

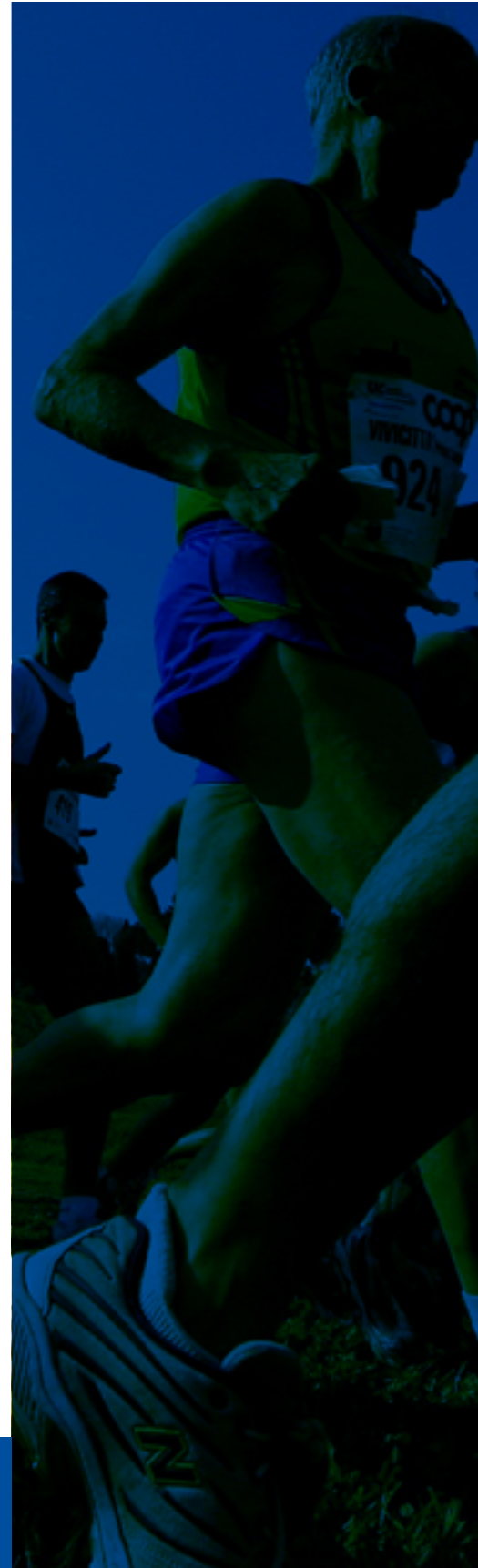
MISSION

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



## ***MOVING PEOPLE***

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



**GENERAL ASSEMBLY 2014  
DELEGATE FILE**

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# *Welcome to the ISCA General Assembly 2014 in Rome*

Dear ISCA members and partners

I welcome you to the 20th ISCA General Assembly and the 6th edition of the MOVE Congress taking place in Rome. The saying goes “All roads lead to Rome” and for the ISCA and MOVE Congress community that is exactly the case this October.

The MOVE Congress as a branded event has existed since 2009 when the first edition was held in Copenhagen, followed by Frankfurt am Main, Paris, Sao Paulo and Barcelona before this 6th Congress in Rome.

However, it is not the first time the ISCA General Assembly will convene in Rome. 14 years ago, corresponding with the celebration of the Millennium, ISCA’s General Assembly took place in Frascati on the outskirts of Rome.

This year the ISCA General Assembly in Rome corresponds with the Italian Presidency of the Council of the European Union and our host is the Unione Italiana Sport Per tutti – UISP.

The ISCA General Assembly is the highest authority and an important element of the democracy and the development of the organisation. Since the first founding General Assembly in 1995 a lot of changes and development have happened both within ISCA, the Sport for All sector and our societies in general. It is our task as leaders of Sport for All organisations and ISCA to ensure that we constantly develop in order keep

supporting citizens and societies through recreational sport and physical activity.

At this General Assembly we will discuss our priorities towards 2017: what are we aiming for and how to get there. Leadership of sport organisations today is not only about developing and creating new and innovative products, activities and services – it is, very importantly, about how we govern our organisations.

Good Governance in Grassroots Sport is important for many reasons – but for me the most obvious reason is that grassroots sport organisations are the organisations reaching the vast majority of people in organised Sport for All.

On behalf of ISCA’s members, I would like to thank the leaders and staff members of UISP and our partners for preparing and hosting the MOVE Congress 2014 “Open City – Active City” and the 20th ISCA General Assembly.

All roads lead to Rome and here we are! I am looking forward to our exchanges, discussions and decisions.

Kindest regards,

Mogens Kirkeby, President

# ISCA General Assembly 2014 - Programme

**SATURDAY 25.10.2014**

**ROOM: NERVI**

*Venue: Facoltà di Architettura Roma Tre*

*Ex Mattatoio*

*Largo Giovanni Battista Marzi, 10*

*00153 – Roma*

9.00 – 11.00 **ISCA GA – Part 1**

11.00 – 11.30 **Coffee Break**

11.30 – 13.30 **ISCA GA – Part 2**

13.30 – 14.00 **Closing**

14.00 – 15.00 **Lunch**

## **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. President's Report
7. Committee and Network Reports
8. Secretary General's Report
  - **ISCA ACCOUNTS 2013**
  - **ISCA BUDGET 2014 - 2015 (FOR ADOPTION)**
  - **ISCA MEMBERSHIP FEE 2015 (FOR ADOPTION)**
  - **ISCA AUDITOR IS PROPOSED TO BE ERNST & YOUNG (FOR ADOPTION)**
9. Proposals:
  - Members can forward proposals they would like the General Assembly to deal with to the President prior to the General Assembly.
10. Special topics of General Assembly 2014
  - Good Governance in Grassroots Sport (GGGS) Workshop
  - European Platform for Active Ageing in Sport (EPAAS) announcement
11. Invitations and messages from members
  - Announcement of the host of MOVE Congress 2015 and General Assembly 2015
12. Miscellaneous
13. Closure of the General Assembly 2014

# President's Report 2014

*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 2014" and proposal for "ISCA Strategy 2014-2017".*

by Mogens Kirkeby

## **Our vision:**

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

## **Our mission:**

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

## **Content:**

- ISCA 20 years
- Status and trends of Sport for All
- It is all about Capacity Building
- The way we do it
- The future strategy and priorities
- The Executive Committee work and tasks

## **ISCA 20 YEARS**

Dear ISCA members, partners and guests. This is the 20th annual ISCA General Assembly and it clearly indicates that ISCA as an organisation is about to celebrate its 20th anniversary. But actually we still have a few months left as a teenager.

ISCA was founded on 10 February 1995, but here on the doorstep to ISCA's third decade it is a good time to reflect on the changes these past two decades have brought within the Sport for All sector and beyond.

Just to give you a short flashback – I would like to remind you that in 1995 we were in the very early days of mobile phones, emails was not very widespread and low cost flights were just about to take off. Mark Zuckerberg was 11 years old and launched Facebook a whole nine years later.

We are all aware of the developments in communications since then, but what happened in our own sector?

## **STATUS AND TRENDS OF SPORT FOR ALL**

The developments and changes in the Sport for All sector are naturally very different from country to country, from continent to continent, from culture to culture, so you would be the best people to evaluate the developments in your own countries.

Trying to identify the status and major trends in Sport for All is not easy, but I will try anyway to give my suggestions of trends that I believe have influenced Sport for All until now and not least those that will be influencing the sector in the future.

General economic and societal developments have given more people access to sport. Despite the current economic downturn in some regions, especially in the last five years, the overall trends are economic development and growth. Economists point to the fact that sport in economic terms is a so called "normal good" – meaning that the "consumption" of sport increases along with economic growth.

More people are living inactive lifestyles. As a paradox to more people having access to and doing sport, there has been a dramatic increase in the number of people who are physically inactive. This trend is very strong and is today described as the pandemic of inactivity.

This paradox of two trends pointing in two different directions creates a polarised situation with very active people at one end and inactive people at the other.

The sectors of sport, physical activity and recreational exercise are not as clearly divided as earlier and at the same time more providers operate across sector 'borders' and compete to attract citizens. Earlier the sport sector was separated from other sectors by time and space. Today, sport and physical activity – and all the products and services supporting the sectors – are often overlapping or integrated. This means that the "market" is bigger and more widespread and the competition between who "owns" and can benefit from this sector is even more intense.

Sport, and not least participation sport, is a significant economic sector. Over the last years some regions have come closer to the understanding that the sport is a significant

economic sector worth around 2% of GDP – and moreover we can document that the majority of this is generated through sport participation. However, even though these facts are available there is still some way to full acknowledgment of this reality.

Physical activity has climbed international and national political agendas. This is primarily due to the threat of the physical inactivity ‘pandemic’ and related serious health issues. However, there is still a gap between political agendas and action. The goal of making people more physically active can only be reached by an increased focus on innovative and practical solutions.

Major sporting events are very costly and not the solution to growing participation. In the last few years there have been some very clear and illustrative cases underlining that major sporting events are very costly and are not in themselves a driver of sport participation. The understanding of a more complex reality within sport participation did not exist 20 years ago, but today it is more acknowledged that if you want to grow sport participation you have to focus on sport participation solutions and not major events.

The popularity and attention to recreational sport and physical activity has increased over the last two decades. Due economic growth and physical activity being key factors in enhancing public health, there is a good chance that recreational sport and physical activity will hold their position on various agendas the coming decade.

There is enough physical inactivity among average citizens to keep all stakeholders occupied with finding solutions in their communities for years to come. Sport for All sector stakeholders can play a central role in motivating more citizens to be active if we interact with other stakeholders and other sectors. However, to play this key role we should constantly work on developing the quality and impact of our initiatives – otherwise our sector cannot meet the demands from citizens and societies.

#### **Where does this leave us?**

In my opinion it is all about capacity building.

#### ***IT IS ALL ABOUT CAPACITY BUILDING***

Millions of citizens around the world benefit from the initiatives offered by ISCA's members. These members, and not least the many volunteers helping them to run their initiatives, provide grassroots sport and recreational activities which ensure that a huge number of people enjoy the benefits of being physically active.

The numbers of citizens our members reach depends on their capacity to provide good quality, sustainable activities and programmes that encourage people to be physically active. The equation is simple: The better capacity the organisations have, the better their outreach and, ultimately, the more citizens who will enjoy the benefits of taking part.

This means that capacity building is our overarching theme in everything we do at ISCA.

#### **ISCA Mission**

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

With this in mind we also know that one size does not fit all. The cultural and historical realities for our members and their partners are very different. Their national and local challenges and opportunities also vary considerably. That is why the capacity building initiatives and resources we create are diverse and tailored to suit different stakeholders in grassroots sport.

#### ***THE WAY WE DO IT***

Over the years we have developed our portfolio of capacity building services and other offers to our members. In the early years our main instrument was to bring leaders together at our annual General Assemblies to meet likeminded organisations and learn from each other.

Today our capacity building services and actions are much more diverse and hopefully also allow more members to find the ISCA service that best suits their national and local situations and challenges.

I believe that ISCA is a centre for the innovation and communication of practices. Promoting good practices and developing new practices is essential in playing a key role in the future recreational sport “market”.

We are trying to grow this centre and, in particular, improve quality and quantity of practices through our projects and campaigns. ISCA-led projects typically gather existing good practices and use them as inspiration to develop new practices. The members joining these projects can take valuable experiences directly from their involvement. Those who cannot join these projects may learn about the experiences either by studying the outcomes of the projects or in direct dialogue with the ISCA Secretariat.

One thing is to discover a good practice which has been successful in one country – another thing is to transfer and implement it in your own country. We know it is a challenge and that the process can pose some barriers. For this reason, I am particularly happy that we initiated a project in the last year which focuses on both how to build your capacity through international involvement and how to transfer good practices from one country to another.

