



international
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annual report

2015



Playing forward

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coexistence
through sport*

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*Get rid of HIV/AIDS
stigma's in Indonesia
through football*

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colophon

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The unique potential for creating change



18 years ago, in Ouahigouya, Northern Burkina Faso, ISA trained the first community sport coaches. Ever since, we have continued empowering young people through sport worldwide. Our mission calls us to meet the needs of young people around the world – in Africa, Middle East, Asia and Latin America – to build a future through sport for development.

Our strategy has evolved from solely training sport coaches to long-term impact. We aim for sustainable change in the lives of youth and communities today and tomorrow.

ISA sets the bar high. The social and economic problems faced by young people today are complex, interconnected and multifaceted; we know there are no quick solutions. The success of sport for development depends on the management of a supportive environment for positive youth development, and the creation of a spark between coach and pupil.

Achieving positive change for and with young people requires the involvement of many different stakeholders, which is why we bring together many different Sports for Development players, both upcoming and well-established initiatives. ISA creates networks of like-minded organisations with the aim of jointly achieving positive youth development through sports. Within such a network, these organisations feel part of something bigger. Together they learn, teach, lobby and make things happen with impact: a national campaign, a large sports tournament or a regional training programme for sport coaches.

Why sports? Sports have a unique potential for creating change. Malian girls gain self-confidence through karate lessons, East African shepherd boys from competing tribes play football together and HIV positive youth in Indonesia team up on the field with HIV negative youth. Sports are binding, fun, and healthy and they open up unique opportunities to discuss more sensitive issues, such as ethnicity or sexuality.

Thanks to your support, we touched the lives of 25.000 young people in 8 countries last year. We helped them grow on and off the sports field. We helped young women in Indonesia to speak up for themselves. We brought peace between conflicting groups in Mali by playing sport together on the pitch. We helped over one hundred community sports organisations to set up income generating activities and we trained hundreds of community and life skills sports coaches.

The 2015 annual report spotlights some of the positive change we have been working so hard — with your support — to deliver around the world, as we empower young people to create their own future. Thank you,

Leonie Hallers
Director, International Sports Alliance

P.S: Do write to me at l.hallers@isa-youth.org with your thoughts and feedback.



Why do we use Sports?

It is not a coincidence that ISA uses sports worldwide to advance child and youth development. The sports field offers a unique context, which is emotional and interactive, where people, especially young people, can demonstrate their personal and social qualities.

Values like fair play, teamwork and sportsmanship are natural to the sports context and therefore easily taught and acquired. Because sports challenges participants in all kinds of ways – cognitively, emotionally, socially, and physically – it offers great opportunities for individuals to build character and learn life skills that help them flourish outside the sports arena. Sport training and team experiences help youth effectively gain social and communication skills, practice decision-making and goal setting, obtain self-confidence and self-esteem and exercise leadership. Simultaneously, the sport field functions as an easy accessible stage to promote gender equality, to advance violence prevention and learn about sexual and reproductive health rights (SRHR). On top of that, sport can include disadvantaged groups in society so they improve their ability to participate in society. A broad range of developmental goals can thus be achieved through sport.

Create a better future

mission & vision

Our mission

Through sports ISA offers youth from disadvantaged backgrounds an opportunity to create a better future – for themselves, their families and communities.

Our vision

Sport can strengthen the skills and confidence of young people to shape their own lives and futures. Sports enable them to become agents of change in their communities, and as such break the cycle of poverty, injustice, violence and inequality that has kept them and their families at the margin of society.

For young people to become empowered citizens it is essential to experience a form of education, develop ideas and discuss their ideas and challenges. When formal education is not present or available for marginalised youth, educational sport and play programmes can serve as a non-formal, fun and accessible way of education.

Through sports, ISA envisions to generate impact in four key areas that together foster positive youth development. First, we aim to contribute to safe and secure communities; so young people can live free from violence and conflict, and coexist peacefully with other (ethnic, religious) groups. Secondly, our activities create economic opportunities for youth so they can start gaining an income and make plans for their future. Thirdly, ISA works towards healthy lifestyles for youth, away from sickness, malnutrition and diseases such as HIV/AIDS, which they need to take part in their societies. The fourth impact area, gender equality, relates to all previous impact areas. Girls and young women face specific challenges related to safe and secure communities, economic opportunities and a healthy lifestyle. Therefore, gender equality has an important focus within our work.

ISA believes that only with access to a form of education and by creating safe and secure communities with economic opportunities and a healthy lifestyle, with an emphasis on both boys and girls, youth can become agents of change. They can break the vicious cycle of poverty, injustice, violence and inequality for them and their families.



Without the efforts of grassroots organisations this impact could not be made. To be able to carry out and continue their important work, these organisations need sufficient human resources, knowledge, skills and networks. Their presence and persistence make up the civil society, which is a pillar of sustainable development within any society. That is why ISA invests in strong, sustainable grassroots Sport for Development organisations in the countries in which we work.

Our strategy

In order to realise our mission, ISA developed a principal strategy that serves as a backbone in our country programmes. The strategy centres around five interrelated levels, from micro to macro level. ISA believes that positive youth development can only be achieved by addressing all five levels of intervention. See the following page for further explanation of our strategy.

