



annual report

2016



empowering young people

*The power of sports
to promote social
cohesion in Mali // 16*

*Highlights around
the globe // 20*

*Sport tackles
gender inequality
in Kenya // 26*

*Valued
partnerships // 30*



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PREFACE



One out of four people in the world today are between the ages of 10 and 24, the highest youth population ever! Good news you would think, as youth is an essential resource for social and economic progress. However, far too many of these young people are unable to reach their full potential. Poverty, (gender) inequality, conflict and/or lack of information hold them back.

In the current situation, the lack of education, employment opportunities and counselling results in a large group of young people that receive insufficient development opportunities, with the fear of missing out.

Also in 2016 we continued on our mission to create opportunities for young people worldwide to develop the skills and knowledge to make a positive change in their lives and contribute to the development of their communities. We were able to work in six different countries with a global network of motivated and inspiring partners and touched the lives of 37.565 youth.

We introduced an overarching concept of sport, skills and action, which will be elaborated further on in this annual report. We believe that continuous sport participation and well guided educational sport and play programmes contribute to essential skill building of youth. Eventually it should activate youth and increase their participation in society to undertake action to change their future and the future of their communities for the better.

To strengthen this process we have started some very interesting new partnerships and programmes. For example as the coordinator of a large Dutch sportfordevelopment.nl programme together with Right To Play and KNVB WorldCoaches. Also in Europe we started collaborating with sport for development actors from the United Kingdom in designing and improving our sport for development methods. In Mali we worked with ICCO cooperation and in Egypt we collaborated with the Australian embassy. We are firm believers of partnering and sharing expertise to improve our interventions and create more opportunities for youth to develop and take action.

In this annual report we proudly present our results and way of working. Do not hesitate to contact me for any questions or feedback.

Enjoy the reading!

Leonie Hallers
Director, International Sports Alliance

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1 WORD FROM THE BOARD

Starting in the nineties, when Scouting Nederland comprised one of the three cases in my thesis on voluntary organisations, I am personally involved in the so-called 'positive youth development'. Focused on places where much can be achieved with Youth Development, PYD forms one of ISA's key pillars. Unfortunately, the component of positivity is often missing. It is therefore my great pleasure and privilege to make a contribution and to help shape this component.

2016 has been a year of transition for ISA. After a period of quick development, the period 2015-2020 is marked by the development of a broad and solid foundation of the organisation and plans for the future. Herein, the aim is not to increase staff or expand the organisation's quantitative impact, but to reach sustainable embedding, both with financiers on this side of the chain as with communities in the countries we work in. This is a challenge for the entire organisation. As the board of ISA, we want to be the driving force behind this.



I look forward with great pleasure to the substantive debates and dreams of the organisation. Taking into account the realistic figures and possibilities of the board, I await the future of ISA in 2017.

On behalf of the board,

Lucas Meijs
Chairman

2 OUR STRATEGY FOR CHANGE

ISA acknowledges the heavy challenges faced by youth in developing communities, but simultaneously these challenges also provide opportunities. ISA believes that youth can be the game changers in the community when given the chance to learn and develop. When youth have opportunities to contribute and participate through education, entrance to the (formal) labour market and civic participation, they can contribute to the economic and social development of their communities and thereby countries. Investing in youth development is thus essential for development and changing community dynamics.

Our mission

ISA empowers young people to take personal leadership in their lives and activate communities.

ISA empowers young people so they can develop the personal leadership skills they need for a prosperous life and become active community members. We believe in the power of sports to engage youth and offer young people skills development to build self-esteem, gain interpersonal and communication skills and become a critical citizen. The skills that youth acquire enable them to take personal leadership in daily life, to activate communities, and address the issues they face in daily life.

Our vision

ISA strongly believes that young people are essential and effective agents of change, in their own lives and in communities. Empowered young people have a voice and know how to use their voice to activate communities. By playing sports, young people get the chance to participate and to be inspired. This is an essential first step to discover themselves and their own potential. Sport strengthens young people's skills and confidence to shape and lead their own lives and futures. These newly acquired skills and confidence enable them to become the game changers the world is longing for. Game changers have the power to break the cycle of poverty and to contribute to equality and peaceful coexistence in their communities.

What

ISA offers educational sports programmes because they are easily accessible, appealing and engaging. In these activities youth can have fun, bond with others and learn about themselves and others. Sport strengthens the skills and confidence of young people to shape and lead their own lives and futures, the way they see it.

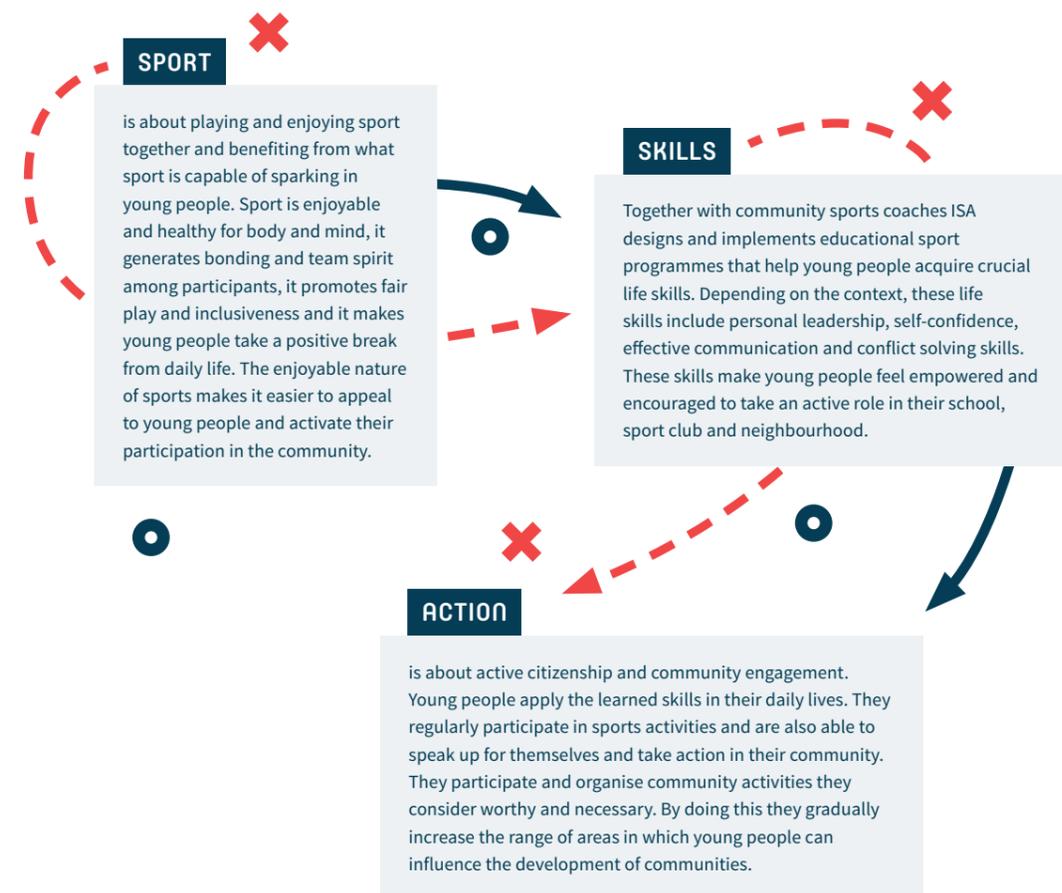
ISA inspires and empowers young people to become active citizens in their community. By sparking civic engagement in young people, they feel invited and encouraged to grow into a sport coach themselves, to set up their own sport activities and to be a role model for their peers – and maybe even for their parents.

