



ANNUAL REPORT **2018**

# ***WE GOT GAME***

***“MOVING FROM PASSIVE PARTICIPATION  
TO ACTIVE CONTRIBUTION”***





# CONTENT

01

# PREFACE



empowering young people

## “EVERY PERSON DESERVES A KEES IN THEIR LIVES.”

For ISA, 2018 was a year of focus. Focus on the identity of our organisation, the impact we want to have and what we need to do to achieve this. We looked back at our work and results from years past, analysed the changing world we live and work in and at my personal beliefs for starting ISA in the first place, the change that I wanted to make with it.

My main source of inspiration for founding ISA is Kees. Officially my P.E. teacher in high school and gymnastics coach growing up, he was so much more than that to me. Kees helped me grow as a person, made me realise the power that I had to change things, even as a 12 year old. He gave me opportunities that I could only dream of before, by organising sports classes and fostering leadership. His confidence in me helped me to grow up to be the person I am today. He was my mentor, he encouraged me to push myself further each time and to follow my dreams. This led me to train as a P.E. teacher and to travel to South Africa to volunteer in various programmes. I have always felt encouraged by him because he was an inspiration not only to me, but to the entire community. My dream was to one day be to others what he was for me. And so, Kees planted the seed of what was to become ISA.

As I said before, 2018 was ISA's year of focus. We have continued the shift from being an organisation for 'training of coaches and life skills' to one that supports an enabling context for and around young people - on the sports field and beyond. Just like Kees helped me find the space to make my voice heard, ISA is doing the same for youth around the world. We combine the sports field with a stimulating environment, with mentors that know the community, the families and the struggles of the young men and

women in our programmes. We have invested in empowering young people to lead their own lives and organise community events themselves, so their voices become more prominent within the community.

“We are proud to have reached many youths, coaches, community organisations and communities, and proud that we have done so by putting youth in the lead”

One great example of this new focus is our unique Game Changers Programme, which piloted in Kenya starting in 2017, and ran through 2018. As you will see in this report, the programme invests simultaneously in coaching by and for youth. We are proud to have reached many youths, coaches, community organisations and communities, and proud that we have done so by putting youth in the lead. This would have been impossible if not for the extensive background development and cooperation from our partners in Kenya. ISA has been active in Kenya for over 15 years, and the partnerships and the experiences on the ground have been a great contribution to shaping ISA into the organisation it is today. But it doesn't have to stop there, we are committed to growing daily to improve who we are and how we help others.

I would like to thank everyone that has helped us end 2018 on a successful note. And special thanks go to Kees, who planted the seed of change all those years ago.

Warm regards,

**Leonie Hallers**  
Founder and General Director

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# WORD FROM THE BOARD



We are very proud to present ISA's 2018 annual report. The year's perspective focuses on the many programmes through which we create impact. And we are not being arrogant when we say ISA is becoming increasingly better at creating impact!

In 2018, ISA continued applying the Positive Youth Development philosophy that we first implemented in 2017. This is proof of ISA's dynamics and ability to adapt and respond to the world in which we want to create spaces for the youth.

Together with young people, ISA creates a local sporting climate. Our core objective is to help young people contribute to their own development and the development of their community. This means that there should be the attention and the means for youth to organise activities themselves, and for the inclusion and exclusion - especially in terms of gender - that sports brings with it.

As the board, we are very proud of the hard work and dedication shown by everyone working at our organisation and at our (local) partners. Their passion and energy show the deep commitment to our joint ambition. We are confident and excited about the bright future for the organisation, in 2019 and beyond.

