



**EMPOWERING
YOUNG PEOPLE**

ANNUAL REPORT 2019

SHE GOT GAME

***“CHANGING THE GENDER NORM
THROUGH GAME”***





CONTENT



01

LETTER FROM THE LEADERSHIP

“To create real change, it is crucial to invest in creating awareness regarding gender equality, not only amongst women and girls but also amongst men and boys. “

ISA AND GENDER

In 2019, ISA decided to focus primarily on the topic of gender equality. Women and girls all over the world are faced with gender inequality in one form or another, and, despite great efforts, this remains a challenge everywhere. For example, women between the ages of 25 and 34 are 25 per cent more likely to live in extreme poverty than men and boys. In terms of labour force participation, wide gender gaps persist as well. Women aged 25 to 54 have a labour force participation rate of 55 per cent versus 94% for men in the same age group¹. There are currently over 600 million girls aged 10-24, and their population continues to grow, most significantly in developing countries. The social and health behaviour they develop in adolescence will help shape the rest of their lives. The decisions they make then will make or break their opportunities and whether they navigate life with a healthy and positive perspective on life. These realities, along with developments around the world including #MeToo and TimesUp movements have reinforced ISA's perception that gender equality is still a long way from being achieved – either globally or in the communities we work in. That is why ISA tried to ensure that gender inequality is addressed throughout its programmes and activities, actively investing in it during the year of this report.

I believe that ISA is an excellent platform to tackle gender inequality. As a woman, sports have always enabled me to develop myself, and the opportunities that my sports experiences afforded me have made me stronger as a woman, ensuring I learned the skills necessary to build up to a managerial position running ISA. Sports have

also motivated me to give back to the community when I can. And, ever since I was a little girl, sports taught me to dust myself up and get back up again if I fall, to express myself, and to take initiative when I feel passionate about a cause. Without the opportunities that I had through sports, I would not be the woman I am today, and would not feel so passionate about helping ensure that women and girls around the world are given the same opportunities.

With ISA, I have visited many countries all over the world. I love to observe the different cultures and see how communities work and how we could work together locally to support them. Yet over and over I see thousands of women that have not been given the opportunity to express themselves within their community, to take a stand and fight for what they believe in. Most women do not even realise they could fulfil such a position within their community, and contribute to society in less traditional ways while following their passion. This is a global problem, it happens in African countries as well as in European ones, including in the Netherlands, ISA's and my own home country. And as long as it is still predominant around the world, there is work to be done to create gender equality and at ISA, are determined to contribute.

Sports give you a platform to tackle social issues and norms, in a low-key, approachable and understandable way. Our different programmes allow us to explain gender empowerment from the root of a community and throughout all the processes within the community to ensure there is a change in how women are perceived and the opportunities that they get within the community. It is indeed possible for a woman to lead a group

¹ Progress on the Sustainable Development Goals – The Gender Snapshot 2019, UN WOMEN

of men. But to create real change, it is crucial to invest in creating awareness regarding gender equality, not only amongst women and girls but also amongst men and boys. A community cannot be changed by targeting only one half of its population; rather an integrated approach is needed where stereotypes and social norms are tackled and the community is challenged to think about the opportunities that can be created through cooperation. That is why we choose to mainstream gender throughout ISA programmes: Gender equality becomes a vital component of all of our work. Where necessary, this is complemented with specific gender equality programmes in specific countries. We believe this is the only way we can achieve change and ensure that gender equality becomes the new norm in the communities in which we work.

I am very proud to say that there have been great achievements in terms of gender equality, as well as a focus within specific programmes to target it. Our #zijspeeltmee programme, funded

through the European Union's Frame Voice Report initiative, enabled us to gather stories from female community sports coaches around the world to gain insight into their daily challenges and how they have managed to overcome them. Our Erasmus+ 'She Got Game' programme is investing in tools and guidebooks for community sports coaches and organisations to create more and better opportunities for girls. In Mali, Mariam and her basketball team took a stance at the opening of our 3x3 basketball field by positioning themselves right next to the men, challenging them in the game and training just as hard – if not harder – to work together, to be powerful together and to prove they also had a place on the field. In Kenya, one of the former participants of our Game Changers programme has grown within our local partner organisation TYSA and worked her way up to become the new CEO.

These stories all reinforced our belief that we are taking great steps towards achieving gender equality. Nonetheless, much remains to be done.

ISA IN 2019 - THE BOARD'S PERSPECTIVE

As we had envisioned and planned, 2019 would be crucial for the future of ISA. We had ambitious goals and underwent several changes. We upped our game, to better reach and support global youth and enhance our impact. We felt the time was ripe for the transition from a 'Sport for Development' organisation to a 'Positive Youth Development through sports' organisation. This transition enabled us to turn around and fine-tune our approach for achieving impact – We Got Game – through our underlying flagship programmes; Game, Change and Game Changers.

In 2019, several of these programmes were implemented, amongst others in Kenya, Mali and Egypt, with a key focus on gender equality. Our newly developed programmes have helped to convey ISA's approach more effectively and better position ISA within the field of positive youth development. This is reflected in a continuation of current co-operation and new opportunities for collaboration. We are very excited about these new developments and expect them to bear wonderful projects in 2020 and beyond. ISA is ready for new long term projects.

Yet 2019 presented funding challenges too. Efforts spent on drafting proposals were not always rewarded. Still, all the hard work did help us get long term funding from the Dutch Ministry of Foreign Affairs, along with our partners Right To Play The Netherlands, the KNVB (Dutch Football Association) WorldCoaches, and the KNHB (Dutch Hockey Association). This is a continuation of the existing Sport for Development programme, which will be organised for a third period running (2020-2024).

In 2019, ISA reached an important milestone: We set in motion an organisational change towards creating an ISA regional office in Mali to service the region of West Africa. Our headquarters in the Netherlands have supported and continue to support our regional office in its steps to maturity. And this will allow us to use and optimise local expertise in our partner countries (trainers, facilitators and process consultants). But more importantly, it is a great step forward in the impact journey of ISA and its partners. Being involved in ISA and sports does lead to development! Lastly, I would like to mention that we fully embrace the steps ISA has taken to strengthen its policy and measures regarding integrity. In this day and age, organisations that act with integrity should be the norm. Unfortunately, that is not what we are witnessing today. We feel a moral and social responsibility to lead by example and spread the message of preserving human dignity and combating undesirable behaviour. Please read on to learn more about the steps ISA has taken and aims to take regarding integrity in the coming years.

As ISA's board, we look back with pride on ISA's achievements in 2019, knowing the road wasn't easy. We also look back in remembrance of Marianne Douma, board member of ISA, who sadly passed away in 2019. We are grateful to have had Marianne as a fellow board member and greatly value her expert contribution with regards to the changes ISA made in 2019. We are saddened knowing she cannot witness or be part of ISA's next steps. But we believe that Marianne would, just like us, look to the future of ISA with enthusiasm and confidence, in the knowledge that our organisation will continue to deliver impact and make the world a better place.



Leonie Hallers
General Director ISA



Lucas Meijs
Chairman of ISA Board



02

STRATEGY 2019

ISA BELIEVES THAT THE YOUTH IN UNDERPRIVILEGED AREAS ALREADY HAVE WHAT IT TAKES TO BE THE CHANGE THEIR WORLD NEEDS. THEY JUST NEED ENCOURAGEMENT AND A PUSH IN THE RIGHT DIRECTION. WE ALSO BELIEVE THAT CHANGE CAN HAPPEN IN THE SPORTS FIELD, WHERE DEDICATION PLUS MOTIVATION PLUS EFFORT EQUALS SUCCESS. DURING A FOOTBALL MATCH, A GAME OF BASKETBALL OR A FRISBEE TOSS, COACHES HELP YOUTH DISCOVER THEIR TALENTS AND WHAT THEY CAN ACHIEVE.

In 2019, ISA continued to bolster its strategy and further improve the quality of our programmes, maximising the impact of our work. We defined the following target areas for ISA to emphasise and further enhance within our programmes and our organisation as a whole:

- **Youth in the lead:** In 2019, putting youth in the lead was central to our work approach around the world. Each programme and activity incorporates the ideals of Positive Youth Development – where youth are at the core of their own development. This is achieved through direct implementation, but also through better training and equipping coaches to give youth a voice in their own environment, and providing organisations and communities with techniques and instruments that allow them to put youth in the lead. In time, the goal is for youth to implement their own activities and projects in their community.
- **Community:** Now more than ever we recognise that working directly in the community is the best way for us to achieve the desired impact. The engagement of the entire chain of actors within the community is necessary to enable and achieve youth-led change in their community and for their voices to be heard. Together with youth, coaches and organisations, we need to include family members, friends, community elders and leaders, and sometimes schools and public services. We can see real change happening because we are constantly investing in realising systemic participation of youth in the community and strengthening the sports and other (infra) structures that enable youth to implement their own ideas and tackle social problems. As this change requires a large shift in mindset and (organisational) structure, ISA has decided to work with a limited number of communities but strengthen cooperation where it operates. This will help us establish systemic collaboration that will, in time, create the desired sustainable social change.
- **Youth-led activities:** One of the visible impacts of our programmes is that youth are developing and executing their own initiatives, outside of ISA's programmes, both in terms of organising community sports and tackling social issues that they feel are relevant for them and their peers. Also, they are increasingly being asked to speak up and act in their community. Therefore, our programmes work towards creating opportunities for youth-led activities.
- **Youth intervention:** through the development of the Game Changers programme, ISA started recognising the importance of targeting and working with youth directly, rather than only through coaches and community organisations. This is expressed in our programmes with the personal projects that youth have to organise, allowing them to 'intervene in their community' to create a desired social change. Including

and addressing youth directly, ensures that - in time - the value of the youth to the community becomes increasingly recognised, and that the impact on the youth is larger. These interventions also allow youth to gain practical tools, knowledge and experience to actively contribute to their community.

- Flagship programmes:** While in 2018 the focus was on improving our Game Changers programme, in 2019 we focused on fine-tuning the Game and Change programmes. This resulted in the three programmes that together constitute a wholly integrated concept. The sequencing of the three programmes allows for Game Changers to capitalise on the results of the Game and Change programmes. This concept was introduced throughout the year and put into practice in different settings. These three programmes will be the basis for all future ISA operations.
- Decentralisation:** As an organisation, we carried on with the process of decentralisation, setting the first steps towards creating our ISA regional offices in West and East Africa, and identifying Europe as a target region for the future. In 2019, we strived to deploy local, rather than Netherlands-based ISA staff, for the implementation of our programmes as much as possible – a trend that we will continue moving forward. The creation of the regional offices ensures the availability and deployment of more local staff in facilitating ISA's programmes and (further) develop local expertise, projects and opportunities. ISA strongly believes that local partner organisations and structures are needed for the implementation of our programmes – which has proven to be an effective strategy in 2019, and ISA headquarters in the Netherlands will continue to provide support and facilitate the work of the regional offices, especially in their current journey to professionalisation.
- Global strategy:** Our strategy needs to be global if we want to truly create sustainable impact and assess the effects of our programmes in different parts of the world. What are the similarities and differences? We recognise that in implementing our strategy different local contexts need to be taken into consideration, and believe that these differences in context should be reflected in our programmes. The regional offices are essential in understanding and translating the local context and requirements to our programmes, ensuring that ISA's global strategy remains relevant to each region's local context – using local expertise and staff.

FLAGSHIP PROGRAMMES

ISA's shift to Positive Youth Development through Sports has urged us to reflect on how to best implement our programmes in our impact countries. Taking our Theory of Change as a starting point, ISA taps into the potential of youth by connecting where it sparks – on the playing field. In a safe, fun and enriching environment young people are encouraged to discover and master skills of their own. Building upon that, combining this principle with the best elements from previous ISA programmes, in 2019 we developed three successive flagship programmes – Game, Change & Game Changers. Together, these programmes contribute to creating the change needed for a community to start recognising, welcoming and acting on the power of the youth. Each programme builds upon efforts within the community, by allowing interaction between youth, coaches, organisations and the community. All of ISA's activities and interventions are based on one of the programmes and are specifically adapted to the local context.

GLOBAL STRATEGY

As ISA, we believe that the way we work, works. Over the years, we have learned from our experiences around the world and we have seen how our programmes and activities create meaningful impact. This has led us to develop a unified global strategy for our impact. However, we do recognise that the way a programme has to be implemented, and its effects, changes with each region, community, and country. Therefore the programmes are always discussed and modelled locally and are custom-made to fit the individual context. The global approach and specific regional contextualisation will be a focal point for 2020.

ISA's flagship programmes are presented on the next page.



ISA & SDGS

ISA uses the United Nations' Sustainable Development Goals (SDGs) as motivational guidance to identify key impact areas in which the attention for youth is centralised. ISA has identified three SDGs that align with the desired impact for our programmes.

4 QUALITY EDUCATION

Notably, indicator 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and culture's contribution to sustainable development.

5 GENDER EQUALITY

Notably, indicator 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Notably, indicator 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

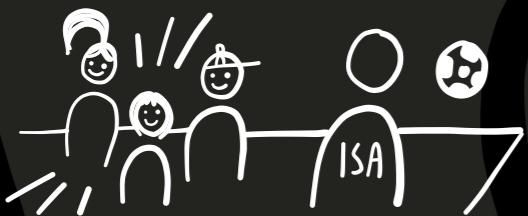
HOW WE WORK

- FUN
- ACTIVE
- SAFE
- INCLUSIVE
- SOCIAL

ISA PROGRAMMES



TEAM-UP



CREATING SAFE SPACES FOR SPORTS, FUN AND TOGETHERNESS



PERSONAL STRENGTH



BUILDING LIFE SKILLS AT THE PLAYGROUND, CHALLENGING SOCIAL PROBLEMS

GAME CHANGERS ♡



ACTIVE CONTRIBUTION



FOR YOUNG PEOPLE TO LEAD SOCIAL CHANGE

IMPACT

- SPACE
- PARTICIPATION
- voice
- ENGAGEMENT
- LEADERSHIP
- Civic PARTICIPATION

CONTRIBUTING TO SDGs:

- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Through ISA's flagship programmes, we recognise the following growth journey for youth, coaches, organisations and communities.

