



international
sports alliance

annual report

2014



empowering young people

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approach*

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colophon

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You have an impact



They make an impression on me every time I visit our partner organisations. Whether they live in Africa, Asia, Latin America or the Middle East, the young people who participate in Sport for Development activities are so dynamic and passionate – they want so badly to improve themselves, their communities and their country – that it is difficult not to be inspired by them.

They have all of the characteristics needed to be the leaders of the future; they just need an opportunity to develop into that role. We want to give them that opportunity. Therefore, in 2014 we not only changed our name (from NSA International to International Sports Alliance) and our website; we also formulated a new Theory of Change that focuses on youth empowerment through sports. Our focus: building safe and secure communities, enhancing the economic position of youth, and promoting a healthy lifestyle.

No one can have that impact acting alone, so we cooperate closely with other organisations that apply Sport for Development in developing countries and in the Netherlands. We also bring them into contact with one another, to help them learn from each other and to work together on lobbying and advocacy. Thanks to the efforts of more than a hundred local partner organisations, in 2014 we achieved even better results than we had expected. Their position in the local communities and a concrete request for support were of inestimable value. For example, our programme Youth Empowerment Through Sport reached more than 16,000 young people, instead of the projected 10,000.

We train our partners to make their organisation, their programmes and their activities stronger, so that they can have an even greater impact on the lives of young people. For us, it is vital that their coaches also teach life skills through sport activities, so we provide training to support them if necessary. In 2014, we decided to formalise this approach in the ISA ACTION COACH training programme. Each letter of the word 'ACTION' stands for a specific life skill.

Teamwork is not only crucial in sports; it is also the very core of our work. Only by bringing people together and by cooperating can we create opportunities for development for young people in disadvantaged environments. We are increasingly successful in these efforts, thanks to our partners, whose numbers are growing, our financiers, who are becoming more diverse, and all of the other people involved all over the world. In short, you can make a difference. And this annual report is meant to show you how. Thank you very much for your impact!

Leonie Hallers

Director, International Sports Alliance

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Sport for the long run

ISA invests in youth empowerment through sports. It supports young people from disadvantaged backgrounds to become agents of change. Via sports they obtain confidence, the life skills and knowledge and have a platform to create a better future for themselves, their families and their communities.

ISA strives for an impact on 3 areas



Safety & Security

Safety & Security are vital for the positive development of young people. They themselves are the key stakeholders in conflict resolution and peacebuilding. Under the right supporting conditions, stimulated by ISA, they can establish themselves as leaders of reconciliation and post-conflict reconstruction by building safe and secure communities.



Healthy Lifestyle

As both evidence and experience show, healthy young people are better equipped to take care of themselves, to provide for their families and to contribute to their communities. Therefore, it is very important to promote a physical active lifestyle, to improve healthy practices and hygiene, to increase awareness on Sexual and Reproductive Health and Rights (SRHR) and to reduce stigmas towards people with HIV/AIDS.



Economic Power

Since labour is the main asset of youth from disadvantaged backgrounds, improving their chances in the labour market is the best way to reduce poverty. In order to enhance their economic position, they need opportunities to earn an income, the skills to take advantage of those opportunities and support for entrepreneurship. ISA enhances these skills and links young people to relevant opportunities.

There are 3 programmes

Youth Empowerment

In its largest programme, Youth Empowerment, ISA uses sports to create opportunities for young people from disadvantaged communities to become agents of change. Empowering young people is ISA's tag line.



Knowledge & Advocacy

In the Knowledge & Advocacy programme, ISA initiates, develops and designs relevant resources and researches. It also advocates for Sport for Development among partner organisations, sport federations, governments and the public at large both in the Netherlands as in the global south.



Exchange

The Exchange programme is all about realising opportunities to share experiences and, by doing so, to learn and get inspired. The exchanges are aimed at organisations and individuals from both our partner countries and the Netherlands.





“Peer education after football helps prevent pregnancies”

“Organisations have much to learn from one another”, says Yara Hoppenbrouwers, ISA Programme Officer. “So we bring them together and encourage them to share their knowledge.” In Kenya, ISA has created a nation-wide Sport for Development network of 25 organisations. One of the larger members is Moving The Goalposts (MTG), which uses football to improve the position of girls and strengthen their life skills.

MTG is based in the small town of Kilifi in the east of Kenya. The organisation focuses on empowering girls between the ages of 9 and 25 who live in the villages scattered around the region. “We want them to discover that, to a certain degree, they are able to make decisions about their own lives”, explains Cocky van Dam, Monitoring & Evaluation Coordinator at MTG. “We help them obtain the information and life skills to become stronger, both mentally and financially – which in turn makes them less dependent on others, including their families.”

Doing things men do

“We motivate girls to play football together”, says Van Dam. “They use the sport to have fun, but also to come together and discuss gender issues, such as the division of roles between men and women. Every village has a football

pitch of some sort nearby, but football is generally considered a sport for boys. When people see that girls can play football too, then they will be more likely to believe that they can do other so-called ‘masculine’ activities.”

Since its founding, Moving The Goalposts has created committees of football-playing girls for 48 pitches. “Each week, all of ‘our’ 5442 girls play a match and train at least once”, says Van Dam. “And during the school vacations, we organise training camps at a central location in the region. The committees do all of the rest themselves.” Each group chooses a chairperson (who may attend special MTG monthly training sessions to properly fulfil that role) and has its own coach, referee, first aid provider and field manager.

The Network Approach

In 2008, ISA initiated a network programme in Kenya. Since then, it has brought together and strengthened the capacity of 25 local organisations like Moving The Goalposts each year.