ISA applies the Positive Youth Development approach in all its activities. This approach implies creating a conscious process in which youth receive support, relations, experiences, tools, skills and chances to develop into capable and successful adults. It enables youth to positively contribute to themselves, their family and their community. ISA facilitates this process by creating a PYD context that enables youth to civically engage.

ISA's three-step rocket

In practice, creating civic engagement among young people and achieving positive youth development is achieved by deploying ISA's three step rocket: **Sport – Skills – Action**.

Each step makes essential progress towards the personal leadership of youth and the activation of communities.



Societal contexts

Through the focus of positive youth development, ISA has strengthened its expertise and track record on three thematic areas. These areas are: **Gender Equality, Social Cohesion and Economic Empowerment**. A context of inequality, conflict and poverty strongly limit young people's potential to become game changers. Through ISA's programmes young people are not only more aware of their own role and responsibility in addressing these challenges. They are also better able to come up with concrete actions to contribute to equality, cohesion and the end of poverty in their community.

Gender equality is fundamental for creating sustainable development. Unequal opportunities for girls and women result in a vicious circle that withholds generations of girls from developing. ISA therefore focuses on offering inclusive activities, offering courses especially for women, to empower women. Furthermore, ISA offers training for men about women's issues, creating a supportive community. Through this approach all community members get more equal rights. The area of **Social Cohesion** focuses on building ties and collaboration between different groups in the community. Conflict and violence among groups result in hostile and unsafe environments in which youth are a vulnerable and often neglected group. By supporting interaction and engagement among youth they are able to contribute to the cohesion, improving the dynamics of the community.

Economic Empowerment is a particularly relevant issue for youth, because without a job and an income, young people lack prospects for the future. In disadvantaged communities employment is scarce and there is a mismatch between the educational system and labour demand. The development of skills and capacity in youth, through participating in sports programmes, empowers them to gain an advantage on the labour market and contribute to the community.



GAME FOR CHANGE 7

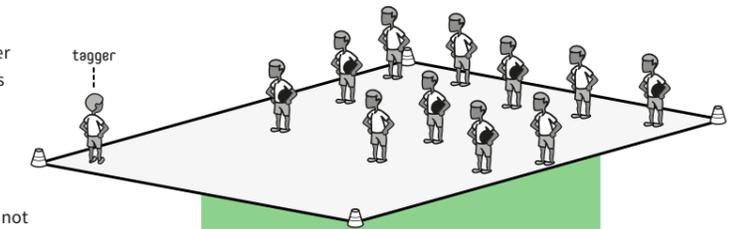
• SOCIAL BALL •

Goal of the game: You try to stay on the field until the end of the game, which means becoming one of the last six players. The higher (social) purpose of this game is letting young people experience how to work together towards a common goal. Giving support to each other is an essential skill that youth can use in their daily lives.

The game

The tagger starts in the corner of the field. The other players divide themselves over the field. Six players have a ball in their hands. If you hold a ball you cannot be tagged.

The tagger counts out loud '1,2,3 START' and the game starts. The tagger tries to tag players who do not have a ball. You try to help others by passing the ball to them when the tagger is running behind them. When you are tagged you go towards the coach and wait there until the next game.



Playing time
30 minutes

What do you need
A field of 10 by 20 meters, 6 balls and 4 cones

Preparation
Set the field and appoint 1 player as the tagger.

Rules

- When you have a ball you cannot be tagged.
- You can only tag with your hands.
- When a player runs outside the playing field he is out
- When there are only 6 players left, the game is over.
- You have to pass the ball within 10 seconds.

Tips for the coach

Emphasise that players can help each other by playing the ball to each other. It means players have to pay attention to two things: the tagger (symbol for the problem or the danger) and the balls (symbol for the solutions or the help). The players try to be a team. They make a tactic and take good care of each other by passing the ball. Teach the players that paying attention to each other should be done by carefully looking at each other and by talking/communicating.

Reflect

- What did you find difficult?
- How did you help your team members?
- In what ways did you communicate with your team members?
- What did you learn today?

Connect

- What tactics did you use?
- How does this game help you cooperate with others?

Apply

- In which situations can you apply the skill; giving support to others?
- How would you use what you have learned today in daily life?
- In which situations would more cooperation be useful? What can you do about it?

3 OUR TACTICS TO SCORE

To be successful in empowering young people ISA applies six tactics to score lasting results. These tactics have been essential in our 2016 programmes, and make the activities successful.

Firstly, we invest in **empowering youth** because they are resources for community change. Their flexibility, eagerness to learn and adaptability enable them to create change. By empowering them, community change can be achieved. Young people are the game changers, which is essential for young people to flourish and thrive and to contribute to desired change within themselves and their community.

Secondly, the action spot within our model is **the community sports field**. The field is the place to meet, participate, exchange, build friendships and have fun. On these fields, with the sports activities we've developed- from traditional team sports to action sports -young people get the opportunity to spark their interests and develop their talents.

Thirdly, coaches are extremely important within the sports field. It is the **community sports coaches** who make our model work. They play multiple roles: sometimes as a friend, other times as a trainer or a mentor. The coaches and mentors let youth acquire skills they can put into practice through taking part and organising sports activities. That is why, in 2016, ISA invested in their education and training. Strong and youth-centred sport coaches are able to provide the safe spaces where young people can meet, play, talk, question and be free.