Another addition to our portfolio of capacity building services has its starting point in campaigning. We have launched the campaign format as a project, framework and process in which members and partners from various sectors can take

part and thereby enter into a learning and capacity building process. Our members' members of the NowWeMOVE campaign – including the flagship event, the European MOVE Week, and not least the inspired Brazilian sister campaign MOVE Brasil – has been a very encouraging.

The campaign format that has materialised through the European MOVE Week and MOVE Brasil has shown how campaigns can enable members to integrate several elements of capacity building into this format. The campaign format naturally builds organisations' capacities to organise national and local events and utilise the international framework for advocacy. In many cases it has also been a door opener to other sectors – placing sport organisations in the centre as the key stakeholder in motivating more citizens to be active.

All together this paints a picture of the various elements of capacity building. It illustrates what is needed to be an operational organisation in today's market of recreational sport and physical activity, where providing the right activities, programmes and services to citizens is key. Having the right and attractive products on the shelves is a must.

#### **But it is not enough!**

How we “run the shop” is also becoming a more essential and demanding factor. So part of capacity building today is to focus on the governance of the organisations. Good Governance in Grassroots Sport is crucial for many reasons – but for me the most obvious reason is that the grassroots sport organisations are the organisations reaching the vast majority of people in organised Sport for All.

Therefore, I am happy to explore the positive reactions to our Good Governance in Grassroots Sport project and not least its Self-Assessment Tool, which has been used by members and non-members and has gained recognition beyond the ISCA network.

To support our members in using the Self-Assessment tool we will run a Good Governance workshop at this year's General Assembly.

### **THE FUTURE STRATEGY AND PRIORITIES**

At the ISCA General Assembly 2014 we will discuss our future strategy and priorities. One could again say that it is all about capacity building. However, we have chosen to divide the General Assembly into five categories. In this delegate file you will find the full proposal and consideration on the ISCA Strategy 2014-2017, but let me introduce the categories here:

#### **Capacity Building**

Capacity building includes both empowering organisational leaders as well as improving the overall capacity and impact of our member organisations. It has a focus on the individual leader's ability to analyse and qualify their decision making

as well as their processes of execution and implementation. In other words it aims to assist in maximising the quality and impact of the organisation's actions.

#### **Advocacy**

Advocacy is one of the instruments to help “Sport for All”, grassroots sport and recreational physical activity climb political agendas. Advocacy is our sport political assistance to our members to set agendas nationally and our instrument to address relevant international bodies and stakeholders.

#### **Knowledge and Network Sharing**

From our recent member survey and consultations we know that being able to gain knowledge from like-minded organisations and to have access to an open and friendly network are very high priorities among ISCA members. Today, ISCA members experience a strong external demands to develop and deliver new products and activities. Through the network and an open sharing philosophy members have access to a significant amount of free knowledge and experience.

#### **Communications**

From our actions we gather and accumulate a significant amount of knowledge and experience, be it member developed experiences or project generated knowledge and tools. Easy-to-access communication is one way to spread knowledge and experience to the widest possible audience. Practical projects and campaigns are useful platforms to communicate specific or more general Sport for All messages. We aim to balance our communication to include both practical knowledge and political visions/opinions.

#### **Growing the movement**

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

Acknowledging cultural and historical diversity across the globe, we created continental committees which have the right to establish and organise themselves in the most suitable way to them. Naturally the continental committees have developed differently. The consequence is that the continental offers to the various members can be quite different. We are aware that a continental balance is needed to keep and develop the global perspective of ISCA and to balance the continental offers to our members.

### **THE EXECUTIVE COMMITTEE WORK AND TASKS**

At the General Assembly the Executive Committee is appoint-

ed as 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 and relating to grassroots sport and physical activity are discussed among an international group of experts. The Executive Committee's main tasks are defined as:

*1/ Making strategic organisational decisions. This includes prioritising activities and resources as well as structural decisions*

*2/Advocacy - The Executive Committee advocates for adequate attention to the grassroots sport and physical activity sectors towards members and external stakeholders.*

*3/Guidelines for and collaboration with the Secretariat*

Since the ISCA General Assembly in Barcelona October 2013 the Executive Committee met in January in Rome and in June in Birmingham (UK). The meeting in Birmingham was a joint meeting with internal and external project partners (municipalities) of the ACTIVE Network project. The

meeting also connected to ISCA's annual staff meeting and a meeting with more than 25 national MOVE Week coordinators. All together, 75 people were speaking ISCA's language and sharing ideas over three days in Birmingham.

For the last two years we have benefitted from the contribution of Kelly Murumets, the President of Canadian organisation ParticipACTION and ISCA North America continental chairperson. In March Kelly was appointed as the new CEO of Tennis Canada and as a consequence she decided to step down as member of the ISCA Executive Committee. Kelly has provided new insight and inspiration to us all besides connecting ParticipACTION to ISCA. We thank Kelly for her contributions and wish her the best of success in her leading position in Tennis Canada.

I would like to use this occasion also to thank the Executive Committee for your commitment and willingness to contribute. Special thanks to all members and supporting partners and not least to the Secretary General and our motivated colleagues at the Secretariat.

Thank you! Moving People

Kindest regards, Mogens Kirkeby, President



# Secretary General Report 2014

by Jacob Schouenborg

## DISCOVERING TRENDS – DEVELOPING OPPORTUNITIES

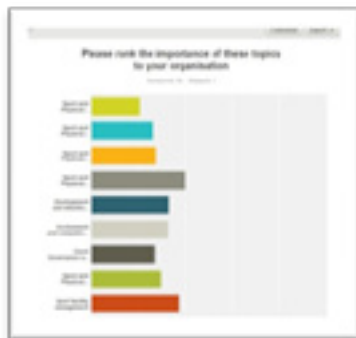
Dear ISCA members, dear friends

ISCA is its members. Its members are ISCA. It is therefore crucial that ISCA as an international umbrella is always acting in line and in touch with you, our member base. As we continue to grow projects, campaigns and activities (as described in the Annual Report 2014), we need to make sure they are meeting the needs of the core constituents: ISCA members.

What are your priorities?

At the General Assembly I will present some results from the ISCA member surveys from 2013 and 2014, which have confirmed the diversity of the priorities of ISCA's member organisations. But at the same time, there seems to be a consistent emphasis on the following themes:

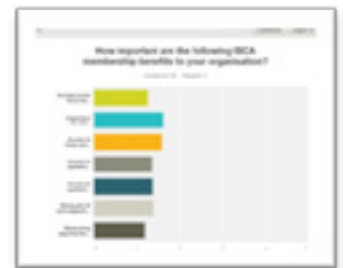
- Health promotion
- Education
- Volunteering
- Good governance



Excerpts from the ISCA member survey

When it comes to the member benefits, there is broad support for the range of services and opportunities provided, with most prominence given to

- Access to join ISCA-led international projects and campaigns
- Networking opportunities internationally
- Access to updated information on new trends and programmes in grassroots sport
- Being part of and supporting an international movement



Excerpts from the ISCA member survey

Satisfaction with ISCA seems to remain high, and the challenge for ISCA is therefore to continue the dialogue with member organisations to understand the detailed needs, priorities and realities but also discovering trends to take into account in the future of sport and physical activity promotion. Only in this way will we be able to deliver "...opportunities for learning, inspiration and action to induce social change" - to quote our mission statement.

ISCA is its members. Its members are ISCA. It is because of our members that we exist and am honored to work at your service, with the excellent political leadership from the ISCA Executive Committee and President, and a group of staff members that continue to amaze me.

Thank you.

# ISCA Strategy 2014 - 2017

*Draft for General Assembly 2014*

This strategy draft has been prepared by the ISCA secretariat with input from the Executive Committee. It is conceived as a short “guiding document” that gives direction to and an overview of our priorities. Within the strategy, ISCA’s political leadership and secretariat will set specific targets, implement actions and make agile adaptations as our external environment develops and changes.

## **Our Vision**

A world of people building better societies through cultures of movement

## **Our Mission**

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

## **STATUS AND TRENDS OF SPORT FOR ALL**

The participation in and access to Sport for All and recreational physical activity is globally very diverse due to the societal, cultural and economic situation of the countries and regions. Despite this diversity and huge differences we see some global tendencies, challenges and opportunities.

- More people and societies could benefit from physically active lifestyles within the given societal, cultural and economic realities.
- The sectors of sport, physical activity and recreational exercise are not as clearly divided as earlier and at the same time more providers operate across sector ‘borders’ and compete to attract the interest of citizens.
- Due to the threat of the physical inactivity ‘pandemic’ and related serious health issues, physical activity has climbed international and national political agendas. However, there is still a gap between political agendas and actions. The goal to make people more physical active can only be reached by innovative and practical

solutions.

- Sport for All sector stakeholders can play a central role in motivating more citizens to be active if we develop and interact with other stakeholders and other sectors.

As stated in our mission ISCA builds international relations between people, cultures, organisations and sectors. We use our organisation as a platform to develop opportunities for learning and inspiration among and between our members and partners. We aim to be a center for innovation and communication of practices that are moving people!

## **TARGET GROUPS**

Our target groups are, in prioritised order:

- Member organisations and individual citizens – to service the primary physical activity providers
- Funders – to ensure that more resources are invested in the vision
- Governmental organisations – to stimulate supporting frameworks and legislation for our vision
- NGO stakeholders – to attract more civil society operators to contribute to the overall goals
- Media – to raise the political and individual awareness and need for prioritisation

Five selected themes

To ensure focus of our actions we have grouped our goals and actions into five themes:

- Advocacy
- Capacity building
- Knowledge and network sharing
- Communications
- Growing the movement

In the following we suggest Strategic Goals and Priority Actions within these five themes.

### Advocacy

Advocacy is one of the instruments we can use to make “Sport for All”, grassroots sport and recreational physical activity climb political agendas.

Advocacy is the way we offer sport political assistance to our members to set agendas nationally and address relevant international bodies and stakeholders.

The prerequisites for good advocacy are:

- To have a case/cause and be able to communicate it
- To have access to and address the most relevant stakeholders
- To use advocacy tools which underline and illustrate our case/cause

Or in other words “We know exactly what our opinion is and we communicate it to the right people”.

### Goal A

To ensure that the non-government grassroots sport and physical activity sector is understood and prioritised as part of the solution to the global physical inactivity crisis in public policy agendas and investments

We will

- Develop exemplary and inspiring evidence-based political statements and visions
- Create platforms for members and stakeholders to align their messages and statements
- Implement strategic, goals-based advocacy primarily via public presentations, individual meetings and innovative political communications and engagement

### Capacity Building

Capacity building includes both empowering organisational leaders as well as improving the overall capacity and impact of our member organisations. It has a focus on the individual leader's ability to analyse and qualify their decision making as well as their processes of execution and implementation. In other words, capacity building assists in maximising the quality and impact of the organisation's actions through better methods of analysis and decision-making.

### Goal A

Be the creator and broker of knowledge in our sector

We will

- Analyse the key needs and priorities of ISCA members and collaboratively spot trends and develop new concepts

### Goal B

To grow the capacity of ISCA member organisations

We will

- Offer and enable ISCA members to join high quality ISCA campaigns, projects and meetings.

### Goal C

To build useful tools for ISCA members and the sector

We will

- Develop and promote tools and templates (online and offline) that are accessible for and frequently used by ISCA member organisations and beyond

### Knowledge and Network Sharing

From a recent member survey and consultations we know that being able to gain knowledge from like-minded organisations and to have access to an open and friendly network are very high priorities among ISCA members. Today, ISCA members experience a strong external demand to develop and deliver new products and activities. A huge amount of experience has been accumulated within the ISCA members' and partners' networks. Through these networks' open sharing philosophy, our members have free access to this knowledge and experience.

To maximise the benefits of being part of this network, it is important for members to be actively involved and join in our congresses, meetings and projects. It is through active participation that our members reap the rewards of being part of ISCA.