“Last year, we divided the network members into thematic groups for the first time”, explains Yara Hoppenbrouwers, ISA Programme Officer. The themes were Sustainable Livelihood, Education and Safety & Security. After the annual meeting and supported by ISA, these groups came together another two or three times of their own accord – also a novelty. Hoppenbrouwers: “The meetings are focused on exchanging knowledge. This is not without challenges, though. The network is so large that the member organisations differ greatly as to their size and capacity. The idea is that the smaller organisations learn from the larger ones, but the larger ones must also take something out of it.” To address this, ISA regularly offers training courses on subjects that are useful to all of the network members, such as monitoring and evaluation. “In these courses, we place the emphasis on long-term capacity building”, says Hoppenbrouwers.

Preventing pregnancy

In addition to football, MTG focuses on ‘peer education’: once a week, the girls receive education on sexual reproductive health from other girls their own age. “Girls dropping out of school due to pregnancy is a big problem in this region”, explains Van Dam. “Since they’re not allowed to have sex before marriage, no one thinks it’s necessary to tell them anything about it. So girls who get pregnant are expelled from school and forced to marry the father of the child.”

The government has recently enforced the re-admission of girls back into school after they have given birth to their child. Van Dam: “That’s a big improvement, although we try to prevent teen pregnancies from occurring in the first place by providing peer education. If girls do get pregnant, we mediate with their parents in order to ensure that they can complete their education. The mothers and fathers often don’t see the point once the girls have a family. We always try to involve the parents in our activities; their participation helps us achieve more.”

MTG has also set up a savings programme for the older football players who have already left school. Van Dam: “We explain why it’s important for them to save money. For example, they will be able to set up their own business and become financially independent. So we teach them how to draw up a simple business plan and to do accounting.”

Receiving local recognition

“MTG is a strong organisation, with a good team, a lot of knowledge and versatile forms of financing”, says Yara Hoppenbrouwers from ISA. “It’s very good at peer education, it reaches a lot of girls and its regular training sessions ensure the longevity of the committees. Especially in the field of economic empowerment MTG has a focus on sustainably empowering their girls in becoming financially independent.”

Economic empowerment is a theme that ISA and many sport for development organisations prioritize in Kenya. Because of MTG’s expertise in the theme of economic empowerment, ISA asked them to lead a process of knowledge sharing with seven other sport for development organisations in Kenya. The organisations got together during several sessions to exchange ideas about how to use sport for economic empowerment and showing the best practices MTG already implements. One example is that besides playing football the girls receive courses on how to make soap, jewellery or food that they can sell in their own communities. Based upon these exchanges and experiences the organisations have started setting up their own programmes.

ISA in 2014 in Kenya

287
C

trainers
are trained

207

men

80

women



WE ARE WHO WE BECOME



‘We Are Who We Become’ is an international campaign that celebrates the power of sport for development. Because sport unites young people around the world and helps them build their future. The campaign highlights the stories of Byron, Bwusi, Luvo, Robyn and Peter: five young South-Africans that are living testimonies of the power of sport and play. Their portraits symbolize the importance of sport for young people across the globe. They have all had their struggles; life has not been an easy road for them, but they managed to come out stronger, and sport played a major role in that.

‘We Are Who We Become’ uses video clips, a website and a photo book to promote the role of sport in empowering young people and encourages organizations to use sport as a tool for development. International Sports Alliance (ISA), KNVB WorldCoaches and Right To Play the Netherlands initiated the campaign.

www.wearehowebecome.com



Two-way learning mode

Exchange is all about realising opportunities to share experiences and, by doing so, to learn and get inspired. ISA has two successful exchange programs: SM&B Pamoja, which supports exchange at the level of students, and Sport Leaders International (SLI) at the level of community coaches, teachers and educational institutes.

SM&B Pamoja

For the third year in a row, ISA has supported the exchange program between students of the Sport, Management & Business (SM&B) study programme at the Amsterdam University of Applied Sciences and ISA's Kenyan partner organisation A-step. The main focus is capacity development. A-step has visited the Amsterdam University of Applied Sciences to attend lectures and gain advice on management of the organisation. A group of 25 students worked on their organisational skills as they collaborated with A-step on the realisation of their new sport complex in Kenya. Together they developed a plan to support and help building this complex. The students set up fundraising activities in the Netherlands and managed their two-week fieldtrip to Kenya to actively help building the sport accommodation. ISA prepares the students for this trip in a workshop and provides a lecture on the work of A-step and their role within sport for development in Kenya. This year, the students and A-step managed to finalise the roof of the ground floor of the fitness accommodation, which now has been taken into service for the first sport activities. In 2014, Dutch students from a physical education institute participated in the project for the first time, and in addition to construction work they also organised and invented sport activities that took place on the complex.

The project helps A-step towards more financial sustainability. The fact that the sport complex has opened its doors means A-step doesn't have to pay rent for the accommodation, and they can even let it out to others as an alternative source of income. With its new well-equipped accommodation, A-step can have an even bigger impact on the social development of

local youth. For students, this project is their first acquaintance with working abroad and an opportunity to develop their organisational, management and sport related skills in an interesting practical setting.

Sport Leaders International

In this exchange program, which was coordinated by ISA and Oikos, Kenyan partner organisation Seeds of Peace Africa (SOPA) exchanges knowledge and shares experiences and insights on how to use sport for safe and peaceful communities with teachers from the Amsterdam University of Applied Sciences, Koning Willem I college in 's Hertogenbosch, community sport coaches from Breda Actief and the municipality of Tilburg.

