace Sports and Culture Foundation (NGO) registered.

Country: Pakistan

Website: <http://www.pscf.org.pk/>

Scale: national and international

Type: NGO

Individual members: 500

Staff: 15

Organisation

Our Vision is to become world's best Peace, Sports and Culture organization, and become the world leader in spreading Peace through sports and culture.

We are Peace Sports and Culture Foundation (PSCF). Our mission is to spread Peace through Sports and Culture. We have members from all around the world, consisting of famous sports personalities, cultural celebrities. We have done lot of work in Pakistan. We have conducted many Peace Sports and Culture Maga Events. We are planning to establish Sports and Culture Academies all over Pakistan and new talent. Mini hospitals, Mini Schools and Clubs will be established in the Academies. That will help in creating jobs. Peace Cricket Leagues, Football Leagues and all sports leagues and cultural programs, seminars, concerts, films and TV Plays, TV Shows, Live Stage Dramas, Writing Competitions, will be organized. And lot of other plans to promote peace. Our main mission is to end war, spread peace and to help and promote disabled people. In addition to it we want to sponsor poor sports and culture youth, who cannot afford sports equipment and follow their dreams. ISCA is playing a very important role in promoting sports and culture. I appreciate your efforts. I hope you will help promote PSCF. And both NGOs will benefit each other.

Comment from the secretariat: This organization reached out to us and seem eager to join to see the value of "recognition" by ISCA.

Recommendation for the fee: Fee Group 2 – 500 USD

3. Bridge Foundation Ghana

Country: Ghana

Website: <http://bridgefoundationgh.org/>

Scale: National

Type: NGO

Individual members: 25

Staff: 8

Organisation

Dedicated to providing the youth with the fundamental physical, moral and mental training needed to reach their highest potential in sports and education. To contribute to the efforts of national development through sports; and commitment to providing assistance for the promotion of sports and ensure continuity of sports programs at the grassroots level for mass participation.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 3 – 200 USD

4. Bobirwa Cultural Association

Country: Botswana

Website: <http://www.outdoor-sports-network.eu/>

Scale: local

Type: NGO

Individual members: 10

Staff: 4

Organisation

Our vision is to shape the future by preserving Bobirwa cultural and linguistic heritage through diversity and sense of belonging for the upcoming and future generations. We are a non-profit organization with a mission to preserve, cherish and celebrate Bobirwa heritage by providing exposure and opportunity to the present and future members and the world at large.

Comment from the secretariat: This organization reached out to us via email. It is a local association based on a specific ethnic group, but seems open nevertheless.

Recommendation for the fee: Fee Group 4 – 25 USD

5. Royal Society for Public Health

Country: UK

Website: www.rsph.ork.uk

Scale: National

Type: Charity/NGO

Individual members: 6500

Staff: 42

Organisation

RSPH exists to improve and protect the public's health. Our activities sit broadly within six strategic priorities. These priorities define and determine our areas of focus so that we can maximize our impact and the delivery of our mission: to enable everyone to have the opportunity to improve and protect their health and wellbeing. Creating healthier environments - we are committed to reshaping different environments and settings so that they support the public's health. Health at every age - our vision is to optimize health and wellbeing for all. This covers every age and stage, from giving every child the best start in life, through to providing critical support at key milestones such as the teenage years, ultimately enabling people to live well in later life. Improving the public's health - our work to improve the public's health recognizes the complex nature of changing behavior, and that this is often driven by social determinants of health rather than personal choice. Protecting the public's health - in addition to advances in health protection, the prevention and control of infectious diseases and other threats has provided the opportunity to optimize the public's health and wellbeing. Wider Public Health Workforce - with over 15 million workers including firefighters, hairdressers and postal workers, the wider workforce can support the public's health in a variety of ways. Working internationally - we work on an international platform, connecting thousands of members from around the world and delivering policy and projects which stimulate global debate.

Comment from the secretariat: We have gotten to know RSPH through the Streetgames project Us Girls, and they are very open and interested in collaboration, and have already been included in a project application due to their very strong and scientific based health profile.

Recommendation for the fee: Fee Group 1 – 1000 USD

6. Denmark Kabbadi Association

Country: Denmark

Scale: International

Type: NGO

Individual members: 38

Staff: 6 (volunteers)

Organisation

Our vision is to promote sports Kabbadi worldwide and in Denmark. Kabbadi is a sports that includes meditation, action, and a flexible and healthy body. The Aims and Objectives of the Association will be as follows:

- 1) Propagate and encourage the Game of Kabaddi.
- 2) Offer training in Kabaddi to competitive standards.
- 3) Coordinate the activities of the Game of Kabaddi.
- 4) Promote publications and literature on Kabaddi.
- 5) Conduct training for Officials and hold examinations at all levels.
- 6) Employ coaches, technical advisor's, and administrative staff as and when required.
- 7) Organize and conduct National and International Tournaments.
- 8) Support and exercise control over affiliated clubs and organizations when holding competitions.
- 9) Select teams representing Cities at National & International Championships.
- 10) Prepare Rules and Regulations for Competitions.
- 11) Arrange and hold Conferences, Demonstrations, Exhibitions, Meetings, Lectures, Discussions and Competitions.

Comment from the secretariat: This is a local association in Copenhagen that has passed by the office several times. They are volunteers and genuine and look to expand their activities.

Recommendation for the fee: Fee Group 4 – 25 USD

7. Taken Aback Association , india

Country: India

Website: <https://www.taaindiasports.com/>

Scale: National

Type: NGO

Individual members: 3 (probably departments)

Staff: 7

Organisation

Vision & Mission: Girls Save Nation. We want for girls a first step in this universe. We want to make golden and bright future for youth generation. We want a name and fame in this world.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 3 – 200 USD

8. International Health and Fitness Association IHFA

Country: India

Website: www.ihfafitness.com

Scale: International

Type: Non-profit organization under Indian law, with membership

Individual members: 24

Staff: 7

Organisation

Vision: To encourage Sports and Games for Fitness and Unity.

Mission: To promote sports and games to makes national fit.

Comment from the secretariat: This organization reached out to us via email. They do not seem related to EuropeActive (the former European Health and Fitness Association). Awaiting their statutes, we assess they are a democratic association from the available information.

Recommendation for the fee: Fee Group 2 – 500 USD

9. Federacion Mexicana de Ciencias Aplicadas al Deporte

Country: Mexico

Website: www.femecad.org.mx

Scale: International

Type: Scientific association of sport federations

Individual members: 300

Staff: 25

Organisation

Vision: To be an institutional reference of the relationship between science, research and the practice of physical activity at all levels. Carry out activities inside and outside the country.