5 Strategic stepping stones

1 Implementing educational community sport and play programmes for and by young people.

- ISA's local partner organisations are responsible for implementation.
- ISA develops educational sport and play programmes for young people, with a specific thematic focus on:
 - Economic empowerment
 - Healthy lifestyle
 - Safe and secure communities
 - Gender equality
- ISA provides (if necessary) seed funding for implementation.

2 Training of ACTION Coaches.

Sport coaches are trained to become a community coach, who executes educational sports and play programmes, integrates life skills and becomes a mentor for young people both on and off the field.

- ISA develops training programmes focussing on sport, youth and life skills
- ISA facilitates training programmes for ACTION coaches

3 Developing capacities of partner organisations.

The capacities of community-based sport for development organisations are strengthened so they are able to effectively manage educational sports and play programmes in communities. Also, their networking skills become stronger and they link up with other stakeholders that are relevant for youth development such as, parents/family, educational, religious and employment institutes.

4 Supporting mutual learning and exchange (online and offline) on 4 levels.

- Young people
- ACTION Coaches
- Community based sport for development organisations → networking and partnerships
- International → networking and partnerships

5 Advocating and lobbying for a strong Sport for Development sector.

ISA advocates for the wider use of sport in development and for greater allocation of resources to sport as a tool for social change. We advocate at the local, regional and national level by using the convening of sport, by facilitating conferences, round tables, workshops, tournaments and community outreach events.



facts & figures In 2015 ISA worked in



facts & figures In 2015 ISA has



Integrating peaceful behaviour in education

In recent years, Mali faced many social and political challenges. Besides an on-going political and military conflict in Northern Mali, a large part of the population meet great challenges, related to health, safety and employment.

These problems are particularly serious for young people, who face health, safety and employability challenges on a daily basis. For many of them it is difficult to become a contributing and productive member of society.

In Mali, ISA provides educational sport and play programmes that equip young people with relevant skills and knowledge to deal with the challenges they face and to enable them to make a positive change in their lives, as well as in the lives of their family and community members.

In 2015, ISA and partner organisations executed community sport and play programmes in Ségou, Kati, Bamako and Sikasso. In Ségou, 25 community sport coaches now work on a weekly basis with over 1,000 young people on SRHR life skills. In Kati, 25 teachers and community sport coaches were trained to use sport and play

in processes of conflict management and peaceful coexistence. They put their newly acquired skills and knowledge into practice with over 1,000 young people. All these community sport coaches and teachers are active within sport, youth and educational bodies, through which the coaches are supported and knowledge and experience is institutionalised. In this sense, peace and sport has become an integral part of sport and educational activities.

ISA's eight partner organisations in Mali form a 'community of practice' in which they exchange information, insights and ideas. As a national network for sport for development they organise larger scale sport events, such as the Sport for Development Week that took place in Sikasso. It aimed to increase the knowledge of sport for development amongst the public, as sport for development is still relatively unknown.

'Vivre ensemble'



Using sport to enhance positive development of youth is relatively new and unknown in Mali. A sporting structure at community level is largely absent. Therefore, ISA organised a Sport for Development Week in Sikasso. Together with KNVB WorldCoaches and Right to Play, ISA trained over 50 community sport coaches active in the region of Sikasso. The coaches were trained in three different sport codes; basketball, football and Frisbee. Furthermore, the week was used to draw attention to and increase recognition for sport for development in Mali.

Although football is by far the most popular sport, the week was also used to promote and train coaches in other sports that can be used for developmental outcomes. Basketball is especially popular among girls and young women, as Mali has a great performing female national team with excellent role models. The girls might not be attracted to football, but have a great platform for social development through basketball. Frisbee is relatively new and making its introduction in Mali. Most significantly is the lack of referee within the game, followed by the responsibility for players to jointly make fair decisions. Also, because Frisbee is relatively unknown – in Mali and many other places – it is less influenced by all sorts of (negative) stereotyping. This fits perfectly in the theme of the Sport for Development Week 'vivre ensemble': to teach a total of over 300 young people the importance of collaboration if you want to achieve something. The trained coaches use that in their sport for development activities and further focus on improving the sport for development structure in Mali.



Sport & economic empowerment, the ISA approach!

For young people to shape their own future, economic empowerment is essential. Young people have limited availability of economic opportunities in the countries in which ISA works. A number of factors are responsible for this: lack of professional and vocational life skills of young people, limited access to capital and jobs, and insufficient career coaching.

Through educational sport and play programmes with a strong focus on economic empowerment, youth can develop life skills, knowledge and attitude to become more powerful in their economic position. They learn to plan and pursue their personal career path, to obtain the skills and knowledge they require, and to exercise their professional qualities as interns and trainees in local businesses.

The community sport coach serves as a mentor on and off the field for the youth. Because of the attractive power of sport, youth love to participate in the economic empowerment programmes. On the field they enjoy playing the game, experience winning and losing, learn about sportsmanship and

can even be a sport leader! Off the field they learn professional skills like CV writing, computer skills, entrepreneurial skills and English language. These skills help young people to prepare for the job market. During 'sport for business' events organised in the community, young people get into contact with local entrepreneurs. Here they can present themselves as motivated and qualified young people ready to enter the job market.