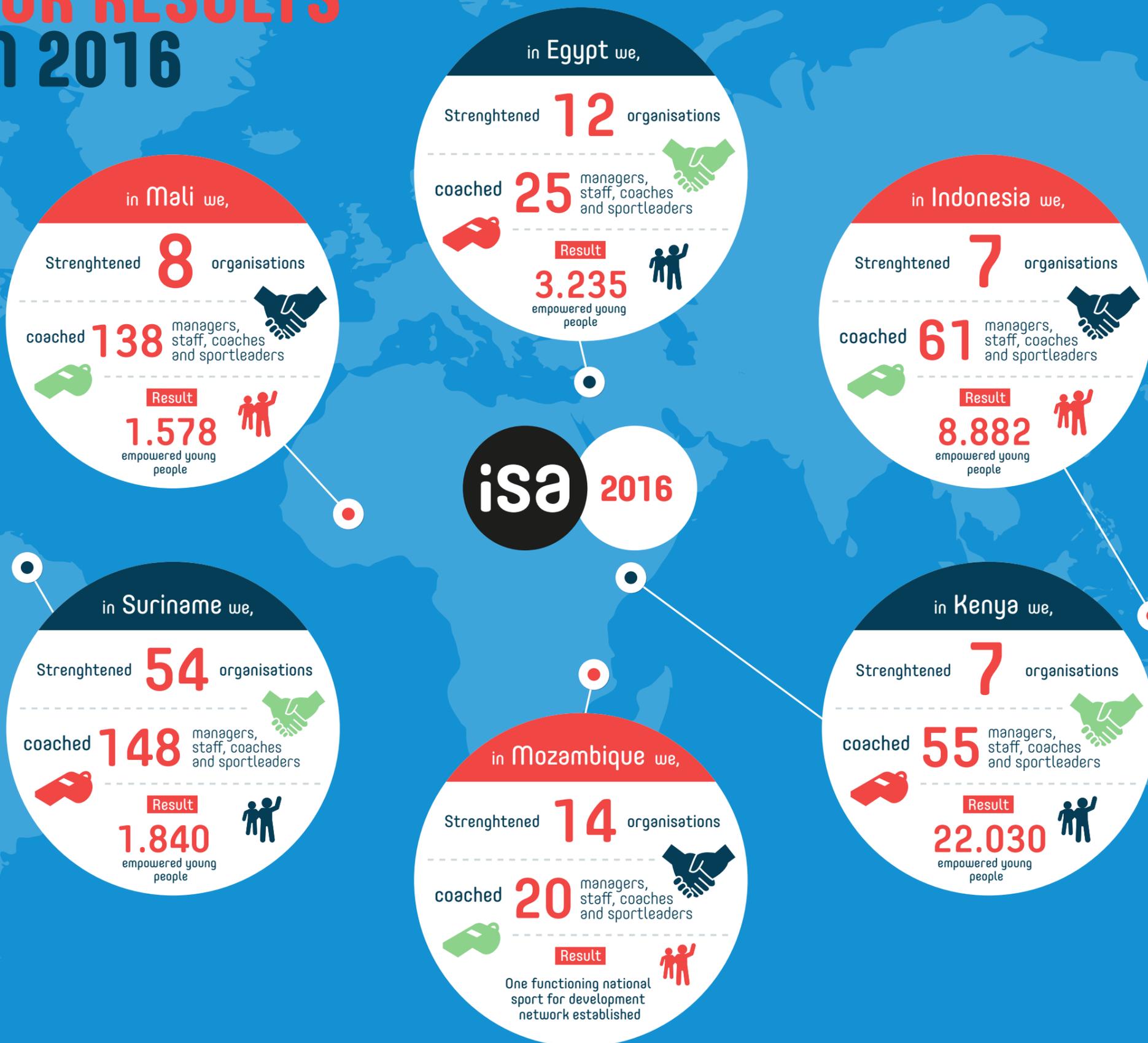
When aiming to empower youth, self-efficacy has been identified to be a crucial skill for behaviour change; therefore our model emphasises the development of **self-efficacy skills** in youth. These skills enable their personal leadership and capacity to navigate the community.

Furthermore, strengthening **community sport organisations (CSO)** has been an important aspect of our work in 2016. We invest in the capacity of these organisations to support youth and give youth opportunities to put their skills into practice. The strengthening of CSOs has been done in the shape of trainings, for example with Monitoring and Evaluation and Positive Youth Development, and in the form of linking and learning meetings. It is within the CSO that young people and adults work together and learn from each other. Empowered youth use the CSO as a vehicle to make their voices heard in the community.

Lastly, youth, coaches, mentors and CSOs join forces to collectively promote **civic engagement** within their communities. Through community events and activities, youth are involved in the community. In these activities they are given the opportunity to demonstrate and use their skills, and be involved in issues that concern them.



4 OUR RESULTS IN 2016



5 THE POWER OF SPORTS

to promote social cohesion in Mali

In Mali intercultural, interreligious tensions and conflict are unfortunately part of daily life. As a result of poor social cohesion, young people find themselves situated in communities of poverty and despair. The social wellbeing of youth is further jeopardised, by the worrying educational figures.

With 71.6 % (boys) and 62.2 % (girls) of youth receiving primary education and 35.9% (boys) and 25.2% (girls) receiving secondary education, the net enrolment ratio of Malines children in education has improved compared to previous years and follows an upward trend. Despite these positive developments, there is still a high amount of so-called 'out of school children', a group of young people that do not receive education. Therefore, much action is required to ensure that this group is minimised or even eradicated.

The 10% of youth without a job reflects the still ever-present problematic situation and lack of social cohesion within the country. In order to overcome the challenges of social cohesion, young people in Mali need a stable environment to grow and develop. A stable community is a more prosperous one in which youth are offered the chances to participate and to benefit from, for instance, better healthcare and job opportunities.



Being one of ISA's focus countries in 2016, Mali is a great example that shows how we have worked on the concept of Sport, Skills and Action and to explain the reciprocity between all three components.

Sport

Sports and play activities in Mali are not easily found. There are few skilled coaches and few suitable spaces to play sports. However, the participation created by sports and the life skills in communication, confidence and leadership are incredibly valuable for the development of youth in Mali. To make sports accessible for all, ISA has invested in the development of sport in Mali and the development of community sport.

An example in 2016 was the national sport for development week organised by ISA in collaboration with Right To Play and KNVB WorldCoaches. During this week, ISA trained 16 3x3 basketball coaches who now structurally organise basketball activities for 480 youth, providing opportunities to interact and mingle with fellow community members while benefiting from sport by gaining confidence, communication, motivation and leadership. An organised basketball tournament for 400 youth further stimulated this process.

Souleymane Santara, a 28 year-old coach from club basket Sandji de Segou, illustrates the continuing success of ISA's activities in Mali. Together with 15 fellow coaches, Souleymane is now running structural basketball activities. For the first time in their lives, youth and coaches are participating in 6 weekly activities.

Skills

In 2016, a group of 18 coaches were trained on how to stimulate social cohesion through their programmes. As described by Ismael Dembélé, a Malanian community sport coach representing Papou club and participant of the ISA sport and social cohesion training in Bamako, sport participation is an essential starting point for positive youth development.



"After the tournament, children were happier and more motivated to participate in sports activities. Children should participate more in sports activities because it reinforces their intellectual capacity and their health". The tournament created a great platform for youth to discover the sport of basketball and created proper opportunities to enjoy sport with the support of expert coaches."



