



# GENERAL ASSEMBLY 2012

## ISCA DELEGATE FILE

27 OCTOBER 2012, SÃO PAULO - BRAZIL

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## Welcome to the ISCA General Assembly 2012 Sao Paulo, Brazil.

**Dear Friends,**

We are meeting at the 18<sup>th</sup> ISCA General Assembly in Sao Paulo, Brazil hosted by the SESC Sao Paulo. Also this year we connect the General Assembly with the MOVE Congress. Since the introduction of the congress brand "MOVE" in 2009 this will be the first time the MOVE Congress and General Assembly will take place in Brazil and as well in Latin America.

During the years the MOVE Congresses have been presented under several topics. "MOVE2009 Active Cities –sport, health and citizenship" followed by the "MOVE2010 Sport and Health – strategic partnership" and last year title was "MOVE2011 - Think global, MOVE local". This year it is the Values and Value of sport we have in focus.

### **The 18<sup>th</sup> ISCA General Assembly**

The General Assembly is our highest authority and this role cannot be stressed enough. It is our democratic platform to discuss and decide. At the General Assembly, we will gather to update each other and to discuss and decide on future directions. However, this year the General Assembly is a little different in the format of earlier years.

Based on the suggestions from the General Assembly 2011 we have changed the format of the General Assembly to be conducted within a concentrated four hour period. We hope that this format will be received well by you as delegate.

On behalf of the ISCA members, I would like to thank leaders and staff members of SESC, Sao Paulo in your efforts during the preparation of the MOVE2012 congress and the 18<sup>th</sup> ISCA General Assembly

Kindest regards,



Mogens Kirkeby, President

## ISCA General Assembly Agenda

1. Opening and welcome by the President of ISCA, Mogens Kirkeby
2. Election of two chairpersons for the General Assembly
3. Adoption of the Agenda
4. Round of presentation of delegates and guests
5. Adoption of new members
6. Report by President
7. Committee and Network Reports
8. Report of the Secretary General
  - a. ISCA accounts 2011
  - b. ISCA Budget 2013 (for adoption)
  - c. ISCA membership fee 2013 (for adoption)
  - d. ISCA Auditor is proposed to continue to be KPMG (for adoption)
9. Proposals:
  1. Members can forward proposals they would like the General Assembly to deal with to the President prior to the General Assembly.
10. Special Thematic Focus 2013
11. Invitations and messages from members
  - a. Announcement of the host of MOVE2013 and General Assembly 2013
12. Miscellaneous
13. Closure of the General Assembly 2012

## ISCA General Assembly Programme

Saturday 27.10.2012

Vila Mariana, Auditorium

9.00 – 11.00	ISCA General Assembly – part 1: Statutory agenda
11.00 -11.30	Coffee break
11.30 – 13.30	ISCA GA – part 2: Illustration, debate and inspiration
13.30. – 15.00	Lunch
15.00 – 18.00	Optional walking tour (from Vila Mariana to Ibirapuera Park)



## President's Report 2012

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

### Headlines :

**A clear vision and a straight forward mission**

**Access to sport is a Human Right – ISCA is a moral duty-bearer**

**A year with development – more activities, more friends, more resources**

**"Tell me who your friends are – and I will tell you who are"**

**Political recognition and advocacy**

**Corporate Sector partnership**

**Good Governance in Grassroots Sport**

**Templates – a short cut for transfer of knowledge**

**Task give by General Assembly to ISCA Executive Committee**

**Thank you! Moving People**

### **A clear vision and a straight forward mission**

ISCA has a both a very clear vision and straight forward mission. We know what our goal is and we have also in general terms described, which way we want to run. We can say we have clear and strong position on *who* we are and *what* we want.

#### ***Our vision:***

*A world of people building better societies through cultures of movement.*

#### ***Our mission:***

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

However, even with a clear vision and strong understanding of the goals and ways forward, we always have to take note of the global political and social environment, that we are part of and acting within.

This report will have its primary focus on global political and social environment we are part of and acting within – and not least who are the stakeholders with similar tasks and goals.

### **Access to sport is a Human Right – ISCA is a moral duty-bearer**

Access to sport is a Human Right. Not only a right, that we believe should be available for all human beings. No! It is a defined fundamental Human Right by the inter-governmental forum the United Nations.

It means that countries having signed these treaties have the duty to give their citizens the opportunity to practice sports and physical activity.

The governments are so-called “Duty Bearers” towards their citizens and as a non-governmental organization with a goal that all citizens should have access to sport, we have clear interest in reminding governments about their obligation.

Yet, as an international non-governmental organization, we also have responsibilities to leverage the number of opportunities through sport for all. We are in Human Rights terms a “Moral Duty Bearer”.

We fully acknowledge this responsibility and duty.

The grassroots sports and physical activity sectors are strongly linked to and affected by global, national and local challenges. In times of financial constraints there is a risk that the political focus may move away from the sport sector and that governments will neglect their duty.

We ask for ambitious visions and actions from all “Duty Bearers” – from government institutions and private companies and to non-governmental organisations. This implies that we all must show strong commitment and openness towards cross-sector collaboration in order to create the maximum impact.

We are today calling for cross-sector partnerships and will openly share our knowledge and experience with all the stakeholders willing to share the work with us. The International Sport and Culture Association has an ambitious vision and a strong focus on the grassroots sport and physical activity sectors.

It is our mission – it is our commitment – it is our duty.

### **A year with development – more activities, more friends, more resources**

In the very short way, we can describe the last year with the following short statement. The last year has shown positive developments with more activities, more friends and more resources.

Despite the challenging economic situation in many countries across the world and the impact it has on Sport for All, Grassroots sport and recreational physical activity sectors, we have been able to continue our positive development in the field of raising resources for our work. In numbers we register a 37% increase in income from 2009 to 2011 and the prospects are that we will see a very promising growth rate for the year 2012 compared to 2011.

Financial and Human Resources are very important for supporting our mission, our commitment and our duty and it is my opinion that we can strongly connect our positive development with two areas of good governance.

A clear political strategy and clear priorities from our political governing bodies – the General Assembly and Executive Committee

A consequent and competent execution of the priorities by the professional administration - the staff members of the secretariat

Clear strategy, priority and competent execution are also key for our organizational development in the future. I ask you as members to support this strategy.

**“Tell me who your friends are – and I will tell you who are”**

The saying “*Tell me who your friends are – and I will tell you who are*” are well-known in many different languages and different cultures. It paints the picture, that despite what are by yourself, it is quite important who your “friends” are.

The document **ISCA Priorities and Strategies** that we revisit at the General Assemblies is a very important tool. It is an important as tool for the Executive Committee to decide on concrete actions and the management of the secretariat to plan and execute these actions.

Last year we had a comprehensive evaluation and priority of our external relations. Who are our closest “friends” and who would we like to be “friends” with. Or in more precise terms - who are our external partners and who would we like to collaborate with.

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

Our priority of external partners has its focus on partners with the **interest** and **capacity** to share and act on the vision to create innovation of and increased participation in grassroots sport and physical activity . During the last year this priority has been intensified with specific focus on establishing strong relation to the corporate sector and to the political sector.

**Political recognition and advocacy**

Identifying potential “friends” or collaborating partners is one thing. The next thing is to make yourself known to potential friends and thirdly to establish a “friendship” or more precisely for us – to establish a committed innovative partnership.

Despite we live in the Facebook age where “friends are easy to get” – this is completely another ball game that takes much more than just to push a button and thereby answering yes to an online request.



In the last 12 month we have had full focus on advocacy, creating understanding and political recognition of our priorities with the end goal to establish a partnership.

Two examples:

### **1/Political advocacy towards the European Union**

Since we in the ISCA EUROPE context proposed publically that we should unite across sectors and commit to the vision “100 million more European to be active in sport and physical activity by 2020” we have intensified our advocacy towards the two important institutions of the European Union – the European Parliament and the European Commission.

We have communicated to and with numerous members of the European Parliament both from the starting point of ISCA EUROPE leadership, the secretariat and via our national members. Our vision and ideas were received very positive and we have met recognition and support to both the grassroots sport sector and our work within ISCA.

In the second quarter of the 2012 we introduced the event “European MOVE Week” as an element of the vision “100 million more European to be active in sport and physical activity by 2020”. A group of members of the European Parliament tabled a proposal for support to the “MOVE Week 2013”. Supported by strong advocacy the tabled proposal passed in the first week of October an important process in the preparation of the budget 2013 for the European Union.

It is too early to celebrate it as a successful partnership with the European Parliament and European Commission with financial implications, but for sure the process has been very useful concerning ISCA EUROPE’s political recognition.