Mission: Be the link between researchers and coaches, all at the service of Mexican sports.

Currently we are in process to be recognized and registered by the Mexican Sports Confederation, the federated sport house that groups 82 federations.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 2 – 500 USD

10. World Hapkido Association Yudokwan

Country: Iran

Scale: National

Individual members: 300

Staff: 15

Organisation

WHA is a non-profit and non-religion and non-political association, WHA has no specified budget and it is financial cost is a self-round association. WHA teach self-defense, karate and martial arts to all ages. WHA has board of directors, vice president, vice president, commissions WHA has representative in Provinces, cities and local small cities. Every representative has its organizational charts. WHA arrange national and international karate and Hapkido championship, seminars. Official language of WHA is English and Persian and all national correspondence has to be in official paper and in Persian. WHA issue Rank, certificate for its seminars and championship. All activities of WHA in Karate and Hapkido has to reported to sport ministry and IRAN national

Karate Federation. All national, directors, representatives, coaches and persons has to be approved by sport ministry of I.R. Iran.

Comment from the secretariat: While the state of Iran approves of the board members, we find the association to be relatively independent from the state

Recommendation for the fee: Fee Group 4 – 25 USD

11. Sport and Leisure Clubs of the European Commission

Country: Belgium

Website: local ones for sport offers

Scale: local

Individual members: 3500

Staff: 5 volunteers

Organisation

Established in 1978, the Sport and Leisure Clubs of the European Commission is a non-profit association of employee groups in different branches of the European Commission, which aim to provide leisure and sport activities for their members. Their goal is to promote regular physical activities for our colleagues, following the EU Council Racc.n.2013/354. They have submitted a scientific paper that about the European Commission Fit@work programme.

Comment from the secretariat: While for EC employees, the structure of the association is democratic and they have open membership. We had skype and email dialogue as we see links to our advocacy work, No Elevators Day, etc.

Recommendation for the fee: Fee Group 3 – 200 USD

12. Pakistan Student Games Federation

Country: Pakistan

Website: <https://www.facebook.com/Pakistan-Student-Games-Federation-463680497367039/>

Scale: National

Individual members: 200

Staff: 20

Organisation

We have already started working for the promotion of every kind of sports in Pakistan. Presently we are in the promotional phase of launching and are reaching to teams and getting them organized for competitions. We have organized many Inter school, inter college, Inter Club, inter district, Inter Divisions, and inter province Tournament in Pakistan. Also we have proper Body of Pakistan Student Games Federation in Pakistan we also have constitution of our federation. We have 20 Board Member of our Pakistan Student Games Federation. We have more the 200 active professional players of Different Games. Recently we launched our new Program to promote the Sports in the school level so we take start from Grass root level.

Vision: Develop interest or commitment by using sport as a tool for developing interaction with each other to advocate sport's role in personality grooming, to make young athletes credible and better human beings.

Mission: Create opportunity for everyone from first-time participants to professional athletes with better training sessions and make a hub for sharing knowledge, building good practice, facilitating coordination and fostering partnerships between Sportsmen's.

Recommendation for the fee: Fee Group 3 – 200 USD

13. ENOS – European Network of Outdoor Sports

Country: France (international) and Belgium (House of Sport, Brussels)

Website: <http://www.outdoor-sports-network.eu/>

Scale: International

Individual members: 40 organizations

Staff: 1

Organisation

The European Network of Outdoor Sports (ENOS) was established as a not for profit organization at the Nature and Outdoor Sports Euro'Meet conference in 2013 (Liptovsky Mikulas, Slovakia). Participants recognized that no organization was representing outdoor sports at a European level and called for a representative organization. ENOS became a network of European experts, local authorities, federations, universities, practitioners and outdoor sports enthusiasts. The main objectives are:

- Representing outdoor sports at a strategic level in Europe.
- Promoting that outdoor sport can provide genuine environmental, educative, social and economic benefits to individuals, communities, regions and nations.
- Supporting the organization and management of outdoor sports both on a national and transnational basis.
- Encouraging trans-national approaches to the recognition of leaders, instructors and coaches, to develop mobility and employment.
- Assisting initiatives that promote responsible and sustainable access and use of landscape, marine areas, habitats and eco-systems.

Vision & mission: Promoting outdoor sports across Europe together. As an organization ENOS has been working on being a network organization for the development, promotion and management of outdoor sports across Europe: give visibility to outdoors, increase the number of participants in outdoors activities

Comments from the ISCA secretariat: We have worked with ENOS before, and they are working with the European Outdoor Group

Recommendation for the fee: Fee Group 3 – 200 USD

14. CRSPES - Center of Research, Studies in Physical Education, Sport and Health

Country: Kosovo

Website: <https://crspes-ks.net>

Scale: National

Individual members: 12

Staff: 12

Mission

- CRSPES was established to address the development of scientific research in the field of physical education, sport and health.
- CRSPES helps to form a level of practical work with new research methodologies in the development and development of human anthropology through physical education, sport and health, with research approaches and experimental studies with the objective of increasing physical education, sports and health in general.

Vision

- Innovative and creative ideas in the realization of new scientific research in physical education, sport and health.
- Promote a healthy and responsible citizen for health

- Establishment and development of statistical research methodology and data base for capacity building necessary for physical education, sport and health.

Recommendation for the fee: Fee Group 3 – 200 USD

15. NGO CIGNUS

Country: Brazil

Scale: Local

Individual members: 42

Staff: n.a.

The purpose of Cignus is:

- Provide the practice of the different modalities of Gymnastics and Dance, allowing the capacity of creation and production of cultural elements, such as shows, festivals that have social themes;
- To expand the GPT in Goiás and in Brazil, participating and promoting festivals and events in local, regional and national scope;III - Increase the scientific production on the subject
- Advising in GPT, Physical Education and Art;V - Socio-psychological re-adaptation;
- Opportunity for preventive care related to collective health
- Participate in festivals, as well as gymnastics and dance competitions
- To provide the sporting practice of collective and individual sports, which may be of interest to Cignus
- Participate in events, competitions and festivals, with the necessary links with other institutions (Government, Associations, Universities, Federations, among others)
- Encourage and promote culture
- Promote basic and professional education
- Promote environmental programs, the defense, preservation and conservation of the environment and encourage sustainable development
- Promote social programs
- To promote activities and programs of sports, leisure and recreational activities
- Promote social assistance - serving all stakeholders including: children, adolescents, youth, adults, men, women, the elderly, the physically disabled and all minorities in society
- Promotion of economic and social development programs
- Promote volunteering
- Promote studies and research, development of alternative technologies, promotion and dissemination of information and technical and scientific knowledge
- Establish relationships and maintain interchange of experience with professionals in the areas of Physical Education, Gymnastics, Dance, Circus Activities, Circus, High-Performance Sports
- Celebrate agreements and agreements with public or private institutions, national or international, aiming at sports, cultural, artistic and social development
- Promote actions, programs and activities aimed at achieving the objectives set forth in these Bylaws.