### Goal A

Identify and share best practice

We will

- Annually develop and implement new, externally funded projects based on good practice methodology

### Goal B

Facilitate networking between ISCA members and beyond

We will

- Enable the establishment of ISCA thematic networks and groups that are active and positively evaluated

- Support bi- or multilateral agreements and mobility between ISCA members

### **Communications**

From our actions we gather and accumulate a significant amount of knowledge and experience, be it member-based experiences or project-generated knowledge and tools. Easy to access communication is one way to spread this knowledge and experience to the widest possible audience. Practical projects and campaigns are useful platforms for communicating specific or more general Sport for All messages. We aim to balance our communication to include both practical knowledge and political visions/opinions.

#### **Goal A**

To deliver professional and consistent ISCA communications

We will

- Implement ISCA's Corporate and Marketing Communications strategy
- Deliver consistent and innovative communications and support for international and substantial national campaigns, in particular NowWeMOVE and MOVE Brasil
- Deliver consistent and innovative communication about ISCA Projects

### **Growing the movement**

From its starting point ISCA was created on the principles of openness and the right to participate, which is understood in the way that any democratic based organisation working in the field of sport for all could join ISCA. As a natural consequence and as a strong political signal we are open to various member organisations from the same country. In other words, no member could claim being "the authority on sport" in a given country. We should keep this openness as a fundamental principle. We respect the diversity of each member's capacity and involvement and make efforts to assist all types of members:

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

Acknowledging cultural and historical diversity across the globe, we created continental committees which have the right to establish and organise themselves in the most suitable way to them. Naturally the continental committees have

developed differently. The consequence is that the continental offers to the various members can be quite different. We find that some continental balance is needed to keep and develop the global perspective of ISCA and to balance the continental offers to our members.

#### **Goal A**

Enable continental development

We will as a minimum on each active continent

- Mediate networks and sharing between members
- Organise a meeting/gathering/training seminar every second year

#### **Goal B**

Increase ISCA membership

We will

- Systematically recruit new members
- Engage existing members further and analyse and follow up on member satisfaction surveys

#### **Goal C**

Enhance ISCA's financial situation

We will (taking the 2013 baseline as a starting point)

- Increase Core (unrestricted) funding by 20% by 2017
- Increase External public funding by 30% by 2017
- Increase External corporate funding by 50% by 2017
- Increase equity to up to 20% of turnover by 2017
- Facilitate members' and stakeholders' financial development via advice and direct collaboration

#### **Goal D**

Establish strategic alliances

We will

- Initiate and maintain selective, illustrative cross-sector alliances with ISCA

# ISCA Accounts 2013

Association	International Sport and Culture Association Vester Voldgade 100, 2 1552 Copenhagen V Denmark <a href="http://www.isca-web.org">www.isca-web.org</a> CVR-number 29500541 Financial year: 1 January - 31 December 2013
Daily Management	Secretary General: Jacob Schouenborg
Auditor	Ernst & Young Godkendt Revisionspartnerselskab
Bank	Sydbank A/S
Form of the organization	Association

## **Background**

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

The first General Assembly of ISCA was held in Copenhagen in February 1995. Since then, ISCA has come a long way and experienced a fast-growing development of both membership 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 center of international exchange of ideas, opinions and cultural expressions
- To encourage the broadest possible participation in sport and cultural activities among all affiliated members

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

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

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

## Statement of Financial Development

ISCA has been able to develop its resources significantly since the foundation in 1995. From a starting point in the first years (1995-2000) with very limited financial budgets and human resources, the resources increased (2001-2003) to a level of 350,000 Euro, due to general support from the Ministry of Culture of Denmark and the ISCA founding member, DGI, Denmark. 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 two million Euro today.

Besides the increase of budget, the number of financial partners/donors has increased. In 2013, 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 2013 amounts to a profit of 10.577 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 lead by ISCA are running into 2014: MOVE Week 2013, MOVE Project, European Voluntary Service, and ACTIVE network. All other projects have ended and accounts are closed or closing.

The Supervisory Board of ISCA are volunteers. The Supervisory Board has however entered a written agreement with the President that he is working full time for ISCA and is remunerated at a level of 96.000 Euro annually for the duration of his election period.

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

## Management's statement on the Annual Report

The Executive and Supervisory Boards have considered and adopted the Annual Report of ISCA for the financial year 2013.

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

Copenhagen, 30 April 2014

### Executive Board



Jacob Schouenborg  
Secretary General

### Supervisory Board



Mogens Kirkeby  
President



Herbert Hartmann  
Vice President

Maria Luiza Souza Diaz  
Vice President



Jakub Kalinowski

Toni Llop



Filippo Fossati



Jean-Claude Arnaud

Liliana Ortiz de la Cruz



Siu Yin Cheung



N. Shanmugarajah.



## Independent auditors' report

### To the General Assembly

We have audited the annual report of ISCA for the financial year 1 January – 31 December 2013. The annual report comprise accounting policies, income statement, balance sheet and notes. The annual report are prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

Our audit does not include budget figures.

### Management's responsibility for the annual report

Management is responsible for the preparation of annual report that give a true and fair view in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs and for such internal control that Management determines is necessary to enable the preparation of annual report 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 annual report based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the annual report are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual report. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual report, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Association's preparation of annual report 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 annual report.

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 annual report give a true and fair view of the Association's financial position at 31 December 2013 and of the results of its operations for the financial year 1 January – 31 December 2013 in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

### Statement on the Management's review

Pursuant to the Danish Financial Statements Act, we have read the Management's review. We have not performed any other procedures in addition to the audit of the financial statements. On this basis, it is our opinion that the information provided in the Management's review is consistent with the financial statements.

Copenhagen, 30 September 2014

Ernst & Young  
Godkendt Revisionspartnerselskab



Søren Christiansen  
State Authorised  
Public Accountant



Carsten Strunk  
State Authorised  
Public Accountant

## **Accounting Policies**

### **Basis of Preparation**

The Annual Report of ISCA for 2013 has been prepared in accordance with the recognition and measurement provisions of the Danish Financial Statements Act and the Executive Order nr. 1701 of 21. December 2010, issued by the Ministry of Cultural Affairs.

### **Recognition and measurement**

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

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

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

### **Income Statement**

#### **Revenues**

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

#### **Expenses**

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

#### **Receivables**

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

#### **Deferred income**

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

## Profit and loss account

In Euro and Danish kroner DKK.

1 Euro =

7,45 DKK

		Account 2013	Budget 2013	Account 2012
	Note	EUR	EUR	EUR
<b>Income</b>				
<b>General Support:</b>				
DGI-Support .....		-194.631	-194.631	-194.631
Ministry of Culture Denmark .....		-118.322	-118.121	-118.020
Bilateral membership agreements .....	1	-133.672	-134.228	-134.228
Membership fee .....		-12.846	-15.000	-13.514
European Commission General Support .....		-1.000	0	-7.120
Council of Europe general/project support .....		-6.172	-6.000	-12.997
Payment, participants fee etc. ....		0	0	-15.081
Nordic Youth Association (NSU) secretariat .....		-29.530	-24.161	-24.161
<b>Total general support .....</b>		<b>-496.173</b>	<b>-492.141</b>	<b>-519.751</b>
<b>Project related support:</b>				
Sante .....		0	0	-1.736
MOVE Project .....		-218.010	-219.206	-217.062
GGGS .....		-40.000	-40.000	-159.498
NowWeMOVE .....	2	-1.000.000	-900.000	-397.844
EuroVolNet and Sportvision 2012 .....		-26.846	0	-206.408
MOVE Quality and MOVE Transfer .....		-56.805	-58.216	0
Active Network .....		-133.333	-133.333	0
MOVE Congress .....		-12.200	-20.000	0
<b>Youth work:</b>				
European Youth And Sport Forum .....	3	2.645	0	-59.657
Global Youth And Sport Forum .....		0	0	6.007
European Commission youth projects .....		-90.672	-60.000	-61.164
European Commission Voluntary Service .....		-26.907	-25.000	-32.032
Council of Europe trainings .....		-12.165	-30.000	-9.321
<b>Total project related support .....</b>		<b>-1.614.292</b>	<b>-1.485.755</b>	<b>-1.138.715</b>
<b>Others:</b>				
Non-project participation fee, partner income .....		-774	-1000	-5.463
Interests .....		-89	0	-1.431
<b>Total Others .....</b>		<b>-863</b>	<b>-1.000</b>	<b>-6.894</b>
<b>Total Income .....</b>		<b>-2.111.328</b>	<b>-1.978.896</b>	<b>-1.665.361</b>

## Profit and loss account

In Euro and Danish kroner DKK.

1 Euro =

7,45 DKK

		Account 2013 EUR	Budget 2013 EUR	Account 2012 EUR
<b>Expenditures</b>				
<b>Projects and activities:</b>				
GGGS .....		43.010	50.429	193.718
EuroVolNet and Sportvision 2012 .....		1.007	0	225.970
MOVE Quality and MOVE Transfer .....		58.248	58.216	0
MOVE Project .....		234.617	271.727	261.463
Active Network .....		153.889	222.222	0
NowWeMove .....	2	1.192.585	900.000	409.381
Pathe .....		0	0	9.492
Activity support to continental committee Latin America ...		7.559	10.067	11.108
Activity support to continental committee Asia .....		7.474	10.067	1.194
Activity support to continental committee Europe .....		10.000	10.067	7.191
Activity support to North American cooperation .....		9.581	10.067	3.282
ISCA Networks and priority activities .....		2.595	26.846	5.572
Sport and Development .....		6.524	4.027	0
Project South East Europe - SFA network .....		0	0	87
Sport for All Congress .....		41.194	30.000	31.788
Communication: Magazine, internet and materials .....		12.236	13.423	6.364
<b>Total projects and activities .....</b>		<b>1.780.517</b>	<b>1.617.158</b>	<b>1.166.610</b>
<b>Youth work:</b>				
European Youth and Sport Forum .....	3	-5.618	0	91.644
European Commission Youth projects .....		60.082	60.000	66.558
European Commission Voluntary Service .....		57.999	50.000	47.340
Council of Europe trainings .....		8.071	30.000	10.760
<b>Total youth work .....</b>		<b>120.535</b>	<b>140.000</b>	<b>216.302</b>
<b>Organisational development:</b>				
General Assembly .....		18.970	20.134	0
Executive Committee meetings .....		28.173	26.846	26.584
External relations - presidents .....		9.972	10.067	19.891
External relations - others .....		11.046	10.067	339
<b>Total organisational development .....</b>		<b>68.162</b>	<b>67.114</b>	<b>46.814</b>
Secretariat .....		128.348	150.000	287.195
Depreciation .....	4	3.189	0	270
<b>Total Expenditure .....</b>		<b>2.100.751</b>	<b>1.974.272</b>	<b>1.717.191</b>
<b>Result</b>		<b>-10.577</b>	<b>-4.624</b>	<b>51.830</b>

## Balance 31. december 2013

In Euro and Danish kroner DKK.