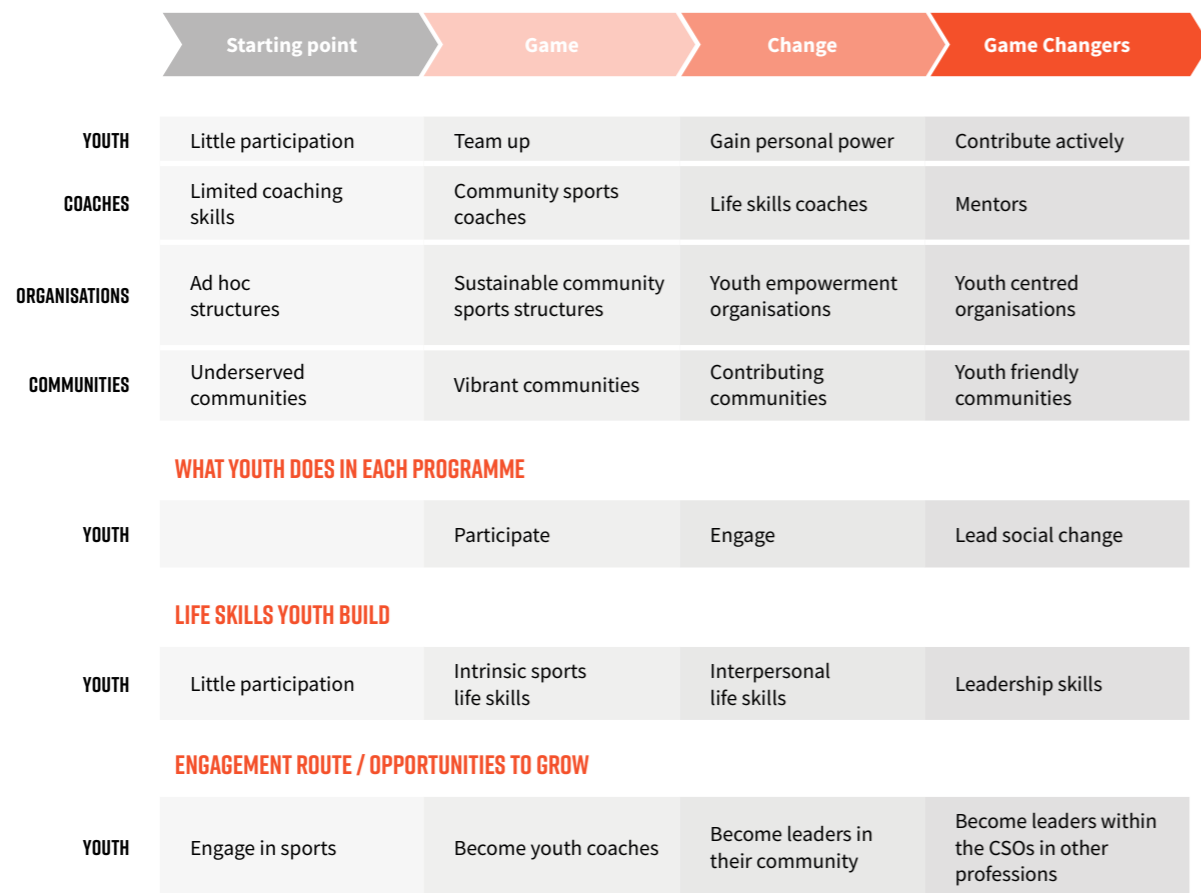
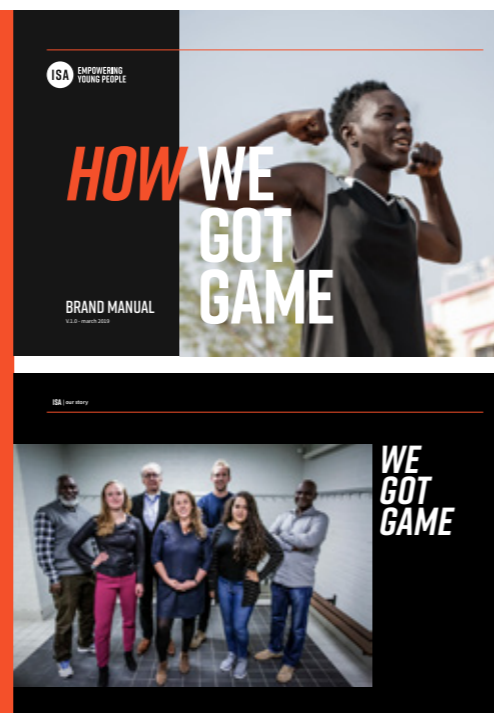


Figure 1. The growth journey of each target group throughout ISA's programmes.

ISA REBRANDING

ISA has made a great transformation in terms of our transition to a Positive Youth Development through Sports organisation. This also affects the way we want to portray our interventions and the impact created through them, and the message we want to send out.

This entails focusing much more on showing the impact on the local level, the youth, the coaches, the partner organisations and the community directly. In 2019, therefore, we invested into rebranding the organisation to a more powerful image, that is befitting our new strategy and which is also represented in the way we communicate. In addition to designing a new website, this includes utilising our social media channels more, where we regularly share current stories from our youth and staff, directly from the field.



GAME PROGRAMME

Goal: For all young people to participate in their community

We believe that playing sports boosts youth participation and, ultimately, is the first step towards youth leadership. In the communities we work in, we see that young people have few opportunities to participate. Sports provide them with a space in their community, where they team up with positive people and visibility on the playground – where they discover their talents and show their potential.

What we do: ISA works towards vibrant communities, where multiple sports opportunities are available, and often in places where community sports are completely absent. We do so by engaging youth in various sports, by training quality community sports coaches and by investing in organisations that build sustainable sports structures.

CHANGE PROGRAMME

Goal: For young people to gain personal strength

We believe that young people can build their life skills and their personal strength through play. And these life skills can help them to reflect, decide and to act accordingly in their everyday life. ISA's life skills are always based on the five Cs from the Positive Youth Development theory: Confidence, Connection, Competence, Caring, Character. Moreover, we have specific life skills training on Gender Equality and Peace. Our life skills education gives young people the tools to influence their own lives.

What we do: ISA works towards communities that are home to youth-friendly spaces. On the pitch, we provide young people with life skills education, often in places where young people's voices aren't heard. We do so by engaging youth in life-skills-through-sports activities, by training life skills coaches and by investing in organisations that build and support youth empowerment.

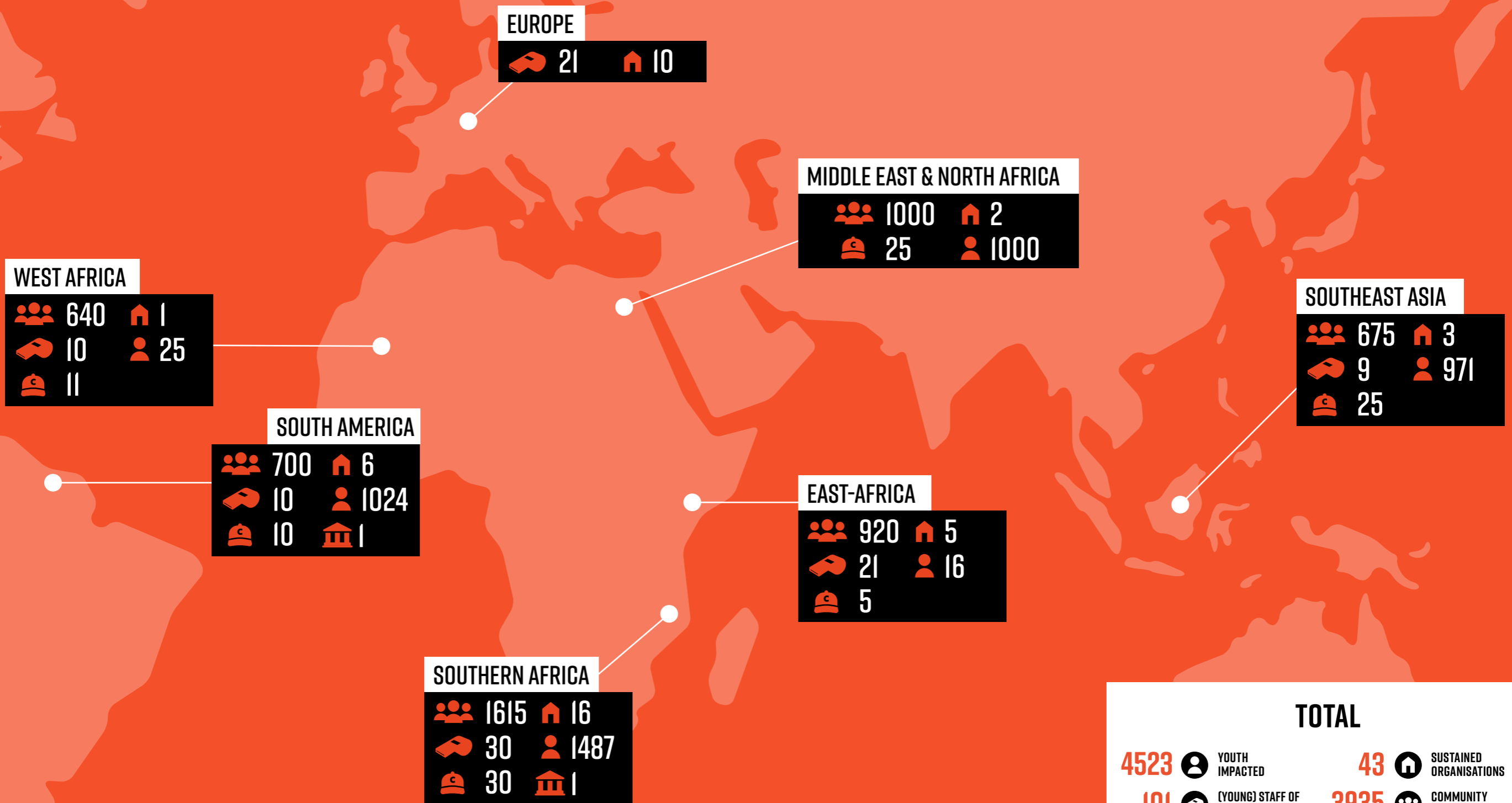
GAME CHANGERS PROGRAMME

Goal: For young people to lead social change

We believe in the potential of youth to change the future, in young people realising personal projects and leading social change. Through play, young people set personal goals, in sports and beyond. ISA supports young people to realise the change they want to see in their lives and their surroundings. Together we make the change!

What we do: ISA works towards youth-friendly communities, often in places that lack youth-friendly institutions. We do so by empowering youth, training sports coaches to become effective mentors and by investing in organisations that are or are willing to become youth-centred.

OUR RESULTS IN THE WORLD IN 2019



TOTAL

- 4523** YOUTH IMPACTED
- 101** (YOUNG) STAFF OF CBO'S TRAINED
- 106** COACHES, LEADERS MENTORS TRAINED
- 43** SUSTAINED ORGANISATIONS
- 3935** COMMUNITY MEMBERS ENGAGED
- 2** (INTER)NATIONAL, LOCAL, GOVERNMENTAL COLLABORATIONS

03

IN THE SPOTLIGHT: GENDER

WHY GENDER?

ALL OVER THE WORLD, GENDER DISCRIMINATION DISPROPORTIONATELY AFFECTS WOMEN AND GIRLS IN EVERY WALK OF LIFE, INCLUDING IN ECONOMIC, SOCIAL, LEGAL, POLITICAL, EDUCATIONAL AND PHYSICAL MATTERS. WORLDWIDE ONE IN THREE WOMEN HAS EXPERIENCED SEXUAL OR DOMESTIC VIOLENCE IN THEIR LIFETIME. MOREOVER, WOMEN AND GIRLS ARE OFTEN EXCLUDED FROM PARTICIPATION IN DECISION MAKING ON MATTERS THAT CONCERN THEIR OWN BODY, LIVES AND SOCIETY.

This pattern of inequality is a constraint to the progress of any society because it limits the opportunities of one half of its population. When women are constrained from reaching their full potential, that potential is lost to society as a whole. Gender equality does not necessarily mean that men and women must have the exact same roles. Rather, it means that both men and women have the same rights and opportunities to act, participate and make decisions, regardless of their gender. Furthermore, it also means that the goals and needs of both women and men are equally heard, voiced and valued and that power is equally distributed. Gender should not be a factor.

The issues related to gender are captured in UN Sustainable Development Goal (SDG) 5, which aims to 'Achieve gender equality and empower all women and girls', a goal highly valued by ISA. Based on our experience in the field we know that social structures can be changed to allow for gender equality and women empowerment. Throughout our different flagship programmes and underlying projects, we aim to contribute to SDG 5 as much as possible.

At ISA, believe that if women can overcome barriers on the sports field, they can overcome them in society too. And we believe in the tremendous power of sports. Participation in sport offers girls and women opportunities to alter their own and others' perceptions of their capabilities and the range of roles they might play in their community. When community members see what girls can achieve in sport, they recognise their potential to achieve in other domains as well.

Through our work, we are committed to training the coaches to understand the importance of gender equality among the youth - boys and girls alike - through playing sports and equipping them with the necessary skills and tools that help them engage with the youth in a way that improves gender equality. To this end, we write handbooks and provide training on gender equality and life skills. We are constantly looking at what has been done in the past, and develop new ideas based on that. We then evaluate what works well and what doesn't, to eventually create the best handbook, method and training to address gender issues.

The strategy of gender mainstreaming, which involves integrating gender issues in the preparation, design, implementation, evaluation and monitoring of policies, programmes and projects has proved effective to address gender issues. When girls are engaged in these activities, their voice is heard, the gender challenges they face are incorporated into the programme and the solutions originate directly from them, instead of being enforced from the top down. The purpose of gender mainstreaming is to promote gender equality and women empowerment in populations and in (development) activities. It aims to strengthen the legitimacy of gender equality values

by addressing known gender disparities and gaps in economic, social, legal, political and educational areas. It does not only aim to avoid the creation or reinforcement of inequalities. Rather, it also involves analysing and understanding the existing situation, and consequently developing policies and plans to redress these inequalities and undo the mechanisms that cause them. Gender mainstreaming provides building blocks towards gender equality.

In all three of ISA's flagship programmes – Game, Change and Game Changers – gender equality is addressed and mainstreamed right from the start. The coaches learn how to create a safe and inclusive environment for girls and how to involve them in sports - this is a fixed component in all three programmes. Through sports, girls and boys gain life skills that support girls' empowerment and boys' involvement in it. Also, the involvement of girls in sports teaches boys to accept girl empowerment and view it as natural, because changes in gender inequality cannot be created by only targeting half of the population. Life skills are gained primarily through building self-confidence on the field, finding out personal talents, by teaming up with peers and by being in contact with positive role models.

In 2019 ISA implemented four programmes in which gender and SDG 5 were the main focus:

- **Frame Voice Report – 'She Got Game':** In which we collected different stories of successful female community sports coaches from different countries to raise awareness regarding the possibilities of sports for reaching gender equality.
- **Erasmus+ programme –'She Got Game':** Aimed at teaching community sports organisations and sports coaches to increase girls' engagement in the design, implementation and evaluation of interventions for teenage girls.
- **Volleyball4Life:** Where the National Dutch Volleyball Association (Nevobo) and ISA designed a handbook to help girls from different countries develop personal skills through volleyball, contributing to a higher level of independence.
- **Gender and life skills training:** Which are at the core of our flagship programmes: Game, Change & Game Changers.



THE GAME PROGRAMME & GENDER

ISA'S GAME PROGRAMME AIMS TO OFFER YOUTH SPORTS ACTIVITIES SO THEY ARE ABLE TO PARTICIPATE IN THEIR COMMUNITY. SPORTS PROVIDES THEM WITH SPACE WHERE THEY TEAM UP AND TOGETHER EXPERIENCE THE FUN AND ADVANTAGES OF SPORTS.



Although the Game programme is designed to include both girls and boys, for girls in particular sports participation means actual empowerment on the field, and consequently in their community. Sports offer many advantages - especially for girls, because:

- Sport makes girls aware and in control of their bodies
- Sport gets girls out of the house
- Sport teaches girls to ask for help if needed and encourages boundary-setting when relevant
- Girls participation in sport positively redefines and reorganises gender order
- Sport builds courage
- Sport provides opportunities for leadership and achievement

When girls sit on the side lines, whether voluntarily or not, they miss out on the advantages of participating in sports, improving their health and their social integration. They do not get to benefit from learning about themselves, their bodies and their communities. This is why the Game programme focuses on creating safe spaces where girls, whether separately or with boys, can play sports and have fun. In these safe spaces, they team up, discover their talents, develop their skills and show their potential. Creating a safe space means establishing a creative, supportive and enabling environment for the girls. But also an environment where parents, coaches, community organisations and members are engaged as well, as togetherness is key in developing life skills.