In Kenya, ISA facilitated workgroup sessions where eight organisations came together to develop strategies on how to implement economic empowerment within their programmes. As a result, several partners started to create income-generating activities. For example they set up trainings on professional cooking, money saving and computer skills. In their reports, the organisations stated that their groups of youth have improved their skills, gained a form of income and are better prepared to enter the job market.

Kenya

Tackling economic struggles

Young people in Kenya face many different challenges. Youth unemployment rate is high (67%) and HIV rates among young people, especially young women, are concerning. Both in urban and rural areas, communities are confronted with discrimination and conflict.

That is why ISA in Kenya focuses on creating economic opportunities, investing in healthy lifestyles and building safe and secure communities.

In 2015 ISA facilitated training sessions for coaches of 25 partner organisations. As a follow-up of these training sessions, each coach runs educational sport and play programmes for disadvantaged youth in their community. A total of 76 coaches were trained in addressing SRHR, safety and security, and economic empowerment through sport and play programmes for over 2,000 youth. Young people who took part in the programmes declared that they now know more about how to protect themselves against HIV/AIDS. They also met and played with peers from different tribes. With guidance of their coach they put together a preliminary career path plan.

ISA helped to improve the work of local organisations by facilitating monitor and evaluation trainings and thematic working groups. These working groups created space and time to share knowledge and experiences on how to use sport to enhance economic empowerment of youth. The result of these learning initiatives is that organisations have more insight on how their programmes work and how they can deliver even better programmes by learning from each other.

ISA also supported sport festivals and awareness campaigns on peaceful behaviour amongst youth from different tribes. A total of 800 youth participated in these festivals in which they played together and spread the message of peace and cross-cultural understanding.

Success story // Kenya

The power of partnerships!

Networks of like-minded organisations with the overarching aim of achieving positive youth development through sports are crucial. Within such a network, these organisations feel part of something bigger. Together they learn, teach, lobby and make things happen with impact: a national campaign, a large sports tournament or a regional training programme for sport coaches.



The Kenyan Sport for Development Partnership (KSDP) began in 2008 and now consists of 25 Kenyan organisations that all use sport as a tool for development. ISA has been vital in bringing the organisations together and facilitating the exchange of knowledge and cross-fertilisation from the start.

After eight years of working together, 2015 was time to evaluate the functioning of the partnership and the achieved results so far. KSDP now has evolved into a professional entity with a variety of local knowledge and expertise. With the help of ISA, the network

successfully organised moments where members could share their experiences and learn from each other. ISA offered monitoring and evaluation (M&E) and strategic planning training sessions to make each of the members more sustainable and impactful in their interventions.

In addition, the network members jointly organised activities for and together with young people, such as sports events for youth from different ethnicities and regions in Kenya. They also launched thematic sports festivals (with themes such as Sports & Health or Sports & Education) and trained coaches on topics such as SRHR.

One of the network's successes has been the collaborative effort to influence the Kenya Sports Bill. A small but strong advocacy team made up of staff members from different organisations took the lead in effectively targeting the policymakers who were responsible for drafting and amending the bill. The revised sports bill with the network's suggestions was accepted in Parliament, quite an example of successful advocacy.

The joint activities at various levels (youth outreach, organisational development, national advocacy) lead to better initiatives and interventions with a larger impact. The new Kenya Sports Bill, the result of successful lobbying, creates opportunities for organisations as they can now apply for funds at local and regional governments. Also, through governmental recognition of sport for development, organisations have a solid policy framework to build upon and work on the empowerment of youth through sport.



Creating trust on the sport field

In 2015, ISA collaborated with aid organisation Cordaid in the Central African Republic (CAR). The country has been subjected to conflict between Muslim and Christian groups for many years, killing over 6,000 people and ruining millions of lives, both socially and economically. ISA and Cordaid trained 60 coaches from the capital Bangui and the city of Bouar to become peace and sport coaches. During this programme, trainees discussed the causes and consequences of the conflict and learnt how to use sports and games to solve conflicts and restore trust between people.

This was already clear at the first day of training, as Christian and Muslim youth from different neighbourhoods stood side by side on the playing field within just ten minutes. During the training, the coaches learnt about peaceful communication, dealing with adversity and standing up for oneself. Together with the ISA trainers, the coaches made a plan for organising sport and peace activities for youth in their own neighbourhoods to bridge religious and ethnic boundaries and create peaceful contact as an alternative for violence.

This project is a first step in a nascent peace-building process: to activate and mobilise communities and let divided groups come together to have peace dialogues. These interactions create a base for further stability. However, it requires sustained and committed action from many different stakeholders to create lasting peace in war-torn Central African Republic.

"Whereas the conflicts are politically driven, the actors managed to divide citizens along religious faith. So bringing youth together and having them share their experiences, feelings and frustrations, and above all, having them realise that they can be agents of peace within and among their communities through sport was the biggest achievement of the project. It provided the opportunity for turning around the lives of the youth in CAR", explains ISA trainer Ambrose Ongwen.