1 Euro 7,45 DKK

	2013 EUR	2013 DKK	2012 EUR	2012 DKK
<b>Note</b>				
<b>Assets</b>				
Outstanding .....	7.299	54.380	12.259	91.328
Outstanding grants awarded .....	701.815	5.228.523	715.338	5.329.268
Cash at the bank .....	419.117	3.122.419	163.418	1.217.466
Advance payments .....	403	3.000	18.291	136.270
Receivables .....	1.545	11.509	0	0
Office Furniture .....	12.756	95.030	15.945	118.787
<b>Total Assets</b> .....	<b>1.142.934</b>	<b>8.514.861</b>	<b>925.251</b>	<b>6.893.119</b>
<b>Liabilities and equity</b>				
Equity .....	3.045	22.688	3.045	22.688
Retained profit .....	58.907	438.859	7.077	52.724
Annual result .....	-10.577	-78.801	51.830	386.135
<b>Total equity</b> .....	<b>51.375</b>	<b>382.746</b>	<b>61.953</b>	<b>461.547</b>
Liabilities .....	-52.999	-394.843	-44.087	-328.451
Creditors .....	-318.376	-2.371.901	-206.139	-1.535.733
Taxes .....	-1.906	-14.202	-16.686	-124.314
Deferred income .....	-821.028	-6.116.661	-531.850	-3.962.280
Accrued .....			-188.441	-1.403.888
<b>Total liabilities</b> .....	<b>-1.194.310</b>	<b>-8.897.607</b>	<b>-987.203</b>	<b>-7.354.666</b>
<b>Total liabilities and equity</b> .....	<b>-1.142.934</b>	<b>-8.514.861</b>	<b>-925.251</b>	<b>-6.893.119</b>

## ISCA 2009-2013

	Note	2013 EUR	2012 EUR	2011 EUR	2010 EUR	2009 EUR
<b>Income</b>						
General Support and payments .....		-496.173	-519.751	-577.233	-532.766	-500.090
Project related support .....		-1.615.155	-1.145.610	-487.574	-496.212	-269.927
<b>Total .....</b>		<b>-2.111.328</b>	<b>-1.665.361</b>	<b>-1.064.807</b>	<b>-1.028.978</b>	<b>-770.017</b>
<b>Expenditures</b>						
General Projects and activities .....		1.780.517	1.166.610	584.393	560.335	278.057
Youth projects .....		120.535	216.302	134.092	85.174	58.038
Assembly, committee meetings .....		68.162	46.814	61.621	52.816	55.487
Secretariat .....		131.537	287.195	285.729	304.970	369.574
Depreciation .....			270	0	0	0
<b>Total .....</b>		<b>2.100.751</b>	<b>1.717.191</b>	<b>1.065.835</b>	<b>1.003.295</b>	<b>761.156</b>
<b>Result</b>		<b>-10.577</b>	<b>51.830</b>	<b>1.028</b>	<b>-25.683</b>	<b>-8.861</b>

## Notes

	Euro	DKK
ISCA provided bank guarantees per 31 December 2012 .	202.806	1.510.905
ISCA provided bank guarantees per 31 December 2013 .	202.806	1.510.905

1) In 2013, there was one bilateral agreement with direct financial income for ISCA - namely with DGI

2) The NowWeMOVE campaign and specifically the MOVE Week, for which ISCA obtained an EU grant, was implemented in October 2013 and therefore the full grant amount and all expenditure is included in the financial accounts for 2013.

3) The latest European Youth and Sport Forum was implemented in November 2012. 2013 accounts reflect that a smaller amount of the grant was not paid out while on the other side a part of a accomodation prepayment was reimbursed.

4) Office Furniture .....		
Purchased 1 January 2013 .....	15.945	118.787
Annual Disposals .....	0	0
Annual additions .....	0	0
Purchase 31 December 2013 .....	<u>15.945</u>	<u>118.787</u>

Annual Depreciation 1 January 2013 .....	0	0
Reversed Through Departure .....	0	0
Depreciation 31 December 2013 .....	<u>3.189</u>	<u>23.757</u>
Accounting value 31 December 2013 .....	<u>12.756</u>	<u>95.030</u>

# ISCA Budget 2014 - 2015

EXPENDITURES	Budget 13		Budget 14		Rev Bud 14		Budget 15	
	Budget 13	Budget 13	Budget 14	Rev Bud 14	Budget 15	Budget 15	Budget 15	Budget 15
EXPENDITURES	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
<b>Projects and activities</b>								
Erasmus*								
MOVE Activation	58.216	58.248	232.865	232.865	203.330	203.330		
NewWellmove	900.000	1.107.585	100.000	1.000.000	232.865	232.865		
ACTIVE Network	0	222.222	115.110	1.111.110	100.000	100.000		
GGCS	50.429	50.429	43.010	0	0	0		
MOVE	451.324	271.727	234.617	45.501	45.501	45.501		
SANITE	0	0	0	0	0	0		
EuroValue Sponsorship 2012	0	1.007	0	0	0	0		
PATHE	4.027	4.027	6.524	4.027	4.027	4.027		
Sport and Development	6.711	0	0	0	0	0		
Project South East Europe - SIA network	30.000	41.194	30.000	30.000	30.000	30.000		
Sport for All congress/ MOVE Congress	10.067	10.067	7.559	10.067	10.067	10.067		
Activity support to continental committee Labs	10.067	10.067	10.067	10.067	10.067	10.067		
Activity support to continental committee Euro	10.067	10.067	10.067	10.067	10.067	10.067		
Activity support to continental committee Asia	10.067	10.067	7.474	10.067	10.067	10.067		
Activity support to North American cooperatives	10.067	9.581	12.067	10.067	10.067	10.067		
ISCA networks and priority activities	26.846	26.846	26.846	26.846	26.846	26.846		
Communications - Magazine, internet, etc.	13.423	12.226	13.423	13.423	13.423	13.423		
<b>Sub total</b>	<b>1.623.026</b>	<b>1.617.158</b>	<b>1.780.517</b>	<b>604.040</b>	<b>1.504.040</b>	<b>655.761</b>		
<b>Youth Projects</b>								
Youth and Sport Forum	0	0	0	0	0	0		
European Commission Youth projects	75.000	60.000	60.082	25.000	0	0		
European Commission EVS	23.557	50.000	57.959	50.000	70.000	70.000		
Council of Europe, trainings	10.000	30.000	8.071	0	0	0		
<b>Sub total</b>	<b>118.557</b>	<b>140.000</b>	<b>126.035</b>	<b>75.000</b>	<b>50.000</b>	<b>70.000</b>		
<b>Organisational development</b>								
General Assembly	20.134	20.134	18.970	20.134	20.134	20.134		
Executive Committee Meetings	26.846	26.846	26.173	26.846	26.846	26.846		
External relations - presidents	10.067	10.067	9.972	10.067	10.067	10.067		
External relations - others	10.067	10.067	11.046	10.067	10.067	10.067		
<b>Sub total</b>	<b>67.114</b>	<b>67.114</b>	<b>66.162</b>	<b>67.114</b>	<b>67.114</b>	<b>67.114</b>		
Secretariat (excluding project salaries)*	154.631	150.000	128.348	240.000	240.000	240.000		
Depreciation			3.189	0	0	0		
<b>Sub total</b>	<b>194.631</b>	<b>150.000</b>	<b>131.537</b>	<b>240.000</b>	<b>240.000</b>	<b>240.000</b>		
<b>Total Expenditure</b>	<b>2.003.330</b>	<b>1.974.272</b>	<b>2.100.751</b>	<b>996.154</b>	<b>1.661.154</b>	<b>1.032.876</b>		
<b>Result</b>	<b>9.762</b>	<b>4.824</b>	<b>10.577</b>	<b>11.919</b>	<b>12.288</b>	<b>12.865</b>		

REVENUE	Revised Budget 13		Budget 14		Budget 15	
	Budget 13	Rev. Bud 13	Budget 14	Rev. Bud 14	Budget 15	Budget 15
REVENUE	Euro	Euro	Euro	Euro	Euro	Euro
<b>General support:</b>						
OSI - Support	181.208	194.631	194.631	194.631	194.631	194.631
Ministry of Culture Denmark	118.121	118.121	118.121	118.121	118.121	118.121
Bilateral membership agreements	134.228	134.228	134.228	134.228	134.228	134.228
Memberships fee	8.054	15.000	12.846	20.000	15.000	15.000
European Commission Adm support	0	0	1.000	0	0	0
Council of Europe general support	4.500	6.000	6.172	0	0	0
Payments participants' fees, etc	0	0	0	0	0	0
NSJ hosting secretariat	24.161	29.530	24.161	29.530	29.530	29.530
Corporate Partnerships	0	0	0	0	0	0
<b>Sub total</b>	<b>470.272</b>	<b>492.141</b>	<b>496.173</b>	<b>481.141</b>	<b>481.510</b>	<b>490.329</b>
<b>Project related revenue:</b>						
Erasmus- Project	1.000.000	58.216	58.826	232.865	232.865	232.865
MOVE Activation	133.333	900.000	1.000.000	1.000.000	1.000.000	1.000.000
NewWellmove	40.000	133.333	133.333	66.666	66.666	66.666
GGCS	372.820	40.000	40.000	0	0	0
MOVE	0	219.206	218.010	36.401	36.401	36.401
SANITE	0	0	0	0	0	0
PATHE	0	0	0	0	0	0
EuroValue	0	0	26.846	0	0	0
Sport for All/ MOVE Congress	30.000	20.000	12.220	20.000	20.000	20.000
Project South East Europe - SIA network	0	0	0	0	0	0
<b>Sub total</b>	<b>1.442.820</b>	<b>1.370.755</b>	<b>1.487.193</b>	<b>455.932</b>	<b>1.355.932</b>	<b>519.531</b>
<b>Youth project support:</b>						
Youth and Sport Forum	0	0	-2.645	0	0	0
European Commission, projects	55.000	60.000	90.672	25.000	0	0
European Commission EVS	25.000	25.000	26.907	25.000	25.000	25.000
Council of Europe, trainings	10.000	30.000	12.165	0	0	0
<b>Sub total</b>	<b>90.000</b>	<b>115.000</b>	<b>127.099</b>	<b>50.000</b>	<b>25.000</b>	<b>25.000</b>
<b>Others</b>						
Non-project fees and partner project revenue	10.000	1.000	774	1.000	1.000	1.000
Interests	0	0	89	0	0	0
<b>Sub total</b>	<b>10.000</b>	<b>1.000</b>	<b>863</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Total revenue</b>	<b>2.013.092</b>	<b>1.978.896</b>	<b>2.111.328</b>	<b>998.073</b>	<b>1.873.442</b>	<b>1.643.860</b>

Notes:  
1. Project income includes external financial support, but not ISCA cofinancing. Thus, project income is smaller than expenditure for these projects.

NewWellmove and MOVE Activation, due to their size, are however budgeted to balance revenue and expenditure.

2. ISCA staff time and travel/accommodation is accounted as expenditure in the projects (moved from Secretariat).

3. When accounting, project donor income is calculated as the relevant financing% (50-80) of the actual total expenditure.

In project closing years, however, the donor income is the total amount received throughout the project years minus what has already been accounted for.

# *Proposal for Membership Fee Structure*

The ISCA Executive Committee suggests an unchanged membership fee structure for 2015:

## **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



# ISCA Latin America Report 2014

By Maria Luiza Souza Dias

## I) INTRODUCTION

ISCA Latin America works on spreading the ISCA mission to promote the Sport for All movement through its network of members. Our goal is also to increase the number of members and incentivise them to establish partnerships to share experiences and knowledge in the field of grassroots sport. It's important to incentivise the ISCA Latin American members to be part of the ISCA worldwide network and enjoy its benefits, taking into account the cultural diversity of the countries and members.

In 2015 our challenge is to find new partners and intensify our relationship with members and other institutions that develop actions in the area of sports and physical activity in order to carry out new projects and activities. This year we highlighted the following contacts: ALESDE (The Latin American Association of socio-cultural studies of Sport), INDER (National Institute of Sports, Physical Education and Recreation of the Republic of Cuba) and Authorities from PARLACEN – Central American Parliament and Ministry of Sports and Culture of Guatemala.

## II) ACTIONS 2014 - ISCA LATIN AMERICA

### 1) VII International Forum of General Gymnastics

October 15 to 18, 2014 in Campinas – São Paulo – Brazil

The Forum is a space for information, capacity building and discussion about gymnastics, to disseminate research and studies developed in that field. The previous editions were held in the years of 2003, 2005, 2007, 2010 and 2012.