One of the highlights of 2014 was the exchange week in the Netherlands in March. All participating organisations enjoyed a week of presentations, workshops, lectures and sport activities. In this setting, SOPA demonstrated new methods and strategies on how to use sport for safer communities based on their expertise in this field. The project is a great example that exchange works both ways. It shows that there is a lot of knowledge available in the global south, which is very useful for Dutch organisations and institutes who work in the field of safe communities and social cohesion. This project moves beyond the traditional idea that exchange is primarily valuable for the global south and shows that exchange is equally valuable for Dutch organisations and institutes. After the exchange week, the Dutch participants declared that they had learned a lot from the expertise of SOPA on peace and sport. Regarding issues such as the importance of dialogue and social events to complement the sport activity and improve the impact of the activity, for example. Or about engaging the wider community and the integration of life skills in activities to deal with safe communities. SOPA also showed that equipment is not always that important: Youth in Kenya teaches us that sport can be enjoyed almost everywhere without any attributes.



“It’s now much easier to get in touch with other organisations”

“Many children here rarely play outdoors”, asserts Abdoul Raouf of the Psycho-Social Services and Training Institute in Cairo (PSTIC), one of ISA’s partner organisations. “As refugees, they are not allowed to attend the local school, and they are afraid to go out because of safety issues and discrimination. For example, their local peers often treat them with animosity. We use sports to help young refugees break out of that isolation.”

PSTIC is an implementing partner of the UN refugee organisation UNHCR, offering psychological and social support to refugees in Cairo. It also strives to build mutual trust between these people, who all live in urban areas, and the local population. “We improve the integration of refugees and fight the racism they are often faced with”, explains Raouf, psychosocial worker and sports trainer for PSTIC. “Our approach is to organise structural athletic activities in the neighbourhoods, as well as occasional special field days. These field days – we had three of them last year – attract hundreds of boys and girls, both refugee children and local ones.”

Growing up as a refugee

Raouf tells how happy the children are with the opportunity to run around, romp and make noise. “Where they live, they often don’t

have a safe place to play. There just aren’t many places where children can play outside in Cairo. The parents also appreciate that these spaces are available now. They notice that it does their children good.” Raouf knows better than most what it is like to grow up as a refugee. He fled the Central African Republic for the Egyptian capital 13 years ago. The other social workers at PSTIC are also mostly refugees who have lived in Egypt for a long time.

“Their background is a big advantage”, says ISA Programme Officer Yara Hoppenbrouwers. “They know the problems faced by the people they help from close-up. Moreover, they all work in their own neighbourhoods, so they know everyone. They regularly visit the homes to see if everything is going well. Whether the children are going to school, for example,

or if someone is suffering from depression – unfortunately a common problem among refugees.” The social workers also supervise the sports and play. “They are familiar, trusted faces”, says Hoppenbrouwers. “That makes it easier for the parents to give their children permission to participate in the sports activities.”

Learning more about women’s sports

PSTIC is an active member of ISA’s sports and development network in Egypt. In 2014, ISA organised trainings and a conference for the members. “All of the organisations gave a presentation about themselves and their work methods”, tells Raouf. “Because of that, I have a much better idea of what the other organisations are doing, and it’s easier to come into contact with them. For example, one of the organisations is specialised in sports for women. I think that’s very inspiring, and I would like to learn more about it.”

Brainstorming new games

ISA helps PSTIC in a variety of ways. Hoppenbrouwers: “For example, over the past year we have trained over 20 people as sport leaders. We have also supported to set up sports activities that teach life skills, such as assertiveness, self-control, tolerance and cooperation. We place considerable

emphasis on supervised and safe play. Cairo does not have a lot of safe places to play, so it’s important that young people can play in enclosed areas, where other people cannot come. PSTIC was also very focused on football, so we helped the workers to expand the range of sports available.”

“That expansion was very helpful”, confirms Raouf. “Many people here like football, but not everyone enjoys it or wants to play it all the time. I now know all sorts of fun games that I can play just as well with the children. And they love it! Thanks to ISA’s support, I find it easier to come up with new games as well. Plus, I’ve learned to plan and organise things better. Now when I organise a field day for a few hundred children, I know how to divide up the day, assign tasks and properly supervise the children. I hope to become even better at that over the coming year, so that even more boys and girls will participate.”

ISA in 2014 in Egypt



ISA, Projekta & the Dutch embassy in Suriname

In 2014, an important part of ISA’s work was in Suriname. The programme ‘Active Citizens through Culture & Sports’ focussed on the empowerment of sport and cultural organisations by strengthening youth leadership. Through youth leaders, these organisations can grow to become role models in the field of sport for development and support and strengthen other local initiatives. The Dutch embassy in Suriname, Projekta and ISA have three mutual goals here:

- 1 Sustainable promotion of sport and culture in Surinam.
- 2 Creating a network of young critical sport and cultural organisations and therefore young active citizens.
- 3 To give a sustainable impulse to the capacity of sport and cultural organisations as part of civil society.

The programme was implemented in 2014. It was a year in which trainings in the field of sport for development were facilitated, community sports events were organised and over hundred youth leaders empowered.



“Playing football teaches girls to make independent choices”

To encourage young people to play football, especially girls, and to structurally utilise the sport to aid their empowerment. That’s the goal of the local organisation FootballPlus. ISA offers a wide range of support to help achieve this goal.