Egypt

Youth in ACTION!

Many young people in Egypt struggle to find a job; literacy rates are low and school dropout rates are high. Young women have less access to education and often face sexual harassment and gender based violence. Egypt also receives many young refugees from conflict-ridden Syria who are even more affected by discrimination and violence.

ISA uses sport for challenged youth in Egypt to enable them to tackle unhealthy lifestyles, unsafe communities, gender inequality and poor economic opportunities. Our focus lies on the use of sport activities as a form of non-formal education so that young people gain knowledge, attitudes and behaviour they need to make a positive change in their lives.

ISA and local partners ran weekly sport for development activities in which youth learned about communication, teamwork, building trust, problem-solving and critical thinking. The sport programmes also addressed themes like preventing school dropouts and creating a safe and fun place for young women to participate in. ISA and partners also ran a social sport programme using sport as a tool to integrate refugees and improve the acceptance and peaceful coexistence with Egyptians, which led to better integration of the refugees in this project.

ISA trained 40 ACTION coaches to set up and organise these sports for development programmes and to be a mentor and role

model for youth on and off the field. In partnership with CARE, community organisations were also trained how to address gender-based violence through sport.

An ACTION coach stands for a coach that is able to address life skills within their sport activities and focuses on the social development of youth through sport. This coach has been trained to know the basics of being a sport coach and how to teach youth important life skills, essential for their social development.

In Cairo, ISA organised a large community-based sport festival where youth participated in play and sport activities. Not only did they have the chance to enjoy different types of sports activities, such as football, basketball, rugby and Frisbee, but also to discuss the challenges they face in life.

ACTION stands for the acronym:

Attention

Life-skills: focus, goal oriented, overview, planning, dose, discipline, reflect

Challenges

Life-skills: handle challenges, respect differences, how to deal with stress, emotions, persevere, impulse control

Teamwork

Life-skills: giving your opinion, listen, make choices, give feedback, empathy, roles (leader, follower)

I (Individual)

Life-skills: personal skills, pitfalls, goals, inspiration, taking responsibility, confidence, self esteem

Opportunities

Life-skills: proactive, looking at the possibilities, confidence, positive coaching

N joy

Life-skills: how to have fun, connecting, honesty, being true, enjoy, relativize

Success story // Egypt

Smiles and friendships



Gamal is one of the coaches ISA trained in Egypt. He works at PSTIC (Psycho Social Services and Training Institute) in Cairo, who provide psychosocial and mental health support to refugees. After receiving a sport and life skills training Gamal decided to use sport as a tool to teach life skills and to deal with traumas these young people may have. Gamal set up a programme that allows for the children to channel their fear, frustration, and resentment in a healthy and safe way.

Naya's story:

Naya is an 11-year-old Syrian refugee in Egypt. She was often excluded, constantly sitting alone, and crying. She would only take part in the activities when someone encouraged her to. Step by step, she felt more at ease in the programme and she started to have fun with other children. She grew more self-confident and even took the initiative to speak up during the games and discussions. Naya has now made some real friends.

At the start of the programme Gamal experienced that families did not want to leave their children, as they had been so scared of losing them during their flight and resettlement. To gain the parents' trust, Gamal learnt in the ISA training, he needed to involve parents in the programme from the very beginning. He showed parents how their children enjoyed playing sports and felt free on the field. He also invited parents to act as volunteers in his team.

The children grew very fond of Gamal. This became clear during the closing celebration: children had not seen Gamal for a week or two and they all ran towards him giving big hugs. Refugee children have a hard time trusting people, so this bonding with Gamal is a success story in itself. One of the parents told Gamal: "I started using this programme as a means of motivation to keep the children attending school and studying. I would tell them if they behaved well and finished their homework they would attend. At first they didn't have anything to look forward to, now this is what they look forward to, the weekend because they know they will be attending the programme!"



Healthy Lifestyle

Impact area



Get rid of stigmas!

Healthy lifestyle is crucial for positive youth development and contains much more than physical exercise. Healthy lifestyle also addresses malnutrition, drug and alcohol abuse and diseases such as HIV/AIDS.

Indonesia is confronted with multiple regional epidemics of HIV/AIDS. Reaching the affected populations is difficult given Indonesia's conservative social and religious environment. Rumah Cemara, an NGO supported by ISA, uses the universal language of sport to diminish stigmatisation of people living with HIV/AIDS in Indonesian society and raise awareness about the disease to break the taboos and myths.

To improve the quality of life for people living with HIV/AIDS, Rumah Cemara offers sports programmes, notably football, running and boxing. This has proven to be a fundamental need on the road to healthy living. Because of the stigma around HIV, many sufferers live in isolation instead of with their families. Playing sports together helps create a bond between teammates and to become part of a social group. Being successful on the playing field also highlights their qualities rather than their illness.

Rumah Cemara overcomes the HIV stigma by hosting weekly football matches across West Java Province for both HIV positive and HIV negative players. The HIV negative players and spectators are often surprised to see what the HIV positive players are capable of; they are not weak or fragile. The game stirs up conversation and discussion, but also forms bonds and friendships.