Within the Game programme, participating girls develop life skills such as self-confidence, self-expression, and connecting with others in the community. They learn to identify and respect their own personal space and that of others, and to identify healthy social relationships. These life skills are developed on and off the field, through sports and play, facilitated by the coaches. As for the sports coaches, we give them training so they can create safe and inclusive spaces and involve girls in the activities on the sports field, so they can develop life skills.

Youth consultations with the girls prior to programme implementation, give us insight into their wishes and the challenges they face so we can ensure these are incorporated in the programme activities. This is how gender mainstreaming is applied. We also make sure these insights find their way to the partner organisations we work with, so they incorporate them into their community sports policies, methods and practices.

Through Game, we ensure that everyone is able to participate. Game is all about the inclusion of vulnerable groups, including young people from underserved areas, from different ethnic backgrounds (both male and female, including mothers). We leave no one behind!



EGYPT

Out of all the social issues Egypt is facing, gender equality and women empowerment are still among the most difficult and the most important issues the country is dealing with on a daily basis. For example in sports, where some are still labelled as ‘male’ or ‘female’ sports. Football is for boys and men and ballet is for girls and women. When a gender wants to practice ‘the other’s’ sports, they are discouraged from doing so and pushed towards the more ‘appropriate’ alternative.

Aspire is the local implementation partner of ISA in Egypt. In 2019, the organisation decided to narrow its work areas from five to two, namely Marg and Manshyet Nasser, since its work proved to have a great impact on the youth and community in those areas. This decision also made it possible to widen the scope of participants, mixing both genders and covering a wider age range. Mixing genders is especially crucial when addressing gender equality. Not just the girls or boys, but both genders need to be aware of what gender equality is and what it entails.

78 sessions and 2 community events were organised, **170 youth** were reached (half were girls) and 19 community sports coaches (of which **8 were women**) were trained to become mentors. The sessions consisted of **3 mixed groups, 2 groups for girls only and 2 groups for boys only.**

ISA facilitated a **4-day training**, where **5 Egyptian mentors** trained the **19 community sports coaches** from different backgrounds (coaches and volunteers) to become mentors. The theme of the training was mentoring new community leaders to become coaches and help teach the youth in their communities life skills and values, such as gender equality, through sports.

One of the core social issues within the sessions given by the community sports coaches was gender equality. During these sessions, coaches and participants discuss how treating boys and girls equally, without restrictions due to gender, promotes healthy relationships in the community and helps speed up social progress. Due to providing sports activities to a mixed group of participants (boys and girls), coached by a female, girls at one point feel confident enough to play along with the boys, and the boys accept and welcome the girls. This way, both genders experience that on the football field boys and girls are equal and that this shouldn't be any different off the field.

A male participant noted: “This is the first time I actually experienced girls playing football. I was very excited to play with them and help them to score goals and together enjoy playing football”.

STORY OF FAYZA HEDAR

Team captain of the national women's team of Egypt

Hi, my name is Fayza Hedar, I'm the team captain of the national women's team of Egypt and a proud coach and mentor at ISA. For me, sports is important, because of the effect of the physical activity on my body and more importantly because of the strong impact it has on my personality, on the kids that I train and on their parents. With sports, I can teach young people life skills that help them face day to day social issues and encourage a positive change in their social behaviour.

My biggest motivation to be a youth empowerment coach at ISA is to empower girls and women in my community. In Egypt, it is still unusual for girls to play football, but I want to give them a real chance to see it as a sport like any other. When I was young it was also pretty hard to officially play for a sports club. But with hard work and persistence, I eventually became the captain of the national women's team of Egypt.

In the next five years, I want to keep pursuing my plan to empower even more girls and women in my community. I want to help them play football regardless of their religion or age. I really want to make them more confident, strengthen their belief in themselves and help them understand their rights and duties as girls and women.

To be able to continue my work I will need to cooperate with more organisations and NGOs, to expand my work and train more football coaches, male or female, to reach and engage more girls in my own community, as well as other new communities. My dedication is my strength, and I'm more dedicated than ever!





THE NETHERLANDS

ISA supported the National Dutch Volleyball Association (Nevobo) in developing Volleyball4Life, a sports programme for rural areas that gives girls the opportunity to participate and, aside from practising volleyball, develop life skills that enhance their personal development. The programme focuses on girls' empowerment, ultimately aiming to enable participating girls – 12 to 18 years old – to assert themselves and make their own decisions. This empowerment of girls takes place during volleyball sessions, workshops and individual feedback and reflection moments.

Nevobo started their Volleyball4Life programme in Nepal, in 2019. Volleyball is one of the main team sports for women around the world, and in Nepal, it is considered the national sport. Although girls and boys formally have equal opportunities to play sports in Nepal, the social environment is more strict for girls, especially in rural areas where parents do not allow their daughters to play sports. As girls, their task is to take care of the family, do housekeeping and eventually have an arranged marriage.

One of the female participants mentioned:
 “This is the first time that I am a real member of a group. Now I am equal, it doesn't matter if you are a boy or a girl”.

The programme was carried out at nine different locations in rural Nepal. A total of 196 girls participated in the programme and a further 1 100 boys and girls were involved by inspiring them through stories, workshops and clinics. To ensure local continuity, 21 teachers and community sports coaches were trained to continue with the programme and learn how to showcase gender equality in their activities.

Rita Buikema, coach at Nevobo, went to Nepal and implemented the Volleyball4Life programme. Rita recalls: “We played a tagging game. If you didn't want to get tagged, you had to fiercely say ‘STOP!’ We applied the reflection method we learned in ISA's life skills workshop. During the workshop, Kopila Upreti, professional volleyball player of Nepal, and ISA-trained coach asked the girls whether they ever need to say ‘STOP!’ in daily life. One of the girls replied: ‘If a man touches me and I don't want that, I say ‘STOP!’”

STORY OF PETER TAREL

“Volleyball4Life is about bringing positive changes in behaviour”

My name is Peter, manager Sport Development at Nevobo in the Netherlands and deeply involved in the development of the Volleyball4Life programme.

Last year we noticed positive changes in the behaviour of Volleyball4Life participants. We were able to inspire them through the personal story of Kopila Upreti, elite volleyball player of Nepal, role model and Volleyball4Life coach. She developed from a girl who was not allowed to go to school, and certainly not allowed to play volleyball, to an elite volleyball player for Nepal and an advocate for women's rights. Her story and the guidance she provided, encouraged girls to speak up, to take initiative and to set goals.

For example, we worked with a 12-year old girl, who participated in the programme in Nalang. We noticed this girl usually kept to herself during breaks, leading the other girls to think she preferred being alone. Because of this, she was never invited to join them. During one of the training sessions about speaking up and feeling confident, that girl finally shared that she found it hard to connect with other people. This led to a training session about cooperation and showing your emotions. The little girl learned about making connections and talking to other people. At the end of the programme, she was fully integrated into the group and received practical tools to continue her process at home.

The development of the Volleyball4Life programme has raised awareness within Nevobo about the value of volleyball for the personal development of young people. Although we are currently not using volleyball enough for the development of life skills, we believe that young people can learn a lot from the sport, provided they are properly supervised. In addition, partly due to Volleyball4Life, we are more aware than ever of the imbalance when it comes to men and women in volleyball. Of youth players, 80 per cent is female, whereas the technical framework is 80 per cent represented by men. Those numbers have made us think about the future of our sport, and is something we will be addressing within our organisation in the upcoming years.



IMPACT STORY OF KONATÉ MARIAM SIDIBÉ

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Within the Frame Voice Report programme in 2019, we collected and shared stories of successful female community sports coaches from the different countries where we work, with the goal of making other community sports coaches aware of the possibilities sports have to create gender equality. Community sports coaches from Mali, Kenya and the Netherlands shared their inspirational stories, life changing experiences and gave practical tips on how to engage girls in community sports and how to work towards gender equality.



International stars made in Faladié, Bamako in Mali

Did you come from the main road? Good, because then you probably know where the graveyard of Faladié is? Good. You'll see a gas station at the corner. Go past it and then up a hill. Take the second exit after the traffic lights. And then call again, I will come your way.'

In Bamako, the capital of Mali, with its vast landscape, the most important landmarks are not street names or direction signs, but the local markets, names of pharmacies, in some cases a striking building, or as in this case, a local graveyard. This is how you drive from one place to the other. If you really have no idea how to get to your destination, the best option is to call the person you are meeting and give your phone to the taxi driver and so he can tell you exactly where to go.

Faladié is so widespread that it is divided into different parts. Konaté Mariam Sidibé (in Mali you start introducing yourself with your last name) lives in Faladié-Séma, a neighbourhood where a reasonably well-off middle class has settled. 'I was the first young woman in this area to come up with the idea to start playing basketball. You didn't see kids playing outside. That was just something you did not do. And then all of a sudden there was a young woman in sportswear! The first thing that came up in their minds was: Wow, she is crazy!'

Basketball player

But Konaté Mariam Sidibé isn't crazy. With her sports career in the past and a generous portion of charm, she

has lifted a complete sports scene from the dusty ground. The results are impressive, thanks in part to the Game Changers programme. But how was her own sports career?

'I played basketball for quite some years. First in a team in a small neighbourhood, after that in a way stronger team in another area on the other side of the river.' Behind the river... derrière le fleuve. The landmark in Bamako is the Djoliba (or the Niger) - a stretch of water about one and a half kilometres wide, that calmly and with a majestic swing divides the city in half. Everyone lives on the other side: for those who live north of the river in old Bamako, Faladié is behind the river. And for Mariam, the area where she could play basketball, was also "derrière le fleuve ...". Behind the river is the Hamdallaye district, home of one of Mali's top clubs: AS Police. "No, I wasn't with the police, it was all about the sport." The club recruits players in and out of uniform.

That looked promising, but Mariam's basketball career ended, even though it could have led to participation in the country's high-flying women's basketball team. How did that happen? 'I got married and then got children. Three, all three of them are doing well. But my knees also started bothering me and that was terribly tiring. I could not go as deep as I used to go.'

That does not mean that she has said goodbye to the sport. Mariam puts her heart and soul into training

children from her neighbourhood. The original scepticism of the somewhat cocky parents disappeared when they noticed the impact of the activities on the children. Mariam explains it through the changes seen in the city. "What we saw more and more in recent years was the increasing crime rates. Also around here. Young teenagers were using drugs. They still go to school but their lives consist of emptiness and playing on their mobile phones. That has changed since I set up those training courses. Now the entire field is full of playing kids that we all want to keep a close eye on, because we don't want them to fall back into their bad habits."

Training

'I am on the sports field almost every day, from four to half-past nine. We can go on until late because there is a light pole next to the field. I start with the little ones. I let them romp and play around with balls. At six o'clock the older children come and I work on technique, giving passes, game tactics, and so on, with them. They are very motivated because they know that you can pursue a career in sports.'

Part of her own training with the ISA Game Changers programme was about how you can motivate mostly young children to engage with your activity. The key, according to her: take them seriously. 'Our youth often have difficulties in expressing themselves. Even we, as coaches, had a tendency to hand out assignments that they then had to follow. Now we listen more to their

ideas. We get to know them better which helps us to guide them in the right direction.' On the field and outside of it. Children often come from a family where they may be seen, but not heard. Mariam noticed that too. 'I accompanied three of them, who were all terribly shy, very introverted. With the knowledge I gained from my own training, I was able to get them out of their shell. That goes for boys as well as for girls.'

Is being a woman a handicap?

'Whether I myself have ever had problems with boys in the past? No, never. Why not?' With a laugh, she answers the question. "Because I was just as good as they were! That really helped me a lot when I finally started playing basketball at a club. And again with my current work, I don't consider being a woman a handicap. If you are brave enough you will succeed. Of course, I sometimes hear, through my husband, that there were some comments. Then they ask my husband, for example: 'Do you let her do all of this?' And then he responds with: 'Yes of course. Because this is what she wants ...'.

Despite her visible satisfaction with the chances for her pupils, Mariam does insist on the importance of school. 'We have seen that in previous generations. They made a lot of money and didn't save any of it. So when their career was over, they had nothing. Some had to ask relatives for money. So my message is always: keep studying.' Nevertheless, she is visibly gilded with some good results: 'Did you know that three boys from this

neighbourhood have already been picked up by clubs abroad? Two in the United States and one in Serbia. From Faladié! They are still in training but they will earn money soon.'

Help in the neighbourhood, from the neighbourhood
Growth opportunities for youth through sport. Mariam sees it on different levels, and that is not limited to keeping the neighbourhood clean. 'Nearby is a place where displaced people are housed. They have fled the violence in the centre of our country. They live in a tent camp. We recently arranged a visit from the neighbourhood. What did the children come up with? They collected everything they no longer used themselves, especially clothes, and took it to give it to the people there. There was no centime from outside.'

More professionalism, please

There is something that bothers her and that is that there is not enough attention for the professional potential of sport. 'There is far too little sports development. People don't really see the importance of it and therefore there is no money for it. The government also doesn't see it. Clubs and sports centres have to manage themselves. Some ask for a little money, for example, € 1.50 per training. That is an option in neighbourhoods where people have money, but there are also neighbourhoods where

people are really poor. It is impossible for you to ask for a contribution from disadvantaged families, and certainly not if they send two or three children to the sports field. They simply cannot afford that. I often see talent being lost for that reason.'

That also applies to Mariam herself. 'I do all of this for free. And in the long run, that really has to change. I really love this job, but it needs to be tackled professionally one day - and that means you have to pay people for their work. I also want to keep growing: I want to become a great female international trainer, on the same level as men.'

A final tip?

Does she have a tip for those who want to work with children? Oh yes. 'You must love them. Really get to know them. Find out what they want. If you come up with an attitude like 'look at what I have already achieved ...' No. You can be the best in the world but dealing with children really requires something else. Patience. Listen. Only then can you help them further. Because believe me: they all want to succeed.'



THE CHANGE PROGRAMME & GENDER

ISA'S CHANGE PROGRAMME HELPS YOUNG PEOPLE TO GAIN PERSONAL SKILLS AND STRENGTHS THEY CAN USE IN DAILY LIFE AND THE TOOLS TO INFLUENCE THEIR OWN LIVES. IN CHANGE, WE TRAIN SPORTS COACHES TO BECOME LIFE SKILL COACHES AND WE INVEST IN ORGANISATIONS THAT BUILD YOUTH EMPOWERMENT.



ISA seeks to promote gender equality through sport. We believe that sport is empowering, for girls in particular and that it can effectively address gender issues. On the field, girls can build their life skills and personal power. We use play and sports as a form of experiential learning. In other words, learning by doing. In our sports activities, the girls experience emotions and practice life skills on the field, such as working together as a team, solving problems and building healthy relationships. Through experiential learning, the girls reflect on their actions, understand that they are in the lead, realise that they can influence their own lives and make their own decisions. The methodology of Reflect, Connect and Apply is vital here.

Through the Change programme, community sports coaches are trained to become life skill coaches and help girls find and build their personal power. A training designed for sports coaches on gender equality through sports specifically, focuses on how the coaches and youth workers can use sports in achieving a more sustainable change towards gender equality in communities.