### **2/Corporate sector dialogue and cooperation**

Two years ago we decided to investigate the possibilities for partnerships with the corporate sector. Based of an internal analysis of the vision of ISCA and the potential match with Corporate Social Responsibility, we entered into a dialogue with corporate sector representatives.

Over an intensive period of open, challenging and very inspiring dialogue we found common ground for establishing collaboration between the Coca Cola Foundation and ISCA. The collaboration included a 500.000 USD start up grant for the campaign “100 million more European to be active in sport and physical activity by 2020.”

Besides cooperation on this campaign with its origin in Europe, we have continued the dialogue between the Coca Cola Foundation and ISCA to discover possible areas of future cooperation.

These two examples show us the very positive effects of clear priorities and competent execution and that such focus can result in political recognition and lead to new and interesting partnership across sectors.

However, these examples also show us clearly, that not only we are looking for new “friends” or cooperation partners. There are also political and corporate sector entities that would like a partnership with ISCA!

### **Good Governance in Grassroots Sport**

Growing with an interesting and positive rate, establishing cooperation with partners from other sectors and reflecting on the general demand of today to organisations, we need to assure an appropriate way of governing our organization and work.

With that in mind we have very timely been selected as lead organisation in the project Good Governance in Grassroots Sport. The project, which we hope will be useful for all ISCA members, addresses key governance issues, which you as organization leaders should deal with.

Beside involving members and external partners in this project and hopefully being able to deliver useful governance tools available for all ISCA members, we have taken the opportunity follow and apply the good governance project principles to our work in the Executive Committee.

With this we want to secure good governance of ISCA at the top political level as well as send the signal that we believe that the good governance tools and principle is something all ISCA members should consider and implement.

### **Templates – a short cut for transfer of knowledge**

Our mission emphasizes sharing knowledge and opportunities for learning, inspiration and action to induce social change. With an increased level of activities ISCA will discover and gather a huge amount of knowledge, evidence and good practices. Just within the ongoing projects we will get around more than 200 different best practices within various themes.

Gathering information, inspiration and evidence is not a challenge – the challenge is to provide you as members with this knowledge in a way it is useful and operational. In a way you can use it directly to induce innovation and development in organization and daily work.

In the Executive Committee we are very much aware of this challenge to make the knowledge, evidence and good practice relevant and useful. It is one of our highest priorities and it goes together with task to increase the benefits of being member of ISCA.

We know that there are no easy ways to make international knowledge operational. However, with inspiration from national organizations, providing “easy to access” knowledge available in a short and operational format, we would like to test new formats to share the knowledge that we gather.

We will in the coming year try to develop various thematic templates. Understood as; a simple framework for communicating and sharing innovative knowledge.

In the coming year we will test templates of operational knowledge and we very much want your feedback to understand if this is one way forward.

### Task given by General Assembly to ISCA Executive Committee

At the 2011 General Assembly in Paris the document *ISCA Priorities and Strategies* was adopted. Within that document a number of more specific tasks were given to the Executive Committee.

The topics the General Assembly asked the Executive Committee to look into were:

- Facility Management (Sport Space Management)
- Cooperation with the corporate sector
- Membership development and engagement
- Mission statements and draft work plans for ISCA programs
- Ways forward for ISCA in Africa

At our Executive Committee meeting in April these topics were discussed and a road maps for each topic were decided. Around each topic a Task Force of Executive Committee members with support from the secretariat was established. The work of the various Task Force groups were presented at the latest Executive Committee meeting the last weekend of September. These outcomes and proposals from each Task Force will be shared with you either in this Delegate File, at the General Assembly or in the coming months.

### Thank you! Moving People

I would like to take the opportunity to thank you as members of ISCA. Reminding you - that the members are ISCA and ISCA is the members. I would like to thank the Vice Presidents for support to the shared leadership and very frequent skype discussions. I would like to the Executive Committee members for fruitful dialogue and decisions at the Executive Committee meetings and good individual as well collective work between meetings.

Last but not least, I would like to thank all staff members who have been involved and contributed to our development during the last year. You have shown dedication and commitment in the execution of the projects and prioritized actions. You are really **Moving People**.

*Mogens Kirkeby, ISCA President, October 2012*



## ISCA Priorities 2013-2014

Draft by Executive Committee for discussion at the ISCA General Assembly on 24 October 2012.

### Content:

#### 1. Introduction

#### 2. Political profile

#### 3. Internal

- Members
- Continental committees
- Secretariats

#### 4. External

- Sectors
- Governing bodies
- Alliances

#### 5. Network, projects and events

- Networks
- Project
- Events

#### 6. Communications

- Mass communication tools
- Knowledge-sharing and facilitation
- Political and media visibility

#### 7. Finance

##### 1. Introduction

ISCA Priorities 2013-2014 proposes and describes the organizational priorities for the following two year period. The ISCA Priorities 2013-2014 is a further elaborated description of the 3 page document ISCA identity and strategy. The ISCA identity and strategy and the ISCA Priorities 2013-2014 is the Executive Committee's proposal for presentation at the ISCA 2011 General Assembly.

## 2. Political profile

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

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

The ISCA profile is based on a twofold strategy of “Walking” and “Talking” or in other words on practical international based project and political messages and communication. The last years both elements have developed. Projects have always been a political priority for ISCA and the last years the amount and quality has developed very positively.

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

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

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

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

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

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

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

“ISCA Moving People”

“Moving People – Healthy People”

“Moving People – Active Societies”

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

“The right to participate – Sport for All”

“Moving People for Life Long Learning”

“Volunteering! Make a difference!” or “Volunteers make differences!”

### **3. Internal:**

#### **Members**

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

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

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

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

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

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

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

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

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

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

The members are ISCA! Therefore active members, both longstanding members and new members, are crucial for the



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

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

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

#### **Continental Committees**

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

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

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

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

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

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

#### **Latin America**

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

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

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

This includes:

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

#### **Asia**

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

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

This includes:

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

#### **Europe**

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

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

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

#### **North America**

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

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

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

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

(Formal or information relation to North American Continental Committee/ or Executive Committee. Organization of Special interest is Canadian based ParticipAction)

#### **Africa**

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

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

Over the last three years we have decided to focus on the African members and issues of sport and development topics by actively supporting the International Platform for Sport and Development. [www.sportanddev.org](http://www.sportanddev.org)

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

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

#### **Secretariats**

**ISCA aims at having highly qualified staff from a variety of countries in the world. We will build sustainable staffing and secretariats for the main office as well as the Continental Committees.**



**This will include job-swapping, job placements, volunteer staffing etc.**

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

4. External :

#### **Sectors**

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

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

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

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

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

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

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

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

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

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

**ISCA develops partnerships and open cooperation with all sectors related to the 'Sport for All' movement.**

**Especially the sectors dealing with health, education, environment, social integration, volunteering and special**

**social target groups will be in focus.**

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

Our primary target partners - Inter-governmental organizations:

United Nations

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

Other

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

European Union

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

Council of Europe

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

Secondary Partners:

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

Our primary partners – International NGO's:

- International Platform for Sport and Development
- Play the Game

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

#### Secondary Partners:

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

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

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

#### **Governing bodies**

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

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

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



List of our formal representations:

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

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

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

#### **Alliances**

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

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

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

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

#### **5. Networks, Project and Events**

##### **Networks**

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

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

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

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

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

## Projects

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

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

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

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

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

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

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

## Events

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

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

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

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

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

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

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

## 6. Communications

### Mass communication tools

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

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

### Knowledge sharing and facilitation

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

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

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

### Political and media visibility

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

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

## 7. Finance

The last three years have been the most successful in ISCA's lifetime when it comes to financial turnover. This is due to a combination of income for the general operating costs and for an increasing number of externally funded projects with a demand for co-financing. Co-financing requirements is however also a barrier for ongoing project expansion. In 2013-2014 we will work to ensure further income for general operating costs as well as co-funding for projects from alternative sources, in order to lessen the barriers posed by project co-financing requirements.

We will develop larger projects to lower the relative administrative burden and to increase sustainability.

We will work to increase the equity to up to 20% of turnover to reduce financial vulnerability.



## Executive Committee Main Tasks

### **Executive Committee** – political leadership and strategic forum

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

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

### **Executive Committee** –main tasks

#### **1) Strategic organizational decisions**

##### Activity and resource priority

Prepare, propose and discuss priorities of activity and resources for discussion at the General Assembly.

Extract from General Assembly discussions and decisions the priorities and suggest overall implementation and work plan.