ISA has worked together with Rumah Cemara for many years and has greatly invested in its organisational capacity. 10 trainers who run the sport programmes were trained in the ISA ACTION coach training sessions. Other staff members were trained in M&E and programme design, which helped Rumah Cemara to collect field data and adjust the programmes to the needs of their beneficiaries. ISA also supported Rumah Cemara in organising sport festivals to raise awareness of HIV/AIDS amongst the public at large.

Indonesia

Girl power!

In Indonesia, ISA focuses on strengthening the position of girls and young women as gender equality is not always self-evident. Women are supposed to be the caretaker of the family and not expected to chase a career or even participate in sport activities.

Furthermore, ISA promotes a healthy lifestyle in which malnutrition, HIV/AIDS and drug abuse are big challenges for Indonesian youth. This limits their social development as an unhealthy lifestyle, sickness or addiction leads to unproductivity, a less active role in society with the risk of being marginalised and excluded.

In 2015, a new sport and play curriculum was developed to strengthen the position of girls and young women through the use of sport. 24 women were trained to become sport and life skills coaches in their own community. A group of over 600 girls and young women now participate on a regular basis in sport and play activities. By doing so, they acquire the knowledge and skills to break gender-roles, gain self-confidence and regularly talk with their coaches about SRHR and gender roles. Multiple girls declared that they feel more empowered and confident to stand up against stereotypes and follow their own ambition.

In another course, 600 boys and girls participated in a regular sport and life skills programme in which they developed skills to actively live and promote a healthy lifestyle. To follow up on these young people outside

the sports activities, ISA trained coaches to become sport and life skills coaches who can guide youth towards a healthy lifestyle.

ISA and their partners also organised six sport festivals throughout Indonesia. During these festivals, youth and other community members participated in sport activities, role-plays, discussions and presentations in which the importance of gender equality and/or healthy lifestyle were addressed to the public at large. In Ambon, for instance, more than 300 spectators watched a women's football tournament and participated in discussions and role plays in between matches talking about domestic violence against women. Or in Medan, where drug abuse amongst youth is a serious problem, participants of the festival there, have signed a declaration for a life free from drugs and have committed themselves to live and promote a healthy lifestyle within their community.

In total more than 2,000 young people participated in the activities and together with more than 10,000 other community members who raised their awareness and knowledge about HIV/AIDS, dangers of malnutrition, drug abuse and discussed gender equality.

Success story // Indonesia

To know is to measure!



“We keep track of all our football players. We know how many times they attend our training sessions, but also if they attend school and know their grades”. Frans, from Indonesian partner organisation FootballPlus, proudly presents how his organisation improved its M&E system and

Rizki's story (Programme officer Rumah Cemara):

“We learnt how to set indicators and create a baseline and end-line survey. It helped measure what impact our programmes have. We now do a baseline study to see what participants know about HIV/AIDS and after a while we measure again. Based on our findings we know whether they need more counselling and information sessions or that we can address new topics.”

explains how these research data helped improve the programme. Abby from Jakarta-based organisation Gen B also shares the improvements on M&E they made in 2015. “It requires discipline but it is important to do!” Questionnaires, attendance lists and interviews with youth and their parents are examples of M&E activities Gen B executed over the last years after receiving M&E trainings facilitated by ISA. ISA not only invests in educational sport and play programmes. We emphasise that a strong local organisation has a great responsibility and role to play in creating positive youth development. Therefore we train sport coaches to keep track of the development of youth through these educational sports and play programmes. Only then are we able to see the effect of the activities on the empowerment of youth, and consequently, make wise adjustments to the programme if necessary. For this reason in 2015, ISA has extensively invested in bringing partner organisations together providing interactive and practice orientated M&E training.



Gender Equality

Impact area



Story from the field

In 2015, ISA partnered with CARE Egypt to use sport as a tool to prevent Gender Based Violence (GBV). GBV is a huge challenge for young people, especially young women who face sexual harassment and violence on a daily basis. ISA strongly believes that interventions on gender equality need to include boys and men in all activities and at all levels of the programme.

For this project ISA trained 20 volunteers of local NGO's active in different neighbourhoods of Cairo, to become sport coaches in order to address issues around GBV in their programmes. ISA trainer Inemarie shares her observations: “Wow’ I thought, when Sara told me that this was the first time she had lead a sport activity. ‘Then you did that incredibly well’, after everyone had given tips on how to improve the game. Yes, next time she could speak a little louder, and can give an example, but for the first time in her life she told 20 young people what to do and she did it well.”

While playing sports, some young women even started wearing clothes that were more sport appropriate: a legging with a long shirt and sport shoes. Amal, always dressed her best, but even she kicked off her high heels to be able to participate in a football match. Eventually, the young male and female coaches started mixing more on the sport field, something that is not as simple

as it sounds in Egypt. During a reflection moment, Mohammed said he had never seen women play football before. With a simple game, the difference between sex and gender is clear. Because men were better than women in the football match, the participants themselves devised rules to make the game more equal by making it, football: only girls can score. It demonstrates that you have to collaborate and include the other to move forward.