Through the Change programme, community sports coaches learn to:

- Understand gender equality in their community
- Put life skills related to gender equality into action, both on and off the field
- Use sports to address life skills in their own lessons, using the methodology of Reflect, Connect and Apply
- Identify life skills that relate to Sexual Reproductive Health and Rights
- To facilitate and engage in discussions and dialogue on sensitive topics such as gender roles, sexuality and harassment
- Know their role as a community sports coach: how to support youth in their group and when to refer them to professionals in their community

The community sports coaches bring their gained knowledge into practice during the programme activities, benefitting both girls and boys. Through these activities, the coaches help girls and boys develop life skills relating to gender equality. Girls and boys, become agents of their own life, make their own choices and develop personal power. In the Change programme, our local partner organisations and the local communities play a vital role, as they co-create their programmes with the community sports coaches and directly with the youth. In this way, girls are involved right from the very start. These organisations also support girls who have a desire to develop themselves as community sports coaches in their journey, amongst others through training.

Finally, the Change programme also engages different actors, such as role models, parents and community leaders. Support from these people of the girls and the programme is more likely to yield sustainable change as youth feel trusted and encouraged to participate in our programmes. When community members see what girls and women can achieve in sport, they recognise and admire this potential. They notice the capabilities of the girls and women and see the opportunities they can have within the community. In the long run, this is how a community is changed to support and embrace gender equality.



EUROPE

The number one issue that many European community sports organisations struggle with is the low numbers of participating girls, which means girls miss out on the benefits of physical activity. In 2019 ISA had two programmes focusing on increasing girl engagement and participation in community sports. Both of these programmes were called 'She Got Game', which in US vernacular has come to mean that 'you're very good' at something. But it also means that girls can break gender norms and stereotypes, and use their voices, especially on the sports field.

The first programme is Frame Voice Report (FVR): 'She Got Game'. This programme is a partnership between Vice Versa and ISA which invested in the women and leaders of our future by breaking down gender stereotypes, supporting female role models and promoting positive relationships and behaviours for girls. The goal of FVR is to raise awareness among community sports coaches in Kenya and Mali, but also in the Netherlands, about what sport can do to achieve gender equality.

Through collecting and telling stories related to gender in underprivileged neighbourhoods in all three countries, more awareness was created about the role that sports can play to achieve gender equality. There was special attention for female leaders of these countries who are already active within projects and activities to improve the position of girls and women. With sports as a platform, the girls got the chance to excel and commit themselves to strive for gender equality. In 2020, a follow-up event will be organised where community sports coaches and organisations come together to share their experiences with girls engagement in community sports. Female community sports coaches will also share practical tools on how to engage girls.

The second programme is the Erasmus+ programme 'She Got Game' (SGG), which started in September 2019. The objective of this programme is to get community sports organisations and coaches to think and act differently in designing, implementing and evaluating interventions to increase the engagement of teenage girls. The SGG programme stops developing more of what men think and starts engaging girls in its development, by testing and co-creating girls-centred programmes with girls instead of (only) men. The innovative aim of the project is to change the way of thinking of community sports organisations, to understand the distinction between the perceived problem at hand - the lack of participation of girls in sport - and the actual problem - the lack of girl voices and engagement in sports. To achieve maximum impact, the programme consortium consists of cross-sectional and cross-national cooperation between the government (Stad Antwerpen), NGOs (GAME Denmark, StreetGames UK & ISA) and an academic institution (University of Bedfordshire).

STORY OF TIM HERTSENBERG

The lack of girls participating in community sports is a real problem

My name is Tim Hertsenberg, part of the ISA family and the Erasmus+ She Got Game (SGG) programme since 1 September 2019. With little knowledge of gender equality and the lack of girls in community sports, I was thrown in at the deep end. I always thought there were more than enough possibilities for young girls to get physically active. In every city or neighbourhood, there are multiple and different sports associations girls can be part of. My male brain thought these sports associations would be sufficient. Little did I know that most of the girls ages 12 to 19 are not interested in weekly mandatory training and competitive games. They don't enjoy these sports associations anymore, so they drop out. This is not only happening at sports associations but also in community sports. Girls at that age are very difficult to reach.

The SGG programme believes girl engagement is crucial here. This goes beyond merely participating. To increase engagement, we need to empower them and support them to learn to enjoy physical activity and find their intrinsic motivation to participate in sports.

From the very start of this programme, I was energised by the passion and commitment of the consortium partners, and eager to learn more about gender issues in sports. The inspiring stories and experiences of the coaches and the volunteers in the field motivated me to work with the SGG programme and contribute to tackling gender issues.

For me, the SGG programme really feels like a journey. Although I believe we are on the right track, there is still a lot to do when it comes to engaging girls in community sports. It will take time and patience to come up with an advanced method, but I have no doubt that we, as SGG, will make a major contribution when it comes to reaching and engaging more girls in community sports.





MOZAMBIQUE

In Mozambique, at least one in every three girls or women between 15 and 49 years old has been a victim of sexual violence at a certain point in her life, with girls experiencing sexual violence three times higher than boys between 15 and 19 years old. In addition, on average one in two girls is married before her 18th birthday and almost one in five is married before their 15th birthday. These early marriages, and often pregnancy, contribute to a high percentage of school dropouts; at least 39 per cent of girls drop out by secondary school. There is a huge need for girls and women in Mozambique to feel and experience empowerment, so they are able to develop themselves and raise their voice against gender norms, stereotypes and early marriage and pregnancy.

ISA, in collaboration with Right to Play Mozambique, facilitated a training session on gender equality where 23 community sports coaches, 12 of them female, were informed about the topic of gender equality and trained on how to use life skills to address gender equality in their activities. This encouraged and supported girls in their participation in gender-related projects and events, such as the International Girls Education Conference or the political dialogue on Sexual and Reproductive Health and Rights in the national forum of Mozambique. The participating girls and women demonstrated their ability to show their voice and claim their rights.

STORY OF MARIA SITOE²

'I want my community to be free of all gender-based violence'

Maria Siteo, a girl living in Bairro B of the village of Namaacha, participated in the Sport for Development (SfD) project implemented in coordination with our local partner, AMODEFA (Mozambican Association for Family Defence) in Mozambique.

Along with her mother and three brothers, Maria Siteo used to live with her stepfather who recurrently sexually abused her mother when he got drunk, and sometimes even attempted to do the same to Maria as well. Maria lived depressed and in fear of her stepfather. After hearing about AMODEFA and the gender equality and inclusion awareness meetings that they organise, she decided to attend. At these meetings, community activists discuss and disseminate messages regarding contraceptive methods, gender equality, prevention of sexually transmitted diseases, and Sexual Reproductive Health and Rights. At the meetings, Maria gained self-confidence and learned about how to fight for her rights as a female. Thanks to these meetings she became an activist and used the skills acquired to sensitise her mother to become conscious of the violence she was suffering.

'I am very happy to have supported other girls in my community, especially my mother who suffered domestic violence, she always thought that women could not go to work and should only stay at home to do domestic chores and obey men's demands' said Maria.

In the future, Maria would like to become a journalist or teacher in order to continue helping girls and women in her community, and promote gender equality so that her community is free from all forms of Gender Based Violence. She wants to give girls the chance to explore and develop.

² Due to privacy reasons, we have used a fictional name





SURINAME

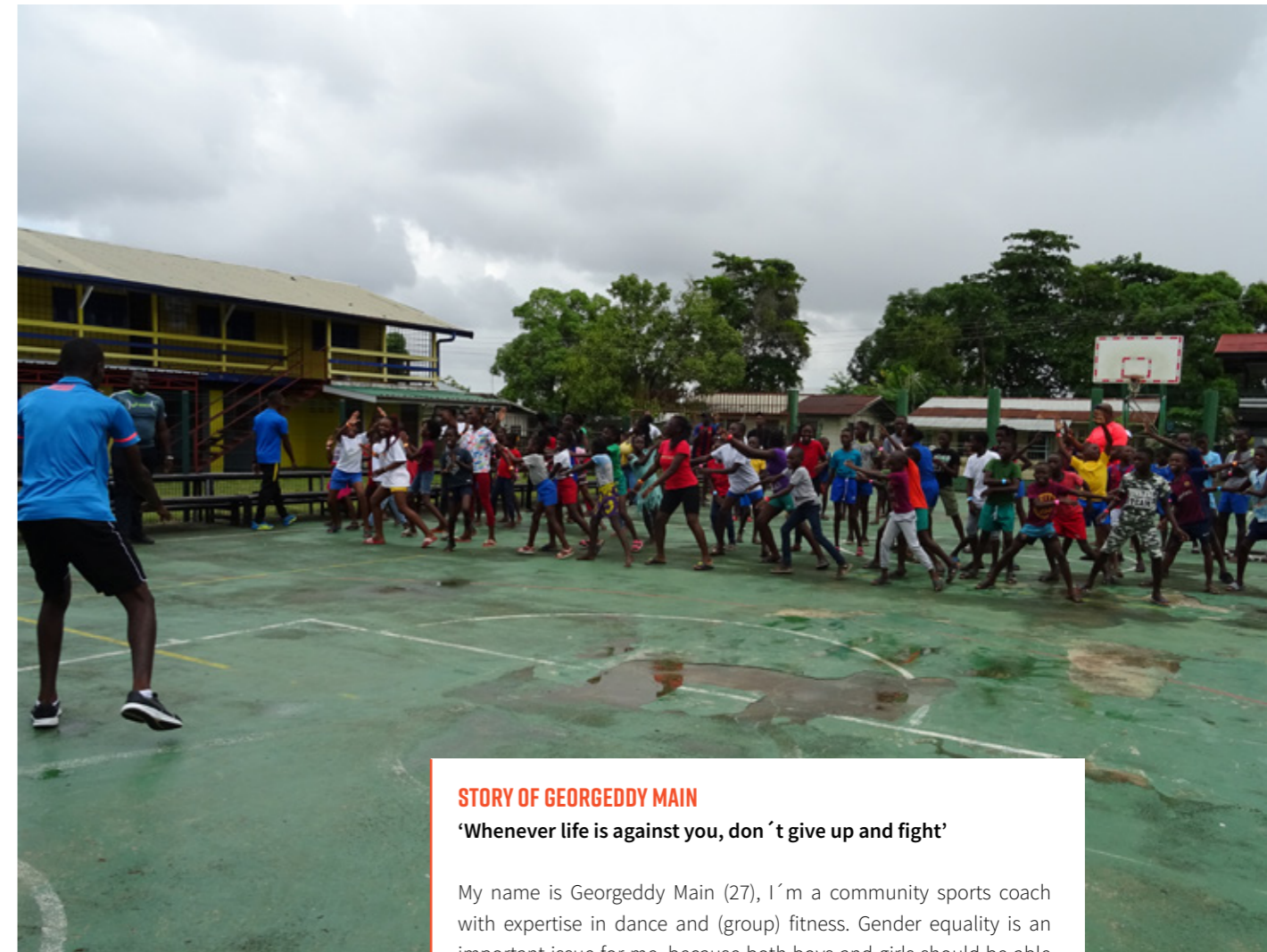
Projekta is ISA's implementation partner organisation in Suriname. Gender equality is one of its main focus areas, as they believe that all genders have equal rights, opportunities, obligations, choices, and that power is shared equally. In the design and execution of activities methods are applied that create equal opportunities for girls and women to participate in activities and to develop themselves.

In 2019, the Community Sport for Inclusivity and Gender Equality training was carried out in Suriname. A total of 20 community coaches were trained, and 50 per cent were female. The coaches learned to use sport as a tool to make a more sustainable change towards gender equality in their communities. This means, for example, putting life skills related to gender equality in action both on and off the field and facilitating discussions and dialogue on sensitive topics such as gender roles and Sexual and Reproductive Health and Rights.

Throughout the programme the coaches held weekly training sessions where they put their newly gained knowledge into practice with the youth in their own and other communities. It was wonderful to see that girls and females, especially from poverty-stricken communities, were trained to guide physical activities specifically for girls, as well as address life skills, gender issues, and the challenging topic of sexual and domestic violence within their community. These female coaches have created and continue to create opportunities for girls to conduct physical activities, taking into account the barriers the girls face. No similar activities existed for girls in these communities prior to the Community Sport for Inclusivity and Gender Equality training.

- In total **1024 youth** was reached (**54% girls and 46% boys**)

- **Over 100 training sessions** and events were organised by community coaches.



STORY OF GEORGEDDY MAIN

'Whenever life is against you, don't give up and fight'

My name is Georgeddy Main (27), I'm a community sports coach with expertise in dance and (group) fitness. Gender equality is an important issue for me, because both boys and girls should be able to reap the benefits of physical activity. Not only does that include health benefits, but also social ones. After I completed the community coach training course I started conducting regular dance fitness and group fitness lessons for girls in my neighbourhood. Currently I have a group of 18 girls, between the ages of 7 and 25, whom I regularly teach physical activity. Some of the girls need to watch their younger siblings. In my class they are allowed to bring them along, and I include them in my lessons.

Aside from the fact that I get to stay fit following my physical activities, I have noticed in my classes with the girls that my efforts to increase their self-confidence and sense of achievement are paying off. This is something I really had to work hard for, by constantly encouraging the girls to not give up during the hard parts of the lessons or whenever they feel that life is against them. Making my lessons a fun experience for the girls is also an important aspect of my classes. One achievement that I am really proud of is that the girls didn't like to participate in the physical activity lessons at school. That has changed. They now look forward to those classes, and no longer think that it's just something for the boys.

IMPACT STORY OF MARIAM TWAHIR

Kibera, Nairobi Kenya

To Mariam Twahir it is clear: sport is the most important tool to enable peace building. In the second largest slum of Africa, she acts as a coach to a group of 60 youth once a week. 'When I see that girls become involved in the different activities, I feel true change is achieved in a community.'

On a training field on the edge of Kibera, a group of school children has come together to do some sports exercises. Mariam Twahir will not participate today, as she just gave birth to her third child. Usually, every Thursday from 4 to 5.30 PM, she coaches a group of 60 youth. Mariam and her husband Ben Ooko are the driving forces behind Amani Kibera, a peace building organisation that was founded just after the violence in Kenya during 2007 election time. Kibera is the second largest slum in Africa. The district is situated in the southwest of the Kenyan capital Nairobi. Estimations on the number of citizens vary between 700,000 and over 1 million people.

Amani Kibera uses sports, fashion and reading as tools to promote peace among youth from different ethnic backgrounds. The philosophy is simple: if people get to know each other and participate in activities together, prejudices disappear and violent outbursts in the future can be avoided. These people are then less susceptible for provocation from politicians that often use warlike language during election time.

Recently, Amani Kibera started the campaign Stones4Peace to collect stones. In the past, stones were mainly used to throw at each other and the police, now they are used to build a new community house, together. It cannot get more symbolic than that.

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Within the Frame Voice Report programme in 2019, we collected and shared stories of successful female community sports coaches from the different countries where we work, with the goal of making other community sports coaches aware of the possibilities sports have to create gender equality. Community sports coaches from Mali, Kenya and the Netherlands shared their inspirational stories, life changing experiences and gave practical tips on how to engage girls in community sports and how to work towards gender equality.



Unprecedented enthusiasm

Mariam embodies sports. Talking about sports makes Mariam enthusiastic. 'If you have performed well in sports, or have just had a fun afternoon session, it immediately has a positive effect on how you feel and if you feel good about yourself', she says. As a role model, she mentions her husband, Ben, 'who has improved the quality of many lives in Kibera' - although she does not agree with his support for Arsenal instead of Manchester United, like her. Her other role model is tennis player Serena Williams. 'Serena does not only believe in herself, but also goes beyond herself to help the less fortunate in society. As main achievement for Amani Kibera, Mariam names the changing of the mentality of a lot of people. 'We bring people from different ethnic backgrounds together during football tournaments and our sports activities. They play football together without any conflict or without their background influencing the game. When they are on the field, they forget where they are from, all that matters is the game itself. Sport is really the most important tool in building peace'.