##### Structural decisions

Propose the most adequate and efficient organizational structure for discussion at the General Assembly.

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

#### **2) Advocacy**

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

Provide members with international knowledge for national political advocacy.

Present evidence based knowledge, positions, projects and campaigns to relevant international external relations.

In collaborations with members present evidence based knowledge, positions, projects and campaigns to relevant national external relations.

#### **3) Guidelines for and collaboration with the secretariat**

##### Guidelines for secretariat

The Executive Committee provides overall guidelines for implementation of activity and resources priorities and where relevant for the work of secretariat.

The Executive Committee requests reports and updates from the secretariat through the secretary general on the implementation of the priorities. The ongoing cooperation regarding projects will be organized in the Political Project Group, composed of Executive Committee members.

#### Collaboration with the secretariat

The collaboration between Executive Committee and Secretariat is based on and respectful and open dialogue between Executive Committee members and staff members.

The primary relation is the Secretary General.

The Executive Committee members assist and support the secretariat in identifying new sources and partners for funding

## Programme Mission Statements

### **Our vision:**

A world of people building better societies through cultures of movement.

### **Our mission:**

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

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

Mission paper for the new ISCA health and fitness program

### **The challenge**

The social political background:

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

### **ISCA Position**

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

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

We will promote and seek cross sector cooperation to improve the quality and quantity of interventions and effects. These aims are amongst others achieved through the means of externally funded projects.

### **ISCA actions and services**

Knowledge, data and information sharing

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

Networking and consultancy



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

Planning guidelines, tools and education

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

Political lobby and fundraising

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

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**Our mission:**

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**Education**

Mission paper ISCA Education program

**The challenge**

The social political background:

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

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

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

**ISCA Position**

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

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

**ISCA actions and services**

Educational events

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

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

*We will offer open educational events such as congresses, seminars and workshop on broad as well as specific topics.*

*We will offer international education and leadership training on selected topics.*

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

#### Networking and consultancy

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

#### Political lobby and fundraising

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



**Our vision:**

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**Our mission:**

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

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**Young People**

Mission paper for ISCA program – Young People

**The challenge**

The social political background:

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

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

**ISCA Position**

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

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

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

**ISCA actions and services**

Knowledge, data and information sharing

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

#### Educational events

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

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

#### Networking and consultancy

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

#### Political lobby and fundraising

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

**Our vision:**

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**Our mission:**

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

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**Staying Active in later life**

Mission paper for Staying Active in later life

**The challenge**

The social political background:

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

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

**ISCA Position**

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

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

**ISCA actions and services**

Knowledge, data and information sharing

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



#### Networking and consultancy

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

#### Planning guidelines, tools and education

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

#### Political lobby and fundraising

*We will promote our position and mission and share our knowledge and experience to international institutions and organisations, such as the World Health Organisation (WHO) and the European Union. We will when possible initiate external funded projects in the field of active seniors and upon request support members in national lobby and fundraising processes.*

**Available online: Mission Statement – Social inclusion at:**

<http://www.isca-web.org/english/leaders/generalassembly2012/programemissionstatements>

## Example of detailed mission statement

### Detailed ISCA health and fitness program

#### Content:

##### The societal and political background

##### Definitions

##### The overall aims

##### ISCA Actions and Services

- Knowledge, data and information sharing
- Networking and consultancy
- Planning guidelines, tools and education
- Political lobby and fundraising

##### Implementation of the mission and program

#### The societal and political background

To keep, improve and regain one's health is, on one hand, a basic concern for every human being. On the other hand, it is also one of the main goals of society and social politics. Despite modern medical research, diagnostics and therapy, which have undoubtedly made great progress, it must still be underlined that ways of improving the health status of the population have not been exhausted, nor have they been fully developed in many areas. Due to adverse socio-economic conditions, loss-making health system structures and by and large unhealthy lifestyles of the general population, there are still serious, widespread health problems despite all the medical progress.

According to many researches, the central health issue of our time is the growing lack of physical activity among many population groups. This means many predominant diseases of today, for example heart-circulatory diseases, diabetes, bone-related and muscle and connective tissue diseases along with mental and psychosomatic illnesses are either directly or indirectly connected.

Over the past few years, the importance of sufficient physical activity has been put into focus by a number of public initiatives at national as well as international level. The "World Health Report 2002" lists the lack of physical activity as one of the main factors contributing to global chronic diseases, morbidity and mortality along with unhealthy diet and tobacco use. In 2004 the WHO adopted the "Global Strategy of Diet, Physical Activity and Health" and in 2010 WHO published updated "Global Recommendations on Physical activity for Health". The United Nations pointed out in their

declaration on “Sport for Development and Peace” (2003) the importance of sport activities for health towards the “Millennium Development Goals”.

World Health Report 2002

Global Strategy of Diet, Physical Activity and Health

WHO Global recommendation on physical activity for health

Two recently published European documents on physical activity for health can be recognized as pioneering for health enhancing physical activity concepts and programmes: “Steps to health. A European framework to promote physical activity for health” (WHO. Europe, 2007) and “EU Physical Activity Guidelines. Recommended policy actions in support of health enhancing physical activity” (European Commission, 2008). Following recommendations of the EU White Paper on Sport (2007) also some national governments have developed “National Action Plans”, to improve the level of people’s physical activity.

Apart from programmes and actions undertaken by governments and public health systems, the past few years have also seen numerous national and international sport organisations, particularly in the area of “Sport for All”, which have taken up the societal challenge and have offered to contribute to the keeping and furthering of health.

WHO Europe: Steps to Health

EU Physical Activity Guidelines

EU White Paper on Sport 2007

## **Definitions**

For the basic subject of our program we use the term “Health Enhancing Physical Activities (HEPA)”. This subject is defined of the WHO as: “ Health enhancing physical activity is frequently used in relation to the health benefits gained from physical activity. It should be understood as any form of physical activity that benefits health and functional capacity without undue harm or risk. The main sources of health-enhancing physical activities encompass normal and simple activities such as walking, cycling, manual labour, swimming, skiing gardening, recreational sport, and dancing”. The WHO document distinguishes further on between “physical activities” and “physical exercises”: “Exercise is a subset of physical activity, defined as planned, structured, and repetitive bodily movement to improve or maintain one or more components of physical fitness and health”.

This differentiation is based on the fact that any form of physical activity contributes to better health. But special, structured, goal orientated programmes can provide better and more stabilized health effects. The quoted documents give already reference to the 2 branches of subjects for health-enhancing activities in organised sport:

The general health-enhancing physical activity approach: to improve the activity level of the population through promoting all kind of sportive activities, including activity promotion projects and campaigns.

The health-enhancing physical exercises approach: with higher quality of structured, specific health related programs.

ISCA program follows this differentiation and will take up both with special intervention strategies.



### **The overall aims:**

The overall aims are long-term goals ISCA hopes to achieve together with its member organisations and partners.

These are predominantly:

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

To facilitate co-operation and partnership between member organisations working already strongly in this field of action.

To improve the quality of activities according to universal standards for exercise programs, instructor education and campaigning in health promotion and health care.

To take a stand and improve the image of ISCA as a recognised, competent and powerful partner with regard to health promotion and healthcare inside and outside the sports system.

To enforce partnership and co-operating with other international “Sport for All” organisations and cross-sectoral stakeholders to develop and carry out programmes and projects within “health and sport”.

To use the outcomes of ISCA projects.

### **ISCA Actions and Services**

ISCA has developed its first health promotion program in 2007 and since that time carried out many events and measures in this field of action, such as thematic seminars, projects and congresses.

Here are some examples:

PATHE - Physical Activity Towards a Healthier Europe ([PATHE](#))

SANTE - Sport Action NeTwork of Europe ([SANTE](#))

MOVE - We Move You ([We MOVE You](#))

ISCA is partner of and actively involved in activities of different cross-border and cross-sector networks and platforms, committed to physical activity and health, such as:

The European Platform for Action Diet, Physical Activity and Health. The Platform include +30 stakeholders from health, food, medical and physical activity sectors. [EU Platform Diet, Physical Activity and Health](#)

The EU Expert Group “Sport, Health and Participation” has the mandate to explore ways to promote health-enhancing physical activity and participation in grassroots sport and to identify respective measures by mid-2013. It consist of EU members states and four observers. ISCA is one of the four observers. [EU Expert Group](#)

HEPA Europe a European network for the promotion of health-enhancing physical activity. HEPA Europe is a collaborative project which works for better health through physical activity among all people in the WHO European Region, by strengthening and supporting efforts to increase participation and improve the conditions for healthy lifestyles. WHO/Europe closely collaborates with the network, consistently with the goals of its programme on transport and health that include the promotion of physical activity as a healthy means for sustainable transport. HEPA Europe WHO.