With another method (Rock and Water) the participants learned about being assertive (rock), passive (water) or something in between. They practiced how to say ‘no’ in a convincing way and how other people react to this. Heba learnt: ‘Women are more often water than rock but sometimes being passive can be stronger.’ In some games, being water can defeat rock. Bassem concluded “We’ve had many theoretical trainings over gender, but this training is much better. I understand it better now.” Young people from four neighbourhoods in Cairo participated in sport activities that break through gender norms and ‘experience’ gender norms, biases and stereotypes on the field. This made it possible to discuss issues around and create awareness about GBV in an informal and playful way. As said by the participants, this often works better in Egypt.

Surinam

Strong local organisations

In Surinam, ISA works on specific challenges that are present in the country. The right for young people to experience and play sport is not always exercised, which is important in the positive development of youth.

Furthermore, Surinam has a relatively high rate of teen pregnancies, the number of boys leaving school at an early age is problematic and finding a suitable job is difficult.

In collaboration with the Embassy of the Netherlands in Surinam and Stichting Projekta, ISA intervenes in the sport and culture domain through a rights-based approach. The programme 'Active Citizens through Culture and Sport' starts from the perspective that all children and young people have the right to experience sport. ISA built the capacity of 71 community organisations to become stronger sport for development players in Surinam society. The training programme included proposal writing, lobby and advocacy, and training life skills. Through the principle of 'borrow a trainer', the new pool of trainers facilitated sessions at other clubs and organisations, broadening their horizons and promoting collaboration. The community-based organisations are now able to develop proposals of good quality, which

results in more financial resources to organise activities and improve facilities for youth to play sports.

In 2015, ISA initiated a pairing with the foundation of former Olympic athlete Letitia Vriesde (LVSS), aiming at the development of community sport and tackling the challenges faced by Surinam youth today. The collaboration started with a process of capacity development at organisational level: formulating the theory of change of LVSS. Furthermore, 16 community sport and life skills coaches were trained by ISA. Currently, these coaches organise weekly sport and life skills activities for over 300 young people in disadvantaged communities in Paramaribo. The activities are based on a youth-centred curriculum that addresses teen pregnancy, school dropout and preparation for the job market. The first insights show that a stable foundation has been laid in which ISA and LVSS can build upon in the coming years.



Team play



What would you do if there were a number of sports and culture organisations dealing with similar kind of issues? You could decide to work in a bilateral relation with a selection of them, or you could decide to bring them all together in a long-term capacity development process. The latter is what ISA did in Suriname, in close collaboration with the Embassy of the Netherlands in Surinam and Stichting Projekta. Evidence shows that this facilitates the process of strengthening many sport and culture organisations at once.

In 2015, the programme Active Citizens through Culture and Sport brought together 138 representatives from a variety of 71 sport and culture organisations. What exactly are the issues many sport and culture organisations are dealing with? An obvious

Mireille van Laarsen (PE teacher Fatima School):

“What I have learned about the life skills training is about how to deal with anger, to stay calm and focus on yourself.”

one is funding. Different income generating activities exist, but one that definitely needs improvement is the institutional funding capacity of many of those organisations. Therefore the programme facilitates proposal writing trainings, equipping organisations to write high quality proposals: from problem analysis to the final stage of submitting the proposal to an agency or donor.

Another question for many organisations is the link between the sports activity and gaining specific life skills. Sport can lead to positive development of young people when organised within the right framework, even more so when sufficient attention is paid to life skills education. How a sporting activity can be integrated with a life skill related focus however, is still an undiscovered field of action for many organisations. Therefore, a life skills training for coaches has been an integral part of the programme.

The key building blocks of Active Citizens through Culture and Sport is the presence of many different sport and culture organisations, the long-term approach focused on learning, and the variety of capacity development elements that is delivered to its participants. Within this setting, real and sustained capacity development takes place within each of the participating organisations.



Enhanced knowledge and insights

ISA aspires to achieve positive youth development by using sport and play. To improve the efficiency, effectiveness and sustainability of our work, enhanced knowledge and insights in sport for development are crucial. At the same time, research and development forms an integral part of our strategy in internationally advocating for a greater use of sport for development. In the long run, this will lead to an increase of opportunities for young people from disadvantaged backgrounds to create a better future.

Therefore, in 2015, ISA invested in research and development to gain solid evidence and more insight in the working mechanisms between sport and development. Special focus was given to researchers in the field of financially sustainable sport for development organisations in collaboration with Utrecht University and to multi-stakeholder approaches in collaboration with CrossWiseWorks.

Towards financially sustainable Sport for Development organisations

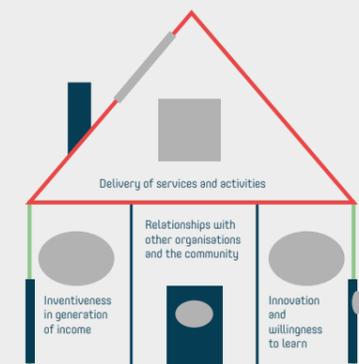
Sport for Development organisations have considerable positive impact on lives in underprivileged communities worldwide. However, many Sport for Development organisations are not financially sustainable, making their future uncertain and in turn threatens the process of the development they support. The crucial question then is: How can such programmes and projects become more financially sustainable? This research explored this question through a literature review and a study of effective practices. The effective practices derived from seven international Sport for Development organisations, each from another country and all of them working with, for and in local communities.

