

ISCA STRATEGY

2022-2025

We are
MOVING PEOPLE

We promote the
Human Right to MOVE

We deliver
Grassroots Sport Diplomacy

OUR VALUES

Diversity - Democracy - Movement - Fun

OUR MISSION

We empower organisations world-wide to enable citizens to enjoy their Human Right to MOVE

OUR VISION

A world of physically active citizens in vibrant civil societies

OUR BELIEFS

The human element

Grassroots sport and recreational physical activities are human actions with many positive effects and benefits for individual citizens, their communities and societies as a whole. The numerous activities are driven by the desire to enjoy the social interaction, the joy of being physically active and the social, mental and physical health benefits.

A long history of diverse “cultures of sport”

Grassroots sport and recreational physical activities are an important aspect of our recreation and leisure time. They have a strong social component, where interaction between people is often essential to the activity. These types of activities have been performed for centuries. They have developed within various cultures and have been organised and promoted by many different types of associations and entities. Organisational diversity has been a strength.

Competitive sport and recreational sport

Competitive oriented sport emerged during the last century, and over the past few decades a segment of professional competitive sport, with its primary focus being on international tournaments and competitions, has adopted a corporate business logic. This segment of sport is a significant part of the entertainment business – however, it only includes less than one percent of the people that are regularly active in sport.

In the same period, grassroots sport and recreational physical activities have gained popularity among citizens and societies, but for very different reasons. Participation in sport and the awareness of the individual and societal benefits of grassroots sport and recreational physical activities have increased positively over the last decades.

Participation driven sport and recreational physical activities are fundamentally different from entertainment-oriented elite sport. The main purpose is very different and the organisational and financial logic is based on different systems and values.

The organisation and values of grassroots sport and recreational physical activities

Associations organising and promoting grassroots sport and recreational physical activities are operating in diverse realities and cultures. These operational entities have different histories and cultural conditions. However, similar aims and values are a strong common basis for open-minded international cooperation. It is a strong basis for supporting the advocacy of grassroots sport and recreational physical activities and to innovate and develop the operational entities. Advocacy, knowledge-sharing and innovation are cornerstones for the entities delivering activities, programmes and guidance to citizens locally and nationally.

The **International Sport and Culture Association** strives to advocate the societal value of grassroots sport and recreational physical activities and facilitate opportunities for international collaboration that support the development and innovation of our members.

This **Strategy 2022-2025** builds on the common aims and human values of grassroots sport and recreational physical activities and the open minded and trustful collaboration between entities advocating, promoting and delivering grassroots sport and recreational physical activities.

OUR OVERARCHING FOCUS 2022-2025:

Succeeding as a membership-based organisation

ISCA is its members. Its members are ISCA.

We want to evolve the ISCA membership offer to be relevant and consistent.

We want to set targets and measure membership development and satisfaction.

We want to use data and insights from members to advocate for physical activity internationally.

We want to engage members from all continents and expand our reach.

We acknowledge the importance of the contribution of cash and resources from our partners such as Ministry of Culture in Denmark, DGI, the European Union, private foundations and companies, and want to expand and diversify our funding base.

OUR STRATEGIC ENABLERS

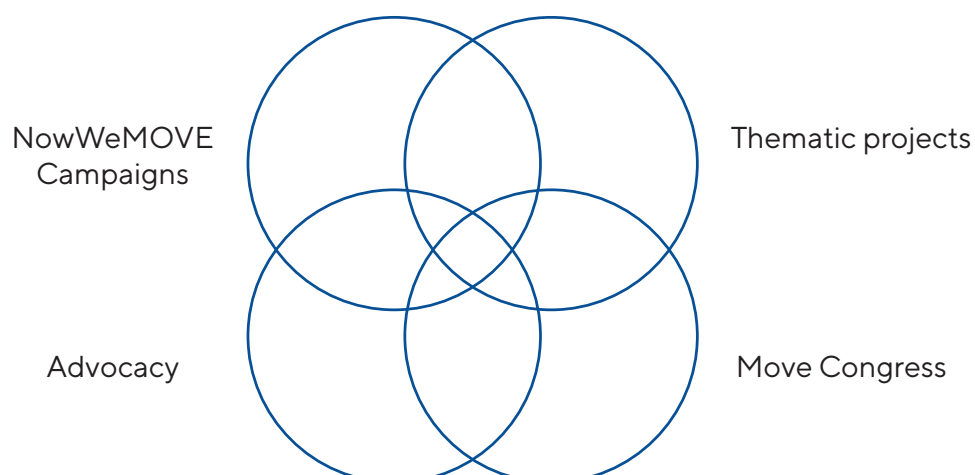
We will focus on the following strategic enablers

- **Digital development.** Enabling more members and stakeholders around the world to connect and benefit, through learn.isca.org, isca.org, the NowWeMOVE campaign, and other digital tools.
- **Convening power.** Believing in the power of the physical meeting between people, and being able to bring members and global stakeholders together (MOVE Congress and beyond).
- **Partnerships.** Joining forces with public, private and non-governmental organisations from different sectors.