- Theme in 2014: "Gymnastics: moving people, building citizenship". Counting on speakers and participants from the 5 continents.
- Organised by UNICAMP (University of Campinas) and SESC (Social Service of Commerce)
- Institutional support: ISCA

### 2) MOVE Brasil Campaign

- Inspired by the NowWeMOVE campaign

MOVE Brasil is campaign to promote sport and physical activity to increase the number of people active in Brazil by 2016. It is an initiative of permanent action that is open to all with simple requirements for engagement and the goal of create a network of partners/movers to spread their message. The main action at the national level of the Campaign is the "MOVE Week Brasil". The second edition of MOVE Week Brasil took place on September 21-28, 2014. The aim is promoting the campaign to the greatest number of people by offering a larger number of activities and increasing the exposure of the topic to society.

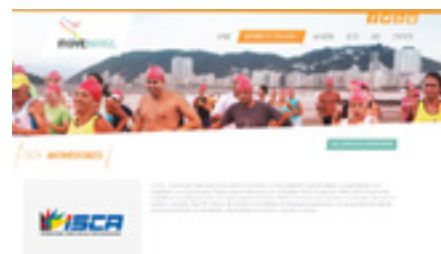
Nationwide coverage, 3.348 activities in 152 cities across the country organised by

its 28 Movers organisations to reach the greatest possible number of Brazilians.

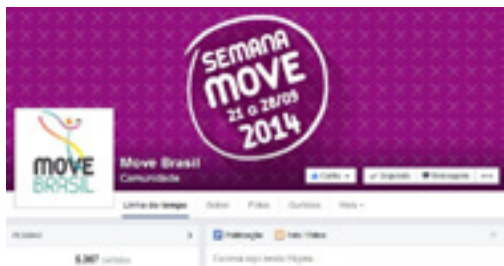
Some actions of MOVE Week Brasil happened across a network nationwide, including the event's opening activity, Flash Move Brasil, which took an exclusive traditional dance choreography to several Brazilian cities, and a bicycle ride that happened in more than 30 cities in Brazil. MOVE Week Brasil is supported by municipal governments, confederations of several sports modalities, business and services companies and NGOs (non-governmental organisations).

This initiative has been spread via media coverage and also on social networks such as:

**Website:** [movebrasil.org.br](http://movebrasil.org.br)



Facebook: [facebook.com/campanhamovebrasil](https://www.facebook.com/campanhamovebrasil)



Twitter: [twitter.com/move\\_br](https://twitter.com/move_br)



Instagram: [instagram.com/movebrasil](https://www.instagram.com/movebrasil)

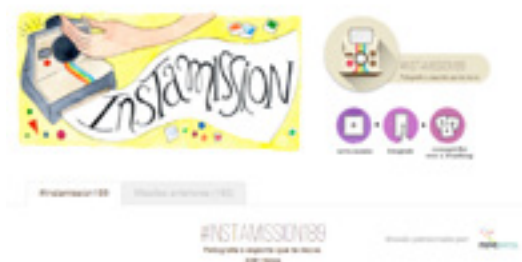


Youtube: [youtube.com/campanhamovebrasil](https://www.youtube.com/campanhamovebrasil)



The MOVE Week Brasil was promoted on the Instamission:

- Project website: [instamission.com](http://instamission.com)
- Instagram Profile: [instagram.com/instamission](https://www.instagram.com/instamission)
- The mission Hashtag: #instamission189



### 3) Challenge Day 2014 on the American Continent

Every year the Challenge Day counts on ISCA's support.

On May 28, 2014 its 20th edition took place.

In numbers:

- 3.165 cities
- 23 countries
- more than 47 million participants

### 4) Scholarships – International Youth Leader Education (2014)

- Viborg/DK: 6 students
- Ollerup/DK: 6 students

### 5) Sports and Human Development Seminar

The Seminar will take place on November 26 and 27, 2014 at SESC Consolação, São Paulo, Brazil. It will certainly be an opportunity for spreading ISCA's messages among the Latin American speakers.

### 6) Partnerships

Based on ISCA's strategies in creating partnerships to strengthen our international network, Colombia is working to establish alliances with entities from the public and private sectors, which has contributed to the exchange of knowledge among several countries. The programs that enable the exchange of successful experiences of different countries in promoting physical activity, such as Denmark, Brazil and Spain, create a synergy of good practices, as well as spread our mission in Latin America.

## III) NEW CONTACTS

### 1) ALESDE - The Latin American Association of socio-cultural studies of Sport

- meeting with the ALESDE representatives in Brazil
- discussion on the possibilities of establishing cooperation between ISCA Latin America and ALESDE, considering the goals of both organisations.

We were invited to next ALESDE Congress in October from 21 to 24, 2014 in Bogotá, Colombia to represent ISCA Latin America there.

### 2) "The Sport as a Peace of Culture" in Guatemala

August 21 - 25, 2014

We attended "The Sport as a Peace of Culture", an event for the Central American countries together with delegations from Guatemala, Dominican Republic, Honduras, Nicaragua,

El Salvador and Brazil. The proposal was sharing experiences on the development of sport, physical education and recreation to contribute to the improvement of public policies on the countries that are members of the Central America Integration System (SICA). We presented the social and educational work of SESC, focusing on the actions of sport, physical activity and recreation.

In this opportunity we shared with the authorities the actions we develop in the field of Sport for All, introducing our work in Latin America as representatives of ISCA and its proposal in disseminating the Sport for All worldwide.

### 3) World Leisure Congress 2014

September 07 - 12, 2014 in Mobile, Alabama, USA

The SESC's participation was represented by Maria Luiza and Regiane, where they also talked about ISCA, especially during the parallel meetings, focusing on our role in Latin America.

### 4) Cubamotricidad 2014

November 18 - 21, 2014 in Havana, Cuba

We were invited to participate to present ISCA and our work in the ISCA Latin America during the 2nd International Workshop of Physical Activity as a Source of Health.

Organisers:

- OMEEDI - The World Association of Stimulation, Education and Children Development
- INDER Cuba - National Institute of Sports, Physical Education and Recreation of the Republic of Cuba (The Regional Coordination of Challenge Day in Cuba)

A framework for the holding the events:

- 3rd World Forum of Physical Education and School Sport
- 2nd International Workshop of Physical Activity as a Source of Health
- 4th World Biennial of Psychomotricity and Children Development
- International Seminar of Adapted Sports, Horse Therapy and Intervention Techniques
- Symposium on Recreation, Leisure Time and Sports Tourism
- Forum on Doping and Physical Activity

## IV) PROMOTIONAL MATERIAL

ISCA SUPPORT

### 1) CHALLENGE DAY

[http://ww2.secscsp.org.br/diadodesafio/sobre/apresentacao/lang/en\\_US](http://ww2.secscsp.org.br/diadodesafio/sobre/apresentacao/lang/en_US)



### Poster 2014



### 2) MOVE BRASIL CAMPAIGN

<http://www.movebrasil.org.br/>



### 3) VII INTERNATIONAL FORUM OF GENERAL GYMNASTICS

[http://www.secscsp.org.br/programacao/seminario/3153\\_VII+FORUM+INTERNACIONAL+DE+GINASTICA+GERAL#/content=apresentacao\\_mais](http://www.secscsp.org.br/programacao/seminario/3153_VII+FORUM+INTERNACIONAL+DE+GINASTICA+GERAL#/content=apresentacao_mais)



# ISCA Asia Report 2014

By N. Shanmugarajah

As reported in the ISCA Asia report 2013, ISCA Asia has been working on its collaboration with the Pan-Asian Society of Sports & Physical Education.

The Pan-Asian Sports & Physical Society is a very large sports organisation with 56 member nations from Asia and other parts of the world. The Annual Conference on Sports & Physical Education which attracts many professors in Asia.

Pan-Asian Society of Sports & Physical Education emphasises comparative & co-research in each major field among their network of people, especially between the West and the East.

Prof / Dr. Lee Jong-Young, the President of this organisation, has given consent to SCA Asia's request to collaborate with ISCA as a partnership organisation at the 26th Pan-Asian Conference of Sports & Physical Education, which will be held at Pondicherry University in India.

This proposal will be presented at the next ISCA Executive Committee Meeting for deliberation & approval.

For the Hong Kong Gymnastics Festival For All 2014, there were 34 teams which included over 1000 participants from Kindergartens, Primary Schools, Secondary School and Groups. The age range was from 2 – 55 years old. The team from China also joined the Gymnastics For All Festival.

The Hong Kong Baptist University staged a Global Conference on Active Aging and Health and ISCA Vice President Prof Herbert Hartmann presented a paper on Active Aging in this connection.

The Malaysian Gymnastics Federation organised the Gym-

nastics For All Training Camp, 24 – 30 August 2014 in Kuala Lumpur, Malaysia. A total of 24 participants from India, Pakistan, Hong Kong, Singapore, Vietnam, Mongolia, Bangladesh and Malaysia participated in the event which was conducted by Mr. Araki Tatsuo from Japan.

The ISCA Asian Continental Commission is striving very hard to educate its members about the knowledge, inspiration and opportunities for cooperation that exist within the network of ISCA, which can assist our member organisations in meeting local and national needs. Nevertheless there should be specific support and sponsorships for activities exclusively for ISCA Asia members.



# ISCA Europe Report 2014

By Filippo Fossati

## INTRODUCTION

In Barcelona, ISCA decided to dedicate its efforts to building up advocacy action and lobbying on European Institutions in the year of its renewal, with coming European Elections and the nomination of new heads of the EU Commission. The basis of the action was take inspiration from the data that emerged from the last Eurobarometer.

The first step of this advocacy action took place in March with the promotion of the Manifesto on Sport in Future Europe. We solicited our member associations, as well as candidates from different countries and parties, to sign the Manifesto in order to push for a more active Parliament and EU institutions in general.

The new President of the European Parliament Martin Schulz and Jean-Claude Juncker - the new President of the EU Commission - signed our Manifesto. Thanks to the work done around the Manifesto, we can count today on their deeper attention. We have all arguments to improve our efforts to reinforce grassroots sport perspective at European level.

We supported in a transversal way the political action of the MEPs who supported our Manifesto and the promotion of grassroots sport in the different EU countries. So we can count on the concrete awareness of the new Commission and Parliament.

The ISCA European Task Force can now manage this wealth of relationships. The first concrete sign has been the MOVE WEEK 2014 financial support by the EU Commission as well as the funding of a project in collaboration with Italian Presidency during the EU Semester. The project has a list of events promoting healthy lifestyle of the European citizens.

## OVERVIEW OVER ISCA EUROPE POLITICAL INITIATIVES TOWARDS EUROPEAN INSTITUTIONS 2014

### March – Manifesto on Sport in Future Europe

With the title Turning European citizens into Moving People, we produced an ISCA political manifesto on the future challenges in our sector. The Manifesto on Sport in Future Europe gave insight and opinion in the fields of health, social inclusion, education and instruction, sustainable de-

velopment in Europe. The Manifesto content and political opinions on Sport for All and physical activity can be used nationally to get these topics higher on the political agendas. An example is UISP, Italy that has organized a press meeting in the Italian Parliament with MEPs discussing the situation physical inactivity in Italy.

Find the Manifesto on Sport in Future Europe at:

<http://www.isca-web.org/english/news/manifestoonsportinfutureeuropebyiscaeurope2014>

### 10th April – Public hearing in the Committee of Regions

In partnership with the Commission for Education, Youth Culture and Research (EDUC) in the Committee of Regions we organised a Public Hearing with the title: Partnership between Local Authorities and sport organisations for a European Week of sport. Beside EDUC committee members all partners in the ISCA project Active Network were attending the Public Hearing. Active Network project partners are collaborating municipalities and Sport for All organisations from 10 European Countries, see more at <http://www.active-network.eu/>.

Committee of the Regions: <http://cor.europa.eu/en/activities/commissions/educ/Pages/educ.aspx>

### April – Questions to candidates for European Parliament

We sent a letter to all ISCA Europe members encouraging them to ask the national candidates for the European Parliament three questions concerning Sport for All. Such questions to candidates are an opportunity to have a political dialogue on Sport for All with the candidates and follow up after elections. It is profiling both Sport for All and ISCA EUROPE and it gives us information we can use in our future dialogue with members of the European Parliament. We know from feedback from for example BVLO, Belgium and DTB, Germany that the replies and feedback from the candidates were very positive towards Sport for All.