Souleymane Santara



Action

These 18 coaches from different communities now work structurally with a group of 540 youth that develop important skills and knowledge on how to have fun together, how to forgive each other, how to show respect and how to work together. They have the availability of tools that help to stimulate more cross-cultural and cross religious understanding and cooperation. The coaches do not only organise activities within their community, they also touch base with coaches from other communities to organise inter community matches and tournaments. It is impressive to see that some of these 18 coaches are still youth themselves. They have the inner motivation and have now been given the (sport) tools to contribute to play and interact with fellow youth. They have the ability to work together on increasing the social cohesion in their neighbourhood and bond with neighbouring communities.

“I can honestly say that the training was a good thing for me because it allowed me to be a leader of my sports team. I learned how to communicate well with others and how establish positive behavioural change through the activities. In addition we learned how to address the following skills in our sport programmes: accepting by failing, forgiveness, and mutual respect, important skills for youth to possess when stimulating social cohesion.”



Ismael Dembélé

Malian youth take action!

ISA’s activities in Mali are much more than educating coaches and helping youth develop necessary skills in order to increase their chances of a better future. We also inspire youth to take a more leading role and to become agents of change. As influential persons within their communities, youth themselves can make a difference. Not only in their lives, but also in the lives of others.

Mohamed Dem is 21 and is an active sports coach in Doumanzana. He started to coach so he could help the kids in his community and educates them through sports in order to improve their lives and the community. ‘My dream as a coach is to train and educate the kids to become a good person on the field and beyond the field. I organise sports activities to mobilise the kids and their parents and to allow them to let the kids come to the field. These sport activities look like games we use to improve their technical, and athletic skills, and moral value for life as well. I work with around 70 to 80 kids, (Muslim, and Christian) with different culture. I do this by speaking with the kids. My goal is to make my community a safe place to live, without robbery, attack, violence, etc. and to be able to train tomorrow leader/responsible. My goal is still not completely reached but we already see less robbery, attack, and violence.’



Garba Meicouba is a 25 year-old coach in the neighbourhood Faladie Sema. ‘I’ve decided to become a coach because I love football. It is my dream to someday become the head coach of the Malian national team. Right now I organise sports activities because I have the capacity and the passion to do so. These activities are in general for sports and for football in particular. 55 boys participate in the activities I organise, and they are both Muslims and Christians. With the boys I speak about a lot of things, social and school related, I am able to support the youth because the people in the village support me in coaching the youth. My main objective is that the boys will become responsible people and players. And right now I am able to say that I have been able to truly bring together youth in a peaceful environment.’

6 HIGHLIGHTS AROUND THE GLOBE

Around the world the ISA team and our partners have worked hard to enable youth to take charge of the challenges they face and to improve their development and participation through sports. In this chapter we will take you on a journey around the globe, illustrating our work in different countries.



Safe and fun sporting environments in Egypt

In Egypt there isn't a lot of space to play sport. There isn't a well-developed sport structure in Cairo and not much knowledge and capacity to guide organised sport activities. At the same time there are lots of tensions in Egypt between different religious groups. Developing a community and society in which people participate in sports is an accessible way to address such issues. With local partners and active coaches. With small interventions a more accepting and active community can be created more easily.

Marina Maged from Cairo is one of the youngsters participating in these sport activities on a weekly basis. "It is nice to see that the programme serves different groups of young people and brings them together. Different social classes, and different religions, we all played together and we are a team together."

In 2016, ISA trained 16 coaches in becoming community coaches who create safe and fun sporting environments for groups of youth to play, interact and discuss in a safe and respective way. Training sport coaches and organisations that design and run sport activities with an emphasis on reducing tensions and stimulates cross religious understanding and cooperation; ISA strengthened the sports structures of Egypt empowering the youth.

Samy, also a participant from Cairo explains what he has learned by participating in the sport events: "The programme broke a fear in me and pushed me to meet up with others from another religion. I wouldn't have had the guts to do before!"



Sport for Peace in the Great Lakes region

2016 marked the start of our work in the Great Lakes region (Uganda, Burundi, DRC and Rwanda). This region is subject to years of conflict and interregional tension. Large groups of refugees and remaining tensions in the countries severely limit the development of the region and the development of young people. Opportunities emerged to work in the Great Lakes region with Right To Play, an organisation with strong local partners who identified the need and desire for Sport and Peace activities. ISA works in the Great Lakes region because our experience tells us that sports helps to build trust and acceptance among groups, in an easy and fun way, a method particularly fit for the youth so limited by the tensions.

In the Great Lakes region, ISA uses sports to create more inter-community and cross-cultural interactions between groups of youth, thereby diminishing mistrust. In 2016 ISA, together with Right To Play developed a specific curriculum that teaches youth how to deal with conflict, how to analyse conflict and how to improve peaceful behaviour through sport. In 2017, this curriculum will be implemented in the Great Lakes region and several trainings will take place in Burundi, among many others.



Active citizens through sports in Surinam

Sport can be the perfect way to offer positive experiences, especially in societies where opportunities are few and risks are high for youth to turn to criminal activities. In Suriname sport is not a natural part of leisure time for youth: a missed chance to interact with others in a positive way and to feel healthy and motivated. With our existing partnerships and networks in Surinam we continue addressing the issues at play. By offering sports activities led by capable coaches, sport not only becomes a positive leisure activity but also becomes an opportunity to learn skills and develop. Through our partners in Surinam, new opportunities arise to increase the impact of Sport for Development around the country by working with new organisations and extending and deepening the knowledge.

In 2016, ISA trained 10 committed community members to become sports coaches and trained 5 staff members who together with the coaches manage and organise structural sport activities in three different neighbourhoods in Paramaribo. Over 100 kids now enjoy these weekly activities. With these trainings and activities the youth are given more opportunities for participation and development. Simultaneously they contribute to vital communities.



Sport for Development network in Mozambique

Mozambique is one of the poorest countries in the world, which leads to limited chances of finding a job, poor sanitation that leads to poor hygiene and potential sickness. Our partnerships with Right to Play and the KNVB made the support and strengthening of the existing Sport for Development organisations in Mozambique an interesting call for ISA. Through capacity building, these organisations will form a strong support system for youth development.

For this reason, in 2016, ISA together with its partners established a Mozambican sport for development network. Through this network, organisations that used to be isolated are now able to share knowledge and resources, exchange experiences and organise joint activities. All organisations are also able to increase their visibility to collaborate with other organisations. In the coming years, the network will be the venue to work on the capacity development of staff and coaches, enabling them to address issues at play. The network creates sustainability by attracting support and funding from interested institutions and organisations.

An impression of the creation of this network is available at our [Facebook page](#).





Breaking stereotypes in Indonesia

In Indonesia, sporting opportunities, especially for girls are not self-evident. Gender inequality is one of the challenges in the country. This is also reflected within sports, as it is often considered to be a 'boys-thing'. The simple fact of letting girls enjoy regular sport activities is an important first step in breaking stereotypes and improving gender equality. This has been the focus of ISA in 2016.