OUR OPERATIONS 2022-2025

We have four operational pillars

- **Thematic projects**
- **NowWeMOVE campaign**
- **MOVE Congress**
- **Advocacy**



THEMATIC PROJECTS

ISCA wants to develop and demonstrate the value of grassroots sport and physical activity to wider societal goals, including the Sustainable Development Goals. We believe that bringing ISCA members and expert organisations together in thematic projects will help do that.

Projects help ensure expertise, progress, and resources in our international collaboration.

The themes we address are typically cross-cutting and societal topics of wider societal relevance (rather than activity- or sport specific). We identify global trends and listen to needs among our members to identify themes to address.

Projects are designed both to benefit the participating partners as well as to provide value to the wider membership and sector, through tools, evidence, inspiration and learning opportunities, including on our online learning platform learn.isca.org.



NOWWEMOVE CAMPAIGN

NowWeMOVE is ISCA's "skin in the game". It is our hands-on contribution to enable ISCA members and MOVE Agents to stage physical activity events under a shared international brand.

We want to deploy and evolve our flagship NowWeMOVE events MOVE Week, No Elevators Day, and European School Sports Day, and to test new event concepts during 2022-2025, to facilitate events in various settings and for different target groups.

We will also continue our support to European Week of Sport #BeActive as part of our campaign efforts.

We aim to ensure NowWeMOVE reach and relevance in all continents.



MOVE CONGRESS

Physical meetings between members and stakeholders are crucial to ensure trust-building, mutual inspiration and learning, networking and partnership-building. The MOVE Congress is our primary event where we do this, and advocate the power of grassroots sport and physical activity.

We will hold the MOVE Congress at least biennially, and will work with digital and hybrid formats and value-sharing beyond the event itself.

The MOVE Congress will be delivered with host organisations, external partners and with a view to a sustainable financial model.



ADVOCACY

Previous efforts to attract political, financial and media attention to grassroots sport and physical activity have not matched the significant societal value provided by our sector. ISCA advocates the value our network of international organisations and stakeholders possess at a societal level, by highlighting compelling evidence, practical actions role models, change-makers, and strong, value-based opinions.

We will assist ISCA members in their advocacy efforts on national and local level, and promote joint advocacy efforts.

We believe in the power of the do'ers, and we demonstrate our values and opinions through our specific thematic projects, the NowWeMOVE Campaign and the MOVE Congress.

Guided by the Executive Committee, we want to be a critical and constructive voice that is not afraid to speak up, also when it is controversial.



UPDATING THE ISCA STATUTES IN 2023

Halfway through the strategy period, we want to present to the ISCA General Assembly a revised set of statutes as the foundation of our work. This revision will build on our experiences and a thorough analysis, and update and address the following key elements:

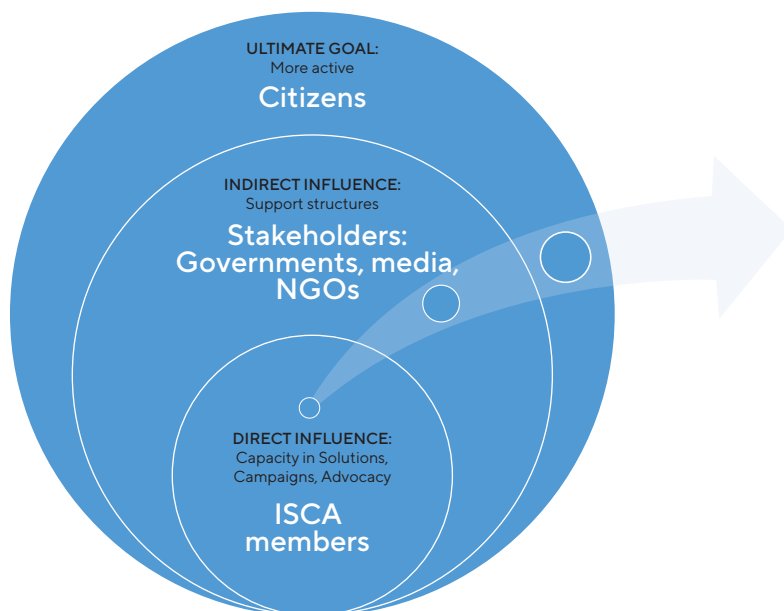
- Core ISCA values
- The ISCA mission
- ISCA membership
- ISCA governance, including global representation, committees and networks

HOW WE WORK

- We build on a firm set of values but adapt to the changing realities – e.g. Covid-19 or political changes
- Projects and real-life solutions that work
- We innovate and develop in new areas of relevance (Physical Literacy, Human Right to MOVE, Grassroots Sport Diplomacy, Placemaking and Sport, esports)
- Leadership development

OUR TARGET GROUPS

Our primary target group is ISCA member organisations, 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. This is our Conceptual Framework.



HOW WE MEASURE SUCCESS

As a consequence of our Conceptual Framework, we ultimately want to see more citizens physically active (our vision) and we support the WHO goals of reducing physical inactivity by 10% in 2025 and 15% in 2030.

We want to be specifically measured on how well we help our members tackle inactivity (our mission). Therefore, use of ISCA services and opportunities, satisfaction with ISCA services and opportunities, and growth in ISCA membership are our primary measurements of success.