The players have taken their positions; their muscles ready from the warm-up, their boots tied securely to their feet, their eyes focused on the opponent. This is what they’ve been looking forward to all year. This is what all those months of training were for. This is what they have been nervous about for the past few days. It’s the city of Bandung’s first ladies’ football tournament in years – and they will be making the kick-off. The referee walks to the midfield. Coaches call out last-minute instructions. From the stadium come enthusiastic cheers. Finally, the moment has arrived. It is 8 a.m. on 20 April 2014, and the referee blows the whistle. The Kartini Cup has begun.

Continuing with good work

The tournament’s name wasn’t chosen at random. Tomorrow is Kartini Day in Indonesia, a national holiday. Kartini (1879-1904) was

a famous Indonesian fighter for women’s rights. “She worked to make sure girls could attend school and were given more rights”, tells Sicilia Setiawan as she follows the opening game. Setiawan is not only a coach and financial assistant for FootballPlus, but also the organiser of the tournament. “We at FootballPlus want to continue Kartini’s good work, empowering girls through football. Every girl should become a Kartini of her own time.”

Farther up along the sideline stands Frans Sanger, Coordinator of the Indonesian Sport for Development Partnership, which counts both ISA and FootballPlus among its members. “The general opinion in Indonesia is that football is for boys; especially here in Bandung, where the Sundanese are in the majority. They think that women belong in the kitchen, not on a sports field, and should

focus on taking care of the children. We give girls a chance to show that they can do much more – and that athletics is healthy and fun, also for them.”

Finishing secondary school

FootballPlus was founded in Bandung in 2007. “Indonesia is a country full of football fans”, says Frans Sanger. “Many young people dream of becoming professional players. But a career in football is only possible for a tiny number. Via our Football Academy, we help 250 kids develop their football talent, while at the same time motivating them to think about alternative careers.” Eight out of ten students receive a FootballPlus scholarship that covers 90% of the academy fee. Another 25 kids get a 100% scholarship, which means FootballPlus also covers their school fees and daily needs. Sanger: “Many children in the region leave school early because their parents don’t have enough money. We want to help them get a diploma, so that they have a better chance at a good job later in life.” All children at the academy are pre-selected for their football talent and are required to commit to the programme. “If they don’t show up at practice a few times in a row, we talk to their parents”, says Sanger. “If nothing changes, it’s over.”

Making own choices

In addition to the Football Academy, FootballPlus also has a Girls Academy for young women. “We think that girls should have the same opportunities as boys have, including access to sports and education”, says Sanger. “That is why at the end of our football practices for girls, we spend 20 minutes to reinforce their self-esteem, self-empowerment and leadership skills. We also talk to them about relationships and offer education on health, including reproductive health.” Due to their upbringing, many Indonesian girls don’t have a very self-confident, independent mindset, adds Setiawan. “Playing football teaches them to make choices. When the ball is played to you, you have three options: dribble, pass or shoot. The best option depends on how well you read the situation, and has consequences that you will be held responsible for. Just like in real life.”

Well-formulated goals

Organizing ladies’ football tournaments is a new way for FootballPlus to promote football for girls in Indonesia. “Thanks to these tournaments, we have a much better understanding of the local girls’ football teams.”

The Kartini Cup 2014 offers positions for five teams in the under-15 category and seven in the under-18 category. “They come from different schools in Bandung”, explains Setiawan as she watches how the girls on the pitch string together one combination after the other. “Since I only have one field, I’ve divided that field into the dimensions for indoor football. This allows more teams to play at the same time as open space is a luxury in the densely populated island nation of Indonesia,” says Setiawan. “ISA actively assisted us in organizing the event to make sure we have well-formulated sportive and social goals, cooperated with local organisations and had effective efforts to appeal to a wide audience.”

Celebrating victory together

Finally, the referee blows the whistle on the final match. In both age categories, the teams from Galanita Kab Bandung fought their way to the championship position. They cheer, embrace one another and accept the sportsmanlike congratulations from their opponents. Each of the winning teams will go home with ten footballs, a cup and medals for each member of the team. Also, they receive a restaurant voucher: to celebrate their victory, together. FootballPlus hopes to make the tournament an annual event. “The girls and coaches have had a taste, and now they want more”, adds Setiawan. “Before, they would practice for the sake of practicing, sometimes losing their motivation. But knowing they could win this tournament, they are more motivated than ever.”

ISA in 2014 in Indonesia





Minor Sport Development

In 2014, ISA and the Amsterdam University of Applied Sciences (HVA) started the Minor in Sport Development. ISA facilitates 1/3 of the total minor, which effectively intertwines knowledge and practice.

Interview with: Martijn Harlaar, Director of Programmes ISA

Why this minor?

"We have noticed a growing need among sport and social organisations for sport professionals who have knowledge about how to use sport for international development. And we have observed that students also need to equip themselves on this topic. Sport is increasingly being used as a tool for development, but there are limited education opportunities to prepare students for this. This minor is intended to fill this gap. Worth 30 ECTS, this minor is relatively intense and in-depth, which strengthens the attention paid to sport for development."

Why the cooperation with the HVA?

"The HVA is one of the leading Dutch universities for applied sciences and a pioneer in practice and experience oriented learning in the field of entrepreneurship. This is important because there is a need for young professionals with a fresh and original perspective on sport for development in a time where funds and subsidies are under increased pressure. This is a domain that ISA doesn't master, which is why we are eager to work together with the HVA."

"In addition, the HVA has had a connection with this work field for several years and has showed interest and enthusiasm in setting up this minor, so it has much in common with ISA. Cooperation with a university of applied sciences makes it possible to provide a proposition to earn official credits with courses and training sessions. With the connection to an official education structure, ISA can pay legitimate and acknowledged attention to this subject, which goes beyond the sphere of just workshops and meetings. The acknowledgement from educational institutions formally respects and legitimises the work and time students put into this."