The organization's vision is to expand in the Center-West region of Brazil as corporal practices, leading to different communities and social classes culture, art and sport.

Recommendation for the fee: Fee Group 4 – 25 USD

16. ITTAF Tae Alcoy Sports Club

Country: Spain

Website: <http://mariopons.com/>

Scale: Local

Individual members: 120

Staff: 5

Mission: Promotion and development of our activities throughout the local area of our city of Alcoy, province of Alicante, Spain

Vision: Promotion and dissemination of all martial arts activities, including preferably Tawkwon-Do Traditional

Recommendation for the fee: Fee Group 4 – 25 USD

17. BikeTrial International Union

Country: Czech Republic (international)

Website: www.biketrialinternational.com

Scale: International

Individual members: 19 (national unions)

Staff: 11

Mission: Spread and share Original BikeTrial and Blind BikeTrial sport in the world. Move young people “from computer to the nature with bike”. BIU is focused on family – sport and entry level.

Vision: Spread and share Original BikeTrial and Blind BikeTrial sport in the world.

Recommendation for the fee: Fee Group 3 – 200 USD

18. Academie des Sports de Gohitafla

Country: Cote d’Ivoire

Website: www.asgohitafla.net/dev

Scale: National

Type: NGO

Individual members: 8 (associations)

Staff: 2

Organisation

The long-term vision of this local academy is to develop the city of GOHITAFLA in Cote d’Ivoire, by changing the life condition of the people living in GOHITAFLA, open the world to GOHITAFLA and permit to GOHITAFLA to become a modern city. The target groups are the football teams and associations.

Comment from the secretariat: This organization reached out to ISCA.

Recommendation for the fee: Fee Group 4 – 25 USD

19. Sport and Culture Association of Trinidad and Tobago

Country: Trinidad and Tobago

Website: <https://www.facebook.com/SkillCentreCultureSportsEducationcse/>

Scale: National

Type: NGO

Individual members: 300

Staff: 5

Organisation

The vision of this entity is to create capacities for raising individual and community standards, for good governance, self-esteem and self-sufficiency. They want to establish a skill centered agency to promote the wellbeing of the citizenry of the country as it pertains to culture, sport and education to support community vibrancy, health and wellbeing. Seek advancement and equal opportunity for members. Seek affiliations and partnerships with international organizations with similar goals that support our objectives towards social, cultural, gender and physical inclusivity. Attract professionals to effectively carry out the goals of the organization. Ensure safe environments in which to promote and carry out these activities. The target groups

are individuals that are at risk for diabetes and mental health, women and girls who do not have the opportunity to experience culture, sport and education from an empowered, equal and equitable perspective that adds to the enrichment and improvement of their lives. Youth participation that fosters and actively encourages their engagements in sport to become an important aspect of their social and cultural identity. The SkillCentre Culture Sports and Education (CSE) has had 7 years of operational experience. The age-inclusive targeted and structured programs have provided much needed intervention and support for at risk youths and adults, as well as other vulnerable individuals within these communities. All of our programs are geared towards empowerment, enabling disadvantaged adolescents, youths and adults to improve their personal and social skills to promote positive healthy habits, moral values and their inclusivity into our society through cultural, educational and sporting activities.

Comment from the secretariat: This organization reached out to us and seem eager to join to see the value of “recognition” by ISCA. The Skill Centre seems to be an NGO but the underlying entity may be a company, and we have inquired further to clarify this.

Recommendation for the fee: Fee Group 3 – 200 USD

20. Czech Climbing Association

Country: Czech Republic

Website: www.ceskelezeni.cz (currently down) and <https://www.horosvaz.cz/alpinismus/sportovni-lezeni-a-bouldering/>

Scale: National

Type: NGO

Individual members: 1120

Staff: 6

Organisation

The long term vision is to move the whole Czech climbing forward, especially in working with children and youth training, in the level of climbing competitions and building new modern sport centers combining climbing and gymnastics / parkour.

The goal is to provide a support for local climbing clubs in many ways and to move the whole Czech sport climbing forward. To be able to fulfill these goals they have an educational system for climbing coaches accredited by Ministry of education, youth and sport of the Czech Republic. Starting in the childlike age they provide children not only with climbing training by itself, but also include other sport disciplines (gymnastics and parkour). They see the importance of connection of these three sports in training both children and adults to be better climbers and to ensure healthy sport growth of kids and youth. They also help with conducting climbing centers and are trying to build up new centers across the whole country. They also would like to move the bar of Czech climbing competitions - that's the reason why they organize national and regional competitions for both children and adult on the highest possible level. The target groups are mainly children and youth, but adults as well (mainly in the question of competitions).

Comment from the secretariat: This organization reached out to us via email. They find that entering ISCA could help their organization to negotiate better conditions with Czech Ministry of education, youth and sport.

Recommendation for the fee: Fee Group 2 – 500 USD

21. University Federal of Pelotas

Country: Brazil

Website: <https://wp.ufpel.edu.br/esef/>

Scale: National

Type: University

Individual members: 1356

Staff: 564

Organisation

The vision is to be recognized as a public institution of national and international excellence in teaching, research and extension, integrated with society and committed to innovation and sustainable development. The University Federal of Pelotas (UFPEL) is an institution linked to the Ministry of Education (MEC), with autonomous didactic-scientific, administrative, financial and patrimonial management. The University's mission is to promote scientific, technological, artistic, sport and cultural advances through teaching, research and extension, and the production and sharing of knowledge in order to prepare citizens who are capable of implementing solutions that might foster sustainable human development. The High School of Physical Education (ESEF/UFPEL) is an administrative unit located in the heart of Pelotas. It holds an undergraduate program (licensure and bachelor degrees), master and doctorate degrees in Physical Education. The target groups are young men and women from all social classes. Its goals are to form Physical Education teachers concerned to improve the dissemination of the sport and physical activities for population and Physical Education classes in schools. The UFPEL values include: commitment and care with the Institution, defense of the free university as a public good, permanent search for excellence in teaching, research, extension and management, based on the principles of ethics, democracy and transparency, respect for justice, social equity, freedom of thought and expression, commitment to collectivity, plurality, individuality and ethnic and cultural diversity, social responsibility, dialogue and partnership with society, preservation and appreciation of life, participative management. The Federal University of Pelotas has a long history with gymnastics, having formerly hosted several National Symposiums of Gymnastics, transformed nowadays in the International Symposium of Physical Education. We also have an Extension Project called "Artistic Gymnastics for All", which attends children of our community, and the NEPGI Research Group (Nucleus of Studies and Research in Gymnastics and Childhood), registered in CNPq in technical cooperation with national universities (UFS, UERR and UFSM) and international universities (Uminho – Braga/Portugal).

