



MOVING PEOPLE

To the General Assembly

Please find below the draft strategy for ISCA 2018-2021.

It is prepared by the secretariat and reviewed by the Executive Committee. It is intended as an overarching strategy, which needs to be fleshed out into action and action plans as we move along after the General Assembly.

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## ISCA Strategy 2018 – 2021

International Sport and Culture Association – ISCA

### Tag line

Moving people

### Mission

We empower organisations world-wide to enable citizens to enjoy their human right to move.

### Vision

A world of physically active citizens in vibrant civil societies

**Commented [JS1]:** The current 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*

**Commented [JS2]:** Current vision:

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

### The world around us right now [analysis, this section is to be expanded after adoption]

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

### What we do

We empower physical activity stakeholders, starting with ISCA members, to get more people moving. We particularly help build member capacities in

1. **Solutions** (exchange of knowledge and best practices in physical activity programmes and hands-on tools)
2. **Campaigns (NowWeMOVE and beyond)**
3. **Advocacy**

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

*In 2018-2021 we will strictly focus on the opportunities that underpin these three areas.*

### How we work

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

- **Practical, well-tested programmes.** With access to thousands of examples of physical activity and grassroots sport solutions and programmes, we share practical, applicable knowledge and tools with the ones that need it – the “do’ers” of our sector. We engage with researchers to provide evidence to underpin these solutions – but we are not delivering

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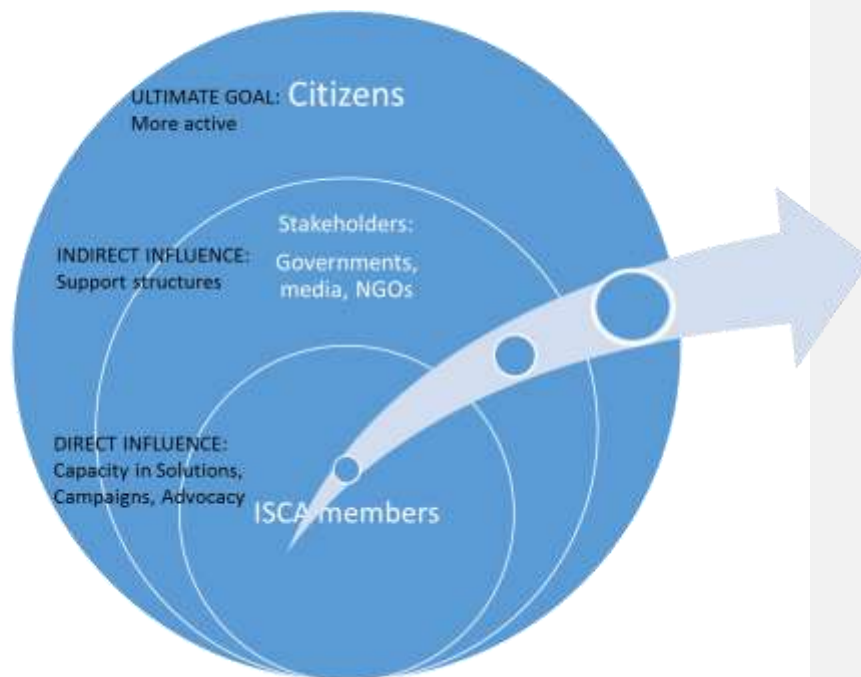
research ourselves, and we are not looking for theoretical solutions that have not been tested in the real world.

- **Leadership development.** We engage with representatives of our member organisations on leadership level (presidents, board members, directors, programme managers etc.) as they are the ones to benefit the most from our offer, and the ones to readily decide on changes in their own organisations as a consequence.
- **Co-ownership.** Not one solution fits all. We adapt solutions to national and local contexts together with members and stakeholders, and therefore naturally share ownership and success with partners.

*In 2018-2021 we will position ISCA as a deliverer of practical knowledge, leadership opportunities and shared ownership.*

#### **Our target groups and how we measure success**

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





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*In 2018-2021 we will strengthen our focus on delivering value to our members, to enhance physical activity participation world-wide.*

#### Measuring success

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

*In 2018-2021, we will rigorously measure satisfaction with and use of ISCA services, as well as growth in ISCA membership, as our parameters of success.*

#### Crystallizing the ISCA membership

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

*In 2018-2021, we will evolve the ISCA membership offer to be more consistent and clear, and restructure the membership concept and fee structure to grow the membership base and membership revenues.*

#### A global movement

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

*In 2018-2021 we will support further ISCA expansion in Latin America, and develop more offers of relevance to our members world-wide.*

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## 1. Solutions (exchange of knowledge and best practices in physical activity programmes and hands-on tools)

### *#inspiredbyISCA*

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

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

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

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

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

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

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

*In 2018-2021, we will implement externally funded projects that focus on sharing of practical knowledge and good practice across sectors, and the development of online tools of wider use for our membership.*

## 2. Campaigns (NowWeMOVE and beyond)

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

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

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

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

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

*In 2018-2021, we will adapt and deploy the NowWeMOVE campaign world-wide.*

### 3. Advocacy

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

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

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

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

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

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

*In 2018-2021, we will be a clear and critical voice for physical activity participation internationally, and empower members to advocate on national level.*



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#### **A final note on operations and fundraising**

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

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