The research shows that all the organisations share four interrelated key characteristics relevant for financial sustainability:

- They know their own strength and stick to their core values
- They are innovative and willing to learn
- They actively relate to their community and to other organisations
- They are inventive at generating income

The research publication offers Sport for Development organisations guidelines to develop whatever conditions are not fully in place yet. By doing so, ISA aims to inspire the Sport for Development sector to not just grow in size and number, but to also improve the sustainability of activities and interventions.

Read the full publication [here](#)





Partnership University of Applied Sciences Amsterdam (HvA)

In the Netherlands ISA is actively involved in sharing knowledge and advocate for the role of sport for development. Our partnership with the University of Applied Sciences in Amsterdam (HvA) is a great example. For the second year running, ISA and HvA have jointly developed and facilitated the minor Sport Development in which international students learned how to use sport for development and brought this knowledge into practice during a fieldtrip to Bosnia. The minor prepared students for a career in sport management and sport for development.

Shannon Shaw is an international student from the United Kingdom and one of the students who took part in the minor of 2015: *'I chose this minor in Amsterdam because the subject sounded appealing and very different to anything I was doing in my degree of Exercise, Nutrition & Health in the UK. I wanted to take a different path in a new city to gain experience and knowledge in something I was unfamiliar with, but that still related to sport and helping others.'*

This minor has definitely prepared me for my professional career. It has provided me with practical and theoretical experience that is much needed in any work field. At the end of my degree I want to work in the health and life science field, helping others achieve a healthy lifestyle through nutritional therapy or within the public health sector. Studying sport development has assisted with the likelihood of this by demonstrating how sport can be used as a tool for development through different programmes, but also to conquer specific health issues such as obesity or malnutrition through the use of sports programmes. It has shed a different light on my future career and I can now see my work from a different perspective.'



Watch here our movie that explains the minor in more detail



Two-way learning curve

A community of practice is a group of people with a common interest, a common goal and a group of people who share experiences. We believe these communities of practice can ignite positive change, therefore ISA invests in the creation of these communities in the field of sport for development on all levels: from regular meetings of coaches all over Mali, to worldwide exchanges. In that sense, a community of practice is also a way in which South-South and South-North exchange and innovative sparks can unfold.

An example of such a community of practice is Sport Leaders International (SLI). In SLI, community sport coaches from different parts of the world share experiences and learn from each other. In rural communities in the border region of Kenya, Uganda and South-Sudan community sport coaches organise sport activities and work on life skills of young people. But also in urban Tilburg, a group of community sport coaches' passionately work on the positive development of young people in their communities through sport. There are many differences in the contexts in which they work, but they all share a common purpose: to positively develop young people through sport. Bringing those community sport coaches from different parts of the world together creates an energetic dynamic of committed people that can share valuable experiences and are open to learn from one another. It shows that there is a lot of knowledge in 'the global South' from which community organisations in the Netherlands can also learn.

Community sport coaches from Kenya (Nairobi, Kakuma) and the Netherlands (Tilburg and Breda) as well as experts from Kenya (SOPA), the Netherlands (ISA and OIKOS) and England (the University of Bedfordshire and CIP) came together in 2015 to discuss better ways to work with the young people in their communities. During workshops, discussions and counselling sessions the participants exchanged knowledge, insights and experiences and developed skills relevant for community sport coaches – and young people they work with – to create healthy, safe and productive communities.

Also in 2015, ISA facilitated an international expert meeting on sport for development in The Hague. A unique exchange in which over 15 international Sport for Development organisations from eight different countries, came together for a three-day conference filled with inspirational workshops, discussion sessions and stories from the field. Topics included the 'role of the coach' and different approaches to creating positive youth development.

Together we evaluated the results of the partnerships, what has been achieved so far and what the remaining challenges for the coming years are. The input of these sessions has formed the context for the programmes of ISA for the next years as we acknowledge that local partners have an important and essential voice in this.

Supporters & partners

We are proud to deliver change through sports in the lives of young people in the world's poorest communities. Our work would not be possible without building strong and lasting relationships with our supporters and partners.

Empowering young people through sports requires the determined efforts of ordinary local people working for a better future in their communities. It takes action, perseverance and courage, and often requires the kind of support ISA can provide. We are grateful for the trust and contributions many supporters and partners invest in our work around the world. Thank you.

We work with over 130 partners in 8 countries around the world.

West Africa (Burkina Faso, Mali)

ORFED, Right to Play Mali, IEP Mali, Miriyawalé, AMPJF, INJEPS, ASDAP, WALE.

Central Africa (Central African Republic)

Cordaid

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.

Middle East and North Africa (Egypt)

ASPIRE, Embassy of the Netherlands, Care Egypt, Center for psychological and mental health training of refugees, UN Women, ADEW, UNICEF, UNHCR, Save the Children, 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, Girl Power.