### **3rd June – ISCA Corporate event in Brussels with Commissioner as guest**

ISCA invited international operating companies to a corporate event in Brussels. The purpose of the meeting was to strengthen our relations to the corporate sector. Companies such as Coca Cola, Microsoft, KBC banking attended the meeting. We also manage to have the Commissioner Vassiliou to address the companies with the message that we need all sectors to get involved in the challenge of making more people physical active.

### **11th June – European Commission Launch of the coming European Week of Sport**

European Commission organised a conference European Week of Sport – Preparing for the launch in 2015 which took place in Brussels at the initiative of Commissioner Vassiliou. At the meeting ISCA Secretary General Jacob Schouenborg presented the MOVE Week /Now We Move Campaign. See program and presentation at: [http://ec.europa.eu/sport/events/2014/week-sport-2014\\_en.htm](http://ec.europa.eu/sport/events/2014/week-sport-2014_en.htm)

### **26th of June – Deadline for ERASMUS+ Applications for 2014**

The 26th of June was the first real application deadline within the ERASMUS+ sport program. In the months before the deadline ISCA office gave advice to members who were interested in applying or being partner in an application. The ISCA office as well coordinated the members and matched partners with similar interest. We believe that presenting good sport for all /grassroots sport projects are politically important as it supports the European Commission to keep focus on the Grassroots sport perspective as it was the intention in preparing the ERASMUS+ sport program. ISCA and several European ISCA members submitted applications to the deadline. ISCA is lead applicant on four projects with total budget of €2.5 million. Beside this ISCA and members are partners in at least 11 submitted projects. Answers to the applications are expected in October.

### **30th June – Meeting WHO Dr João Breda, Programme Manager, Nutrition, Physical Activity and Obesity**

ISCA President Mogens Kirkeby met with João Breda to discuss common interest between WHO as an intergovernmental organisation and ISCA as an international non-governmental organisation in the field of physical activity promotion. More concretely the WHO Europe is preparing the first WHO Europe Physical Activity Action Plan. This Physical Activity Action Plan is planned to be presented at the next year meeting of the WHO Regional Committee for Europe in Vilnius in September 2015. We will continue the dialogue with WHO Europe on how we can contribute to launch and implementation of the WHO Europe Physical Activity Action Plan, both at European and national levels.

The WHO Europe is covering 53 European countries. The WHO Regional Committee for Europe is WHO's decision-making body in the European Region. It comprises representatives of each Member State in the Region, and meets for 4 days in September each year.

### **From 5th to 20th July 2014 – Meetings with Members of the European Parliament (MEP)**

With the goal of having MEPs to propose MOVE Week 2015 as a so-called Special Annual Event in EU 2015 budget proposal, we communicated with and took meetings with key MEPs.

We held meetings with the following MEPs:

- Mrs. Kashetu Kyenge, Italy, S&D Group, member of CULT committee
- Mr. Bogdan Andrzej Zdrojewski, Poland EPP Group, member of CULT committee
- Mrs. Sabine Verheyen, Germany, EPP Group, member of CULT committee
- Mrs. Yana Toom, Estonia ALDE Group, member of CULT committee
- Mrs. Silvia Costa, Italy, S&D Group, Chairwoman of CULT committee
- Mr. Milan Zver's assistant, Slovenia, EPP Group, member of CULT committee
- Mrs. Margrete Auken, Denmark, Greens Group member of ENVI committee

The MEPs were very positive towards the MOVE Week event and at the deadline for proposing Special Annual Events for 2015, the 23 July 2014, the MOVE Week 2015 proposal was tabled and signed by several MEPs from various political groups and countries. During the next four months the budget process will proceed towards the final Budget 2015 and we will work on keeping MOVE Week inside the budget.

### **8th July 2014 - European Week of Sport Steering Group meeting**

The European Commission wishes to establish the European Week of Sport with a first test in September 2015. The European Week of Sport is entitled to take into consideration existing events, such as the MOVE Week. However, to have inspiration and comments to the development of the European Week of Sport the European Commission Sport Unit has established a Steering Group for the European Week of Sport. The Steering Group is in reality more an Advisory Board. It include besides ISCA, organisations like European Company Sport Federation (EFCS), European Health and Fitness Association EHFA and TAFISA. ISCA President Mogens Kirkeby represented ISCA at the Steering Group meeting.

**August – September – Convention ISCA/ Italian Presidency**

During the coming Semester of the Italian Presidency of the EU, a deep collaboration with the Presidency of the Council of Ministers, Department for Regional Affairs, Autonomies and Sport has been developed to achieve an Agreement with ISCA, and the elaboration of a project submitted to the EU Commission by the Italian Presidency in order to implement events promoting healthy lifestyle.

# *ISCA North America Report 2014*

by Kelly Murumets/Jacob Schouenborg

## **ISCA NORTH AMERICA REPORT 2014**

Led by ParticipACTION's Kelly Murumets, the work in North America since the last General Assembly focused on the below elements.

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

Kelly Murumets resigned in 2014 as the ISCA North America chairperson as she took up a new work challenge outside ParticipACTION. ISCA would like to thank her wholeheartedly for her dedication, input and professional work for ISCA. It has been a pleasure.



# ISCA Network Reports

## **BADMINTON NETWORK**

The ISCA Badminton Network has been active for 10 years. The purpose of the network is to continuously develop badminton in our countries, both at a national and international level. Last year was in the spirit of tournaments. Participants from 6 different countries have been to tournaments in Denmark in November and at the ICCA Badminton tournament in April.

Our new goal is to prepare activities and education for teachers and children in schools and make more training and play for fun for people over 60 years (60+).

ISCA Badminton Network aims to be the platform for:

- creating network between badminton leaders and organisations
- discovering a variety of badminton perspectives and ideas
- development through international cooperation
- partnership agreements

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

The Network consists of 20 partner 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 organisations interested in "Badminton for all" are welcome to contact the network leader Benny Andreasen (bennygertrud@gmail.com) or the ISCA Secretariat.

## **ACTIVE CHILDREN NETWORK**

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

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

This year from 12-17 June there were the 7th euro regional meetings organised in L'Hospitalet de l'Infant Catalonia and 450 children from the three regions participated in sport, traditional games and cultural activities. CORSCPM is also involved in Move Quality project.

Similarly, USEP and UISP are developing actions in the euro region Alpes-Méditerranée, and further euro-regional collaborations are being explored.

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

## **EUROPEAN PLATFORM FOR ACTIVE AGEING IN SPORT (EPAAS)**

Building constructive partnership for Active Ageing!

Sport organisations should be ready to serve a new target group of inactive older people which is growing in size in all over Europe. The European Platform for Active Ageing in

Sport (EPAAS) has been established to create an ongoing exchange of knowledge and experience and to pave the way for further cooperation.

The challenge to promote physical activity for elderly people is too big for one stakeholder only and even more for the sport sector alone! Constructive partnership between different stakeholders and sectors is the natural consequence.

All partners of the EU funded project "Active Age", which was carried out under the leadership of the German Gymnastic Federation in 2013/14, wanted to enhance their good experiences in working together for the promotion of physical activities for elderly people.

As a regular cooperation between sport organisations on international level in the area of active ageing has not existed until now, ISCA offered to set up an appropriate network. Preparation activities were done from May 2014 onwards and the Kick Off of EPAAS is scheduled for October 22nd 2014 in Rome.

### **ENVIRONMENT AND SPORT NETWORK**

The ISCA Network on Sport and Environment is organised with the 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 organisations 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 fields of sport and environment. Several of the network members have ongoing bilateral contacts on the issue of sustainable development.

UFOLEP is the network leader and an organisation fully committed to this agenda, which is considered in all activities and targeted in specific projects. This year, UFOLEP will represent ISCA and the network at the event Nature & Sports EURO'MEET in 2015 in Northern Ireland.

#### **Network partner organisations**

The following partner organisations are part of the network:

- UFOLEP – France
- SUS – Slovenia
- UISP – Italy
- JUUS – Germany
- UMFI – Iceland
- SALSC – Scotland
- NKS – The Netherlands
- Atemia - France

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

The network's work currently revolves around fulfilling four main objectives:

1. *Transform current sport events into eco-friendly manifestations*
2. *Create a policy and plan the conception of different communication tools*
3. *Create training opportunities for managers and event organisers*
4. *Create new partnerships*

The network is open for all and we welcome all organisations with an interest in the field of sport and environment.

More information about the network can be obtained by contacting the network leader UFOLEP at [lzapella.laligue@ufolep-usep.fr](mailto:lzapella.laligue@ufolep-usep.fr) or the ISCA office at [info@isca-web.org](mailto:info@isca-web.org).

### **EUROPEAN GYMNASTICS FESTIVAL NETWORK**

ISCA Gymnastics oriented organisations are active in creating and stimulate events and experiences in Gymnastics, discuss and define policies and programs, develop international exchanges at seminars, conferences, training courses and festivals, disseminate relevant information and develop actions to improve Gymnastics as part of the Sport for All movement.

European Gymnastics Festival Network is a particular group whose focus is to promote and to establish European Calendar of Gym Festivals and to support the development of general gymnastics.

Its primary purpose is to promote the European Gym Festival in the following areas:

- Dates & Scheduling Coordination
- Quality policy for the participants in terms of standards
- Brand & Communication synergies
- Promotional Program & Data Base
- Contacts with European Gym Associations
- EGF encourages European Gym Festivals activities by organizing:
  - Gym Festivals
  - International Conferences, Workshops & Exhibitions
  - Health & Wellness Programs

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

### **FACILITY MANAGEMENT NETWORK**

A number of ISCA members are constructing, developing or managing facilities in the fields of sport, culture and tourism. The non-profit ISCA members that are managing facilities operate 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 put pressure on the area of sport facilities in various ways, particularly when it comes to construction, renewal and management.

Facility development at the local level is crucial to the grass-roots sport sector and to assist in this process a network of ISCA members is joining forces in the Facility Management Network.

Its aims are:

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

The tools and ideas under discussion and development are: Creation of a database of ISCA members' facilities and offering special fees and services to individuals in the ISCA network.

- Creation of a good practice database.
- Creation of an ISCA consulting service (Design of sport facilities, Marketing surveys, Activities program, Maintenance etc.).

There have been several bi-lateral meetings and exchanges between the Network partners over the last years. In 2014, the agreement between ISCA and the large education institution SENA, from Colombia, has led to specific interest in working on service and facility development.

The ISCA Facility Management Network is open and interested organisations can contact the ISCA Secretariat at [info@isca-web.org](mailto:info@isca-web.org) or ISCA Executive Committee member Toni Llop Padilla at [toni.llop@eurofitness.com](mailto:toni.llop@eurofitness.com).

### **HEALTH ENHANCING SPORT EXERCISE (HESE) NETWORK**

by Herbert Hartmann

The ISCA Health Enhancing Sport Exercise (HESE) Network, to date including 9 partners, has been in contact via mail since the last ISCA Congress 2013 in Barcelona. As ISCA is currently working on a review of the ISCA Health and Fitness Program, it was decided to wait with further steps until the new version would be available. This with a view to be able on the one hand to link the HESE activities to other ISCA initiatives in the field of health promotion and to better decide on next steps within the particular HESE approach. A concept for "building organisational structures for HEPA/

HESE activities in sport organisations" is still on the agenda as one of the main points of the HESE Network. It's planned to organise in spring 2015 an enlarged seminar under the more general topic of "Capacity building for HEPA in sport organisations".