In 2016, ISA intensively worked together with 7 community-based organisations throughout Indonesia. We provided training sessions for coaches and staff in engaging the community by organising community sport festivals. Furthermore we trained female coaches to enhance girls' empowerment through sport. Through these activities youth, girls in particular, get more opportunities to participate and make their voices heard.

LSM Cergas is one of these seven organisations, based in Ambon. "Through the training of our coaches and staff and the support for the community sports events, we have been able to strengthen the sport management department of our organisation who now have created a football competition for girls. They enjoy weekly activities and in the weekends we oftentimes organise friendly matches or tournaments. Then the whole village is coming to watch and support our teams. The girls enjoy to have weekly activities and through these tournaments there has been created a structural meet up for our community".



JASON'S STORY OF CHANGE (12) – INDONESIA

Sport teaches me manners, to trust others and give order to my life. To realise my dreams, I need to make use of the obtained skills, set goals and be disciplined".

Jason is a 12 year-old boy from Indonesia who participated in ISA's educational sport and play activities in Indonesian communities. Through these activities, young boys and girls can develop themselves as independent and empowered individuals who are confident to use their voice to shape their development. The organised 'Gender Equality through Sports programme' stimulates gender awareness, improves youth knowledge on gender-related issues and teaches young children how to tackle them.

"Initially, I found girls annoying and useless during sport sessions. They talked too much and do not concentrate on the game. I firstly only participated in the programme because I like sports and wanted to learn more sports. The Gender Equality through Sports programme changed my view. Now I know that everyone can and has the right to play, also girls".

Through ISA's programme, Jason gained understanding in the fact that men and women are not always treated equally. Where he initially used to

discredit the girls with very bad words, he now has learned to watch his words and be respectful. Jason gained insight in gender roles and now thinks about a girl's feelings when talking about what girls should or should not do. In addition, the programme increased Jason's appreciation of teamwork.

"The gender equality programme taught me how to trust others in sports, especially when passing or throwing the ball to others and when playing together in sports like handball and Frisbee. I used to rely on myself when playing sports. Now, I really know what teamwork is and I can trust my teammates that they can do their part".

As a result, Jason is now more capable of shaping his own life and recognises the importance of sport. "I am more disciplined and try to obey the rules of my school and dorm. I have more self-confidence and have obtained the confidence to choose what is best for me. Playing sports helps me to learn a lot of life skills that I can use to make my dreams come true."

7 SPORT TACKLES

gender inequality in Kenya

ISA applies its game-changing strategy to tackle gender inequality; a significant problem girls and young women in Kenya face. Boys and girls are often not seen and treated as equals. Boys get to attend high school while the girls stay at home as caretakers of the family. Illustrating this care-taker role is womens' lack of literacy skills and the fact that more than a quarter of the girls (26.4%) in Kenya are already married by the age of 18.

The subordinate position of women within the country limits their chances to get a job. In addition, their limited knowledge on their sexual and reproductive health and rights (e.g. only 46% of the females has comprehensive knowledge of HIV) leads to serious health problems such as HIV/AIDS and early pregnancies. Women in Kenya don't have enough control over their own lives and important life choices, which makes positive development very challenging.

Sport

Sport is a great and easily accessible vehicle to stimulate the first steps in breaking stereotypes by letting boys and girls play together, interact and experience that they can do the same things. Furthermore, it helps youth in gaining confidence and self-esteem. In recent years ISA has strongly invested in creating on-going sport activities for youth and in 2016, 6803 boys and girls were able to enjoy playing together, interact and experience equality. Adasha was one on them.

"I noticed that these trainings were really different from the normal football we used to play. Our coach took the time to speak with us about how we feel as girls, how we protect ourselves from boys making advances and even about HIV. These 'football' trainings turned out so popular that many girls from nearby neighbourhoods wanted to join. Curious parents stopped by and watched the trainings, to see whether it was all right to allow their daughters to play on this field. Every week, more and more girls teamed up with me and my friends."

“

Adasha (15)



Skills

In 2016, ISA trained 20 coaches in challenging gender inequality in their programmes. They learned how to create a safe sporting environment, how to discuss and challenge gender stereotyping and talk with the girls about their ambitions and dreams. Lastly, and this is something very important in the ISA approach, they learned how to engage both boys and men in their programmes. Gender equality also depends on boys and males and how they perceive and interact with women. ISA believes it is crucial to include them in the programmes so that they learn more about the challenges girls and young women face and what the effects of their perception and behaviour towards girls could be. Making others responsible for girl empowerment is well outlined by Gichucki Francis, a participating coach from ISA partner TYSA.

Besides building the capacity of sport and community coaches, the community-based organisation is essential in creating sustainable change. Together with coaches they create the essential preconditions for youth and specifically for girls to improve their future through sport. In Kenya we invested in the capacity of community-based organisations to use sport as a vehicle to stimulate positive youth development especially for girls. In 2016 we provided training sessions for 7 community-based organisations on how sport can stimulate positive youth development. As emphasised by Evelyne Ajing, director of ISA partner Girls Unlimited, M&E training, in order to create better insights in how sport contributes to enhancing positive youth development, also plays an important role.



"We have learned that within positive youth development it is important to include other community members that have an influence on the well-being and development of youth. They have to be aligned with our programme. We have organised community conferences that engaged parents, schools and youth to discuss how we could stimulate gender equality and to get rid of gender stereotyping."

“

Gichucki Francis



Action

By equipping community organisations in creating the preconditions for positive development, youth are able to apply the acquired skills into practice. Specifically in Kenya, this can be seen in an increased interaction, understanding of boys towards girls. As evidenced by Adasha, who participated in the programme of ISA partner Girls Unlimited, regular interaction and appreciation for the position of girls coming from boys, helps them to increase their participation and confidence.

The trainings of positive youth development have resulted in several organisations actively working on this process. For example MTG Kilifi, who have regular meetings with boys and men in their community to educate them on responsible fatherhood and the challenges girls and young women face within their community.

The effort of providing more sporting opportunities for girls increases their participation, improves their self-confidence and includes boys and young men in removing stereotyping and stimulating gender equality in Kenya.

“We now use evidence based monitoring and evaluation to measure the social development of girls. We are pointing indicators on life skills and we use the 12 scientific steps to process and plan monitoring and evaluation. We also make use of digital storytelling as a creative and fun M&E tool during follow-up discussions that are organised after every sports for development training. That is how we find out to what extent their confidence and self-esteem has grown.”

“
Evelyne Ajing



“We even organised a tournament for girl teams, and the boys cheered! I find it easier now to deal with the boys. They can join us when we train, and they have learned how to be fair and friendly.”