Also a number of ISCA members have focused on activities related to health promotion and some of them have gained a strong position in this field of action. However, despite rather good progress, it seems still to be necessary to encourage more associations to become strongly involved, to build more capacity for this subject and to develop a more systematic approach with a conclusive and consistent strategy. Beside this the constant changes in this field of action suggests a continuously revision of existing concepts.

#### **Knowledge, data and information sharing**

- Collection and documentation of good practises in regard to HEPA strategies in organised sport.
- Compilation of important national and international political documents about HEPA strategies.
- Provision of newest findings in researches and literature on this topic.

#### **Networking and consultancy**

- Enlarging partnership to other stakeholders committed to HEPA strategies, programs and projects (e.g. "Sport Club for Health" working group;.)
- Strengthening and consolidation of the ISCA Health Enhancing Sport Exercise (HESE) Network
- Making expert consultants available to member organisations to assist in the development of national strategies, programs and projects in the area of physical activities and sport for health.
- Assisting member organisations with little or no experience in developing their own original campaigns, programmes and projects.

#### **Planning guidelines, tools and education**

- Guidelines for strategic planning of HEPA and HESE programs in Sport for All organisations.
- Inventory of HESE programs.
- Quality standards for HESE programs.
- Dissemination of products, produced within the ISCA projects PATHE, SANTE and MOVE
- Implementation of the topic sport and health into educational events like congresses, conferences and seminars.

Compilation of a catalogue with current topics and competent experts and speakers for the education and training of instructors.

Carrying out of specific seminars and workshops for instructors.

Drawing up of common qualification standards for instructors in this field of action

Negotiating study tours.

#### **Political lobby and fundraising**

Presentation of the ISCA position and programmes to umbrella organisations that consider the importance and promotion of physical activity and sport in particular UN, WHO, EU and to foundations committed to the goal of the programme.

Fundraising for projects in coordination with the member organisations of ISCA.

Partnerships and agreements with other stakeholders committed to the topic in order to co-operate and coordinate initiatives

#### **Implementation of the mission and program**

This mission paper aims to operate as a draft concept for a long-term program. ISCA sees itself as an initiator, moderator and supporter of actions taken to improve physical activity and sport for health promotion and health care. The program needs high commitment of ISCA members as well.

The Executive Committee will appoint a working group of experienced people to develop the program and its measures step by step, according to available resources. A certain budget will be allocated yearly to the program.

A member of the Executive Committee will be in charge of the program and the working group. He/she reports on the working plans and the progress regularly to the Committee and the General Assembly.

The ISCA office will support the work and allocate a staff person to the program

(This [LINKS](#) to reference documents will be active in the version at [www.isca-web.org](http://www.isca-web.org))



## ISCA Secretary General Report 2012

Dear ISCA members,

2012 has been a very exciting year for ISCA. In my view, the past year has underlined some trends that I see as very important and positive for ISCA:

ISCA is fast growing. In number of activities, in number of members, in financial turnover and in number of staff

ISCA is exploring new paths of partnership and funding. I would here like to highlight the cooperation with Coca-Cola Foundation and Eurosport as two key examples from 2012.

ISCA is developing more and new services. The development of a Europe-wide campaign for physical activity, and our work to support ISCA member SESC in their work towards a Brazilian campaign are two prime highlights.

ISCA is reaching out to more political stakeholders as well as establishing more partnerships with other sectors engaged in or relevant to physical activity promotion.

We are, in other words, in an area of change. In this process, I believe key ongoing challenges for the ISCA secretariat are

Professionally delivering relevant, high-quality services and opportunities to you as ISCA members – while retaining respect for the diverse traits of grassroots sports, often voluntary-driven and civil society-based. Maintaining and developing the values of our sector – while engaging in committing partnerships with other sectors.

Understanding and reacting to mega-trends, changing societal demands and specific new opportunities – while staying on the chosen strategic course under the leadership of ISCA General Assembly and Executive Committee.

Developing an even closer dialogue with you as ISCA members in order to innovate, develop and deliver tools and services. Streamlining our communication for political messages, relevant tools, and the newest knowledge and best practices.

ISCAs achievements over the past year are described in the Annual Report 2012 and in this Delegate File. I am looking forward to the dialogue with ISCA members on this, and on the way forward.

I would like to thank the ISCA Executive Committee for their valuable guidance. And not least the ISCA staff, who gave their very best throughout the year. I am privileged to work with you.

Jacob Schouenborg

## 17Finance

### ISCA accounts 2011



## ISCA Accounts 2011

Association	International Sport and Culture Association Tietgensgade 65 1704 København V <a href="http://www.isca-web.org">www.isca-web.org</a> CVR-number 29500541 Financial year: 1. January - 31. December 2011
Daily Management	Secretary General: Jacob Schouenborg
Auditor	KPMG
Bank	Sydbank A/S
Form of the organization	Association
1	



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## Background

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

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

The main objectives of ISCA are:

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

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

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

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

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## Statement of Financial Development

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

Besides the increase of budget, the number of financial partners/donors has increased. In 2011, ISCA's resources came from nine different financial partners/donors, representing both private and public partners.

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

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

The result for 2011 amounts to a loss of 352 Euro.

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

The following externally financed projects are running into 2012: MOVE, EuroVolNet, GGGS, European Voluntary Service and Active (European Commission Youth projects). All other projects have ended and accounts are closed or closing.

European Commission Jean Monnet Programme granted 100.000 Euros for operating costs for 2011. This was not originally budgeted for.

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

Global Youth and Sport Forum could not be implemented as planned due to lack of external funding.

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

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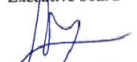
#### Management's statement on the Annual Report

The Executive and Supervisory Boards have considered and adopted the Annual Report of ISCA for the financial year 2011.

The Annual Report was prepared in accordance with the Danish Financial Statements Act and the Statutory Order No. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs. We consider the accounting policies applied appropriate and the estimates made reasonable. Furthermore, we consider the overall annual report representation true and fair. Therefore, in our opinion, the Annual Report gives a true and fair view of the financial position and the results of the Association's operations.

Barcelona, 31 March 2012

#### Executive board

  
Jacob Schouenborg  
Secretary General

#### Supervisory Board

  
Mogens Kirkeby  
President

  
Herbert Hartmann  
Vice President

  
Maria Luiza Souza Diaz  
Vice President

  
Rado Cvetek

  
Toni Llop

  
N. Shanmugarajah

  
Elizabeth Paoliello

  
Kelly Murumets

  
Liliann Ortiz de la Cruz

  
Siu Yin Cheung

  
Filippo Fossati

  
Jean-Claude Arnaud

Tietgensgade 65  
DK-1704 Copenhagen V

tel: +45 33 29 80 26  
fax: +45 33 29 80 28

info@isca-web.org  
www.isca-web.org

#### Accounting Policies

##### Basis of Preparation

The Annual Report of ISCA for 2011 has been prepared in accordance with the Danish Financial Statements Act and the consolidated act no. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs.

##### Recognition and measurement

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

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

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

##### Income Statement

##### Revenues

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

##### Expenses

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

##### Receivables

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

##### Deferred income

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

## Independent auditors' report

### To the General Assembly

We have audited the financial statements of ISCA for the financial year 1 January – 31 December 2011. The financial statements comprise accounting policies, income statement, balance sheet and note. The financial statements are prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order No. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs.

### Management's responsibility for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the recognition and measurement provisions of the Danish Financial Statements Act the Executive Order No. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs and for such internal control that Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' responsibility and basis of opinion

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation and the Executive Order No. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

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

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

Our audit has not resulted in any qualification.

### Opinion

In our opinion, the financial statements give a true and fair view of the Association's financial position at 31 December 2011 and of the results of its operations for the financial year 1 January – 31 December 2011 in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order No. 924 of 28 September 2005 issued by the Ministry of Cultural Affairs.

Copenhagen, 4 June 2012

  
 KPMG  
 Statsautoriseret Revisionspartnerselskab  
 Claus Witt  
 State Authorised  
 Public Accountant  
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## Profit and loss account

In Euro and Danish kroner DKK.