Comments from the ISCA secretariat: This application was received via ISCA Latin America/ SESC officer Tatiana Camargo. The association commented: "Since we do not have any university from the south of Brazil registered in ISCA and knowing the importance of gymnastics' teaching democratization, we register here our application."

Recommendation for the fee: Fee Group 3 – 200 USD

22. Dominican Rope Skipping

Country: Dominican Republic

Website: Facebook: <https://www.facebook.com/Dominican-Jump-Rope-Federation-Inc-136448729829597/>

Scale: National

Type: NGO

Individual members: 82

Staff: 3

Organisation

"We have for vision to give to all people the opportunity to know this Physical Activity for help them to be in Good Health and Be better in product in their life. Also to help Kids be with creative in their free time. In That way they never will think in anything again the low or other person. We are sure the Jump Rope can help the Young population in many benefice. We will be part of the world Country promoting the Physical Activity for Young Men, women, we will help the Dominican Population be a better people for the world. We want to be your member to know and see what we can learn from you to help our Young people."

Comment from the secretariat: This organization reached out to us via email. The statutes have been requested but the entity seems legitimate.

Recommendation for the fee: Fee Group 4 – 25 USD

23. Basketball Association of the Philippines

Country: Philippines

Website: <https://www.baplink.com/>

Scale: National

Type: NGO

Individual members: 20.000

Staff: 12

Organisation

The vision and purpose of the Basketball Association of the Philippines (BAP) is to contribute to the physical and social well-being of the youth. It is a promotion and development of mutual understanding, harmony and tolerance. The objective is to provide the youth a forum to participate in an educational exchange among student-athletes all over the regions, harness their talents through sports activities on their potentials for provincial, regional and national competitions. The Basketball Association of the Philippines (BAP) mission is to develop and support the different league-organizations, institutions, clubs and corporate groups that take part in our national competitions. Moreover, it seeks to promote basketball throughout the different regions in the Philippines by way of engaging in various activities such as seminar, the technical aspect of the tournament and basketball clinic.

Comment from the secretariat: This organization reached out to ISCA via email.

Recommendation for the fee: Fee Group 2 – 500 USD

24. Martisans Sports and Cultural Foundation

Country: Ghana

Website: <https://martisanssportsfoundation.webs.com/>

Scale: National

Type: NGO

Individual members: 125

Staff: 3

Organisation

The vision of the organization is to empower and create a bright future for the less privileged children, youth and local artist through structured sporting and cultural activities and recreational programs. This will be done by making structured sporting and cultural activities and programs accessible to less privileged children and youth in order to help them develop their physical and mental capabilities as well as life and social skills leading to a bright future.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 4 – 25 USD

25. Burundi Rugby League Cooperative

Country: Burundi

Website: <https://yahyamovies.wixsite.com/brlacoop>

Scale: National

Type: NGO

Individual members: 1074

Staff: 6

Organisation

Our Vision is a better Rugby league coordination in Burundi and region, develop a Nines local circuit, an International Women Rugby League program for the middle east and Africa, An International Rugby League event for both man and women 8 teams on every venue from 2020. Our specific mission is to develop the

game of rugby league, improve our members wellbeing by all means available, construct a better future of our members. Working with ISCA will bring to us a platform that will help us achieve our different goals and near objectives

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 4 – 25 USD

26. Youth Outreach Programme Cameroon

Country: Cameroon

Website: www.yopcam.org

Scale: National

Individual members: 15

Staff: 3

Organisation

We seek a Cameroon where all young people contribute to the development of their communities, gain and share valuable skills vital for adulthood, live healthy lifestyles and have equal opportunities. Our Mission is to empower young people with skills needed to make informed decisions thus creating a better society where they are healthy, responsible and actively involved in the development process. Our target audience are young people between 9 – 35 years mostly living in rural communities. Some are at risk youth exposed to the growing problem of drugs such as cannabis, tramadol and glue. Since its creation Youth Outreach Programme has used sports as a tool for development and leadership. We have used sports to work with juveniles in the Bamenda central Prison, to promote children's rights, and to tackle issues of identity.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 4 – 25 USD

The following organisations have applied for membership since the latest Executive Committee meeting in June 2019, and have been verified by the ISCA Secretariat but at the time of writing not yet endorsed for adoption by the Executive Committee.

27. Youth Outreach Programme Cameroon

Country: Cameroon

Website: www.yopcam.org

Scale: National

Individual members: 15

Staff: 3

Organisation

We seek a Cameroon where all young people contribute to the development of their communities, gain and share valuable skills vital for adulthood, live healthy lifestyles and have equal opportunities. Our Mission is to empower young people with skills needed to make informed decisions thus creating a better society where they are healthy, responsible and actively involved in the development process. Our target audience are young people between 9 – 35 years mostly living in rural communities. Some are at risk youth exposed to the growing problem of drugs such as cannabis, tramadol and glue. Since its creation Youth Outreach Programme has used sports as a tool for development and leadership. We have used sports to work with juveniles in the Bamenda central Prison, to promote children's rights, and to tackle issues of identity.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 4 – 25 USD

28. Federacion Mexicana De Deporte Escolar

Country: Mexico

Website: www.femedees.com

Scale: National

Individual members: 2050

Staff: 32

Organisation

The goal is to position Femedees to a strong relationship between ISCA and the different organisms that promote scholar sports nationally and internationally, with a great sense of human values with the union of the academic excellence and sports. The mission is to promote, spread, organize actions and activities concerning the practice and the teaching of sports disciplines that our children and adolescents perform in the school stage in our country, in order to achieve their participation in quality events at a national and international level.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 3 – 200 USD

29. National Martial Arts Academy India

Country: India

Website: <http://nmaaindia.com>

Scale: n/a

Individual members: 50-100

Staff: 5

Organisation

National Martial Arts Academy, NMAA-India has been founded with the objective of providing high quality martial arts & fitness development programs. NMAA-India is a Martial Arts, Yoga & Fitness Academy that focuses on modern coaching methodologies and provides the most effective learning environment to produce champions of tomorrow. NMAA-India offers Martial Arts Education to the entire age group right onwards till 5 years. NMAA-India offers a complete Martial Arts Pathway to its Participants through an integrated Martial Arts development program with a well-defined and progressive road map. From learning the basics of fitness through fun and modified games, children get the opportunity to experience their martial arts development journey through sequential coaching programs resulting in development of their martial arts potential whilst simultaneously supporting their academic growth. Besides quality coaching, emphasis is placed on game scenario; match Practice & tournament preparation and playing performance.