### **YOUTH NETWORK**

ISCA's youth work has changed focus to be more directly aligned with other ISCA activities, as well as with member-specific interests. As a consequence, ISCA now works more with member organisations and partners to enable them to stage events and initiatives. 2014 activities include:

- Promotion of the ISCA-developed "MOVE & Learn Manual" on education through sport (ETS) for young people (<http://www.moveandlearn.org/>). The manual has given rise to a new community of young people who are using and promoting this method of non-formal education across Europe. This community is called the ETSMove-andLearn community, and several of its members have staged their own youth events or are applying for funds.
- ISCA Pool of Project Managers (YesWeRun) – training youth leaders to implement new projects and initiatives to increase the number of young people involved in international work. The second of three trainings took place in 2014 in France, led by UFOLEP.
- Engaging young people to join ongoing ISCA initiatives. This has in particular been the case for MOVE Week, where many youths have engaged as MOVE Agents or National Coordinators.

For more information, please contact [info@isca-web.org](mailto:info@isca-web.org).

# *Good Governance in Grassroots Sports (GGGS)*

Good governance in grassroots sport is a prerequisite for organisational legitimacy and ultimately survival. If grassroots sport, with its most significant financial contributions stemming from individual members and public authorities, does not govern in an appropriate and legitimate way, it will lose not only reputation-wise, but also in terms of its continued support when it comes to membership and public financial support.

Good Governance in Grassroots Sport, developed by ISCA in 2011, was a transnational project that increased organisational capacity for good governance by focusing on transparency and accountability, particularly at the grassroots sport association level.

We developed the GGGS Self-Assessment tool as a resource for grassroots sport organisations that provides a range of in-

formation and templates across three themes of governance and four Principles. The purpose of the tool is to provide access to a sport specific governance resource that will improve governance practices, and to assess the governance and leadership level in your organisation. The assessment tool is not a survey, but is designed for use either for self-assessment purposes or in a coordinated assessment of key processes inside the organisation to help to discuss and improve the way of good governance in organisation.

ISCA members used GGGS Self-Assessment tool quite a lot in the last year. We have analysed results that put valuable advice from the Self-Assessment Tool into action. The results help demonstrate your commitment to good governance and place the issue of good governance higher on the internal and external agenda.

**HOW GOOD IS YOUR  
ORGANISATION  
AT GOOD GOVERNANCE  
IN GRASSROOTS SPORT?**



available at:  
**GOODGOVSPORT.EU**

# ISCA Code of Ethics

International Sport and Culture Association (ISCA) is guided by an ethical framework and a commitment to uphold core principles in its efforts. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other.

This Code of Ethics is one of ISCA's strategic documents.

The ISCA Code of Ethics gives orientation and helps to comply with ethical principles. It establishes a framework for employees and Executive Committee members internally and towards its stakeholders and members. Volunteers in leadership positions for ISCA (committee members and others with a representative function) are familiarised with the Code.

The Code of Ethics is an integrated part of the body of ISCA's strategic documents.

## Key Principles

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

- Tolerance and Respect
- Sustainability
- Integrity
- Compliance
- Transparency

### 1. Tolerance and Respect

Mutual tolerance and respect help to create a culture of trust and integrity. We undertake to protect the dignity and personal privacy of every person.

We engage against discrimination, be it for race, ethnicity, nationality, religion, age, gender, sexual orientation, disability or political opinion. All kinds of intimidation, harassment or threats are unacceptable.

### 2. Sustainability

ISCA strives to fulfil its tasks in a sustainable way, aiming at an adequate balance of economical, environmental as well as social aspects.

We involve all our stakeholders in this process.

### 3. Integrity

Integrity requires objective and independent decision-making processes.

To avoid any undue influence, as well as any impression of undue influence on decisions taken on behalf of ISCA, its representatives shall not

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

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

### 4. Compliance

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

### 5. Transparency

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

# ISCA Code of Conduct

- Introduction
- Accountability policy
- Transparency policy
- Conflict of interest policy
- Gift policy
- Compliance

## **INTRODUCTION**

Welcome to the ISCA Code of Conduct! This Code sets out the basic principles we must all follow in ISCA and explains how our values should guide all of our decisions.

This ISCA Code of Conduct is valid for and signed by all ISCA employees and ISCA Executive Committee members. Other persons acting on behalf of ISCA should adhere to the Code as well.

The ISCA Code of Conduct is only a starting point. It cannot address every situation and is no substitute for using good judgement and doing the right thing. Our Code does not alter the terms and conditions of our employment and volunteering work. It details what is expected of everyone at ISCA and supports everyone in being responsible and respectful.

This Code of Conduct is based on ISCA's Mission, Vision, Values, and our statutes and align with the ISCA Code of Ethics.

## **ACCOUNTABILITY POLICY**

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

The role of the Executive Committee and the President

The Executive Committee is the democratic base elected among and by the members. The Executive

Committee is, through the General Assembly, given the day-to-day political leadership of ISCA. The Executive Committee appoints the Secretary General to run the daily operations of

ISCA.

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

- 1) *Strategic organisational decisions*
- 2) *Advocacy*
- 3) *Guidelines for and collaboration with the secretariat*

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

## **The role of the Secretary General and the secretariat**

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

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

## **TRANSPARENCY POLICY**

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

From the ISCA Code of Ethics:

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

In accordance with this commitment to transparency, ISCA

will share publicly on its website:

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

### **CONFLICT OF INTEREST POLICY**

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

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

Even the appearance of a conflict of interest can be harmful and needs to be addressed.

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

- a. Where an ISCA representative puts his/her personal interests or the interests of family members or friends ahead of the best interests of ISCA
- b. Where an ISCA representative also represents other organisations with a direct interest in the matter at hand.
- c. When an ISCA representative takes personal advantage of an opportunity available to ISCA (unless ISCA has clearly decided not to pursue the opportunity, and the opportunity is also available to the public)
- d. Where ISCA representatives step out of their official roles for ISCA to assist entities or persons in their dealings with ISCA, resulting in preferential treatment to any entity or person

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

including civic or political ones, on their own time.

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

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

Substantial use of ISCA resources for private purposes should be avoided. The occasional use of ISCA email, ISCA telephone or ISCA equipment for legitimate private purposes is, however, acceptable. Apply common sense and seek advice if in doubt.

### **GIFT POLICY**

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

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

### **Receiving gifts**

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

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

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

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

are acceptable.

### **Refusing gifts**

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

### **Giving gifts**

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

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

## **COMPLIANCE**

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

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

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

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

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

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



# ISCA Thematic Mission Statements

ISCA has developed Mission Statements in the areas of:

Staying active in later life

- Education
- Social Inclusion by the Means of Physical Exercises and Sport
- Young people
- Healthcare and Health Promotion by the Means of Physical Exercises and Sport

These were presented at the 2013 General Assembly and copies are available at the 2014 General Assembly. Below Mission Statement has been developed since the last General Assembly in 2013.

## **ISCA HEALTH AND FITNESS PROGRAM 2020**

- The societal and political background
- ISCA position
- The overall aims
- Differentiation of intervention approaches for HEPA promotion

## **THE SOCIETAL AND POLITICAL BACKGROUND**

To maintain, improve and regain one's health is, on the 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 studies, 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 the national and international level. The "World Health Report 2002" lists lack of physical activity as one of the main factors contributing to global chronic diseases, morbid obesity 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 it published an 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".

Some European documents on physical activity for health can be recognised as pioneering for health enhancing physical activity concepts and programmes. These include "Steps to health. A European framework to promote physical activity for health" (WHO Europe, 2007), the "EU Physical Activity Guidelines. Recommended policy actions in support of health enhancing physical activity" (European Commission, 2008) and the "Council Recommendation on Promoting Health Enhancing Physical Activity Across Sectors" (EC, 2013). Based on such recommendations some national governments have also developed "National Action Plans" to improve their citizen's physical activity levels.

But one should admit that in spite of all efforts to promote physical activity for health, the rates of physical inactivity in the European Union remain unacceptably high. 59% of all Europeans seldom or never exercise or play sport, while 52% seldom or never engage in other physical activity; and these figures have not changed substantially since 2009. To make matters worse, physical activity levels decrease with age. For the age group of 55+, 70% seldom or never exercise or play sport while 57% seldom or never engage in other physical activities (EC: Special Eurobarometer 412 Sport and Physical Activity, March 2014).

Therefore it's logical that the EU is going to enforce a more

consistent and systematic implementation of the “EU Physical Activity Guidelines” within the framework of the new Erasmus+ programme through a particular project focus.

### **ISCA POSITION**

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”, taking up this societal challenge and carrying out projects and programmes to promote health enhancing physical activity. ISCA has been a strong promoter in this field of action for many years.

ISCA developed its first health promotion programme in 2007 and since that time has carried out many events and measures in this field of action, such as thematic seminars, congresses, projects and campaigns. Moreover, ISCA is partner of and is 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”. This Platform includes more than 30 stakeholders from the health, food, medical and physical activity sectors. ISCA has also been an observer in the EU Expert Group “Sport, Health and Participation”, which has had the mandate to explore ways to promote health-enhancing physical activity and participation in grassroots sport and to identify respective measures by mid-2013. ISCA also keeps contact with “HEPA EUROPE”, a European network for the promotion of health-enhancing physical activity.

Since 2007 ISCA has carried out 4 EU funded projects in the area of health-enhancing physical activity promotion:

- PATHE - Physical Activity Towards a Healthier Europe (2008/10) with 19 partners. General aims: To build capacity in sport for all organisations and to disseminate knowledge on the promotion of health and physical activity
- SANTE - Sport Action Network of Europe (2010/11) with 17 partners. General aim: Promoting physical activity for health with the starting point in sport organisations.
- MOVE - (2011/14) with 8 associated and 15 collaborative partners. General aim: HEPA promotion in socio-economically disadvantaged areas.
- Active Network (2013/14) with 10 municipalities and 17 sport organisations. General aim: Effective promotion of citizens’ participation in health-enhancing physical activities and sport.

In 2012 ISCA started the “NowWeMOVE” campaign to improve the physical activity level of Europeans. Since its launch ISCA has seen significant growth in the campaign’s flagship event, MOVE Week, capacity building among MOVE

Agents and National Coordinators, awarding and other recognition of good practices, and advocacy. The campaign unifies ISCA’s core activity and allows its members, cross-sector partners and key stakeholders to buy into a clear vision and goal: “to get 100 million more Europeans active in sport and physical activity by 2020”.

As mentioned above, MOVE Week has become the flagship event of the NowWeMOVE campaign. Financial and political backing from the European Union as well as corporate financial support has enabled ISCA to make significant developments to the MOVE Week offer. As a result the number of organisations actively engaged in the event (MOVE Agents) has increased from 100 to over 2300, which has extended the event’s reach from 23 to 32 countries across Europe with 4000 events in 2014.

ISCA has become a driving force and a recognised, powerful sport stakeholder in the area of HEPA promotion in Europe. This position is based on fundamental support through some experienced ISCA members and cooperation with approx. 100 partners involved in ISCA projects for HEPA promotion. Moreover, a number of ISCA members have developed their own HEPA programmes, projects and strategies.

All in all ISCA and its members have reached on the one hand a fairly sound position in the area of HEPA promotion. But on the other hand one should admit that there are still deficits and more challenges to enforce our efforts. It still seems to be necessary to encourage more associations to become strongly involved, to build their capacity in this area and to develop a more systematic approach with a conclusive and consistent strategy. Besides this, the constant changes in this field of action suggest that continuous revision of existing concepts is needed.

### **THE OVERALL AIMS IN HEPA PROMOTION**

These overall aims are long-term goals ISCA hopes to achieve together with its member organisations and partners. They 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 sport and physical activity.
- To make the outcomes of ISCA projects more useful and sustainable.
- To facilitate co-operation and partnership between member organisations already working strongly in this field of action.
- To improve the quality of activities according to universal standards for HEPA programmes, instructor education and campaigning in health promotion and health care.
- To enforce partnership and co-operating with other international “Sport for All” organisations and cross-sec-

tor stakeholders to develop and carry out programmes and projects within “health and sport”.

- To further 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 advocate on the political level for a strong and durable support of HEPA promotion initiatives.