Mariam herself also grew up in Kibera, in a family with six children. After her secondary school education, she started working to afford evening school. Mariam has diplomas in Fashion and Design, and in Corporate Information and Communication Technology. Within Amani Kibera, she is the coordinator of the Uwezo Girls Empowerment programme in which she supports 20 fashion students. 'I have always wanted to work with girls in my own community', she says. 'When you make a woman self-conscious, you empower society as a whole. When I see that girls become involved in different activities, I feel there is real change happening in the

community. Also, when girls are active in sports activities, I know that they will go home and tell their families what they have learned on the pitch at the end of the day'.

Peaceful community

Mariam talks about Kibera with love. Together with her husband Ben, she sees it as her task to change the perception of Kibera. A lot of citizens of Nairobi associate slums with crime and violence. Mariam looks at this differently. 'Kibera consists of 13 different neighbourhoods. People from many different ethnic backgrounds are represented, which is often perceived as problematic. I would like to turn this around. For me, that is what makes Kibera vibrant and cosmopolitan. I love Kibera because it has a sense of neighbourhood. We live in an area called Olympic. When you have nothing left to eat, you can always knock on your neighbour's door. In Kibera, people look after each other. I would never want to live in a neighbourhood where the houses are secured by fences. Kibera is a peaceful community'.

Even so, this has not always been the case. After the presidential elections of 2007, there were a lot of outbursts in Kenya related to ethnicity, which led to thousands of deaths. Especially slums such as Kibera and Mathare Valley experienced many explosive situations, as people from different ethnic backgrounds live together in these areas.

The previous election period, two years ago, was not as bad as 2007', says Mariam. 'In 2007, the youth was truly abused by politicians that would turn people against each other. Nowadays, we have a young population that

is much more resilient and self-conscious, and therefore determined to uphold the peace. Just look at how many youth participate in our (sports) activities as peace ambassadors. Look at how many youth from Kibera form youth groups to create a better society, for example for cleaning their environment or collecting rubbish for recycling. I think that these positive values are being generated from home and from the sports field, and youth are making the right choices.'

Few obstructions

Mariam mentioned it already: the sports field. She is very happy that she can apply her passion for sports in her work at Amani Kibera. Every week, she leads sports activities for 35 girls and 25 boys. Mariam sees few specific obstructions for girls when it comes to participating. 'When talking about obstructions for women to participate in sports, I think that problem is greater in professional sports than on a community level. In my opinion, it would be great if our professional clubs or if our national football team would have a female coach. But even in the Netherlands you don't see that. On a community level, girls can easily participate and there are just a few hindrances. When it does occur that they drop out earlier than boys, reasons are often teenage pregnancies or early marriage.

'Sometimes, it happens that parents object to their daughters participating in sports activities', she continues. 'We then go and talk to them and explain how important doing sports is for their daughter. We tell them that it is important for the development of the bones and muscles of children, and that physical activity is good for your brains and also leads to better performance in school. Therefore, doing sports is important for future academic development and for the position a person will have in society.'

'We also reinforce the psychological aspect. Youth that do sports often do not end up on the wrong path. We have seen that the youth that are active with sports, are often the ones developing the skills that lead them to becoming important mainstays in their community. Parents are especially susceptible to these arguments.' >>

Real change

Soon, when the baby has grown to be a bit bigger, Mariam will continue with her work and with facilitating the weekly sports lessons. 'Sports is the best way to transfer life lessons to youth', she says. 'Nowhere else are youth presented with more life skills, than during sports activities. Playing sports gives them self-confidence, teaches them to communicate assertively, stimulates leadership and a sense of responsibility, and also enables time management. We also teach youth how to handle their emotions and how to control themselves. When you are angry with someone, starting to go at them is not the answer. At this point, one should really talk with one another.'

The evaluations are especially enjoyable for Mariam. 'We evaluate how the game went and start talking to each other. Youth learns most of these reflective conversations. They really go on about the experience. All these experiences lead to change within the youth, but also within the community.'

The final question, whether it is different for her as a woman than for example for a male coach, is dismissed laughingly. 'I see me being a woman not as an obstacle. The most important thing is, and this is also my tip to Dutch coaches, that youth listen to you and accept you as a coach. When they do that, it really does not matter if you are a male or a female.'



THE GAME CHANGERS PROGRAMME & GENDER

IN ISA'S GAME CHANGERS PROGRAMME, PARTICIPATING YOUTH REALISE PERSONAL PROJECTS IN THEIR COMMUNITY, BASED ON ISSUES THEY ARE PASSIONATE ABOUT, AND AS A RESULT CONNECT WITH THEIR COMMUNITY. THIS IS THE KIND OF MEANINGFUL YOUTH ENGAGEMENT THAT LEADS TO SOCIAL CHANGE WITHIN THEIR DIRECT ENVIRONMENT, AND MAKES THE GENUINE GAME CHANGERS. TO FACILITATE THE YOUNG PEOPLE IN BECOMING GAME CHANGERS, SPORT COACHES ARE TRAINED TO BECOME MENTORS.



In the Game Changers programme, the outcomes and results from the previous two ISA programmes - Game and Change - come together and collectively through this programme produce an even higher impact and social change. When also mainstreaming gender from the first programme all the way to the Game Changers programme – sustainable social change with regard to gender can be achieved. Thanks to this strategy girls can indicate which gender challenges within their community they want to address, and are thus incorporated in the programme. As these young people possess a wealth of homegrown solutions, they are very capable of developing effective solutions. This allows for the girls' voice to be heard, and the solutions to the challenges they face originate directly from them and put them centre stage, rather than having solutions enforced on them. Local partner organisations support the girls by offering them a platform to design their own projects, instead of determining the solution for the girls' challenges. This way, gender equality becomes a natural product of the process.

The girls in the Game Changers programme are self-confident, know their aspirations, are able to lead community sports and create opportunities that make them heard and seen by their community. This is a transformation from passive participation to active contribution. Through the Game Changers programme, the girls develop themselves and build their skills and capacities along the way, increasing their ability and chances of bringing social change in their community. This is the ultimate form of grassroots advocacy. In addition, these girls function as a role model and act as mentors to others, and in that role they support other youth in reaching their own personal goals and projects.

In addressing gender, mentors use their skills to support the girls in organising their personal projects in their community. This allows girls to make their own decisions, based on their interests and passions. By building the girls' personal power we are getting closer to reaching gender equality and women empowerment. To ensure impact sustainability, the programme also addresses young boys on gender issues, as they must learn - at a young age - to see girls as powerful and equally capable, accept their game changing capacities and their vital role within the community. The Game Changers programme shows that it is possible to do things differently.

Youth have the power to change the future. In Game Changers we achieve this change together, with the young boys and girls in the lead. These game changers are leading community sports, connecting with the community, realising personal projects, with the aim of achieving a desired community development that is sustainable and a new mindset with regard to gender.



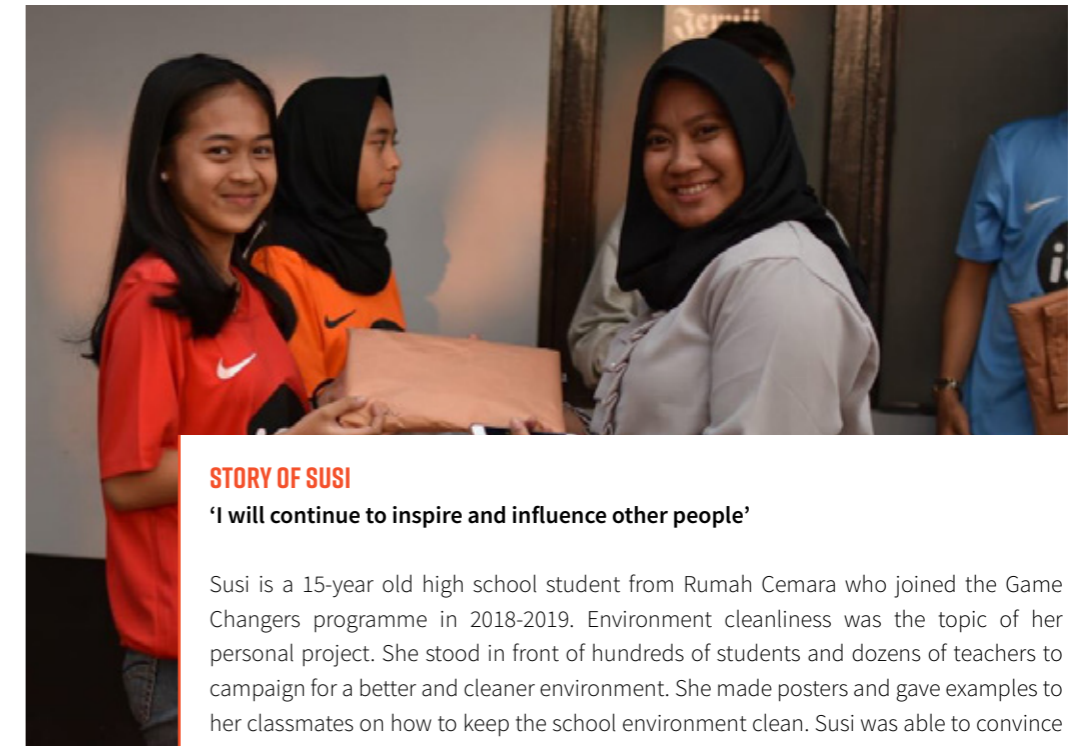
INDONESIA

Youth, both girls and boys, don't get a lot of opportunities to share their voices in Indonesia. Starting at home, culture dictates that young people are used to listening to their parents and following their wishes. Outside, at school for example, the educational system forces them to become good followers. So it is very rare that they challenge and argue ideas and beliefs from their parents, teachers or other adults. Especially girls and women suffer the consequences. Gender gaps in education, employment and wages are common and appropriate policies to tackle gender inequality are absent.

The ISA Game Changers programme was implemented in Indonesia where we worked with three local organisations: Rumah Cemara, Gen-B and Inspire Indonesia. The programme gave girls and boys the opportunity to use their voice, gain self-esteem and develop themselves. The programme created safe environments for girls to talk, discuss and share their opinions and experiences, and challenged them to speak up and lead various activities in the community.

Through small steps, we strive towards big changes for the men and women who participated in training and community engagement events, in Bandung and Jakarta. Through the Game Changers programme, we trained and engaged with 7 mentors and 18 youth. 971 children and youth were reached through the community events. We organised three training sessions, and 18 events. The gender ratio amongst mentors and youth was 60% male and 40% female.

On an organisational level, we were able to create impact with Inspire Indonesia. Every year, the Inspire academy marks the year end with a party for all its players, coaches, parents and the Inspire community. The party is usually organised by the sports coaches. Breaking with years long tradition the party in 2019 was completely organised by the youth participants in the Game Changers programme. They developed the plan, and prepared and executed the event. It was a very proud moment to see them stepping up like never before and for Inspire, it was wonderful to witness the youth's power when they are given the opportunity and space to share their voice and act in the community.



STORY OF SUSI

'I will continue to inspire and influence other people'

Susi is a 15-year old high school student from Rumah Cemara who joined the Game Changers programme in 2018-2019. Environment cleanliness was the topic of her personal project. She stood in front of hundreds of students and dozens of teachers to campaign for a better and cleaner environment. She made posters and gave examples to her classmates on how to keep the school environment clean. Susi was able to convince the school principal and he supported her initiative by providing more trash bins at school. Susi has become an agent of change in her school by daring to stand up, speak up and set an example.

Susi shares: 'Because the Game Changers taught me to be more confident to speak in front of many people, I could interact with others more easily and make new friends. I care about the environment and don't give up easily. I really believe we have to throw garbage in the bin. In front of my teachers, principals and hundreds of my school friends I gave a presentation on why this is so important. I was very happy with the results because they accepted my suggestion and started to throw the trash in the bin. Even my principal bought lots of new trash bins for the school. I am very happy because my school is now free from rubbish. With pride I can say that me and my friends are true agents of change.'

I will continue to be a person who can influence other people, especially with regards to environment cleanliness and health. I will be more confident in sharing the good things. I always knew I had the confidence in me, but the Game Changers programme lit the flame and let it out. They provided me with the opportunity to realise my personal project. It was truly an amazing experience!



KENYA

Kenya adopted a new progressive, rights-based constitution in 2010. This constitution provides the legal framework for the government to fulfil basic rights for marginalised and vulnerable groups, such as women and children, to claim their rights. The country has made some progress on maternal mortality, has achieved gender parity in primary education enrolment and is approaching parity in secondary education. However, many girls and women still face many challenges. Gender inequality is still one of the main social issues in the country, mainly because women and girls do not get the opportunity to share their voice and participate in decision making processes and leadership roles.

In 2019, the Game Changers programme trained and supported 6 mentors (4 females) and 18 youth (13 females) from two partner organisations; Transforming Young Stars of Africa (TYSA) and Amani Kibera.

The mentors used their skills to support the girls to organise their own physical activities in their communities. This gave girls the opportunity to make decisions for themselves and created role models for other girls and boys in their communities and organisations. The girls designed and implemented a project surrounding a subject that they are passionate about in their own communities. This created high personal confidence and community acceptance at the same time.

For women to be engaged in leadership roles at all levels increases their opportunities for meaningful engagement, influences decision-making and community interventions by promoting efforts that increase the number and the capacity of women in leadership. In 2019, four community events were organised and led by the youth and mentors in the communities of Nairobi and Kitale where our partner organisations work. Through community engagement, we reached 1600 youth directly and indirectly, and at least 40 per cent of them were female.

The training facilitated in the Game Changers programme had a distribution of 80 per cent female and 20 per cent male. These activities prioritise efforts to create a more enabling environment by promoting gender-sensitive planning and programming and conducting leadership training and mentorship.

Carol, aged 25, a mentor and the first female TYSA director is one of our amazing success stories. She says: 'We believe that a society with gender equality achieves higher levels of social-economic fulfilment. There is a strong correlation between gender equality and economic and social rights. We at TYSA acknowledge inclusiveness and mainstream gender equality from the very beginning'. Carol is a professional social worker and a true game changer in her role as a mentor and role model. She guides and supports girls in the community so they are able to develop themselves. From her humble beginnings, Carol has shown that by developing the personal power of young girls, they have the ability to define their own destiny and that of the entire community.



STORY OF RUTH CHELEGAT

'A girl for another girl'

"My name is Ruth Chelagat, I am a Game Changer at TYSA and a university student. Gender equality is important to me because it gives both males and females equal opportunities. It reduces conflict and creates a sense of unity. Because of it, women are no longer referred to as weak in society.

I am happy with the impact I have created in making girls understand their rights and that they have equal opportunities. My initiative, 'A girl for another girl' gives girls opportunities to express themselves, and it is an achievement that I'm really proud of. It entails enlightening and educating a small group of girls to understand themselves and the environment surrounding them. The girls go out and reach out to other girls and train them in self-worth and self-esteem. They later become Girls for Girls Ambassadors and the chain continues until it reaches as many girls as possible. I'm so proud of this because I can notice the chain reaction my initiative is causing. There are so many girls who are learning from each other, sharing experiences and eventually supporting each other in their development. All it took for me was to show my confidence and educate a couple of girls. They are doing the rest!