1 Euro =

7,45 DKK

	Account 2011	Budget 2011	Account 2011	Budget 2011
Note	EUR	EUR	DKK	DKK
<b>Income</b>				
<b>General Support:</b>				
DGI-Support .....	-194.631	-181.208	-1.450.000	-1.350.000
Ministry of Culture Denmark .....	-117.685	-114.094	-876.750	-850.000
Bilateral membership agreements .....	-134.228	-129.933	-1.000.000	-968.000
Membership fee .....	-7.941	-8.054	-59.158	-60.000
European Commission General Support .....	-99.967		-744.755	
Council of Europe general support .....	-2.647	-4.500	-19.722	-33.525
Nordic Youth Association (NSU) secretariat .....	-20.134	-24.161	-150.000	-180.000
<b>Total general support .....</b>	<b>-577.233</b>	<b>-461.950</b>	<b>-4.300.385</b>	<b>-3.441.525</b>
<b>Project related support:</b>				
Sante .....	-53.691	-92.448	-400.000	-688.734
Move .....	-228.691	-312.972	-1.703.746	-2.331.641
EuroVolnet .....	-124.333	0	-926.283	0
<b>Youth work:</b>				
Global Youth And Sport Forum .....	-10.000	-239.879	-74.500	-1.787.099
European Commission youth projects .....	-28.525	-75.000	-212.508	-558.750
European Commission Voluntary Service .....	-11.654	-26.846	-86.823	-200.000
Council of Europe trainings .....	-14.499	-20.134	-108.019	-150.000
<b>Total project related support .....</b>	<b>-471.393</b>	<b>-767.278</b>	<b>-3.511.879</b>	<b>-5.716.224</b>
<b>Others:</b>				
Non-project participation fee, partner income .....	-14.173	-1.342	-105.590	-10.000
Interests .....	-2.007	0	-14.955	0
<b>Total Others .....</b>	<b>-14.173</b>	<b>-1.342</b>	<b>-120.545</b>	<b>-10.000</b>
<b>Total Income .....</b>	<b>-1.062.799</b>	<b>-1.230.570</b>	<b>-7.932.809</b>	<b>-9.167.749</b>



	Account 2011 EUR	Budget 2011 EUR	Account 2011 DKK	Budget 2011 DKK
<b>Expenditures</b>				
<b>Projects and activities:</b>				
Project GGGS .....	2.685	0	20.000	
Project Sante .....	100.377	92.448	747.807	688.734
Project EuroVolnet and Sportvision 2012 .....	171.150	0	1.275.065	0
Project Move .....	246.011	312.972	1.832.779	2.331.641
Activity support to continental committee Latin America ...	9.453	10.067	70.427	75.000
Activity support to continental committee Asia .....	11.476	10.067	85.493	75.000
Activity support to continental committee Europe .....	10.881	10.067	81.062	75.000
Activity support to North American cooperation .....	6.551	10.067	48.805	75.000
Activity support to ISCA networks .....	1.618	26.846	12.054	200.000
Sport and Development .....	6.555	4.027	48.836	30.000
Project South East Europe - SFA network .....	0	6.711	0	50.000
Sport for All Congress .....	11.356	13.423	84.603	100.000
Communication: Magazine, internet and materials .....	6.282	20.134	46.798	150.000
<b>Total projects and activities .....</b>	<b>581.709</b>	<b>516.829</b>	<b>4.353.730</b>	<b>3.850.375</b>
<b>Youth work:</b>				
Global Youth and Sport Forum .....	20.106	239.879	149.792	1.787.099
European Commission Youth projects .....	61.163	75.000	455.661	558.750
European Commission Voluntary Service .....	38.532	33.557	287.065	250.000
Council of Europe trainings .....	14.291	20.134	106.471	150.000
<b>Total youth work .....</b>	<b>134.092</b>	<b>368.570</b>	<b>998.989</b>	<b>2.745.849</b>
<b>Organisational development:</b>				
General Assembly .....	20.321	20.134	151.388	150.000
Executive Committee meetings .....	19.074	20.134	142.101	150.000
External relations - presidents .....	13.636	10.067	101.590	75.000
External relations - others .....	8.590	6.711	63.997	50.000
<b>Total organisational development .....</b>	<b>61.621</b>	<b>57.047</b>	<b>459.076</b>	<b>425.000</b>
Secretariat .....	285.729	285.906	2.128.680	2.130.000
<b>Total Expenditure .....</b>	<b>1.063.151</b>	<b>1.228.352</b>	<b>7.940.475</b>	<b>9.151.224</b>
<b>Result</b>	<b>352</b>	<b>-2.218</b>	<b>7.666</b>	<b>-16.525</b>

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## Balance 31. december 2011

In Euro and Danish kroner DKK.

1 Euro = 7,45 DKK

	2011 EUR	2011 DKK	2010 EUR	2010 DKK
<b>Note</b>				
<b>Assets</b>				
Outstanding .....	200.447	1.493.328	273.942	2.040.866
Cash at the bank .....	125.552	935.365	162.978	1.214.185
Other receivables .....	0	0	4.477	33.350
Advance payments .....	2.049	15.268	0	0
<b>Total Assets .....</b>	<b>328.048</b>	<b>2.443.961</b>	<b>441.396</b>	<b>3.288.401</b>
<b>Liabilities and equity</b>				
Equity .....	3.045	22.688	3.045	22.688
Retained profit .....	6.048	45.058	31.731	236.395
Annual result .....	1.029	7.666	-25.683	-191.338
<b>Total equity .....</b>	<b>10.122</b>	<b>75.412</b>	<b>9.093</b>	<b>67.745</b>
Liabilities .....	-40.563	-302.191	-41.527	-309.376
Creditors .....	-45.726	-340.662	-11.409	-84.999
Deferred income .....	-211.841	-1.578.212	-381.137	-2.839.467
Taxes .....	-934	-6.958	0	0
Outstanding account DGI-Byen .....	-18.162	-135.304	-16.417	-122.304
Accrued (Perlodisering/Skyldige omkostninger) .....	-20.946	-156.046	0	0
<b>Total liabilities .....</b>	<b>-338.171</b>	<b>-2.519.373</b>	<b>-450.489</b>	<b>-3.356.146</b>
<b>Total liabilities and equity .....</b>	<b>-328.049</b>	<b>-2.443.961</b>	<b>-441.396</b>	<b>-3.288.401</b>

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## ISCA 2008-2011

	Note	2011 EUR	2010 EUR	2009 EUR	2008 EUR
<b>Income</b>					
General Support and payments .....		-577.233	-532.766	-500.090	-488.667
Project related support .....		-485.566	-496.212	-269.927	-153.204
<b>Total .....</b>		<b>-1.062.799</b>	<b>-1.028.978</b>	<b>-770.017</b>	<b>-641.871</b>
<b>Expenditures</b>					
General Projects and activities .....		581.709	560.335	278.057	165.958
Youth projects .....		134.092	85.174	58.038	62.415
Assembly, committee meetings .....		61.621	52.816	55.487	66.432
Secretariat .....		285.729	304.970	369.574	355.327
<b>Total .....</b>		<b>1.063.151</b>	<b>1.003.295</b>	<b>761.156</b>	<b>650.132</b>
<b>Result</b>		<b>352</b>	<b>-25.683</b>	<b>-8.861</b>	<b>8.261</b>

## Notes

	Euro	DKK
ISCA provided bank guarantees per 31. december 2011 .....	272.458	2.029.811

## ISCA Budget 2012 and Proposed Budget 2013

### ISCA Budget 2011 - 2013

	Budget 11	Revised Budget 12	Proposed Budget 13
<b>INCOME</b>			
	Euro	Euro	Euro
<b>General support:</b>			
DGI - Support	181.208	194.631	181.208
Ministry of Culture Denmark	114.094	118.121	118.121
Bilateral membership agreements	129.933	134.228	134.228
Membership fee	8.054	8.054	8.054
European Commission Adm support	100.000	0	0
Council of Europe general support	4.500	4.500	4.500
NSU hosting secretariat	24.161	24.161	24.161
Corporate Partnerships		402.685	0
<b>Sub total</b>	<b>561.950</b>	<b>886.379</b>	<b>470.272</b>
<b>Project related income:</b>			
NowWeMove			1.000.000
GGGS		160.000	40.000
MOVE	202.972	372.820	372.820
SANTE	73.958	38.926	0
Sport for All Congress	30.000	0	30.000
<b>Sub total</b>	<b>306.930</b>	<b>571.746</b>	<b>1.442.820</b>
<b>Youth project support:</b>			
Youth and Sport Forum	0	64.607	0
European Commission, projects	55.000	54.853	55.000
European Commission EVS	26.846	25.000	25.000
Council of Europe, trainings	10.000	10.000	10.000
<b>Sub total</b>	<b>91.846</b>	<b>154.460</b>	<b>90.000</b>
<b>Others</b>			
Non-project fees and partner project income	16.713	10.000	10.000
<b>Total Income</b>	<b>977.438</b>	<b>1.622.585</b>	<b>2.013.092</b>

## Proposal for Membership Fee Structure

The ISCA Executive Committee suggests an unchanged membership fee structure for 2013:

### *Fee Group 1 : Annual fee 1,000 USD*

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

### *Fee Group 2 : Annual fee 500 USD*

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

### *Fee Group 3 : Annual fee 200 USD*

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

### *Fee Group 4 : Annual fee 25 USD*

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



## Continental Committee Reports

1. ISCA Latin America
2. ISCA Asia
3. ISCA Europe
4. ISCA North America

### 1. ISCA Latin America Report 2012

by Elizabeth Paoliello, chairwoman ISCA Latin America

ISCA Latin America has as its main objectives to develop the philosophy of ISCA and Sport for All movement in the continent, taking in account the cultural diversity of the countries and members.