### **DIFFERENTIATION OF INTERVENTION APPROACHES FOR HEPA PROMOTION**

Pursuing the overall aims and a well mapped-out, efficient implementation of actions, it is reasonable to differentiate HEPA promotion interventions. Looking at HEPA programmes and strategies we can identify 3 main approaches, which are based on the diverse relevance of physical activities for health.

- “Start Up Approach”
- “HEPA Approach”
- “HESE Approach”

#### **“Start Up Approach”**

This approach is based on the assumption that any kind of physical activity is better than none, even if the dose is rather small. Thus, this approach aims to motivate people to take up more general/basic physical activities in their daily life, extending from practising more active daily routines (e.g. taking stairs instead of the elevator; riding a bike or walking to the shops; gardening), to exercising or playing sport occasionally (3 times per month or less). With this small amount of low intensity physical activity measurable health effects may not be expected; but they can be seen as a start to implementing more regular and more vigorous physical activities .

Recommendations from Public Health institutions, advertising promotion actions from HEPA stakeholders, mass media campaigns, governmental action plans or particular promotional events on local, regional, national or international levels can be assigned to the “Start Up Approach”.

With MOVE Week, the flagship of the NowWeMOVE Campaign, ISCA is providing a powerful and successful tool which acts as a “Start Up Approach” to engage inactive or less active population groups.

#### **“HEPA Approach”**

As the “Start Up” interventions are mainly aiming to involve more people in physical activities, regardless of their frequency and intensity, the “HEPA Approach” aim at achieving concrete health benefits through a certain amount of physical activity. Based on scientific studies, several recommen-

dations for minimum amounts of physical activity have been outlined by organisations such as the WHO:

“For healthy adults aged 18 to 65 years, the goal recommended by WHO is to achieve a minimum of 30 minutes of moderate-intensity physical activity 5 days a week or at least 20 minutes of vigorous-intensity physical activity 3 days a week. The necessary dose of physical activity can be accumulated in bouts of at least 10 minutes and can consist of a combination of moderate- and vigorous-intensity periods. Activities to increase muscular strength and endurance should be added 1 to 3 days per week.”

To fulfil these standards it's necessary to add regular physical activity to daily routines either in a specially organised environment (e.g. sport clubs; professional fitness clubs; community sports; company sports) or to carry out regular physical activity on ones own or in peer groups.

ISCA has pursued and promoted the HEPA Intervention Approach through different actions:

- The ISCA projects PATHE, SANTE and MOVE aimed primarily to motivate and enable ISCA members and other stakeholders to build up their capacities to offer health enhancing physical activities according to the standards.
- Within the framework of the NowWeMOVE campaign, capacity building initiatives MOVE Quality and MOVE Transfer enables sport and physical activity promoters to provide and enhance regular HEPA programmes dedicated to the HEPA intervention approach.
- ISCA's efforts in creating activity friendly environments and facilities for everybody in cities, which aim to make regular physical activities easier, may also be assigned to the HEPA Approach. The ISCA project “ACTIVE Network” (2013/14) and the motto of the MOVE Congress 2014 are a testament to these efforts.

#### **“HESE Approach”**

The Health Enhancing Sport Exercise (HESE) intervention approach is based on the fact that health benefits of physical activity increase with in accordance with increased duration, frequency and intensity and also with the type of activity. With regards to the type of activities, “exercise” (like fitness training or aerobic exercise) was shown to be more effective in improving fitness and health than sports like regular soccer, swimming, golf activities and physical activity gained through daily living. “Exercise” means well-structured physical activity which systematically enhances fitness factors including endurance, strength, flexibility, coordination and relaxation.

Some ISCA members provide particular evidence based HESE programmes according to certain quality standards, such as “Cardio-vascular training”, “Back Training”, “Prevention of Falls”, “Optiwell – against overweight” and they offer a special education for instructors in this area. ISCA

is leading the consortium of ISCA members taking care of HESE programmes, the “HESE-Network”.

Physical activity and sport promotion with a determined health perspective is a central issue within ISCA's overall policy. ISCA will pursue and improve its efforts within all relevant HEPA interventions through a targeted action plan.

# *ISCA Statutes*

## **STATUTES**

### **PREAMBLE:**

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

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

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

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

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

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

## International Sport and Culture Association - Statutes

Title	§	Article
1. Name	1	The name of the organisation shall be: "International Sport and Culture Association".
2. Objectives	2	The objectives of the International Sport and Culture Association shall be:
	2.1	1. to promote an understanding between people across borders through sports and cultural activities;
	2.2	2. to stress the view of sport as a bearer of local, regional or national cultural identity and so placing it in the centre of international exchanges of ideas, views and social and cultural expressions
	2.3	3. to encourage the broadest possible participation in sporting and cultural activities among all affiliated members
	2.4	To further these objectives the Association shall pursue and encourage the following:  a) creating or stimulating events and experiences - particularly on the sport for all level - for the ordinary members of the organisations adhering to the objectives of the Association; b) discussing and defining sports and cultural policies internally, multilaterally and with regard to politico-economic institutions; c) developing international exchanges, i.e. conferences, seminars, training courses, sports tournaments and festivals etc., with the view to strengthening the manifestation of sport in the present and future international cultural picture, and including the dissemination of relevant information. d) promoting and developing actions with the objective of improving and preserving the health and integrity of each individual.
3. Address of the Association	3	The venue of the Association shall be at the office address of the Association as decided by the Executive Committee.
4. Membership	4.1	Membership shall be open to non-governmental idealistic organisations and other institutions which:-  a) are engaged in sports and/or cultural activities; b) are local, regional, national and international bodies; c) are open to all without discrimination on the grounds of gender, race, religion or political affiliation;
	4.2	Membership of the Association may first be approved by the Executive Committee, subject to ratification by the next General Assembly.
	4.3	Approval and ratification of membership takes place at the beginning of the General Assembly. Immediately upon approval of membership by the General Assembly the new member will have full voting rights.
	4.4	Associate Membership of the Association may be granted to:  a) organisations which do not fulfil the requirements for full Membership as set out above, with the exception of 4.1.c. b) organisations which <i>prefer</i> associate membership to full membership
	4.5	Associate Members will have no voting rights at the General Assembly.

## International Sport and Culture Association - Statutes

Title	§	Article
5. Executive Committee	5.1	The Association shall be governed, between General Assemblies, by an Executive Committee which is responsible to the General Assembly.
	5.2	<p>The Executive Committee shall consist of eight persons elected by the General Assembly:</p> <ul style="list-style-type: none"> <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	<p>In the case of a continental chairman being elected for the Executive Committee, a substitute delegate will be provided.  The Youth Committee will appoint a spokesperson to partake in the meetings of the Executive Committee.  The eight elected Executive Committee members shall be elected for a period of two years.</p>
	5.4	Every second year there is a vote for the President, two Vice-Presidents and the five members of the Executive Committee.
	5.5	The Executive Committee shall meet at least twice a year, with a minimum of four weeks written notice.
	5.6	<p>Quorum for an Executive Committee meeting shall be half the committee plus one person.</p> <p>As a Principle of striving towards a geographical balance:</p>
	5.7	<p>a) No country or organisation can have more than two members elected to the Executive Committee.</p> <p>b) The President or any of the Vice-Presidents shall not represent the same <u>country, region or organisation</u>.</p>
	5.8	<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	<p>The Executive Committee may set up (or establish) the Continental Committees and the Sub-committees to assist it in the work of the Association</p> <ul style="list-style-type: none"> <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>
	6.2	The members of the Continental Committees are established in the most appropriate way according to the continental reality.
	6.3	A chairperson is elected by the members within the continent.

## International Sport and Culture Association - Statutes

Title	§	Article
	6.4	All chairmen of the Continental Committees are members of the ISCA's Executive Committee.
	6.5	The ISCA's Executive Committee appoints the members and the chairmen of general Sub-Committees.
	6.6	All decisions of the Sub-Committees must be communicated to the ISCA's Executive Committee by the appointed chairmen for approval.
	6.7	All Sub-Committees and Continental Committees are responsible to the Executive Committee.
7. General Assembly	7.1	The General Assembly shall be the highest authority and governing body of the Association.
	7.2	The General Assembly shall convene each year.
	7.3	Three months notice shall be given of the date and venue of the General Assembly.
	7.4	At the General Assembly affiliated member Organisations may be represented by its delegates, all of whom having speaking rights.
	7.5	Each affiliated member Organisation will have only one vote at the General Assembly.
	7.6	Observers or Associate Members may attend the General Assembly for observations only.
	7.7	Observers or Associate Members may only address the General Assembly at the discretion of the meeting.
	7.8	The General Assembly shall elect the Executive Committee.
	7.9	Nominations with acceptance by the nominal person of the position are valid only if they have been received by the President six weeks at least before the General Assembly
	7.10	The President must forward these nominations to all General Assembly delegates four weeks before the General Assembly.
	7.11	All elections shall be by secret ballot.
	7.12	The vote shall be single and non-transferable.
	7.13	If more than two candidates are nominated for the presidency, and no candidate receives a simple majority (more than 50 % of the vote cast) on the first count, the candidate with the least number of votes will be withdrawn from the ballot paper, and succeeding votes taken until one candidate reaches a simple majority.



## International Sport and Culture Association - Statutes

Title	§	Article
	7.14	If there is only one candidate nominated for a post, a vote shall be taken "for" or "against".
	7.15	In the event of no valid nominations having been received or no nominee being elected, nominations from the floor will be accepted.
	7.16	In accordance with 5.3, the General Assembly shall vote in the following sequence for the posts of: <ul style="list-style-type: none"> <li>- the President</li> <li>- the Vice-Presidents</li> <li>- The members of the Executive Committee</li> </ul> Substitutions if required will be by co-option:
	7.17	Provided there is no conflict with Statute No. 5.6 (a) and (b), the person with the next highest vote at the last election for the position in question shall be co-opted to fill the vacant position on the Executive Committee, with the exception of the post of President which will be filled by the Executive Committee from its own ranks.
	7.18	The General Assembly shall appoint an Auditor. A recommendation will be made by the Executive Committee.
	7.19	The General Assembly shall receive reports from: <ul style="list-style-type: none"> <li>- the President</li> <li>- the Auditor, presented by the Executive Committee</li> <li>- and existing General Sub-Committees and Continental Committees</li> </ul>
	7.20	Furthermore, the General Assembly shall decide on future programmes; adopt a budget; determine membership dues; carry on any other business as per the agenda.
	7.21	Members of the Executive Committee shall have speaking rights at the General Assembly.
	7.22	Members of the Executive Committee shall not have voting rights at the General Assembly unless they are official delegates of their own organisation.
8. Extraordinary General Assembly	8	An Extraordinary General Assembly shall be called by the President, if one third of the members or a majority of the Executive Committee make a written request to that effect.
9. Role and Duties of the President	9.1	The President shall have the authority to speak on behalf of the Association, in as much as he/she is answerable to the Executive Committee and the General Assembly.
	9.2	The President will preside over all Executive Committee meetings and the General Assembly.
	9.3	The President will have the overall responsibility for the general running of the Association between Executive Committee meetings.
	9.4	The President determines the agenda for Executive Committee meetings and for the General Assembly.

## International Sport and Culture Association - Statutes

Title	§	Article
	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.
	16.4	The President must forward all proposed amendments etc. to the members not less than one month before the General Assembly.

## International Sport and Culture Association - Statutes

Title	§	Article
	16.5	A proposal to amend, add or delete a statute can only be carried by at least 51% of the votes cast.
17. Dissolution	17.1	The dissolution of the Association can only be pronounced by a General Assembly, or by an Extraordinary General Assembly called for this purpose.
	17.2	A two-thirds majority of the members present and voting is required for dissolution.
	17.3	The Assembly shall decide on the appropriation of the Association's properties, which can only be assigned to international organisations recognised as having the same aims as the Association.
18. Other Matters	18	Matters which are considered relevant to the Association but not mentioned in these statutes shall be decided on by the Executive Committee.



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## ***MOVING PEOPLE***



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