Looking at the future, what I want to achieve concerning gender equality is creating a girl ambassador movement across the world!"



MALI

In Mali, gender inequality is a huge social issue. Girls and women are structurally kept out of decision making processes and face contemporary problems such as high rates of violence against women, child marriage and female genital mutilation. Looking at sports there is a taboo on women and girls being physically active, which is seen as 'not normal'. This is a huge barrier for girls and women to participate and experience all the benefits sports can have on their personal development. There is a need for female coaches to break down this barrier and act as a role model for these girls. In this context, in 2019 ISA paid special attention to gender equality in the Game Changers programme.

The impact of the Game Changers programme with the training, workshops and events was huge on multiple levels. It encouraged the female young leaders to take initiatives and address social issues in their own communities. They dared to speak up and talk about complicated issues such as gender based violence and child marriage. The same applies to the mentors, who openly talked about these issues with the participants. Both the youth and the coaches gained credibility in the community because of their actions. Parents and community members noticed and felt the change in the community. They see that their children and the young people are capable of making a difference in the community.

- In 2019, 11 mentors were trained in the Game Changers programme, three of them women.
- 25 young leaders participated in two Game Changers workshop, 13 women and 12 men
- In the activities facilitated by the community sports coaches 620 community members were involved. With at least 260 of them being girls and women.
- 15 Game Changers events were organised where at least 40 percent of the participants were girls and women.

Also, the organisations we work with have witnessed the girls; abilities and are involving them in the design and implementation of their policies and strategies. They understand that their activities go beyond sports, and have a positive effect on the whole community.

An amazing example of an activity that reaches beyond sports is from one of the youth in Faladié. They organised a donation event for the displaced people in their community, which consists mostly of women and children. The community members were touched by the idea of the young people and were happy to donate clothes, shoes and much more. It did not stop at one donation, the young leaders kept going and have so far held three collection rounds.

STORY OF TAMBA DOUCOURÉ

'All the sports men can do, women can do as well'

My name is Tamba Doucouré, I'm 49 years old and the founder and sports coach of Centre de Football Tamba Doucouré. As a male sport coach, I believe all the sports men can do, women can do as well. Yet, sports have been known as 'all male territory' and are believed unsuitable for women.

For example, in my community women were not encouraged at all to do sports, and it was even worse when it came to playing football. Thanks to my initiative, setting up a women's football team, many people started realising that women can play sports as well, and that sometimes, they are even better at it than men. Following this initiative, other coaches decided to include a sports programme for female players into their sports training as well. They often come to me for advice, if they want to start a female sport club or team, or when they encounter issues in the process. Other sport coaches in my community got inspired and decided to create their own women's sports club. I receive a lot of attention and respect in my community due to my initiative. Whenever there is a sports activity, event or competition that targets women, an NGO or the community members involve me.

I am so happy with the impact I have created, the simple fact that my female team is the only one in the neighbourhood to be affiliated with the national football league is amazing but also my community always shows how proud they are with what I do for both girls and boys regarding sport and gender equality. The girls team I am training is one of the best in the competition that we take part in. They take initiative. They support and empower each other so they are able to develop themselves.

Because these young girls have gained so much self-confidence, they stand up for themselves and support other people in their community. My dream is to see my female players play in the national team. I want to show all the people in Mali that both men and women can play football and practice sports.



IMPACT STORY OF FATOUMATA AND AMINATA COULIBALY

Doing sports for a better community
Doumanzana, Bamako Mali

Doumanzana is one of the many spread out low-rise neighbourhoods in the Malian capital Bamako. Along the long streets made of sand and stone, there are houses made of big cement blocks, which are inexpensive and ensure building is finished quickly.

Bamako's growth has been turbulent. It went from a small city, no bigger than Venlo in the Netherlands (population 100 thousand), during Mali's independence in 1960, to 500 000 inhabitants twenty years later. And the growth rate remained high: 750000 in 1990, to over one million at the beginning of the new millennium. Now the city has just under three million inhabitants, all on a surface of 245 square kilometers. In the last thirty years, new districts have been created in short periods of time, with little infrastructure, barely any electricity and water, and people who do not know each other.

The sisters Fatoumata (21) and Aminata (19) Coulibaly want to do something about that. The eldest sister is pursuing a degree in informatics and management, whereas the youngest is doing a corporate management degree. Both want to bring structure to Doumanzana, their neighbourhood, through sports activities. Coherence is the magical word, although they prefer the word 'solidarity'. It is a lot of work, they know now. The community has been the stage for many riots and robberies, even in the more recent past.

“

Within the Frame Voice Report programme in 2019, we collected and shared stories of successful female community sports coaches from the different countries where we work, with the goal of making other community sports coaches aware of the possibilities sports have to create gender equality. Community sports coaches from Mali, Kenya and the Netherlands shared their inspirational stories, life changing experiences and gave practical tips on how to engage girls in community sports and how to work towards gender equality.



Sports have been a part of their lives from childhood: they grew up in a very sporty family. 'My father used to coach the national football team', says Fatoumata. Sports still play a role in their lives, although currently more modest due to their busy studying schedules. 'If I would have to choose now, I would pick basketball. But I am more involved with coaching now', Fatoumata continues, 'within ISA's Game Changers programme. Through the programme, I have helped many people already'. She looks at Aminata who is busy with her laptop, and says: 'For example my own sister. She is now seen as a community leader.' A radiant smile appears on her face and Aminata takes over.

'As my sister said, sports is a part of our family. My mother has especially encouraged me greatly. She herself also played basketball for some time. My main sport is football'.

In the early evening, they go for a jog in the neighbourhood. Is that even possible, in Bamako? 'We do it to stay in shape', Fatoumata says, 'but it is indeed quite difficult, especially due to the air pollution in the city.' There is a near-constant cloud above the city consisting of exhaust fumes from older vans and cars, fires used for cooking and the habit of burning garbage within the community. More about that garbage will come later. Aminata just wants to highlight that air pollution is no obstacle: 'It does not stop us'.

Every evening, at 7 P.M., they can be found on the community sports field. The youth is massively running around, playing football and games. How did it come to that? Fatoumata's answer is short and leads to them bursting out in a laugh: 'This is all because of my sister.' But then Aminata's glance turns serious, and she explains why. 'What I saw in my community was that youth had less and less respect for the elders. Here, that is important, it is part of our tradition. I set up sports activities, because it is a way through which important messages can be passed on, especially to the very young ones. They find the activities I organise interesting and afterwards I start conversations with them. We started off in March 2019 with a small group - five children. Now, the whole community comes to pick me up if I am not on the field by seven.'

It did not come easy, says Fatoumata: 'In the beginning, it was not straightforward to convince parents to let their children be outside for two hours. Parents felt that their children would use the sports activities as a cover to do other things that were not allowed at home. This caused many frustrations when we were starting off.' Did they talk to the parents? Aminata: 'No, not really. We showed them, through the activities that we organised and the results we achieved with it.' Fatoumata adds to that: 'The advantage is that children participate in physical exercise, which leaves them with less time for things that are bad for their health. And when they are done playing sports, all they want to do is sleep, which is really good...'

The sisters subtly connect all kinds of life skills classes with their sports activities, such as learning to have respect for one another - which is really catching on. The idea to bring respect back to the community helps as a way to increase social cohesion, for example. The elderly are overjoyed that the youth have started greeting them again. That is important, they emphasise: it is by far the best expression of showing respect. And that way, community members start talking to each other, on the street. Aminata sees that the community has become more social. 'We used to never talk to each other. You sort of knew where everyone lived, but there was no connection or solidarity. It is there now. People keep an eye on each other, see if their fellow community members are doing well.'

The sisters' activities are also creating some great spin-off effects, which are also visible on the street. There is less garbage, all thanks to a game. Aminata: 'Shall I explain? I place the children on a line, in pairs of two. The moment I give the go-ahead, there is still garbage everywhere. They have to pick it up and put it in a bag - as much as possible. The pair that collects the most, wins. And the fun part is: the children love it! They played, they were active, they worked together and they offered the community a great service.' The idea has spread and it is very noticeable that there is less garbage on the streets. Now they need to tackle the issue of burning it. >>

Have they received more respect thanks to their work? Fatoumata is certain. 'Definitely. This is especially due to us showing a great dedication, which is highly appreciated. But I have also seen that our sports activities help to get things done, because you retain the attention of the youth. It works better than just giving them a speech. You can have fun with sports and play and at the same time pass on important information - that then sticks around better.'

Did it help that they are both young women in college? Not really, says Aminata. 'When we started our activities, the girls were pushed to the background. The boys were in control of everything. I wondered why that was, and took it as a goal to become at least as good as they were. That was actually pretty doable, to be honest. And whether they like it or not, I decide what happens!' That last remark leads to a joint cheer.

ISA continues to support them, with training and advice. The organisation sends questionnaires digitally - both sisters are very active on WhatsApp - or visits them in Doumanzana to discuss what they need. If it is up to Fatoumata and Aminata, they will continue doing this work for years, despite their busy degrees now, and jobs later - because that does lie ahead of course. 'We do not do this for the money', they say. 'What we want is for our community to develop.' Working with younger children is easier in that sense, they say. When they are older, they do wish to see some financial compensation. 'This does lead to some complications', Aminata says diplomatically.

Have they actually changed? Fatoumata says: 'Absolutely. I noticed during ISA's training that there was much room for everyone to be heard. I valued that a lot. I used to find it very difficult to speak in public. I have advanced greatly in that. The same goes for connecting with people you do not know. That we have learned also, as well as how to motivate people for your activity.'

Aminata has had a similar development, towards more self-confidence. 'I used to get discouraged very easily. All anyone had to say was what I was doing wrong, and I would drop everything. Now, when I heard such a remark, I wonder why someone says that. And then I look for a way to improve it.'

Fatoumata thinks that having an active sports lifestyle can be combined with a career, her sister is less sure of that. What they do agree on is the answer to the question in which female sports discipline Mali will be acknowledged for: basketball. 'We are going to win the World Cup, insh'Allah'. Mother can be proud.



04

HIGHLIGHTED IN 2019



INSPIRATION DAY POSITIVE YOUTH DEVELOPMENT INSPIRING METHODS FOR MEANINGFUL YOUTH PARTICIPATION

Never before have there been so many young people in the world, and their numbers continue to grow. Often, this 'largest generation of youth ever' is seen as a problem, instead of an opportunity. Major worldwide issues nowadays centre around safety or migration. Youth constitutes an important factor in these issues. But what happens if we take a different approach? What if we take the power and potential of youth as a starting point, instead of treating them as a threat, a danger or a problem?

Together with International Child Development Initiatives (ICDI), Human Security Collective, and Erasmus University Rotterdam (EUR), ISA organised a Positive Youth Development inspirational day. The event aimed to inspire stakeholders – from local governments, NGOs, community sports organisations – with the power of youth - to start thinking differently about their own (youth) interventions. The session offered different opportunities to meet and have discussions with professionals from different backgrounds – and the possibility to learn from one another about the opportunities that can arise when we recognise the value of this young generation.

During the session, Lucas Meijs, Strategic Philanthropy and Volunteering professor at EUR, provided insight into alternative ways of looking at youth development. Then, participants elaborated on three inspiring methods that organisations can use for meaningful youth participation:

- ICDI – Youth Lead Social Research: An Engine for Change
- Human Security Collective – Time to Engage with Youth at Centre Stage: The HSC Approach to Youth Leadership on Preventing Violent Extremism
- ISA – Game Changers: A Leadership & Sports Programme where Youth Stand Up, Speak Out & Give Back

This was a successful day, with plenty of interaction between the attendees and new insights for attending stakeholders.



ERASMUS+ 'TAKE IT TO THE STREETS' PROGRAMME – MULTIPLIER EVENT

ISA incorporates many different types of sports into its activities, and we actively look at new trends among youth to ensure that we stay attractive and relevant to their needs and wishes. One of the larger trends over the past few years has been the rise of street sports. In particular, 3x3 basketball has gained traction within ISA – with its biggest success in Mali. Because of this, we want to examine the power of street sports further, and how it can contribute to development and creating social impact. Thanks to Erasmus+ funding, ISA developed the 'Take It to The Streets' programme together with our partners: 3X3 Unites, GAME Denmark, GAME Lebanon and Deutsche Sporthochschule Köln. The programme examined the value and use of street sports to promote positive engagement of young people in society, to develop street sports as an effective strategy to promote the participation, engagement and integration of young people within their communities. Street sports as a whole, and 3x3 basketball specifically, were examined as part of the programme.

The Erasmus+ 'Take It To The Streets' programme ended in 2019, with a multiplier event organised by partner 3X3 Unites in Amsterdam. During this event, we launched the '3x3 for Development' book. This manual on 3x3 basketball is meant to show leaders how they can use 3X3 to teach youth life skills. The event was visited by youth workers from around the Netherlands, as well as local government officials and the national and international basketball federation. Jesper Jobse and Bas Rozendaal, Dutch national 3X3 basketball players, facilitated an amazing, interactive clinic to show some of the content of the tools described in the '3X3 for Development' book. It was awe-inspiring to see how involved the stakeholders were. FIBA (International Basketball Federation), published an article about the book and the power of 3X3 basketball in general – which can be read [here](#), and SportKnowhowXL shared a publication on the development of 3X3 and its value in the Netherlands, with 3X3 Unites, and beyond – that can be found [here](#). FIBA was additionally interested in using and promoting the '3X3 for Development' book for leaders in an international context, and looking for ways to embed the curriculum in the FIBA structures.



SPORTS FOR DEVELOPMENT DOCUMENTARY OF MALI

The Sports for Development (SfD) 2016-2020 programme – a joint initiative with KNVB and Right To Play – aims to create ‘a world in which children and young people actively contribute to vital communities using sport and play’. In the programme, the three organisations focus on empowering youth and coaches through sports and play, each following their own approach and methods.

Over the years, the partnership has seen the power and impact of our activities and interventions in the countries in which we are active. And we thought it was time to portray this in ways beyond the usual reports – in a video where our Dutch sports ambassadors active in the programme tell the story. Together with Beemflights, a full-service film production company, we developed short documentaries for each organisation to represent their journey in that region. KNVB chose to portray Indonesia, Right To Play visualised their activities in Lebanon, and ISA shared our work in Mali with 3X3 basketball player Jesper Jobse as a spokesperson. The documentaries demonstrate the power of SfD to create safe environments where youth can play sports and showcase the community and the environment in which the youth live. We believe it is more valuable for you to see for yourself, so grab some popcorn, sit back and enjoy beautiful Mali!





INVESTING INTO A 3X3 BASKETBALL FIELD IN MAGNANBOUGOU, MALI

ISA has been scaling up its activities in Mali since 2012. The district of Magnanbouguou, situated in Mali's capital Bamako, was incorporated into ISA's activities in 2014 already. And now, we are creating the ISA Mali office.

Over the past 5 years, ISA has seen the commitment of the community members, coaches and youth to create safe spaces for the youth and children in the community, even though there is a lack of physical space for civic engagement, an issue in many large, fast-growing cities.

After observing this development, and recognising the community's commitment, we decided to invest in a 3x3 basketball court, together with the Dutch Ministry of Foreign Affairs. The development of this field was important to ISA, but it should be built and maintained by the community itself, rather than carry the ISA label. We also felt that we should make the coolest and best-looking field in the country, instead of the standard grey. So we asked Shon Price to develop some fitting designs, based on a needs analysis from within the community. These designs were presented to a youth panel who chose the design and painted it on the field. This helped feel involved and talk with pride about 'their field'. Also, they have a sense of ownership, as they contributed directly to the creation of something that will be used by athletes, youth, coaches and community members from across the country.