To engage active institutions related to SFA in ISCA and to intensify the contact and communication to the members, promoting as many exchanges as possible between border countries.

To identify the stakeholders aiming the development of actions in the field of SFA and enlarge the network.

#### **Actions since General Assembly 2011**

##### ***IV International Forum of General Gymnastics***

State University of Campinas – UNICAMP, in partnership with Social Service of Commerce from the State of Sao Paulo – SESC-SP, and supported by ISCA, organized the VI International Forum of General Gymnastics from 5 - 7 July, 2012 in the city of Campinas - Sao Paulo, Brazil, with the theme: Sport for All: possibilities in gymnastics education.

##### **6th Congress of Physical Education - Panama - July 09-13, 2012**

FECEREC Fundación Educativa Centroamericana de Recreación, Educación Física y Deporte.

##### **Scholarship – International Youth Leader Education**

7 students from Latin America went to Ollerup/DK to attend the IYLE – International Youth Leader Education – Program from August to December 2012 .

##### **LAYC – Latin American Youth Committee**

The committee is in a moment of changes and discussions to find a new structure and organize an action plan for the future.

### **Brazilian Campaign by 2016**

It was established a group with representatives of SESC SP / SESC National Department / YMCA / Athletes for Citizenship and others organizations with the support of the COB (Brazilian Olympic Committee) and Ministry of Sport for development of the “Brazilian Campaign by 2016”, based on the same objective as the European “Sportvision 2020”, to be launched during the MOVE 2012 Congress.

### **MOVE 2012 – São Paulo/Brasil**

One of the most important actions since the last General Assembly was the organization of the MOVE 2012 Congress, with the special task of reaching broad Latin America participation and motivate ISCA members to take part in the Congress and General Assembly.

#### **Proposals for 2012/2013**

- Continue increasing the number of ISCA members in Latin America mainly focus on national organizations working in the field of Sport for All.
- Create initiatives and take the opportunities to call the public and authorities attention, to the importance of SFA in contrast to the elite sport, taking in account the mega events that will take place in Brazil in the next years.
- Organize a Forum on Voluntary Work in Sport for All, from the experience of EuroVolNet.
- Continue the develop of the “Brazilian Campaign by 2016” and involve different organizations.
- Continue the recruitment of youngsters to attend the IYLE program. And stimulate them to exchange their experiences when returning to their institutions, by developing projects in SFA.
- Support and motivate the Latin American Youth Committee in its projects and actions.

## **2. ISCA Asia Report 2012**

By N. Shanmugarajah, Chairman, ISCA Asia Continental Committee

ISCA Asia activities for the year 2012 have been centered into implementing the resolutions of ISCA Asia Task Force which was organized from 04~05 March , 2011 in Kuala Lumpur. One of the resolutions were to conduct a survey for analyzing Sports For All in Asia. The frame work for analyzing Sports for All in Asia was drafted by Mr. Mogens Kirkeby, President together with Vice Presidents Mr. Herberd Hartmann and Mrs. Elizabeth Paoliello Machado.

Dr. Cheung Siu Yin drafted the survey form. Prof. Dr. Lee Jong Young of Pan-Asian Society of Sport & Physical Education identified the professors/researchers required to conduct the survey. The survey forms were circulated to about 70 persons from 12 nations in Asia.

Mr. Ha Kim Vong who was identified by the Task Force to organize an International Youth Leader Education Program in Asia, has accompanied his family to US and will return in 2013. As such the preparations International Youth Leader Education Program for Asia has been temporarily suspended.

We are very grateful to ISCA, for finally inviting us to participate in a new ISCA Project in Global Youth Participation in and through Grassroot Sport. We have nominated an active grassroots sports organization from Asia for this project. There will also be an International Youth Event organized in Hong Kong, 2013.

We are happy to note that Move Forums has moved to Asia. The Olympic Council of Malaysia together with Coca-Cola organized a Move Malaysia Forum in Kuala Lumpur. One of the outcome of the forum is the formation of a "Exercise is Medicine" Task Force. The representatives are from Health Sector, Government and Private Ministry of Education and National Sports organization in Malaysia.

Dr. Cheung Siu Yin and I are unable to attend the ISCA General Assembly owing to other commitments and our humble apologies for the same.

### 3. ISCA Europe Report 2012

#### **ISCA Europe report**

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

-ISCA Europe's lobby actions have given some good results: the European Parliament report on sport took into account several aspects of grassroots sport, as ISCA had suggested, and became a document coherent with the proposals of Commission and Council of Ministries about sport as activity for health, social inclusion and education.

-Meetings with the Presidents of all the organisations involved in the ISCA Europe Task Force were held. A new Position Paper was created from these meetings, describing priorities and advices for the European policies, focused on the campaign +100million, and the proposal of a European sport for all event: the MOVE week.

- Very extensive participation in n Copenhagen for SportVision2012 , organised by ISCA on behalf of the Danish Presidency of European Union.

- In cooperation with ISCA president and Secretary Genral, to ensure to the campaign +100million and to MOVE week both political and financial support from EU and corporate sector.

The MOVE week preparatory meeting in Berlin involved more than 20 European organisations in the realization of the first test edition of MOVE Week, taking place on October 1-7, with more than 100 events all over Europe.

Lobbying action with European Institutions took place continuously: ISCA Europe participated in the European Sport Forum organised by Cypriot Presidency where the proposal of a sports European event has been strongly supported



by the Commissioner for Culture and Sport Vasiliou and by several influential MEPs. We have at the present time a very positive outlook for support for MOVE week 2013 via the budget of EU for 2013.

#### **Proposals for 2012/2013:**

\*The main topic in which ISCA Europe will have to work on in the next future is the development of the campaign Now We Move "100 million more European citizens active in sport and physical activity by 2020". The main part of the campaign so far was the MOVE Week, tested in the first week of October: the task of ISCA Europe will be to strengthen the MOVE week lobby inside European Institutions. We are in contact with several members of Parliament, both in Culture Committee and Budget committee. Main goal: MOVE week as 2013 Special Annual Event of European Union.

-Make a plan of the lobbying action of the next months, choosing the most useful interlocutors and keeping them informed about the situation.

-To organise a meeting with the Commissioner to show the results of this first edition and to give some suggestion to the Institutions.

\*We will nominate ourselves as creator and operative organiser of a future European event: to do this, we need to write to all our European members, make them aware of the situation and ask them for extra commitment.

\*Development of HEPA campaign, Sport and Health

The Commission wants to launch a Council Recommendation on this topic. The data concerning the implementation rate in the Member States are not precise at the moment and a soft measurement instrument with indicators is being devised.

ISCA should suggest to its members to nominate themselves to be the lead team in their own countries on the basis of the new indicators, proposing good practices and proposing themselves as partners for Health institutions.

Sport will be part of the European programmes for 2014-2020. Grassroots sport will always be more as a tool used in social programmes, local and environmental development.

We have to bring on the work on the topics already faced by ISCA Europe. Sport and environment, tourism, sports facilities, new sports, social inclusion, employment in sport. Task Force and the other European organisations should work for an agenda that should start proposals of campaigns, events, exchange of good practices among European organisations. . In this direction, ISCA Europe will contact the European Networks of organisations, of social, cultural, environmental volunteering to verify point of contact and useful collaborations.

At the moment, nobody is proposing good activities in the field of competitive sport at lower levels. There is a huge space to organise international events of amateur sport, for sports games, for non-structured sports. ISCA Europe will also put this topic in the agenda.

#### 4. ISCA North America Report 2012

By Gil Penelosa, 8-80 Cities

In 2012, I have continued my task to discover and expore new possibilities in the North American Continent for ISCA.