Comment from the secretariat: This organization reached out to us via email.

Recommendation for the fee: Fee Group 4 – 25 USD

ANNEXES

TAG LINE

MOVING PEOPLE

MISSION

WE EMPOWER ORGANISATIONS WORLD-WIDE
TO ENABLE CITIZENS TO ENJOY THEIR HUMAN RIGHT TO MOVE

VISION

A WORLD OF PHYSICALLY ACTIVE CITIZENS IN VIBRANT CIVIL SOCIETIES

WHAT WE DO

WE EMPOWER PHYSICAL ACTIVITY STAKEHOLDERS, STARTING WITH ISCA MEMBERS, TO GET MORE PEOPLE MOVING. WE PARTICULARLY HELP BUILD MEMBER CAPACITIES IN

1. **SOLUTIONS** (EXCHANGE OF KNOWLEDGE AND BEST PRACTICES IN PHYSICAL ACTIVITY PROGRAMMES AND HANDS-ON TOOLS)
2. **CAMPAIGNS** (NOWWEMOVE AND BEYOND)
3. **ADVOCACY**

The three elements are interrelated and mutually supportive. Each of them are detailed further below.

IN 2018-2021 WE WILL STRICTLY FOCUS ON THE OPPORTUNITIES THAT UNDERPIN THESE THREE AREAS.

HOW WE WORK

To help our member organisations and wider stakeholders tackle inactivity, we focus on

- **Practical, well-tested programmes.** With access to thousands of examples of physical activity and grassroots sport solutions and programmes, we share practical, applicable knowledge and tools with the ones that need it – the “do’ers” of our sector. We engage with researchers to provide evidence to underpin these solutions – but we are not delivering research ourselves, and we are not looking for theoretical solutions that have not been tested in the real world.
- **Leadership development.** We engage with representatives of our member organisations on leadership level (presidents, board members, directors, programme managers etc.) as they are the ones to benefit the most from our offer, and the ones to readily decide on changes in their own organisations as a consequence.
- **Co-ownership.** Not one solution fits all. We adapt solutions to national and local contexts together with members and stakeholders, and therefore naturally share ownership and success with partners.

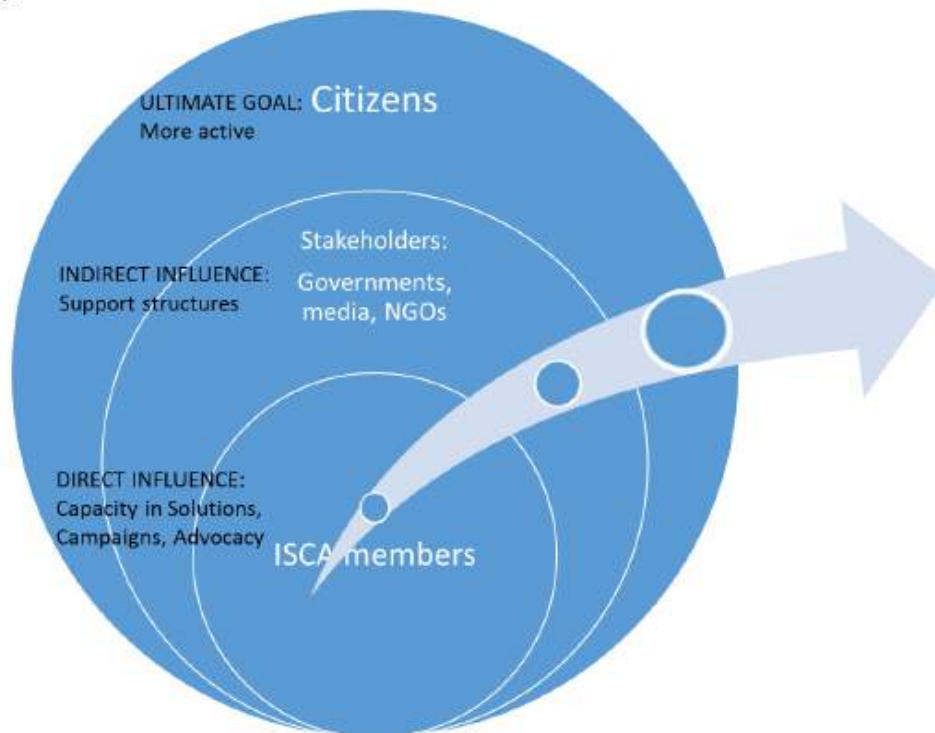
IN 2018-2021 WE WILL POSITION ISCA AS A DELIVERER OF PRACTICAL KNOWLEDGE, LEADERSHIP OPPORTUNITIES AND SHARED OWNERSHIP.

THE WORLD AROUND US RIGHT NOW IN 10 BULLETS

- Inactivity is on the rise globally (with local variations)
- Ageing populations
- Increasing urbanization
- Increase in obesity and life-style related diseases, significant increase of expenditures for health care/social systems
- Health remains as a key driver for physical activity – but other benefits are clear too
- Changing demands for sport and physical activity
- Pressure on available time for physical activity
- Digital trends, including e-sports
- Sedentary lifestyles
- Physical Activity is not sufficiently on the political radar on local and national level

OUR TARGET GROUPS AND HOW WE MEASURE SUCCESS

We understand that our primary target group is ISCA members, with whom we have direct collaboration and impact. We appreciate that we need to work with other stakeholders (governmental, private, media and other NGOs) to achieve our goals, scale solutions and to create the best conditions for physical activity. And we remember at all times that citizens are our ultimate target group. We call this our **Conceptual Framework** (which stems from our Theory of Change):



*IN 2018-2021 WE WILL STRENGTHEN OUR FOCUS ON DELIVERING VALUE TO OUR MEMBERS,
TO ENHANCE PHYSICAL ACTIVITY PARTICIPATION WORLD-WIDE.*

MEASURING SUCCESS

We will therefore never claim that success in reducing inactivity is due to ISCA's intervention alone. While getting people to be more active is the **vision** of our activities, we want to be measured on how well we help our members tackle inactivity – our **mission**. Therefore, *satisfaction with ISCA services and opportunities, use of ISCA services and opportunities, and growth in ISCA membership* are our primary measurements of success. Our specific goals for each will be defined early 2018 and reviewed annually.