Where do the students come from?

"The participating students are a mix of students from the study programmes Sport, Management and Business (SM&B) and Physical Education. Two international students from Denmark also participated in the minor this year. The minor is open for all third- and fourth-year students from all universities of applied sciences, and is not limited to students with a link to sport. Also students with an entrepreneurship or education background can participate."

What topics does the minor include?

"The minor is divided into two major streams: 'sport development' and 'sport for development'. 'Sport development' focuses on how to develop sport structures: what does a good sport structure look like and which steps need to be taken to get there. 'Sport for development' centres around the question in what ways sport can be used for development outcomes. Students take a one-week fieldtrip to Bosnia to look at local sport for development initiatives." "In addition to these two streams, students follow several competence-oriented subjects including intercultural communication, social entrepreneurship, facilitation skills and research skills. These subjects provide a more practical translation and create a good balance between theory and practice within the minor."

Satisfied with the results for 2014?

"Yes, definitely. To me, the most important indicator for answering this question is the satisfaction of the students. All of the students declared that they were very happy with the design and content of the minor. If they would have to choose a minor based on the experience they have now, they would all pick this minor again."

"Another valuable aspect is that students gained actual practical experience during the field trip, study visits in the Netherlands and the competence oriented subjects. They are not only able to write about sport for development, but also capable of linking the theory with the practice, so they have developed a solid base for future work opportunities within this field. Students from this minor have an advantage over students with only an internship or research"

Is an expansion to other educational institutes conceivable?

"As ISA we are very open to this. This minor focuses on sport, development and entrepreneurship and is open for students from other institutions for higher education. In collaboration with other institutions, the accent could shift to other themes and perspectives related to sport for development, such as inclusion, health or life skills development."

In addition to the minor at the HVA, ISA also cooperates with Windesheim University of Applied Sciences in Zwolle in the minor Sport & Therapy for Empowerment. ISA is responsible for an important aspect of this minor; the measurement of effect and impact of sport interventions. Students use participatory video as a research method and film the progress and experiences of participants within the interventions. ISA teaches the theory behind participatory video and provides practical assistance on the execution of this research. Students learn to measure the impact of sport interventions they perform in an interactive way. It helps them to monitor the results and evaluate the intervention. Participatory video helps to think of improvements and new ways of intervention that will enlarge the impact of sport for the empowerment of young people.



Connecting people and organisations

With the support of the Dutch Ministry of Foreign Affairs and NCDO, ISA organised two sport for development expert meetings in 2014.

Interview with: Niko Moreno Ruiz, ISA Programme Officer involved in the organisation of these meetings.

Where did the first expert meeting in January in Utrecht focus on?

“The main focus point of this meeting was to look at the current insights and knowledge of the sport for development sector. Through workshops, roughly 80 participants were involved in discussions on the potential and the social impact of sport in a development setting. The meeting was not limited to the sport or sport-for-development sectors. Several non-sport related development organisations also paid a visit and were introduced in sport as tool for development.”

What is the difference with the second meeting in Eindhoven last December?

“The second meeting built further on the collaboration between the sport and development sector, but reserved a more prominent role for the government and especially businesses. The creation of public-private partnerships (PPP's) between sport for development, education institutions and government and business relations was the main theme. 70 visitors attended 4 short pitches on PPP's, varying from the perspectives of companies, the strategies of working in partnerships, the role of the government within partnerships and the cooperation with companies from a sport for development viewpoint.”

What were highlights of both days?

“It was inspiring to see people from both the sport and development sector connect during interesting lectures, workshops and pitches. Although from different backgrounds and with different perspectives, the participants found mutual ground for shared strategies and opportunities. During the second meeting it was great to discover partnership opportunities with corporations.”

What are the next steps?

“We have written a publication on the theory behind , and we will continue on this path and will keep informing and connecting corporations, sport, development and government to stimulate partnering between these sectors. They can strongly complement each other. In 2015, we have also hosted the international expert meeting in The Hague, which was a new occasion to connect with different sectors in an international setting.”

Expert meeting 1

Where: Galgenwaard, Utrecht
When: 28 January 2014

Workshops:

- Working mechanisms of sport interventions
- Gender equality through sports
- Framing the SfD message

Lectures:

- The social impact of worldwide sports events and its legacy

Expert meeting 2

Where: SX building, Eindhoven
When: 9 December, 2014

Pitches:

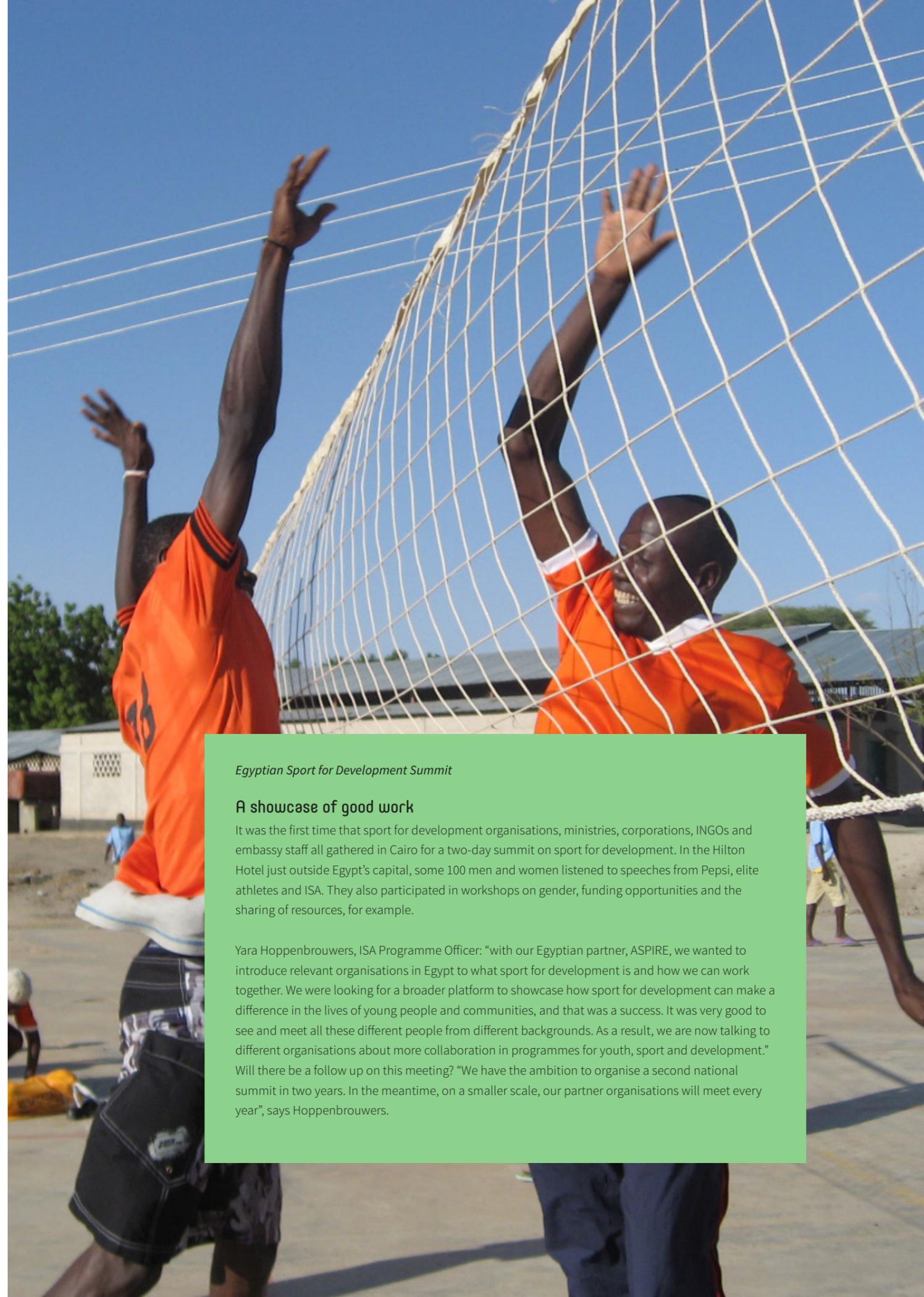
- Working in partnerships
- Relationship between Dutch sport and business
- The role of the government in PPP's
- Sport for development and business partners

Egyptian Sport for Development Summit

A showcase of good work

It was the first time that sport for development organisations, ministries, corporations, INGOs and embassy staff all gathered in Cairo for a two-day summit on sport for development. In the Hilton Hotel just outside Egypt's capital, some 100 men and women listened to speeches from Pepsi, elite athletes and ISA. They also participated in workshops on gender, funding opportunities and the sharing of resources, for example.

Yara Hoppenbrouwers, ISA Programme Officer: “with our Egyptian partner, ASPIRE, we wanted to introduce relevant organisations in Egypt to what sport for development is and how we can work together. We were looking for a broader platform to showcase how sport for development can make a difference in the lives of young people and communities, and that was a success. It was very good to see and meet all these different people from different backgrounds. As a result, we are now talking to different organisations about more collaboration in programmes for youth, sport and development.” Will there be a follow up on this meeting? “We have the ambition to organise a second national summit in two years. In the meantime, on a smaller scale, our partner organisations will meet every year”, says Hoppenbrouwers.





ISA & partners in Mali

“We learned how you can teach life skills via sports”

People in Mali are avid athletes. In cities such as Bamako and Kati alone, you can see people playing football or basketball everywhere. “In the neighbourhoods, many sport coaches work with young people on a daily basis”, says Ward Karssemeijer, ISA Programme Officer. “In 2014, we organised a special sports week for those sport coaches, educating them on sport forms, training methods and ways to teach life skills via sports.”

There's little knowledge in Mali on the ways sports can contribute to youth development. “The Sport for Development week in Bamako was a way to disseminate this knowledge”, says Karssemeijer. “Not only among sport coaches, but also among representatives of the government, embassies and important local NGOs. Together with our organising partners, we showed the participants the potential power of sports.”

Closing with a tournament

ISA put together the week's programme in collaboration with the international organisations Right To Play and KNVB WorldCoaches, as well as three local organisations – including L'Institut pour l'Éducation Populaire (IEP). Karssemeijer: “The first day featured a conference introducing the concept Sport for Development and showing what the Malian Sport for Development network does. Then we offered a three-day

training course for coaches from various neighbourhoods in Bamako and Kati. The 68 participants were trained in three sports: football, basketball and Frisbee.”

The training introduced the concept of teaching life skills via sports and focused on the basic rules of the games, since many of the participants lacked the fundamentals – especially for Frisbee, a completely new sport for the Malinese. “Football is considered a sport for boys in Mali, while basketball is also played by girls. Girls and boys much more often play Frisbee together, though. Another interesting thing about Frisbee is that there's no referee; it's up to the players of both teams to make sure the match is played fairly.” The sport for development week concluded with a large youth tournament in Bamako, allowing the coaches to put their knowledge into practice.