I would stress the following highlights:

- Partnership with Canadian ParticipAction
- National Danish Performance Team Planning Tour
- Agreement with US “President’s Council on Fitness, Sport and Nutrition” and its “Let’s Move!” Campaign
- Ciclovía Workshop in Guadalajara, Mexico

- ISCA Network Reports

### **Facility Management Network**

A number of ISCA members are constructing, developing or managing facilities in the field of sport, culture and tourism. The non-profit ISCA members managing facilities operates in the same field as 'for-profit' companies managing facilities on 100% commercial basis, but with very different perspectives and goals. The current financial challenges have in various ways put pressure on the area of sport facilities, both when it comes to construction, renewal and management. Facility development in the direction and perspective of grassroots sport is crucial for the sector and to assist this process a network of members are joining forces in the Facility Management Network.

The aims are:

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

The tools and ideas under discussion and development are:

Creation of and Annual good practices data base and publishing it

Publication of Technical Papers

Edition of a Blog as a communication tool

Creation of an ISCA consulting service (Design of sport facilities, Marketing surveys, Activities program, Maintenance etc)

Introduction of training events such as Seminars, workshops, virtual forums, online training, Study tours and Exchange of good practices

There have been several bi-lateral meetings and exchanges between Network partners over the last years. One very interesting development is the realization of the first sport facility in Ljubljana, Slovenia established by an international joint company between Sports Union of Slovenia and UBAE/Eurofitness (Spain). The international non-for profit company opened its first facility in Ljubljana in November 2010. The facility is based on the experiences from facilities managed by UBAE/Eurofitness in Barcelona and Catalonia.

The Network is open and interested organizations can contact ISCA secretariat at [info@isca-web.org](mailto:info@isca-web.org) to join the Network.



## **Badminton Network**

### **Introduction**

The ISCA Badminton Network has been active for 9 years. The purpose of the network is to continuously develop badminton in our countries, both at a national and international level.

ISCA Badminton Network aims to be the platform

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

### **Network partner organisations**

The Network consists of 20 organisations, among these

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

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

### **Activities in the network**

The network’s recurring activities include

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

### **Environment and Sport Network**

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

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

UFOLEP is network leader and an organisation fully committed to this agenda, which is considered in all activities and targeted in specific projects. As a specific example, UFOLEP and ISCA in August 2012 implemented the international youth training course SWELL which focused on Health and Wellbeing but which tried to take into account its impact towards the environment in the various aspects of the project organization (choice of the venue, food, measurement of the emission of carbon dioxide of the training, etc.).

Last year, the MOVE Congress 2011 started with this aspect by working on a diagnostic which concluded that one Congress produced around 96t of CO2 equivalent. If we take out the transport aspect (as it is an international congress and the transport might appear incompressible), the Congress still produced (paper, food, gifts...) a minimum of 11t of CO2 equivalent which can be translated into 2 world tours by car!

#### **Network partner organizations**

The following partner organizations are part of the network:

UFOLEP - France

SUS – Slovenia

UISP – Italy

JUUS – Germany

UMFI – Iceland

SALSC – Scotland

NKS – The Netherlands

Atemia - France

#### **Past activities in the network**

- The Network itself was established in October 2007

- Report “Environmental Commitments” published by ISCA containing an overview of environmental commitments of ISCA member organizations.

- Network meetings held in connection with ISCA's General Assemblies since 2007
- A European training on Sustainable Development, CarbonFoot© print and ASSER© Method (Eco-friendly Sport events) was externally funded but did not materialize in 2010 due to lack of interest or availability.
- A session of the international ACTIVE youth training course (June 2011) which focused on Environment and volunteering and aimed at having young trainers, leaders, etc. discover what already exists and can be done for our activities to be more sustainable in regards to the environmental evolutions.

#### **Future strategies and activities in the network**

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

The network is open for all and we welcome all organizations with an interest in the field of sport and environment. More information about the network can be obtained by contacting the network leader Mr. Jean-Claude Besnard (UFOLEP) by e-mail [jclb363@orange.fr](mailto:jclb363@orange.fr) or the ISCA office: [info@isca-web.org](mailto:info@isca-web.org).

#### **Health Enhancing Physical Activity Network**

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

The main aim of the first meeting in Paris was to get an overview on HEPA/HESE activities of the participating associations, to find a preliminary definition for HESE programs and to start identifying common quality criteria for HESE programs. The discussion was continued at the second meeting, organised before the SportVision Conference, Copenhagen 2012. The group agreed on basic core objectives and quality criteria for HESE programs. It was further on decided to start an inventory for HESE programs carried out already in the partner associations. This collection is still going on.

As next activity a workshop will be organised 7./8. December 2012, focussing on "Instructor qualification for HESE programs". The workshop will be open as well for more associations interested and to some extend experienced in HESE activities.

#### **Gymnastics Network**



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

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

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

#### **Future strategies and activities in the network**

The goal of EGF is to promote and to establish an European Calendar of Gym Festivals and to support the development of general gymnastics. Its primary purpose is to promote the European Gym Festival in the following areas:

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

EGF encourage European Gym Festivals activities by organizing:

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

For further information about EGF, please contact Jörg Hoppenkamps at [Joerg.Hoppenkamps@stb.de](mailto:Joerg.Hoppenkamps@stb.de)

#### **Youth Network**

ISCA Youth Network is a platform to enable international participation of young people using sport and physical activity, focused on the development of competencies, capacity building and networking. To achieve these goals, we coordinate approximately 6 events annually and are now in a process of taking our activities to a higher level. This new strategy is focused on developing 4 pillars:

ISCA Pool of Trainers – trainers meant to facilitate quality non-formal education activities using education through sport while supporting ISCA's events, our partners and acting as a resource for organizations to use the methodology. Main project: Long term Training of Trainers in Education through Sport.

ISCA Pool of Project Managers – youth leaders who will generate ideas to implement new initiatives to increase the number of young people involved in international work. Main project: Long term Project Management training course.

Stronger cooperation in youth field with and between ISCA member organizations, increasing the visibility of youth and preparing or facilitating their way to decision making. Strategy: Youth representatives.

Stronger inter-continental cooperation in the youth network. Main project in 2012: Non-Formal Education in China and Europe (NOYCE).

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

#### **Network partner organisations**

Any individual can sign up to be part of the ISCA youth network and receive information. In that way, the network is not similar to the other ISCA networks that are based on organizations. However, the above mentioned youth strategy aims at strengthening the cooperation with organizations.

#### **Recent activities in the youth network**

In the Youth area, ISCA coordinated or was in the implementation team in the following events since the last General Assembly in 2011:

- Training of Trainers in Education through Sport: First Step – Training Essentials (Hamilton, Scotland), in partnership with SALSC
- Study Session "Gender equality through human rights education and youth leadership (Budapest, Hungary), in partnership with the European Youth Centre of the Council of Europe, IGLYO, Loesje Armenia, CID and Egyesek
- SWELL: Health and Well-being
- Training of Trainers in Education through Sport: Second Step – Go International! (Norcia, Italy), in partnership with FIAF
- NOYCE: Non-Formal education for youth in China and Europe (several activities in China and Denmark), in partnership with Ollerup

### **Future strategies and activities in the network**

The European Youth and Sport Forum (EYSF) will be organized in Larnaca, Cyprus, between 25th of November-1st of December, and is an excellent opportunity to bring together 100 young leaders to discuss current topics in youth and sport field. The objective of this forum is to create environment for dialogue with decision and policy makers at national and European level.

Global Dialogue training is a part of the NOYCE project and will be organized in Hong Kong, between 16-23 December, bringing together 30 people from Europe, China and Asia to discuss and learn about intercultural learning and to create future initiatives in partnership between the 2 continents.

Another important feature of the new ISCA Youth Strategy is the link with the newly-launched Move Week concept. All young people in our network will be encouraged and supported to implement activities during the mentioned week, and our events will include a special session designed to create an Action plan for the ones who want to be involved in Move Week.

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

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

### **Active Children Network**

Children activities has been demonstrated to be a fine tool for developing regional collaborations across borders and contribute at the healthy wellbeing of children participants. The below action is a good example.

USEP Midi- Pyrénées and Languedoc-Roussillon regional committees and UCEC established an euro regional association on May 2007 with the purpose of organizing sporting and cultural activities.

Since 2008, every year in a different region on June during six days 500 children from Midi Pyrénées, Languedoc Roussillon, and Catalonia participated making sport and cultural activities. In 2012, it was the 5<sup>th</sup> euro regional meeting in l'Hospitalet de l'Infant in Catalonia. Similarly, USEP and UISP are developing actions in the euro region Alpes-Méditerranée.