The grand opening of the court saw local rappers, MCs, politicians and many other key stakeholders come together. In his opening speech, the mayor of Magnanbouguou, M'me Coulibaly Wassa Samake, praised the involvement and dedication of the community. With this event, and with the investment that ISA made, we can now ensure that the new court can become a stage for new investment from business endeavours in this new public, safe space. I. For example, local businessman Mamadou Soumaoro, decided he wanted youth and children to be able to play at all times of day, and donated lighting for the field. Additionally, different stakeholders have requested to be able to use the field for local, regional and national events – empowering the community of Magnanbouguou.

In the past, ISA focused on impacting communities through investing in people, rather than hardware. We felt hardware is a means to activate rather than a purpose in itself. Also, over the years we often saw how a lack of local ownership from the community led to the quick deterioration of donated sports facilities. However, with the development of this sports field, we believe our investment in hardware will further support the development of the region, and further enable local youth to think of new ways in which they can contribute to their community. This proud achievement was possible because of our years and years of investing in and interacting with this specific community.



SOCIAL BUSINESS WORKSHOP FOR ISA'S KENYAN PARTNER ORGANISATIONS

At ISA, we believe that many local development organisations working in Kenya have been highly dependent on donor funding in the past. But with Kenya being a middle-income country, sources of charity and international funding are drying up for local organisations. So these organisations have to find new ways to finance their local activities, through becoming social enterprises, rather than continue as donor-based organisations. Their aim as social businesses is to have social impact, rather than profit alone. And the transition to this new model ensures these organisations will be sustainable in the long run, whilst still creating meaningful impact.

Also, young people in Kenya seem to be less willing to work for businesses that are solely focused on making money; rather, they want to contribute to a good cause through their work. Social businesses are the perfect opportunity as they provide both personal financial sustainability and the opportunity to work for a good cause; offering an attractive working environment for youngsters in Kenya. For ISA, this presents an opportunity to continue our work in Kenya, as we strongly believe that impact can only be created through cooperation with

local partner organisations to reach the community. In November 2019, More2Win – a Dutch social business specialised in setting up social business models – was invited to facilitate a Social Business workshop in Nairobi, Kenya, together with ISA. The goal of this workshop was to help Kenyan partner organisations to operate more as a social enterprise and design their own business model to generate a sustainable income, with a five to ten year horizon. Three participants from our partner organisations TYSA and Amani Kibera were present at the workshop: two at the decision-making level (board and management), and a young leader. Together, they developed business ideas, and further refined them within their organisations. The result was amazing and immediate, the partners managed to increase their income through their social business approach for 2020. During the workshop, participants had the opportunity to design their own Social Business Model, based on a framework relevant to them. ,



This included conducting the following activities:

- **Designing Organisational Identity Card:** This helped the participants delve into the core of their organisation. They also discussed the essentials of social entrepreneurship and how it relates to their current programmes and activities.
- **Market Research:** Social entrepreneurship is about solving social problems in an innovative way. The organisations identified the (local) challenges that they want to address, explored the figures in their social problems and defined which ones they would address.
- **Business Concepts:** Participants looked deeper into solutions for the challenges that they defined as well as their assets that can be deployed. At the end of this session, the organisations drafted their first business idea and filled in a learning model canvas.
- **Concept testing:** The participants had an opportunity to share their concept amongst themselves and received feedback.
- **Social Business Plan:** The participating organisations developed a first draft of their social business plan.
- **Pitching:** Participants learned how to translate their business ideas into an award-winning pitch. Each organisation had three minutes to communicate its pitch.

Here is an example of a pitch that shows the opportunity the Social Business workshop gives an organisation to change its mindset.



TYSA pitch

We as TYSA offer sports facilities that create opportunities for young people. My name is Caroline Ndalila and I will tell you the story of a young girl. A hopeless teen mother from a humble family, from a small village in the slopes of Cherangany Hills joined TYSA in 2013. She got inspired and empowered to continue with her studies and now she is an educated social worker who is empowering other girls in Cherangany. She is also a successful entrepreneur. That girl is me.

TYSA offers a strategic modern facility and skilled coaching opportunities for lease and rent. Some of these facilities are; the football pitch, offices, sports equipment, business spaces, advertisements spaces and life-skills coaching. Choose our facility. Create more success stories for young boys and girls. Help us empower young people in Africa to create sustainable social transformation.

05

ISA
TEAM

ISA STAFF



General Director
LEONIE HALLERS

As ISA, I believe we have a platform to tackle gender inequality. For me as a woman, sports has always been extremely important in providing me with the ability to develop myself. The opportunities given to me through my sports experiences, have made me stronger as a woman and ensured I learned the skills necessary to build up to a managerial position, running ISA, but have also motivated me to always give back to the community.



Financial Director
CEES NOELS

You can divide humanity into groups: small/large, old/young etc. but you should never judge or discriminate people on the basis of the groups that they are. Every person has the right to be treated as a full-fledged individual, regardless of gender especially.



Manager Strategy and Innovation
WARD KARSEMEIJER

Sport can mean so much in a (young) person's life, so for me, it's clear that everybody should get the opportunity to play sports. In reality, this means that - in some places - you should make an extra effort to make sure girls also get the opportunity to play.



Manager Programmes and Facilitation
YARA HOPPENBROUWERS

Gender equality, for me, is that boys and girls, men and women have equal opportunities to blossom, be themselves and follow their dreams. I believe that each person has a role to fulfil in making this world a better place and that they should get that opportunity, no matter their gender. Together we can create a positive change in the world when everybody can contribute equally.



Programme Officer
MILENA ALCORTA

For me, working on gender equality means making sure that everyone we reach through our programmes has the same chances, regardless of their gender. It means ensuring stereotypes about girls - and boys - are challenged and that the community becomes increasingly aware of how each has their own strength and can have their own opportunities. Without this change in mindset, without having women contributing actively to society, a community cannot thrive and develop.



Manager of Programmes and Education
INEMARIE DEKKER

I find it very unfair to see when girls have less voice, space and opportunities - which is the case in many places in the world, from Haarlem in the Netherlands to Maputo in Mozambique. Sports offer girls a way to claim space at the sports field where they can gain self-esteem, show their talents, participate in sports and eventually in their communities.



Programme Officer
ELMO JANSSEN

Growing up, I was raised mostly by my mother and two sisters. Not sure if that is why, but for me, there was never such a thing as gender-based inequality. However, the more you see and learn of the world, the more you realise inequality exists all around us, in various fields. (Gender) equality is important to me because I think it helps us create a better world. If women and men, girls and boys are treated equally, everyone is better able to reach their full potential. I believe a more equal society simply means everyone benefits and gains more. Therefore it is something I will always encourage and fight for.



Programme Officer
TIM HERTSENBERG

Working towards gender equality for me equals working towards justice. Every girl and woman, in every part of the world, should have equal rights and opportunities to develop themselves. We have to mainstream the issue of gender in any programme right from the very start, to ensure it is engrained in the process and thus naturally results in higher gender equality. I truly believe sports is the ideal tool to promote gender equality and to provide girls and women with opportunities so that they are able to develop themselves and find their voice.



Country Manager Mali
HUBERT DIABATÉ

I live in a strongly phallocratic society. However for me, with my behaviour I must show in all circumstances the importance and added value of gender equality. To me, gender equality means giving men and women equal opportunities.



Country Manager Kenya
FRANCIS GICHUKI

A full expression of ourselves in every form and exploiting our full potential without boundaries of cultures, social or economic, that is what gender equality means to me. We all have a desire to be and do our best and therefore both females and males should be supported to reach this aspiration.



Sports Programme Coordinator
BOUBACAR SY

To me gender equality means complementarity and supporting one another in the areas of rights, justice, and respect. I think gender equality is important because both men and women need education and equal rights and opportunities to actively contribute to the household and community.



Sports Programme Coordinator
FRANCIS OJILO

Women and men, boys and girls should enjoy the same rights and access to resources, opportunities and participate in decision making, contributing and benefiting from economic, social, and cultural development. This is important because it helps everyone to understand his/her role and potential to realise personal and community development.

INTERNS & VOLUNTEERS

Interns

- **Lotta Maaria Malm:** Finland, Haagse Hogeschool, Sport Studies - International Sport Management
- **Aron Cristea:** Romania, Hogeschool van Amsterdam - Sport Studies (Track International Sports, Business and Management)
- **Fatoumata Coulibaly:** Mali, Refresher course in Sport for Development
- **Rhys Williams:** United Kingdom, Hanzehogeschool Groningen - Sport Studies
- **Maike Kuipers:** Netherlands, Hanzehogeschool Groningen - Sport Studies
- **Aïchatou Touré:** Mali: Mali, Organisational Communication

I am Walter and - besides being a huge ISA supporter - I am currently working as a recruitment consultant. I moved from Italy to the Netherlands in 2014, and since then I have combined my career in Business to Business (B2B) and Human Resources (HR) with my passion and academic knowledge for International Relations and Development. In particular, my experience at the UN Office of the High Commissioner for Human Rights (OHCHR) agency in Ethiopia in 2015, stimulated my interest in policy analysis. This has allowed me to draft online commentaries on international political events and publish two academic articles, focused on the Nagorno-Karabakh quest (Journal Global Policy Governance, 2017) and Libya's position towards the OSCE Mediterranean Partnership (Security and Human Rights Journal, 2020). Over the years, I have cultivated a profound passion for human rights, gender equality, and youth empowerment. My professional growth in business environments, focused on sport and health, made my working at ISA almost inevitable.

Before joining ISA in May 2019, I had extensively followed its work and - thanks to this volunteering activity - I could witness it from up close. After discussing ISA's 2020 goals with ISA's general manager Leonie Hallers, we agreed I would conduct a needs analysis on youth empowerment in Sub-Saharan Africa and the MENA region. From day one, I found ISA's environment and team inspirational and motivating. Along with my research, I had the great opportunity to connect with all ISA team members. This gave me a 360 degree-view of what ISA is all about, and a taste of the many different aspects that are involved in its development as an organisation. In short, I felt like a welcome part of a family of like-minded and committed individuals!

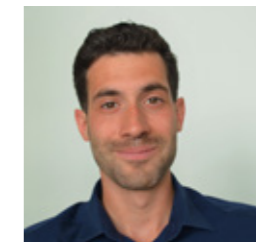
With regards to my research at ISA, the needs analysis aimed to provide the organisation with key background information on youth empowerment needs on a regional basis in view of strategies and programmes to be adopted by ISA. This

entailed finding similarities and differences between the two macro-regions and providing useful insights and remarks, based on ISA's Theory of Change. The data and direct information from the ground used in the analysis were made available by main donors and organisations in the region (such as the World Bank and UNICEF) as well as through interviews and other material provided by local actors, and academic researchers.

This work has a dual purpose. The first is to support ISA's shift from a sport from development towards a 'Positive Youth Development through Sports' organisation, where programmes and activities will be even more tailored to youth's needs. Second, the regional footprint of this analysis had the additional goal of providing ISA with insight into the key challenges and opportunities for establishing ISA regional offices in West and East Africa, as well as in the MENA region.

The main takeaways for the three ISA programmes - Game, Change and Game Changers - are as follows. With regards to Game, the strong presence of social exclusion across the two regions and the different way of perceiving youth (especially in Sub-Saharan Africa) offer valuable items for consideration for ISA to better identify the beneficiaries of its programmes. For Change, the importance of the in-school activities is very likely to make the programme even more engaging and effective, also in order to adopt a Regional Livelihoods approach. Finally, for Game Changers, ISA's well-known capacity to strengthen leadership and advocacy at the local

level can definitely benefit from a more regional and integrated approach, as the needs and trends vary substantially.



Walter Morana
valuable volunteer of ISA in 2019

ISA BOARD 2019

In 2019, the ISA Board consisted of four to five members: Lucas Meijs (Chair), Nadia Dajani (Secretary), Michiel Krauss (Treasurer), Warner Dijkhuizen, Marianne Douma - who unfortunately had to lay down her role due to health problems - and Corniel Groenen - who joined halfway through the year. They have guided ISA towards new developments and supported ISA's work with their extensive knowledge and vision. We are grateful for their commitment and assistance.



ISA Board member in 2019
CORNIEL GROENEN

In 2019, I received a phone call from Leonie Hallers, asking me if I would be interested in becoming a board member of ISA. She mentioned I could take some time to think it over, but this was not necessary as I was immediately very enthusiastic.

I have known ISA for as long as it has existed and have always followed the organisation from a distance. I share ISA's belief and ambition that sports and movement are not limited to genuinely helping young people deal with their day-to-day struggles and challenges, but it also prepares them for their future and for adulthood.

I have been doing exactly the same for people in the city of 's-Hertogenbosch and the Netherlands my entire working life. Therefore I can use the knowledge and experience I gained from my work in the Netherlands, but I am also learning from ISA's experiences abroad. This will lead to a fruitful exchange between the Netherlands and Africa. It is my personal ambition to strengthen this exchange further and increase ISA's impact.

PARTNER ORGANISATIONS

East Africa region

- Amani Kibera
- Transforming Young Stars of Africa (TYSA)

Europe region

- 3X3 Unites
- Deutsche Sporthochschule Köln
- Dutch Ministry of Foreign Affairs
- GAME Denmark
- Gemeente Amsterdam
- Gemeente Tilburg
- Hogeschool van Amsterdam
- KNVB WorldCoaches
- Krajicek Foundation
- Nevobo
- Right To Play The Netherlands
- Stad Antwerpen
- StreetGames UK
- University of Bedfordshire
- Utrecht University

West Africa region

- ICCO Cooperation ROWA
- Right To Play Mali
- SNV Mali
- Walé

Other regions:

- Aspire Training Solutions
- GAME Lebanon
- Gen-B
- Inspire Indonesia
- ProSport Mozambique
- Right To Play Mozambique
- Rumah Cemara
- Stichting Projekta



AT ISA, WE HIGHLY VALUE OUR PARTNERS - WE COULD NOT DO OUR WORK WITHOUT THEM. WE ASKED SEVERAL PARTNERS TO REFLECT ON THEIR COLLABORATION WITH ISA.

• Amani Kibera - Kenya

Amani Kibera values the long standing partnership with ISA as it has enabled us to empower young people as change agents. This capacity building has helped them to create and run life skill sessions in their communities, thus influencing positive behaviours amongst local children. This in turn has contributed heavily to our growth in the community

• Aspire Training Solutions - Egypt

Thanks to ISA's programmes over the past year, we were able to equip more community leaders with the skills to implement sports sessions, and also a promise to continue training sessions in the summer with one of the coaches thus ensuring sustainability. We are also very happy with hardware that was given, including a ping pong table and soccer equipment.

• Inspire - Indonesia

ISA has helped us to spread our wings and create a bigger network. It helped us to grow as a team and as an organisation where we connect with other organisations along this journey.

• Nevobo - The Netherlands

The knowledge of ISA about gender programmes has given us the opportunity to develop a strong programme for girls in Nepal. Their input, based on theory and practical experience, in addition to our own expertise in sports has led to a high quality foundation that is ready to expand in Nepal and to other countries.