“
Adasha



MERCY'S STORY OF CHANGE (15) – KENYA

“I would love to go back to my community and encourage other girls to also come and participate in this interesting programme”

The life of 15 year-old Mercy and her female peers is not easy. Many barriers and social inequalities increase the likelihood of female dropout of school in Kenya. The result: high amounts of prostitution, a lack of decision making practices, unsafe abortions, HIV/AIDS infections and prevalence of unrecorded incidents of violent rape and sexual exploitation of girls. In order to overcome these problems, Girls Unlimited and ISA recognise the difference that football can bring by providing opportunities for learning social skills, positive values and life skills. In 2016, they created the Gender Equality through Sports programme in Kenya which focuses on how organisations and coaches can better include young women in their (educational sport) programmes in a safe and equal way while engaging young men in the community. A programme in which Mercy successfully participated.

“Starting to play football was not easy at first. The challenge was to play with boys and especially the ones in my community. Some of them were aggressive and instead of correcting my mistake in a good way, they used to do it in a rather harsh and insulting way. Fortunately, a female coach encouraged me to join the girl's team. I agreed to join and during regular football training, I noticed that the training sessions were different from the normal football we used to play. The coach took the opportunity to teach us different life skills through football and integrated topics such as

Gender Equality, HIV/AIDS awareness and SRHR.”
Through the football and life skill sessions, Mercy and other young girls gained insight in important topics and felt safer and more confident to come and play football. These activities prevent individuals from idleness or experiencing negative peer pressure. Also, the relationship with boys, who in turn learn how to involve girls in play, has improved. The example of Mercy shows that, besides learning social skills, positive values and life skills, the Gender and Equality through Sports programme offers more opportunities for young girls. Through playing football and her activeness in her team, Mercy received a scholarship to continue her high school education. As an influential player, she now aims to inspire other girls.

“I have learned to be honest, to respect others and to abstain from sexual activities. I am also much better informed on sexual and reproductive health issues and how to deal with them”. As captain of the team, I am trying to instil honesty and integrity to other members of my team. The awareness on gender issues has positively changed my attitudes towards many other issues. The Gender Equality programme has made my self-confidence grown. I find it easier to relate to different people from different backgrounds without feeling intimidated by the fact that I am a female.”

8

VALUED PARTNERSHIPS

ISA values partnerships and believes that more can be achieved through collaborations with likeminded organisations. In that sense, ISA is always looking for potential partnerships and joint efforts. We acknowledge that youth empowerment is a huge effort and that we need partners in order to realise our mission, whether it is in joint implementation or through the sharing of knowledge, expertise and the development of new resources. Also in 2016 we worked in various rewarding partnerships. Some examples of these partnerships are:

Ministry of Foreign Affairs of the Netherlands - Sport for Development.nl

In 2016, ISA started the second multiannual sport for development programme together with KNVB WorldCoaches and Right To Play with the generous support of the Ministry of Foreign Affairs of the Netherlands. In 2016 the emphasis was on investing in the strength and capacity of community organisations and coaches. Through well-educated coaches, strong organisations and engaged communities, the circumstances were created for youth to develop and thrive in their lives. The programme offers youth new chances and opportunities in life.

The year 2016 delivered some great results. Through the activities with coaches and community events the programme empowered 47,569 children and youth involved in sport and play-based programmes.

ICCO cooperation - Accountable Local Governance Programme in Mali

In Mali we worked together with ICCO cooperation in the regions Tombouctou and Ségou as part of a large Accountable Local Governance Programme. The programme has the objective to strengthen the social cohesion and civic engagement within communities in the region. Local young leaders play an essential role in this process and sports and culture are seen as important tools to increase a sense of social cohesion and civic engagement. This is ISA's expertise and within this partnership ISA trained the young leaders on how to identify the potential role of sport in communities and how to use sport to promote community engagement and social cohesion. The young leaders were trained in a foundation course of sport for development and in participatory video to further map the role that sport plays in communities and in the perception of community members.



Australian embassy – Active youth in a healthy community in Egypt

Many young people in Egypt lead an unhealthy lifestyle. This leads to obesity, depression, lung and heart problems, and inactive lifestyle that in turn lead to passive citizenship. To create a change in this behaviour ISA and the Australian embassy started a partnership to improve the (healthy) lives of young people in Egypt with a strong focus on a healthy community. ISA invests in the awareness of community organisations on the importance of a healthy lifestyle. This leads to the introduction of health policies and practices in the organisation and programmes. ISA also trains and builds the capacity of community sports coaches in becoming health coaches to gain knowledge and awareness of an active lifestyle and healthy diet. Finally, young people and children participate in weekly sport activities and gain knowledge on the importance of a healthy lifestyle.

3X3 Unites – A better future for youth in developing countries through 3X3 basketball.

In autumn 2016, 15 3X3 basketball and community coaches were trained in Ségou, Mali. This can be seen as the kick-start for further collaborations between ISA and 3X3 Unites with the ambition to expand and promote 3X3 basketball for development projects to other places and countries. ISA and 3X3 Unites have started the partnership from a common belief that 3X3 basketball can contribute towards a better future for youth in developing countries. This partnership provides ISA with more opportunities for the strengthening of youth through sports and allows 3X3 Unites to share its expertise and experience in the Netherlands but

also in the developing countries. The partnership focuses on the development of 3X3 basketball within ISA projects in developing countries, which provides youth with the opportunity to work on their future both on and off the field. In turn, youth are independently able to find a job and get the change to look forward to a bright future. In concrete terms, ISA and 3X3 Unites will jointly educate basketball and community coaches, develop 3X3 basketball and life skills programmes for children and youth and organise competitions and tournaments.

European partnerships – Changing the game by changing its players

The Erasmus+ programme 'Changing the Game by Changing its Players' (2016 – 2018) is focused on the international and universal work of a Community Sports Coach. Because so far, an international training and standard for the work these Community Coaches do is missing, ISA, Oikos, Unify Solutions and the University of Bedfordshire have combined their efforts and are now jointly developing a three-fold curriculum for international Community Sports Coaches: 1) Positive Youth Development through Community Sports, 2) Safe Communities through, 3) Prosperous Communities. When finished, the different modules will be validated through trainings for international Community Sports Coaches. And at the end of the project will make the validated modules available for Community Sports Organisations around the world. Also, the partnership is striving to attach a formal certification to the curriculum. The long-term aim of the partnership is to make a contribution to the effectiveness of the work of Community Sports Coaches.

9 SUPPORTERS FOR CHANGE

From sponsored runs to basketball matches once again, various supporters have taken action and collected funds for ISA.

New Heroes score for Kenya

Last year, during one of their playoff matches, professional basketball team New Heroes supported the basketball project of Benson Ebei in Kenya. A halftime video was displayed and after the match, supporters of Den Bosch were provided the opportunity to purchase a signed ball, jerseys, medals, shoes etc. With all the revenues going to Benson's basketball project, more structural basketball activities can now be organised in Kenya and Kenyan youth can learn more about the importance of personal hygiene and a healthy lifestyle.

Ralf de Pagter, one of the players of New Heroes and also intern and volunteer at ISA organised this amazing event.