### **Active Seniors Network**

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



Since 2008, yearly exchanges have been set up between Scotland and France (walking, practicing local activities, intercultural discovering...) thanks to the partnerships between SALSC, Sportscotland Inverclyde and UFOLEP.

2012:UISP has launched a project with UFOLEP in the frame of a Gruntvig program.

2012: One meeting focused on seniors organized in Scotland

Active Seniors Network contact: UFOLEP, Jean-Claude Besnard [jclb363@orange.fr](mailto:jclb363@orange.fr)

## Annex: ISCA STATUTES

### PREAMBLE:

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

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

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

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

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

### Statutes of the INTERNATIONAL SPORT AND CULTURE ASSOCIATION

revised at the General Assembly in Copenhagen, October 2009.

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

		<p>objectives of the Association;</p> <p>b) discussing and defining sports and cultural policies internally, multilaterally and with regard to politico-economic institutions;</p> <p>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.</p> <p>d) promoting and developing actions with the objective of improving and preserving the health and integrity of each individual.</p>
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	<p>Membership shall be open to non-governmental idealistic organisations and other institutions which:-</p> <p>a) are engaged in sports and/or cultural activities;</p> <p>b) are local, regional, national and international bodies;</p> <p>c) are open to all without discrimination on the grounds of gender, race, religion or political affiliation;</p>
	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	<p>Associate Membership of the Association may be granted to:</p> <p>a) organisations which do not fulfil the requirements for full Membership as set out above, with the exception of 4.1.c.</p> <p>b) organisations which <i>prefer</i> associate membership to full membership</p>
	4.5	Associate Members will have no voting rights at the General Assembly.



5. Executive Committee	5.1	The Association shall be governed, between General Assemblies, by an Executive Committee which is responsible to the General Assembly.
	5.2	<p>The Executive Committee shall consist of eight persons elected by the General Assembly:</p> <ul style="list-style-type: none"> <li>- President</li> <li>- Two Vice-Presidents</li> <li>- Five other members</li> <li>- The chairperson of each continental committee will also be part of the Executive Committee</li> </ul>
	5.3	In the case of a continental chairman being elected for the Executive Committee, a substitute delegate will be provided.
	5.4	The Youth Committee will appoint a spokesperson to partake in the meetings of the Executive Committee.
	5.5	The eight elected Executive Committee members shall be elected for a period of two years.
	5.6	Every second year there is a vote for the President, two Vice-Presidents and the five members of the Executive Committee.
	5.7	The Executive Committee shall meet at least twice a year, with a minimum of four weeks written notice.
	5.8	Quorum for an Executive Committee meeting shall be half the committee plus one person.
	5.9	<p>As a Principle of striving towards a geographical balance:</p> <ul style="list-style-type: none"> <li>a) No country or organisation can have more than two members elected to the Executive Committee.</li> <li>b) The President or any of the Vice-Presidents shall not represent the same country, region or organisation.</li> </ul>

	5.10	<p>The Executive Committee may appoint sub-committees to assist in the work of the Association.</p> <p>Any member of the Executive Committee must be a member of an affiliated organisation.</p>
6. Continental Committees and general Sub-committees	6.1	The Executive Committee may set up (or establish) the Continental Committees and the Sub-committees to assist it in the work of the Association
	6.2	<ul style="list-style-type: none"> <li>- Geographical Committees: one Committee per continent, as soon as the number of affiliated organisations is sufficient.</li> <li>- General Sub-Committees (such as Statutes, Policies and Finances, Public Relations and Marketing, Development...etc)</li> </ul>
	6.3	The members of the Continental Committees are established in the most appropriate way according to the continental reality.
	6.4	A chairperson is elected by the members within the continent.
	6.5	All chairmen of the Continental Committees are members of the ISCA's Executive Committee.
	6.6	The ISCA's Executive Committee appoints the members and the chairmen of general Sub-Committees.
	6.7	All decisions of the Sub-Committees must be communicated to the ISCA's Executive Committee by the appointed chairmen for approval.

	6.8	All Sub-Committees and Continental Committees are responsible to the Executive Committee.
7. General Assembly	7.1	The General Assembly shall be the highest authority and governing body of the Association.
	7.2	The General Assembly shall convene each year.
	7.3	Three months notice shall be given of the date and venue of the General Assembly.
	7.4	At the General Assembly affiliated member Organisations may be represented by its delegates, all of whom having speaking rights.
	7.5	Each affiliated member Organisation will have only one vote at the General Assembly.
	7.6	Observers or Associate Members may attend the General Assembly for observations only.
	7.7	Observers or Associate Members may only address the General Assembly at the discretion of the meeting.
	7.8	The General Assembly shall elect the Executive Committee.
	7.9	Nominations with acceptance by the nominal person of the position are valid only if they have been received by the President six weeks at least before the General Assembly
	7.10	The President must forward these nominations to all General Assembly delegates four weeks before the General Assembly.
	7.11	All elections shall be by secret ballot.
	7.12	The vote shall be single and non-transferable.



	7.13	If more than two candidates are nominated for the presidency, and no candidate receives a simple majority (more than 50 % of the vote cast) on the first count, the candidate with the least number of votes will be withdrawn from the ballot paper, and succeeding votes taken until one candidate reaches a simple majority.
	7.14	If there is only one candidate nominated for a post, a vote shall be taken “for” or “against”.
	7.15	In the event of no valid nominations having been received or no nominee being elected, nominations from the floor will be accepted. In accordance with 5.3, the General Assembly shall vote in the following sequence for the posts of:
	7.16	<ul style="list-style-type: none"> <li>- the President</li> <li>- the Vice-Presidents</li> <li>- The members of the Executive Committee</li> </ul>
	7.17	Substitutions if required will be by co-option:
	7.18	Provided there is no conflict with Statute No. 5.6 (a) and (b), the person with the next highest vote at the last election for the position in question shall be co-opted to fill the vacant position on the Executive Committee, with the exception of the post of President which will be filled by the Executive Committee from its own ranks.
	7.19	The General Assembly shall appoint an Auditor. A recommendation will be made by the Executive Committee.
	7.20	<p>The General Assembly shall receive reports from:</p> <ul style="list-style-type: none"> <li>- the President</li> <li>- the Auditor, presented by the Executive Committee</li> <li>- and existing General Sub-Committees and Continental Committees</li> </ul>
	7.21	Furthermore, the General Assembly shall decide on future programmes;

		adopt a budget; determine membership dues; carry on any other business as per the agenda.
	7.22	Members of the Executive Committee shall have speaking rights at the General Assembly.
	7.23	Members of the Executive Committee shall not have voting rights at the General Assembly unless they are official delegates of their own organisation.
Extraordinary General Assembly	8	An Extraordinary General Assembly shall be called by the President, if one third of the members or a majority of the Executive Committee make a written request to that effect.
9. Role and Duties of the President	9.1	The President shall have the authority to speak on behalf of the Association, in as much as he/she is answerable to the Executive Committee and the General Assembly.
	9.2	The President will preside over all Executive Committee meetings and the General Assembly.
	9.3	The President will have the overall responsibility for the general running of the Association between Executive Committee meetings.
	9.4	The President determines the agenda for Executive Committee meetings and for the General Assembly.
	9.5	In case of parity of votes at either an Executive Committee meeting or a General Assembly, the President shall have the casting vote.
	9.6	The longest serving Vice-President within his or her election period shall deputise for the President in his absence and shall then carry out all functions normally undertaken by the President.

10. Role and Duties of the Secretary-General	10.1	The Executive Committee appoints a Secretary-General who, with reference to the President, is responsible for the running of the administration of the Association
	10.2	The Secretary-General will attend the meetings of the Executive Committee, but without voting rights.
	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"> <li>- membership dues;</li> <li>- contributions from institutions, organisations, persons or companies;</li> <li>- income-generating projects.</li> </ul>
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. The President must forward all proposed amendments etc. to the members not less than one month before the General Assembly.
	16.4	A proposal to amend, add or delete a statute can only be carried by at least 51% of the votes cast.
17. Dissolution	17.1	The dissolution of the Association can only be pronounced by a General Assembly, or by an Extraordinary General Assembly called for this purpose.
	17.2	A two-thirds majority of the members present and voting is required for dissolution.
	17.3	The Assembly shall decide on the appropriation of the Association's properties, which can only be assigned to international organisations recognised as having the same aims as the Association.
18. Other Matters	18	Matters which are considered relevant to the Association but not mentioned in these statutes shall be decided on by the Executive Committee.