Surinam

Stichting 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.

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.

The Netherlands

Right To Play The Netherlands, KNVB / WorldCoaches, WomenWin, RESPO International, Cordaid, Rutgers, Lokaal Mondiaal, the Ministry of Foreign Affairs of the Netherlands, 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, Business Meet Sports, AKVO, Vrije Stijl, Jisk Film, Schrijf-Schrijf, Maaspoort Sport & Events.



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 2015, the backbone of this team consisted of 15 people:

ISA wants to introduce the back bone of her organisation in 2015:

Leonie Hallers <i>General Director</i>	Ward Karssemeijer <i>Programme Officer</i>	Ralf de Pagter <i>Programme Officer (intern)</i>	Daan Oxener <i>Programme Officer (volunteer)</i>
Martijn Harlaar <i>Director of Programmes</i>	Niko Moreno Ruiz <i>Programme Officer</i>	Nathalie Walraad <i>Programme Officer (intern)</i>	Joeran Sinneker <i>Programme Officer (volunteer)</i>
Cees Noels <i>Financial Director</i>	Jesper Remmen <i>Programme Officer</i>	Shahira van der Zon <i>Programme officer (intern)</i>	Hayley Turner <i>Programme Officer (volunteer)</i>
Yara Hoppenbrouwers <i>Programme Officer</i>	Nina Morssinkhof <i>Programme Officer</i>	Erna Jansen <i>Programme Officer (volunteer)</i>	

In 2015, the ISA board consisted of two members:

Rolf Oosterbaan <i>Chairman</i>	Dick in 't Veld <i>Treasurer</i>
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The ISA team is completed by:

Marian Berg <i>Trainer</i>	Harry Supheert <i>Trainer</i>	Jesper Jobse <i>Trainer</i>	Inemarie Dekker <i>Trainer</i>
Bart Kleijweg <i>Trainer</i>	Michel Rem <i>Trainer</i>	Tessa Blom <i>Trainer</i>	Ambrose Ongwen <i>Trainer</i>



"Through the ISA training programme I was able to connect with fellow female coaches and learn more about addressing girl specific issues through sports"

Sicilia Setiawan
Football Coach woman's team FootballPlus

"I'm impressed by the sport projects that make women more empowered"

Rob Swartbol
Ambassador of the Netherlands in Indonesia about the Girl empowerment programme funded by the Dutch Embassy in Indonesia



"A-STEP Staff and Volunteers were involved in Capacity Building specifically on Coaching Skills, Girls Empowerment, Peace building and Livelihood. This brought quality services to the community and created impact to A-STEP Beneficiaries"

Timothy Lusala
Founder of A-STEP in Kenya

"Throughout the programme our coaches learnt not only the theory of gender inequality and gender based violence, but were able to use sport activities to create awareness amongst young men and women in different communities in Cairo".

Sandra Amzy
Programme manager Care Egyp.



"Together with ISA it is incredible to work on the development of youth through sport. That I can use my passion basketball, makes it even more special. Working with ISA made me realise how big the outreach from this sport is. The opportunity to use it to change someone's life for the better, gives me a lot of energy".

Jesper Jobse
National team 3x3 Basketball, ISA Ambassador

Financial report

Balance

Assets	31 December 2015	31 December 2014
<i>(euro)</i>		
Fixed Assets		
Tangible fixed assets	-	2.628
		2.628
Current assets		
Claims and accrued assets	250.779	73.457
Cash and cash equivalents	294.881	970.660
	545.660	1.044.117
Total assets	545.660	1.046.745
Liabilities		
Reserves and funds		
Contingency reserves	122.455	89.952
	122.455	89.952
Short-term debts	423.205	956.793
	423.205	956.793
Total liabilities	545.660	1.046.745

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'.

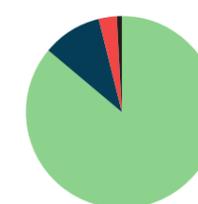
Compensation of the board

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

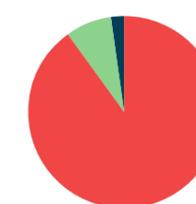
Income	Fin. Stmt. 2015	Budget. 2015	Fin. Stmt. 2014
<i>(euro)</i>			
Income from direct fundraising	9.760	21.000	41.293
Revenues from joint campaigns	127.812	83.910	148.814
Government grants	1.310.670	1.309.490	1.307.804
Income from investments	5.788	5.000	7.333
Total income	1.454.030	1.419.400	1.505.244
Expenditure			
Expenditures on goals	1.286.869	1.204.700	1.319.976
Costs of generating income	8.384	49.000	15.108
Management and administration	126.273	155.143	122.361
Total Expenditure	1.421.526	1.408.843	1.457.445
Net Result			
Appropriation of net income	32.504	10.557	47.799
Added / charged to the contingency reserve			
Total	32.504	10.557	47.799

income



Income from investments	0,4%
Income from direct fundraising	0,7%
Revenues from joint campaigns	8,8%
Government grants	90,1%

expenditure



Expenditures on goals	90,5%
Management and administration	8,9%
Costs of generating income	0,6%

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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