“It was a lot of fun to be involved in this event. Not only for ISA, but also for the position of New Heroes in the community. I was very surprised by the amount of positive reactions from the Business club and the fan club. New Heroes helping a charity organisation and having strong social commitment delivered a good message.”

Ramon Pelders, a member of the New Heroes business club and auctioneer of the event, shares Ralf's enthusiasm and social commitment

“As a sport organisation, but also as a company, I think it is valuable to work on your social responsibility. People in businesses and top sport oftentimes earn a nice salary and I believe that with this fortunate you can do something back for others who aren't that fortunate”.



Soroptimisten walk for women empowerment

An evening walk through the beautiful streets of the old centres of Leiden, with a performance act after every 250 metres. That is the Midnight Walk Leiden. This popular fundraising event has raised €10.000 for our project in Kenya that stimulates women empowerment through football. This midnight walk was organised by Soroptimisten, a service organisation for female professionals. With their knowledge and skills, these women enhance the position of women and girls worldwide.

ISA & BAS

In 2016 we launched the ISA & BAS programme: an educational sport and play programme for primary schools. During these lessons, students learn more about specific countries, the challenges youth of their age are facing and the importance of sport. By organising their own fundraising activities, primary school students can support a development project and thus help youth of their own age.

Primary school 'De Sluis', one of the participating schools, emphasises the importance of this project:

“It is very helpful to let our students realise that not everyone gets the same opportunities as them. By contributing, it really lets the kids think about it”.



10 OUR ACTIVITIES AT A GLANCE

In the past year, ISA has implemented numerous activities within six countries. An overview of the activities and focus areas can be found in the overview below.

Country	Activities
Egypt Cairo	<ul style="list-style-type: none"> • Organisational Assessment for 6 organisations • Community of Practice with 15 coaches • M&E training for 12 staff members • Positive youth development training for 12 staff members • 15 week structural sport programme for 450 youth
Indonesia Bandung, Jakarta, Kupang, Ambon, Papua and Medan	<ul style="list-style-type: none"> • Mentorship training for 17 coaches • Sport and girl empowerment training for 14 female sport coaches • Positive youth development training for 11 staff members • Community engagement training for 10 staff members
Kenya Kitale and Nairobi	<ul style="list-style-type: none"> • PYD & M&E training for 13 staff members • Organisational assessment for 5 organisations • Sport and Gender Equality training for 20 coaches • Community engagement training for 20 coaches • Positive Youth Development through Sport for 22 coaches • 15 week structural sport programme for 600 youth in 5 communities focusing on gender equality.
Mali Ségou, Niono, Bamako and Tombouctou	<ul style="list-style-type: none"> • Conference sport & healthy lifestyle • National sport for development week • Training of 25 community sports coaches • Trainings of 50 community sports coaching in increasing knowledge of SRHR • Community mapping through participatory video • Training and mentoring of 25 community sports coaches in Social Cohesion • Training of 15 3x3 and life skills coaches • Foundation course for community sports organisations
Mozambique Maputo province	<ul style="list-style-type: none"> • Fact finding research • Field research in Maputo province • Training in establishing a network for 12 organisations
Surinam Paramaribo + several districts	<ul style="list-style-type: none"> • training project writing for 26 members of sport and culture organisations • training lobby and advocacy for 18 ambassadors of sport and culture organisations • training event management for 10 community sports coaches • training gender and sport for 9 community sports coaches • training sport & life skills for 8 community sports coaches



11 ISA'S DREAM TEAM

Employees, volunteers, interns, coaches, students, experts and ISA ambassadors: they are all indispensable for the work of ISA.

Directors

As a double-headed management board, Leonie Hallers and Cees Noels give daily guidance to ISA. Both committed to ISA since 2012, Leonie (General Director) and Cees (Financial Director) very much enjoy working for ISA. Both directors earn less than the minimum salary standard for a director: more details on this can be found in the annual financial report on www.isa-youth.org

Team

The ISA team works on programming, communication, financial management, facilitation and developing new partnerships, all in order to empower young people. In 2016, the backbone of our team consisted of 6 people; Bas Gadiot, Yara Hoppenbrouwers, Naomi Kervel, Niko Moreno Ruiz, Ward Karssemeijer and Jesper Remmen, who all worked with lots of passion and energy for ISA.

Experts

ISA experts – originating from the Netherlands and partner countries– facilitated the trainings that ISA organised in cooperation with its local partner organisations. In 2016 our team of experts consisted of 8 people: Inemarie Dekker, Hubert Diabate, Martijn Harlaar, Jesper Jobse, Ambrose Ongwen, Michel Rem, Harry Supheert and Boubacar Sy.

Volunteers & interns

This year, once again ISA could count on the inspiring commitment of volunteers and interns. In projects and activities, the expertise of volunteers and interns makes a valuable contribution. Partly through these efforts, ISA can grow as an organisation while keeping the costs as low as possible.

Board

Board members support, at their own expenses, the tasks of the organisation. In 2016, the ISA board consisted of four members:

Lucas Meijs – Chairman

Nadia Dajani – Secretary

Warner Dijkhuizen – Board member

Marianne Douma – Board member

Ambassadors

Within the Netherlands, three athletes are active as ambassadors to spread the mission and message of ISA to the widest possible audience. This way, ISA successfully involves a non-traditional athlete from the Dutch world of sports in the development of youth in developing countries.



“It is amazing to work with people on their futures together with ISA. The fact that I am able to use my great passion basketball makes this partnership very special. My goal is to show people the powerful means of sport. I want to let them experience how playing sports together can make you experience more success in the rest of your life. Working with ISA made me realise the outreach I have with my own sport. Being able to positively change someone’s life gives me a lot of energy. During my trips for ISA, the great effects sports can have on children have inspired me. Sport allows children to let go of everything and to be immersed in the game and the fun than sport can offer.”

In my opinion, the power of sport is sometimes underestimated and I think we can learn from the experience and perception of sport in other countries. In addition, the partnership with ISA gives me the motivation to achieve even more! As an ambassador of ISA, I hope to play a role and make a contribution in convincing others of the power of sport. The more people realise what we really can achieve with sport, the more youth we have with powerful skills and the more smiling faces we achieve, actively playing sports on beautiful squares.”

Jesper Jobse 3x3 Basketball

Sports brings me a lot. All the training on the hockey course makes me the person who i am right now. When I was a little girl I started playing at Den Bosch. Over the years I learn to have respect, collaborate, self-confidence and how to deal with loss on and off the field. Beside and most important I’ve got a lot of fun when I’m playing hockey with my teammates.

Maartje Krekelaar Hockey



‘Sports gives you a great feeling and I award it to everyone. When you can forget all negative things around you that’s amazing. That’s why I support ISA because everyone deserves the change to sport and live a happy and healthy life.’

Floor van der Brandt Ice-skating



12 WE WORK WITH

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

Egypt

ASPIRE, Assist, Australian Embassy, El Shehab, Ganat El Koloud Association, , Sha3rawy, Terre des Hinnes, YACI.

