

## ISCA Strategy 2014 – 2017

*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
- Faciliate 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