Integrating sports into projects

Boubacar Sy is IEP's sports coordinator, and participated in the sports week with a number of his colleagues. "We learned quite a bit, and are now considering how we can better integrate sports into our projects, such as those that deal with gender issues, sex education and the environment. The knowledge about how you can teach skills for life and leadership via sports was especially useful to us. When you have to pass the ball to one another, you have to learn to cooperate. And to do that, you have to respect each other."

Sy and his colleagues hope for a second sport and development week – or at least a follow-up training course. "It is important to follow up with the coaches who have already been trained. Otherwise it will be difficult for them to continue to put the lessons learned into practice." Karssemeijer agrees. "It's crucial that they keep on learning. Only then will they stay

inspired and become high-quality coaches who'll structurally use sports to teach life skills properly and strive for behaviour change among young people."

Developing life skills via sports

Karssemeijer believes the sport for development week is only one of the many efforts necessary to make Mali more familiar with the concept of using sports for youth empowerment. "But it is a very powerful one." According to the ISA programme officer, a second sport for development week would serve to pay more attention to integrating life skills in sports practice; showing how sports can be used to build up discipline and self-confidence, to practice cooperation and to learn how to win and lose with grace, for example. "During the first sports week, we didn't get very deep in the material, because the whole concept of sport for development is still so new in Mali. But the time will be ripe in 2015."

The Collaborative Approach

ISA arranged the programme for Sport for Development Week together with:

- Right To Play;
- L'Institut pour l'Éducation Populaire (IEP)
- L'Association Malienne pour la Promotion de la Jeune et de la Femme (AMPJF)
- L'Organisation pour la Réflexion, la Formation et l'Éducation à la Démocratie et au Développement (ORFED);

More in Mali

ISA also has the following activities in Mali:

- 25 sport coaches from individual partner organisations participated in a six month Sport for Development capacity building process;
- Partner organisations IEP and ORFED organised two-day introductory training course on Sport and Development for schools in the regions of Sikasso and Ségou;
- In collaboration with ORFED – and as part of a wider programme with Cordaid and Spark – ISA is developing a Sport & conflict resolution training that will be piloted in 2015 in a school in Gao.

ISA in 2014 in Mali

Sport for Development training followed by

75

coaches

Basketball, frisbee and football tournament for over at least

500

children

3

two-day introductory training sessions on Sport for Development



51

play days in Bamako Bougoni

reached over:

10K 5K

children grown-ups

with messages on a healthy lifestyle



A salute to all ISA partners

ISA could never be where she is right now without the help of her national and international partners. A thanks to all of them:

East Africa (Kenya, Uganda and South-Sudan)

SOPA, KYFA, CREATA, Sadili Oval, Smart Ladies, A-STEP, PASCOD, H-WAY, TYSA, Safe Spaces, Girls Unlimited, Amani Kibera, ICA, Box Girls, Moving the Goalposts, Diocese of Lodwar, LOKADO, Angaza Sports Development, Children Peace Initiative Kenya, Aniga Women CBO, Gesao Foundation, Society Empowerment Project, Mikadini Youth Sports Centre, Langata Youth Network, Uweza Foundation, Vijana Amani Pamoja, Right To Play Kenya, Orange Link, KISE, the Embassy of the Netherlands, Kakuma, Maembe, CPI Kenya

Middle East & North Africa (Egypt)

ASPIRE, Embassy of the Netherlands, Care International, Center for psychological and mental health training of refugees, UN Women, MasterPeace, ADEW, UNICEF, Save the Children, Nahdet El Mahrousa, Association of upper Egypt for education and development, Hawaa el Mostakbal, El Shehab, YACI, Agial, Big Heart Association, El Mofeed Foundation for Development and Training, Good News Association, Youth for care of woman and improving the environment Association, Ganat El Khelood Association, Yalla Nebny

Indonesia

FootballPlus, Embassy of the Netherlands, Persatuan Rugby Union Indonesia, Fighting for Lives Indonesia, Gen-B, Rumah Cemara,

Universitas Pendidikan Indonesia, Arbeiter Samariter Bund Indonesia, LSM Cergas, Universitas Pattimura, Koa Mau, Papua United, Uni Papua

Suriname

Projekta, Embassy of the Netherlands, Naks Wan Rutu Ala Firi, Youth in Brokopondo, Leiding 14, SCV Sambura Woyupore, Bronsi Loco, Rumas, De Arend, Youth of Brokopondo, Jigoro Kano, Youth organisation Hollandse Kamp, Yellow Birds Taekwondo, Soccerclub Wit Santie, YAM, Women club Overtoom, VHJI, Sangh Parivar, Quano Boys, Esekematoko, Community organisation Ramgoelan, Naks Ala Kondre Dron, Stichting Letitia Vriesde Sportpromotie Suriname

The Netherlands

Right To Play the Netherlands, WomenWin, KNVB / WorldCoaches, RESPO International, Cordaid, Hogeschool Windesheim, Youbedo, Lokaal Mondiaal, ICCO, the Ministry of Foreign Affairs of the Netherlands, NCDO, E-Motive / Oxfam Novib, Utrecht University, Amsterdam University of Applied Sciences, InHolland University of Applied Sciences, Koning Willem I College, Breda Actief, Sportbedrijf Tilburg, Stichting Oikos, MDF, Eye Opener works, TA, BMS, AKVO, Vrije Stijl, Jisk Film, Schrijf-Schrijf, Sport4Socialization, Maaspoort Sport & Events

“

‘Sport means everything to me. It is love, brotherhood, positivity and miracle. A life without sport would be a mistake.