• SNV - Mali

Our collaboration with ISA is focused on building the capacity of our young leaders and coaches in Community Engagement and Community Development through Sport. This has strengthened us and has provided us with internal skills that have been used to train youth and coaches and communities in civic engagement. Having these young coaches trained by ISA has allowed the development of sports activities in multiple areas such as Yagansso, Diena, San and many more. In total, 88 young people from these areas have been impacted through community development. In one of the areas they even built a youth house, which was an amazing achievement.

• University of Bedfordshire - England

The University of Bedfordshire sees considerable benefit in its collaboration with ISA. Working with ISA allows the University to work on innovative industry-led social change projects that look to benefit all those who access them. The University enjoys the challenge of being involved in the ISA activities that have a pan-European impact and are inspired by the work of the organisations that deliver. Our current work with ISA on the 'She Got Game' project is informing the teaching practice of lecturers in the School of Sports Science and Physical Activity at the University. The relationship with ISA therefore has a direct impact on the students we engage with and shapes the knowledge of the workforce of the future.

06

GOVERNANCE & FINANCE

INTEGRITY AT ISA. IN THE PAST FEW YEARS, A SHARP RISE IN AWARENESS ON VARIOUS TYPES OF VIOLATIONS TOOK PLACE, MOST NOTABLY ON SEXUAL HARASSMENT. THE GROUND-BREAKING ANTI-SEXUAL ASSAULT AND WOMEN'S EMPOWERMENT MOVEMENTS #METOO AND 'TIME'S UP' HAVE BECOME A WORLDWIDE PHENOMENON, RAISING GLOBAL CONSCIOUSNESS SURROUNDING THE OBSTACLES WOMEN ENCOUNTER IN THEIR DAILY LIVES.

This welcome rise in awareness has encouraged and helped organisations to address the concept of integrity within their organisation and sector and establish appropriate measures. As integrity violations are not limited to sexual harassment, drawing up a proper policy on integrity must address a broad scale of potential violations.

In 2019, ISA took several steps to update and expand its existing policy on integrity, starting with looking at what integrity means to ISA in general, and within the context of this time and age. An integrity policy aims to make it clear for employees how to deal with certain challenging situations, and indicate which consequences are tied to specific actions and violations. It also aims to show our stakeholders the organisation's position with regards to these specific situations.

The ISA team, both in the Netherlands and abroad, held joint working sessions to discuss the concept of integrity, considering our work field and type of work. We believe that the core of integrity lies in acting in a just manner, that acknowledges the other, treats the other the same way we would want to be treated and does no harm to others. These beliefs were translated into ISA operations, activities, and target groups. The main findings from sharing and discussing our experiences in the field include that the subject of inappropriate sexual behaviour is addressed insufficiently within the organisation. Also, our integrity policy has thus far focused mainly on the Dutch branch of the organisation, and less on our organisation in the partner countries where our programme implementation mostly takes place. In effect, the urgency in the period ahead lies in taking steps to further develop, apply and enforce the policy specifically regarding inappropriate sexual behaviour, and further expanding our general integrity-policy to our partner countries.

Aided by workshops from expert research institutions, such as Partos and Goede Doelen Nederland, and their valuable practical guide for setting up an integrity system, we examined which elements ISA already had in place and identified the ones that need further. With regards to the integrity system, we found that ISA has already set up relevant elements, albeit not all in the exact structure or as expansive as described in the Partos guide. On the compliance practice for example, an ISA Code of conduct, employee handbook and other manuals describing the do's and don'ts are available, although they don't yet specifically address the three violation clusters identified. A good example within the moral learning process involves 'moral deliberation.'

³ Goede Doelen Nederland is the charity-sector umbrella organisation in the Netherlands

Being a learning organisation, ISA regularly carries out post-project evaluation sessions at the end of projects to extract lessons learned, including on matters of undesirable situations and challenges. In a way, this is a form of moral deliberation within the context of the integrity system. However, to maximise its gains we want to further professionalise our moral deliberation activities and expand them with more prudence. We believe it will help us in achieving constant awareness regarding integrity within our organisation, as well as help us in regularly updating our integrity policy. Other elements of the integrity system need more attention and time to set up, develop and professionalise.

The efforts in 2019 mainly resulted in getting a complete status overview of ISA's integrity system and identifying what's available and what's missing and planning the next steps. Existing ISA measures and documents have been collected, studied to analyse effectiveness and thoroughness, and consolidated. This status overview has been described in our policy document, specifying the desired integrity system for ISA based on the Partos practical guide and describing the available items and the ones that need further development. This is accompanied by a planning for addressing the items to be developed, and furthering our integrity system and policy. In a way, updating our integrity policy meant putting onto paper many norms and values that we already uphold within our organisation, combining them with our existing guidelines and measures on desirable behaviour and elevating that to a broad policy on integrity for ISA. Though we feel we have implemented relevant measures on integrity so far and have adequately addressed issues when they occurred, we recognise that we have a long way to go .

As with all our activities, we are constantly learning and we recognise that there is more to be won in the field of integrity and on the preventive side in combating violations. The measures to be addressed in 2020 and beyond, as detailed in our planning, include updating our Code of Conduct, expanding our reporting system to our partner countries and professionalising the roles of the person of trust and integrity officer within the organisation, as well as working on enhancing an appropriate preventive policy, by means of identifying vulnerabilities and conducting risk analyses. To this end, we aim to hold several work sessions with the complete ISA team from the Netherlands and abroad.

It is important to note that a policy on integrity is dynamic in nature. Being a learning organisation means new insights must be addressed adequately and effectively, including on matters of integrity. Therefore our integrity policy must include a mechanism that ensures the current policy is revisited regularly. This ensures that the policy and system in place address the current needs and meet the current requirements. Conducting regular moral deliberations within the ISA team is but one of the ways, others need to be determined and set up.

We managed to take an important first step in 2019 to revive the team's understanding and awareness on integrity, but having a policy on integrity in place in itself does not ensure the prevention of integrity violations. Rather, for an integrity policy to be effective, it must be operationalised, adopted and integrated in the day-to-day actions and dealings of the ISA team, in the Netherlands and abroad. This process requires time and constant attention. Being a small organisation poses a challenge in setting up and maintaining a comprehensive integrity system. However, we feel that we can and must take on this crucial task, and in a manner that is befitting of our organisation. For starters, because being an organisation with integrity enhances our trustworthiness and strengthens us as an organisation, and ultimately because it supports the impact we aim to achieve and it expands our reach. This strong position is not created

easily, it is ensured by years of effort and dedication in which we not only require outstanding behaviour of our direct staff, but also of the partner organisations. For ISA, professionalising our integrity policy is just as relevant and impactful for our partner organisations as it is for us, and we believe everyone we work with should uphold high integrity standards.

In 2019, two incidents occurred at ISA that we would like to reflect on here. The first involved a locally hired coach who tried to embezzle a small sum of money that was intended as expenses compensation for the youth that were participating in our programme, in one of our implementation countries in Africa. This was noticed in time, so that the sum was secured. The person in question was reprimanded. We have reflected on this case as a team, and decided that there are a few actions we can take to prevent this from happening in the future - although a small risk will always remain. In our programmes, we will be clear to both youth and coaches about the expectations they can have in terms of payment for costs made and how they will receive it, as well as explain to them our expectations on actions on their part, in order to ensure that the money is safeguarded and only used as intended. We are also looking at introducing measures that ensure the responsibility for money meant for youth, if possible, does not lie with solely one person or role within the programme.

The second incident entails a local sports coach in one of our implementation countries in Africa, who sent a sexually inappropriate private message through social media to a (female) member of the ISA staff following a site visit, at the end of the programme implementation. The person in question was a one-time programme participant. Our local team was informed about this incident, and this presented an opportunity for moral deliberation, so we can determine how to prevent such behaviour in the future, specifically towards female actors involved, participants or otherwise.



FINANCIAL REPORT 2019

BALANCE

	31 DECEMBER 2019	31 DECEMBER 2018
ASSETS	(Euro)	(Euro)
FIXED ASSETS		
Tangible fixed assets	2.858	3.041
	<u>2.858</u>	<u>3.041</u>
CURRENT ASSETS		
Claims and accrued assets	226.937	298.707
Cash and cash equivalents	94.476	444.336
	<u>321.413</u>	<u>743.043</u>
TOTAL ASSETS	324.271	746.084
LIABILITIES		
RESERVES AND FUNDS		
Contingency reserves	6.689	99.503
	<u>6.689</u>	<u>99.503</u>
Short-term debts	317.582	646.581
	<u>317.582</u>	<u>646.581</u>
TOTAL LIABILITIES	324.271	746.084

COMPENSATION OF THE MANAGEMENT TEAM

	LEONIE HALLERS General Director since 01-09-12		CEES NOELS Financial Director since 01-10-12	
	2019	2018	2019	2018
Part-time factor	79%	79%	45%	45%
Gross Income	€ 83.264	€ 78.158	€ 38.083	€ 35.812
Taxed Expense Allowance	€ -	789	€ -	€ 447
Untaxed Expense Allowance	€ 5.922	€ 8.433	€ 1.913	1.930
Total salary costs	€ 89.186	€ 87.380	€ 39.996	€ 38.189

Do you want to get more information on our financial report 2019? Please visit www.isa-youth.org.

COMPENSATION OF THE MANAGEMENT TEAM

The salaries of the management team of ISA are in line with the standards of the Dutch 'regulation on remuneration of directors of charities'.

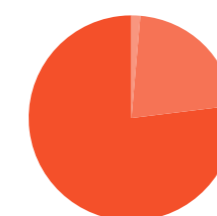
COMPENSATION OF THE BOARD

The board of ISA does not receive any remuneration for their efforts. They only receive an allowance for travel costs made on behalf of the organisation.

STATEMENT OF INCOME AND EXPENDITURE

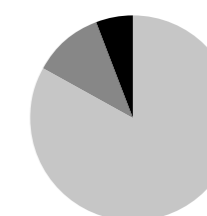
	FIN. STMT. 2019	BUDGET. 2019	FIN. STMT. 2018
INCOME			
Income from direct fundraising	9.887	11.000	20.722
Revenues from joint campaigns	240.376	115.000	314.767
Government grants	1.113.226	1.382.000	1.107.920
Income from investments	78	500	318
	<u>1.363.567</u>	<u>1.508.500</u>	<u>1.443.727</u>
TOTAL INCOME	1.363.567	1.508.500	1.443.727
EXPENDITURE			
Expenditures on mission	1.210.303	1.280.150	1.239.634
Costs of generating income	56.490	60.500	83.403
Management and administration	189.588	166.250	168.397
	<u>1.456.381</u>	<u>1.506.900</u>	<u>1.491.434</u>
TOTAL EXPENDITURE	1.456.381	1.506.900	1.491.434
NET RESULT			
Appropriation of net income			
Added / charged to the contingency reserve	92.814-	1.600	47.707-
	<u>92.814-</u>	<u>1.600</u>	<u>47.707-</u>
TOTAL	92.814-	1.600	47.707-

INCOME



Income from investments	0,0%
Income from direct fundraising	0,7%
Revenues from joint campaigns	17,6%
Government grants	81,6%

EXPENDITURE



Expenditures on goals	83,1%
Management and administration	13,0%
Costs of generating income	3,9%

07

LOOKING FORWARD

FOR 2020, ISA AIMS TO CONTINUE THE ORGANISATIONAL DECENTRALISATION THAT BEGAN IN 2019. ISA BELIEVES THAT ITS STRENGTH LIES IN USING OUR KNOWLEDGE OF AND IN THE REGIONS, AND THE LOCAL NETWORKS THAT WE HAVE BUILT OVER THE YEARS. IN MOVING FORWARD, THIS KEY SUCCESS FACTOR WILL BE FURTHER AMPLIFIED BY GROWING LOCAL OWNERSHIP IN THE DEVELOPMENT, MANAGEMENT AND IMPLEMENTATION OF ISA PROGRAMMES THROUGH LOCAL OFFICES.

The desired structure consists of an ISA headquarters (HQ) office in the Netherlands that will also serve as the Regional Office Europe (ROEU), and the creation of the Regional Office East Africa (ROEA) and the ISA Mali office will continue its registration as the Regional Office West Africa (ROWA). The regional offices in East and West Africa are to be supported by ISA HQ. ISA also aims to remain involved in the Middle East & North Africa (MENA) region as well. These activities will be coordinated by ISA HQ. The ISA HQ holds the final responsibility for all activities, but will serve mainly as a facilitator and support to the regional offices. The development of the regional programmes, together with the management and execution of these programmes, will be carried out by each regional office starting in 2020. We plan on having fully independent functioning regional offices in 2023.

In terms of programming, ISA's flagship programmes – Game, Change and Game Changers – will continue serving as the core of all implementation. Within these programmes, in 2020 the ISA team will invest in working towards a more standardised strategy which can be adjusted to the local context. This standardisation will also include monitoring, evaluation and learning (MEL). This is to ensure we can draw overall conclusions regarding our impact on both a regional and global level. This standardisation of MEL is also necessary to gain correct, useful and meaningful insight into the effectiveness of the chosen strategies.

Between 2020 and 2024, ISA will once again coordinate the next Sport for Development (SfD) programme, which is financed by the Dutch Ministry of Foreign Affairs. The programme aims to prevent conflict, reduce poverty and improve gender equality, all through sports. The power of sports and play is used to gain access to education and optimise its quality, to strengthen inclusive and safe cohabitation and to increase the participation and acceptance of girls. The programme will be executed by a consortium consisting of KNVB, KNHB and Right To Play The Netherlands.

REGIONAL OFFICE EAST AFRICA (ROEA):

- Strengthening ISA's presence in East Africa by establishing a regional office that will ensure we are a well-established and recognised youth empowerment international NGO working in communities and impacting young people.
- Expanding ISA's partner organisations and network in the region, especially in Uganda. As Uganda is a new country for our activities, we will first launch our ISA Game programme there, train partner organisation staff as well as their community sports coaches on the power of sports.

REGIONAL OFFICE EUROPE (ROEU)

- Strengthening ISA's position in European (Erasmus+) programmes:
 - By continuing the work that has been done on girl participation in community sports as part of the 'She Got Game' programme together with partners from the United Kingdom, Belgium and Denmark. Through this programme, we will also strengthen our position as a youth empowerment through sports organisation in the Netherlands
 - By starting the 'Here To Stay' programme, in which we will dive into civic space and the lack thereof and related problems in a European context – looking particularly at Eastern Europe, learn about civic space and work together with new partners, using this knowledge in different contexts and programmes. The programme elaborates on civic spaces for youth through sports, culture and music.
- Establishing ISA as a knowledge organisation for different themes in the Netherlands, in particular for girl participation and empowerment during the #zijspeeltmee event in February 2020.

REGIONAL OFFICE WEST AFRICA (ROWA):

- Expanding the work of the ISA Mali office to a regional approach, in which the office will be transformed into a regional office, serving a broader region/number of countries.
- Implementing ISA's programmes locally
 - The third training of the Game Changers programme will be organised in Mali, followed by the final implementation round in which participating youth will all pursue personal projects.
 - The first Game programme will be organised in Niger, talks are still being held with interested partner organisations.
- Training of local co-facilitators to strengthen the team locally, to ensure that in time all ISA programmes can be facilitated by local facilitators. The training will strengthen the team both in quality and in numbers, and aims to include women in particular, as we believe that they are crucial to create real impact.





COLOPHON

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For more information on ISA's work, background articles, videos and photos please check our website www.isa-youth.org or send an email to info@isa-youth.org



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