Indonesia

Embassy of the Netherlands, FootballPlus, Gen-B, Koa Mau, LSM Cergas, Papua United, Uni Papua, Rumah Cemara.

Kenya

Amani Kibera, A-STEP, Girls Unlimited, KYFA, Moving the Goalposts, Orange Link, SOPA, TYSA.

Mali

Alphalog, ASDAP, IEP Mali, ICCO, ORFED, Right to Play Mali, SNV, WALE.

Mozambique

Adedar, Bella Rosa, Clarisse Machanguana Foundation, the Embassy of the Netherlands, Escolinha de Tico, Favela United, Foundation Lurdes Mutola, GIZ, International Youth Foundation, Kandhelo, Prosport, Right To Play Mozambique, Skate Association.

Surinam

The Embassy of the Netherlands, Sportpromotie Suriname, Stichting Letitia Vriesde, Stichting Projekta.

The Netherlands and Europe

Amsterdam University of Applied Sciences, Breda Actief, KNVB / WorldCoaches, the Ministry of Foreign Affairs of the Netherlands, Unify Solutions, University of Bedfordshire, Utrecht University, Right To Play The Netherlands, Sportbedrijf Tilburg, Stichting Oikos, 3x3 Unites.

GAME FOR CHANGE 2 • CHAOS BALL •

Aim of the game: As a team, attempt to knock over seven bottles of the other team before they knock over seven of your bottles.

The main (social) purpose of this game is teaching young people to think before they act. We play this game to have fun. During the excitement of the game, you sometimes forget about the tactics, the tasks and the rules. Try to stick to the plan to think before you act. Also in their daily lives, circumstances can cause you to act differently but it is of utmost importance to behave well.

The game

Try to knock over the bottles from the opponent while protecting your own bottles. Your team has won if you have knocked over 7 bottles (so you do not need to knock over all 10). As a possible variation, only throw the ball with your 'wrong' hand, only use the throwing underhand technique or play with your feet only.

Tips for the coach

Pay attention to the number of players in a team and the number of bottles that need to be defended. It should not be too hard to knock over a bottle. The coach can add bottles or make the number of players per team smaller. Divide the tasks (attack and defence) and stick to this (also when the game gets exciting). Keep an overview of the situation.

Reflect

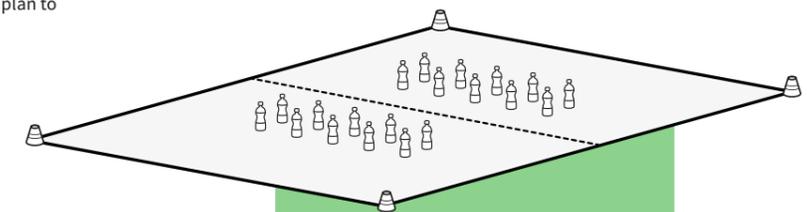
- Was it easy or hard to hit the bottles?
- What strategy did you use to knock over the bottles? And to defend them?
- How did you work together?

Connect

- How did you develop the tactic?
- Did you think stick to the tactic / tasks during the game and why (not)?
- What happened when you prepared your actions?
- How do you think preparing and thinking before acting will help you in your daily life?

Apply

- In what situation would thinking before acting help you?
- What could you do to make this a habit in daily life?
- What would help you in doing this?
- What could change if you thought more before acting?



Playing time
30 minutes

What do you need

A field of 10 by 20 meters, 14 bottles and 4 balls

Preparation

Set the field and make two equal teams

Rules

You can walk with the ball in your hand until the 'middle line'.

You can protect the ball with any part of your body (hand, feet, etc.).

13 FINANCIAL REPORT 2016

Balance

	31 December 2016	31 December 2015
Assets <i>(euro)</i>		
Fixed Assets		
Tangible fixed assets	1.008	-
	1.008	
Current assets		
Claims and accrued assets	145.574	250.779
Cash and cash equivalents	423.258	294.881
	568.832	545.660
Total assets	569.840	545.660
Liabilities <i>(euro)</i>		
Reserves and funds		
Contingency reserves	139.180	122.455
	139.180	122.455
Short-term debts	430.660	423.205
	430.660	423.205
Total liabilities	569.840	545.660

Compensation of the management team

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

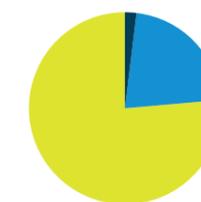
Compensation of the board

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

Statement of income and expenditure

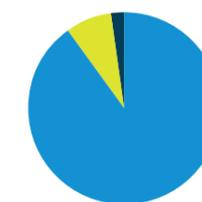
	Fin. Stmt. 2016	Budget. 2016	Fin. Stmt. 2015
Income <i>(euro)</i>			
Income from direct fundraising	25.537	6.000	9.760
Revenues from joint campaigns	295.654	92.003	127.812
Government grants	1.042.140	1.249.672	1.310.670
Income from investments	2.216	3.500	5.788
Total income	1.365.547	1.351.175	1.454.030
Expenditure <i>(euro)</i>			
Expenditures on goals	1.184.160	1.190.766	1.286.869
Costs of generating income	33.475	23.529	8.384
Management and administration	131.187	124.505	126.273
Total Expenditure	1.348.822	1.338.800	1.421.526
Net Result <i>(euro)</i>			
Appropriation of net income			
Added / charged to the contingency reserve	16.725	12.375	32.504
Total	16.725	12.375	32.504

income



Income from investments	0,2%
Income from direct fundraising	1,9%
Revenues from joint campaigns	21,7%
Government grants	76,3%

expenditure



Expenditures on goals	78,8%
Management and administration	9,7%
Costs of generating income	2,5%

Specification of the Expenditures on goals

Goal	Expenditures on goals	Expenditures for Fundraising	Management and administration	TOTAL IN 2016
Costs (€)				
Activities	332.762	2.321		335.083
Projectcosts Partners	608.073			608.073
Travel and accommodation	71.588	1.878		73.466
Publicity en communication			15.947	15.947
Staffcosts	171.737	29.276	68.270	269.283
Housing			16.212	16.212
Office & General costs			30.577	30.577
Depreciation			181	181
Total Costs (€)	1.184.160	33.475	131.187	1.348.822



"ISA brings young people and adult, experienced and unexperienced people together and provide a safe learning and working environment to them"

“

Boubacar Sy



"Sport for Development is about giving the youth the opportunity to freely express themselves by the sports and develop their multiple skills to become active actors in the development of their own communities."

“

Stenor Lucas Tomo



"Working with marginalized people makes me feel that sport beyond medal, trophy or money. Increasing their quality of life is the top achievement of sport."

“

Rizki Kurniawan



"Great to get more in depth information and knowledge on subjects like youth participation and hands-on tools to apply this within my organisation. It was great to come together and share idea's with fellow Kenian sport for development organisations".

“

Evelyn Ajing

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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