Ginan Koesmayadi, employee Rumah Cemara Indonesia

‘We were one of the partner organisations of the Kenya Netherlands Sports for Development Partnership (KNSDP) and later the Kenya Sports for Development Partnerships (KNDP). This cooperation is supported by ISA. ISA also supported us with the education of our staff. During different courses, given by ISA in the past five years, most of our employees were trained. This is the reason why we now work with motivated and qualified coaches.’

Francis Gichuki, CEO TYSA Kenia

‘I know ISA through my employer, the department of sport of the city of Tilburg. At this moment we work with different partners, including ISA on an exchange project and we use sport as a mean to achieve many positive goals. We learn a lot from ISA; it is a challenging organisation that always looks for improvement. For me, that is a motivation to go on.’

Nassar Chakir, sports employee Tilburg north

‘To me, sport is a way to push the boundaries of religion, tribes and languages. It helps me to meet all kinds of people and I can teach values with sport. Young people love sport. Their cares are temporarily over when they play it. They have fun. ISA helps the coaches to be well prepared and educated when they start working with the children. When ISA coaches the coach, she also coaches the children.’

Frans Sanger, coach FootballPlus Indonesia

Financial Report

Balance

Assets	31 December 2014	31 December 2013
<i>(euro)</i>		
Fixed Assets		
Tangible fixed assets	2.628	1.667
	2.628	1.667
Current assets		
Claims and accrued assets	73.457	15.523
Cash and cash equivalents	970.660	960.127
	1.044.117	975.650
Total assets	1.046.745	977.317
Liabilities		
Reserves and funds		
Contingency reserves	89.952	42.148
	89.952	42.148
Short-term debts	956.793	935.169
	956.793	935.169
Total liabilities	1.046.745	977.317

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'.

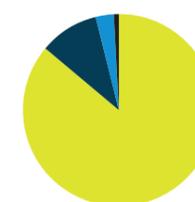
Compensation of the board

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

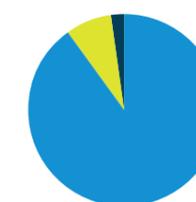
Income	Fin. Stmt. 2014	Budget. 2014	Fin. Stmt. 2013
<i>(euro)</i>			
Income from direct fundraising	41.293	6.500	4.459
Revenues from joint campaigns	148.814	103.890	36.045
Government grants	1.307.804	1.339.505	1.154.717
Income from investments	7.333	5.000	10.032
Total income	1.505.244	1.454.895	1.205.253
Expenditure			
Expenditures on goals	1.319.976	1.286.442	1.083.497
Costs of generating income	15.103	10.000	-
Management and administration	122.361	146.800	111.000
Total Expenditure	1.457.440	1.443.242	1.194.497
Net Result			
Appropriation of net income	47.804	11.653	10.756
Added / charged to the contingency reserve			
Total	47.804	11.653	10.756

income



Income from investments 0,5%
Income from direct fundraising 2,7%
Revenues from joint campaigns 9,9%
Government grants 86,9%

expenditure



Expenditures on goals 90,6%
Management and administration 8,4%
Costs of generating income 1,0%

ISA's team

Employees, volunteers, interns, coaches, students and experts: they are all indispensable in the work of ISA. From 's Hertogenbosch, the Netherlands, the core ISA team works on programming, communications, financial management and developing new partnerships on sport for development. In 2014, the backbone of this team consisted of 12 people.

ISA wants to introduce the back bone of her organisation in 2014:

Leonie Hallers
General Director

Jesper Remmen
Programme Officer

Giel Deelen
Programme Officer

Cees Noels
Financial Director

Yara Hoppenbrouwers
Programme Officer

Nina Morssinkhof
Programme Officer

Martijn Harlaar
Director of Programmes

Anne van Nistelrooy
Programme Officer

Niko Moreno Ruiz
Programme Officer

Ward Karssemeijer
Programme Officer

Stacey Zevenbergen
Programme Officer

Erna Jansen
Project Leader

In 2014 the board consisted of three members:

Rolf Oosterbaan
Chairman

Henrik Looij
Secretary

Dick in 't Veld
Treasurer

The ISA Netherlands team is completed by:

Marian Berg
Trainer

Michel Rem
Trainer

Bart Kleijweg
Trainer

Jesper Jobse
Trainer

Harry Supheert
Trainer



'Why do I work for ISA? With this work I can bring the power of sport closer to people all over the world. Sport as a way to support young people to help shape their life. I can't imagine that there is something better than that.'

Niko Moreno Ruiz, Programme Officer ISA

'In The Netherlands, I coached a lot of young people through sports. I work with youngsters that have challenges with regulating emotions, resilience, taking responsibility and making choices. Sport provides them with the life skills to deal with daily life. ISA gives me the opportunity to inspire sport coaches in the ISA partner countries and to train them to use sport as a tool for personal and community development. It is very inspiring and informative to see that sport keeps its value, wherever you are or in what culture. Sport appears to be a universal instrument for working in a playful and natural way in the development of young people.'

Michel Rem, Trainer ISA



The Netherlands

Egypt

Mali

Burkina Faso

Uganda

South-Sudan

Kenya

Indonesia

Suriname

Team up with ISA

Do you support the way we work, do you want to contribute to the empowerment of young people or do you simply want to know more?

Visit www.isa-youth.org and read all about us

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