IN 2018-2021, WE WILL RIGOROUSLY MEASURE SATISFACTION WITH AND USE OF ISCA SERVICES, AS WELL AS GROWTH IN ISCA MEMBERSHIP, AS OUR PARAMETERS OF SUCCESS.

CRYSTALLIZING THE ISCA MEMBERSHIP

We will develop a more prudent and consistent ISCA membership offer. We will continue to serve our sector with opportunities and information that is free for all – while also defining and delivering extraordinary value to our current and new members. In this way, we expect to see membership growth and increase membership engagement with ISCA.

IN 2018-2021, WE WILL EVOLVE ISCA MEMBERSHIP OFFER TO BE MORE CONSISTENT AND CLEAR, AND RESTRUCTURE THE CONCEPT AND FEE STRUCTURE TO GROW THE MEMBERSHIP BASE AND REVENUES.

A GLOBAL MOVEMENT

ISCA has in the last decade seen great success and growth of activities and membership in Europe, recently followed by impressive momentum in Latin America, and we have used this success to the benefit of our members world-wide, whenever possible. The strategic period 2018-2021 is the time to enable further continental development, adapted to the realities and opportunities in each case.

IN 2018-2021 WE WILL SUPPORT FURTHER ISCA EXPANSION IN LATIN AMERICA, AND DEVELOP MORE OFFERS OF RELEVANCE TO OUR MEMBERS WORLD-WIDE.

1. SOLUTIONS (EXCHANGE OF KNOWLEDGE AND BEST PRACTICES IN PHYSICAL ACTIVITY PROGRAMMES AND HANDS-ON TOOLS)

#inspiredbyISCA

We believe in the power of inspiration. For an entity in any country there is value in mirroring itself against peers from different nations and continents. And we have seen that the inspirational value of practical, real life solutions that have stood the test of time is higher than any theoretical construct. Therefore, we will constantly search for good practices in physical activity programmes and other examples that can be shared with others for inspiration and adaptation.

We endeavor to distill the key elements of those practices and communicate them effectively. Our working language is English, but we will work with members and partners on translations when relevant, not least into Spanish in the Latin American context.

We will also extract key learnings and develop concrete **tools** that members and others can use in their work, such as self-assessment tools, handbooks and toolkits. Examples include our Social Impact Measurement guidelines and our Good Governance Self-assessment tool.

We believe that the sector of grassroots sport and recreational physical activity will benefit most if it also takes inspiration from other sectors. Learning from experts from different fields adds value to the mutual inspiration within our sector, and we strive to identify and communicate such expertise across sectors.

For our sector to remain relevant, we also promote and engage in cross-sector collaboration. We aim to demonstrate and communicate the value of grassroots sport and physical activity to health, education, inclusion, etc.

We will strive to have impact on and reach as many members and stakeholders as possible. We believe in the power of the physical meeting between people – but will equally work to exploit the possibilities in online communications, webinars etc.

Our primary vehicle to deliver these solutions are externally funded **projects**, which engages members and experts in efficient processes of exchange, development and dissemination.

IN 2018-2021, WE WILL IMPLEMENT EXTERNALLY FUNDED PROJECTS THAT FOCUS ON SHARING OF PRACTICAL KNOWLEDGE AND GOOD PRACTICE ACROSS SECTORS, AND THE DEVELOPMENT OF ONLINE TOOLS OF WIDER USE FOR OUR MEMBERSHIP.

2. CAMPAIGNS (NOWWEMOVE AND BEYOND)

The NowWeMOVE Campaign aligns with ISCA's mission to empower organisations to tackle inactivity globally. The Campaign is clearly citizens-focused, but it is delivered via ISCA members and MOVE Agents on national and local level. We see the campaign as a tool to build capacities to deliver grassroots events in a campaign context, and the campaign has enabled ISCA presence and actions on national local level, not least in Latin America.

The NowWeMOVE Campaign started with the MOVE Week in 2012, and has since grown to encompass

- MOVE Week (Outdoors)
- No Elevators Day (Workplaces)
- European Fitness Day and Flash MOVE (Fitness and dance clubs)
- European School Sport Day (Schools)
- NowWeBike (Outdoors, cities)

Our ambition is now to develop and use these campaign elements and experiences to help ISCA members all over the world. The campaign was initiated in Europe and we will now continue the already significant uptake of MOVE Week in Latin America, and carefully plan further expansion.

We will also build capacity in and exchange good practices on national or regional physical activity campaigns.

IN 2018-2021, WE WILL ADAPT AND DEPLOY THE NOWWEMOVE CAMPAIGN WORLD-WIDE.

3. ADVOCACY

Political, financial and media attention is not matching the potential of "Sport for All", grassroots sport and recreational physical activity to solve societal problems. We need to advocate to make that happen!

ISCA will proactively deliver **international advocacy** by addressing relevant international and intergovernmental bodies with key messages, built on evidence and membership input. We will in particular address

- United Nations, and UN agencies, in particular WHO and UNESCO
- European bodies, in particular European Commission, European Council, European Parliament and Council of Europe
- Other continental bodies, such as Mercosur, Asean, and African Union

ISCA will enable **national advocacy** by delivering evidence, examples, statements and training to national ISCA members and, if requested, assist them in their efforts.

ISCA will also engage in international policy developments, hearings, comment on drafts etc., and make sure that ISCA members can make use of this on a national level. A relevant, current example is the WHO process of making a Global Action Plan on Physical Activity.

ISCA will voice its opinions in a manner that is *direct, critical and constructive*, always with a view to ultimately strengthening grassroots sport and physical activity participation.

IN 2018-2021, WE WILL BE A CLEAR AND CRITICAL VOICE FOR PHYSICAL ACTIVITY PARTICIPATION INTERNATIONALLY, AND EMPOWER MEMBERS TO ADVOCATE ON NATIONAL LEVEL.

A FINAL NOTE ON OPERATIONS AND FUNDRAISING

We are conscious of the fact that resources are needed to deliver towards our mission. This means a professional secretariat to fundraise and professionally implement projects, campaigns, and advocacy. We aim to grow our active membership base, but this is not intended as the primary source of income, so we will continue to pursue and diversify external funding and partnerships, also with a view to building a sustainable equity.

International Sport and Culture Association (ISCA) is guided by an ethical framework and a commitment to uphold core principles in its efforts. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other. This Code of Ethics is one of ISCA's strategic documents. The ISCA Code of Ethics gives orientation and helps to comply with ethical principles. It establishes a framework for employees and Executive Committee members internally and towards its stakeholders and members. Volunteers in leadership positions for ISCA (committee members and others with a representative function) are familiarised with the Code. The Code of Ethics is an integrated part of the body of ISCA's strategic documents.

Key Principles

5 principles form the framework of the ISCA Code of Ethics:

- 1) Tolerance and Respect
- 2) Sustainability
- 3) Integrity
- 4) Compliance
- 5) Transparency

1. Tolerance and Respect

Mutual tolerance and respect help to create a culture of trust and integrity. We undertake to protect the dignity and personal privacy of every person. We engage against discrimination, be it for race, ethnicity, nationality, religion, age, gender, sexual orientation, disability or political opinion. All kinds of intimidation, harassment or threats are unacceptable.

2. Sustainability

ISCA strives to fulfil its tasks in a sustainable way, aiming at an adequate balance of economical, environmental as well as social aspects. We involve all our stakeholders in this process.

3. Integrity

Integrity requires objective and independent decision-making processes. To avoid any undue influence, as well as any impression of undue influence on decisions taken on behalf of ISCA, its representatives shall not

- Mix their personal – ideal or financial – interests with the organisation's interests (conflict of interest)
- Accept or offer invitations, gifts or any other advantages outside the scope of ISCA gift policy

Advocacy for ISCA and for our sector will be organized in a transparent and responsible manner. We will share information about all processes upon request.

4. Compliance

ISCA undertakes to comply with all applicable laws and legal orders as well as internal and policies. The Executive Committee is overall responsible to the General Assembly and decides on consequences for all individual committee members and the Secretary General in case of breach of the Code of Ethics or other policy documents. The Secretary General decides on consequences for individual staff members.

5. Transparency

All decision making processes and the relevant underlying facts will be treated transparently by ISCA. ISCA shares key organisational decisions proactively and provides access to further facts upon request, with due respect for confidentiality requirements in particular for business reasons, Human Resources and applicable data protection laws.

ACCOUNTABILITY POLICY

Knowing our respective roles and responsibilities within ISCA will assist us in working effectively together internally, and holding the right persons accountable externally. This section builds on the ISCA Statutes.

The role of the Executive Committee and the President

The Executive Committee is the democratic base elected among and by the members. The Executive Committee is, through the General Assembly, given the day-to-day political leadership of ISCA. The Executive Committee appoints the Secretary General to run the daily operations of ISCA.

The main tasks of the Executive Committee are described in the document “Executive Committee main tasks”. The headlines are:

1. Strategic organisational decisions
2. Advocacy
3. Guidelines for and collaboration with the secretariat

The President has the overall responsibility for the general running of the Association between Executive Committee meetings, and determines the agenda for Executive Committee meetings and for the General Assembly.

The role of the Secretary General and the secretariat

The Secretary General is responsible for the running of the administration and secretariat of ISCA, with reference to the President and Executive Committee.

The secretariat staff are recruited by and are the responsibility of the Secretary General. The secretariat implements work plans according to the overall direction set by the Executive Committee.

TRANSPARENCY POLICY

We will be as open as possible about all decisions and actions we take, taking into account the need for confidentiality in some situations.

From the ISCA Code of Ethics:

All decision making processes and the relevant underlying facts will be treated transparently by ISCA. ISCA shares key organisational decisions proactively and provides access to further facts upon request, with due respect for confidentiality requirements in particular for business reasons, Human Resources and applicable data protection laws.

In accordance with this commitment to transparency, ISCA will share publicly on its website:

- ISCA Code of Ethics
- ISCA Code of Conduct
- Names and short Bios of ISCA Executive Committee members
- Names and short Bios of ISCA staff members
- ISCA audited accounts, at least 3 years back
- Agenda and supporting documents for the ISCA General Assembly, including minutes
- List of decisions from recent Executive Committee meetings

CONFLICT OF INTEREST POLICY

We respect the privacy of ISCA representatives and do not interfere in what people do outside of work. But conflicts of interest can happen if an ISCA representative’s personal, social, financial or political activities interfere, or potentially interfere, with their loyalty to ISCA.

A conflict of interest arises when such personal activities interfere, or appear to interfere, with the ability to act in the best interest of ISCA. Any such conflicts of interest should be declared and acted upon, for instance by abstaining from making decisions on behalf of ISCA in the given matter. Even the appearance of a conflict of interest can be harmful and needs to be addressed.

The following is a non-exhaustive list of examples of conflict of interest:

Where an ISCA representative puts his/her personal interests or the interests of family members or friends ahead of the best interests of ISCA

Where an ISCA representative also represents other organisations with a direct interest in the matter at hand.

When an ISCA representative takes personal advantage of an opportunity available to ISCA (unless ISCA has clearly decided not to pursue the opportunity, and the opportunity is also available to the public)

Where ISCA representatives step out of their official roles for ISCA to assist entities or persons in their dealings with ISCA, resulting in preferential treatment to any entity or person

Generally, it is advised to seek guidance from an ISCA manager, ISCA Secretary General or ISCA President when there is a real or potential/perceived conflict of interest. It is also in the best interest of ISCA representatives to declare ongoing external relationships or responsibilities that could lead to a conflict of interest. It is important to underline, however, that this should in no way be taken as a discouragement for ISCA representatives to engage in non- ISCA commitments, including civic or political ones, on their own time.

When an ISCA representative speaks on ISCA's behalf or as a representative of ISCA, any financial compensation should as a general rule be paid to ISCA's account. If an ISCA representative represents or works for other organisations with an interest or expertise in the matter, this should be declared clearly and publicly.

In addition, personal relationships at work must not influence ISCA representatives' abilities to act objectively and in the best interest of ISCA.

Substantial use of ISCA resources for private purposes should be avoided. The occasional use of ISCA email, ISCA telephone or ISCA equipment for legitimate private purposes is, however, acceptable.

Apply common sense and seek advice if in doubt.

GIFT POLICY

It is important to underline that when it comes to gifts, conflict of interest and other related Good Governance issues, it is not only your own assessment of the situation but also the potential externally perceived understanding of the situation that matters.

A key recommendation of the ISCA Gift Policy is: Seek advice when in doubt. Any ISCA staff member may ask their manager or the Secretary General if they are in doubt. Any Executive Committee member may ask the President. Rather ask too often than too seldom. And remember that communicating and complying with the Gift Policy is one among several ways for ISCA representatives to convey and promote high ethical standards, which will reflect positively on ISCA in the long run.

Receiving gifts

ISCA representatives may not accept special gifts or entertainment, or any other favour, from stakeholders, ISCA members or suppliers if doing so might compromise, or appear to compromise, your ability to make objective decisions in the best interest of ISCA.

Generally, it is ok to accept dinner invitations as part of a professional relationship, and likewise to accept invitations for cultural or sporting events when they are related to the stakeholder's activities or when such gifts are nominal in value and not given with the intent of influencing the recipient's decision-making. It is equally ok to accept customary cultural artefacts, foodstuffs or beverages of nominal value.

No cash gifts or cash equivalents (gift certificates) for ISCA representatives can be accepted. Donations to the organisation or its activities are possible, pending approval of the Secretary General.

ISCA representatives should never ask for any gifts, meals or entertainment for themselves as individuals. As part of ISCA activities, agreements on cost sharing for meals, etc., are acceptable.

Refusing gifts

If you are offered a gift that violates the above rules, you can either a) politely decline and explain the ISCA Gift Policy. If returning a gift would offend the giver, or it is not possible or reasonable to return it, you may b) accept the gift, but should inform the ISCA Secretary General or ISCA President to decide the next steps, including distributing the gift among a wider group of ISCA colleagues if possible. It is recommended to politely inform stakeholders of the ISCA Gift Policy when appropriate to prevent future dilemmas.

Giving gifts

ISCA representatives should observe the same principles as above when offering gifts, meals or entertainment. Generally, it is recommended to offer more creative and culturally relevant than costly gifts, etc. Also be aware that some stakeholders, in particular from the public sector, may have more restrictive policies that should be respected.

ISCA representatives may offer gifts, meals and entertainment to stakeholders, event hosts and ISCA members in relevant circumstances, and of course in connection to ISCA-led activities. However, no cash gifts may be given.

COMPLIANCE

All ISCA representatives should act according to given national or public governmental laws and regulations. If they conflict with this code, public laws and regulations take precedence.

Executive Committee members refer to the President or the whole committee in case of potential or real conflicts of interest, and ultimately to the General Assembly.

In case of breach of the Code of Conduct by Executive Committee members (including Presidents) as well as by Secretary General, the Executive Committee decides on the consequences.

In case of breach of the Code of Conduct by ISCA staff members, the Secretary General decides on the consequences.

Interpretation of the Code of Conduct and decisions on any consequences should be equitable and proportionate.

Any person may raise concerns about breaches of the Code of Conduct to ISCA Secretary General or ISCA President without retaliation. ISCA representatives are required to raise any such concerns to protect ISCA and the wellbeing of its representatives.

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 2015.

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

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> <p>a) No country or organisation can have more than two members elected to the Executive Committee.</p> <p>b) The President or any of the Vice-Presidents shall not represent the same <u>country, region or organisation</u>.</p>
		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.

Title	§	Article
	<p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p>	<p>A chairperson is elected by the members within the continent.</p> <p>All chairmen of the Continental Committees are members of the ISCA's Executive Committee.</p> <p>The ISCA's Executive Committee appoints the members and the chairmen of general Sub-Committees.</p> <p>All decisions of the Sub-Committees must be communicated to the ISCA's Executive Committee by the appointed chairmen for approval.</p> <p>All Sub-Committees and Continental Committees are responsible to the Executive Committee.</p>
7. General Assembly	<p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p> <p>7.7</p> <p>7.8</p> <p>7.9</p> <p>7.10</p> <p>7.11</p> <p>7.12</p> <p>7.13</p>	<p>The General Assembly shall be the highest authority and governing body of the Association.</p> <p>The General Assembly shall convene every second year (uneven years).</p> <p>Three months' notice shall be given of the date and venue of the General Assembly.</p> <p>At the General Assembly affiliated member Organisations may be represented by its delegates, all of whom having speaking rights.</p> <p>Each affiliated member Organisation will have only one vote at the General Assembly.</p> <p>Observers or Associate Members may attend the General Assembly for observations only.</p> <p>Observers or Associate Members may only address the General Assembly at the discretion of the meeting.</p> <p>The General Assembly shall elect the Executive Committee.</p> <p>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</p> <p>The President must forward these nominations to all General Assembly delegates four weeks before the General Assembly.</p> <p>All elections shall be by secret ballot.</p> <p>The vote shall be single and non-transferable.</p> <p>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.</p>

Title	§	Article
	<p>7.14</p> <p>7.15</p> <p>7.16</p> <p>7.17</p> <p>7.18</p> <p>7.19</p> <p>7.20</p> <p>7.21</p> <p>7.22</p>	<p>If there is only one candidate nominated for a post, a vote shall be taken “for” or “against”.</p> <p>In the event of no valid nominations having been received or no nominee being elected, nominations from the floor will be accepted.</p> <p>In accordance with 5.3, the General Assembly shall vote in the following sequence for the posts of:</p> <ul style="list-style-type: none"> - the President - the Vice-Presidents - The members of the Executive Committee <p>Substitutions if required will be by co-option:</p> <p>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.</p> <p>The General Assembly shall appoint an Auditor. A recommendation will be made by the Executive Committee.</p> <p>The General Assembly shall receive reports from:</p> <ul style="list-style-type: none"> - the President - the Auditor, presented by the Executive Committee - and existing General Sub-Committees and Continental Committees <p>Furthermore, the General Assembly shall decide on future programmes; adopt a budget; determine membership dues; carry on any other business as per the agenda.</p> <p>Members of the Executive Committee shall have speaking rights at the General Assembly.</p> <p>Members of the Executive Committee shall not have voting rights at the General Assembly unless they are official delegates of their own organisation.</p>
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	<p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p>	<p>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.</p> <p>The President will preside over all Executive Committee meetings and the General Assembly.</p> <p>The President will have the overall responsibility for the general running of the Association between Executive Committee meetings.</p> <p>The President determines the agenda for Executive Committee meetings and</p>

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

Title	§	Article
	16.5	less than one month before the General Assembly. A proposal to amend, add or delete a statute can only be carried by at least 51% of the votes cast.
17. Dissolution	17.1 17.2 17.3	The dissolution of the Association can only be pronounced by a General Assembly, or by an Extraordinary General Assembly called for this purpose. A two-thirds majority of the members present and voting is required for dissolution. 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.

NOTES

[illegible]



MOVING PEOPLE

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