*Lucas Meijs*

Professor of Strategic Philanthropy  
and Volunteering at Rotterdam School of Management  
**ISA Board Chair**

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# STRATEGY 2018

THE WORLD IS HOSTING THE LARGEST GENERATION OF YOUTH, EVER. AND ISA SEES A WEALTH OF POTENTIAL IN THEM. THIS IS WHY WE OFFER YOUNG PEOPLE IN UNDERPRIVILEGED COMMUNITIES THE CHANCE TO MAKE THEIR DREAMS A REALITY. WE BELIEVE THAT ALL YOUTH DESERVE AN HONEST CHANGE AND, WHEN THEY ARE GIVEN ONE, THEY WILL GIVE BACK TO THEIR OWN COMMUNITY, BY ORGANISING ACTIVITIES, MAKING FIRST STEPS IN LOCAL BUSINESS OR TAKING A STAND AGAINST INEQUALITY.

**In 2018, ISA chose to focus on strengthening its work. Throughout the year, we were able to make some choices, and those choices strengthened the quality and reach of our work:**

- We chose to focus on the achievement of the Sustainable Development Goals (SDGs) that are nearest to our work and how we aim to target them. For ISA, these SDGs are SDG4 - Quality Education, SDG 5 - Gender Equality, and SDG 11 - Sustainable Cities and Communities.
- Our choice was to use the concepts of Positive Youth Development and Civic Engagement to put youth in the lead.
- In 2018 we have started a process of redeveloping ISA's brand, communication strategy and means of communication, based on a powerful reformulation of our mission and vision.
- As coordinator of The Netherlands Sport for Development.nl 2016-2020 programme, we were able to organise an International Expert Meeting on 'Sport and the SDGs' in The Hague in June of 2018. This was combined with the midterm evaluation of this programme. We were able to share our experiences, look back at what we have achieved so far and adapt our plans based on what we learned.
- ISA created new partnerships in several countries, notably for our 'Peace Fields' programme with Football For Good in Uganda and with UNHCR Niger and COOPI Niger to invest in the capacity of community sports in refugee camps.

**In 2018, we also made choices regarding our way forward, in which ISA is working more and more towards regional approaches. For this, ISA has identified two great changes:**

1. ISA will focus its programmes on regions rather than countries in specific. By focusing on regions, there are increased opportunities for interactive learning and many similar challenges can be tackled in regions, not distinguished by country borders. It also provides flexibility to ensure focused efforts are made in a region, where choices can be made more towards crucial themes. For this new approach, East Africa, West Africa and North East & Middle East have been identified as core regions for ISA.
2. ISA is working towards a decentralisation of its work, in which it aims to empower more local staff to facilitate its programmes. This will lead to the transformation of the ISA Mali office to an ISA Region of West Africa office. Additionally, ISA is in the process of setting up an ISA East Africa office in Uganda. ISA believes that investing in local staff and strengthening their capacity ensures local people are put in the lead, more bridges can be built and impact will be improved.

## CHANGE, THE ISA THEORY

In 2018 we worked hard to pin down what we do, why we do it and how we do it. We went back to the core of what ISA believes. This is brought to life in our Theory of Change.

ISA taps into the potential of youths by connecting to create a spark. On the playing field. In a safe, fun and enriching environment, young people are encouraged to discover and master skills on their own. Young people are given opportunities to take up new roles and put their newly acquired skills in action.

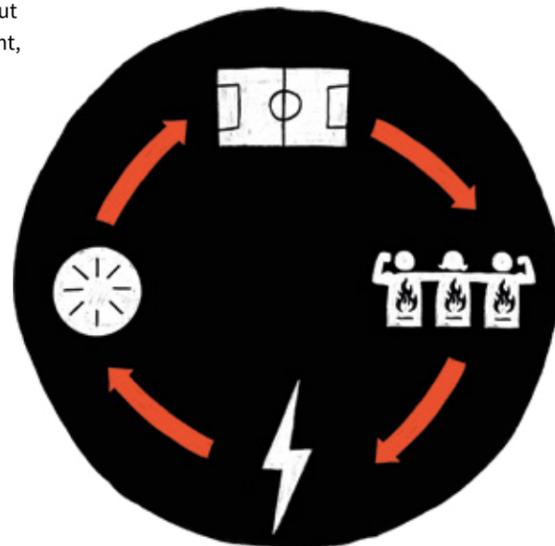
Creating this sense of community and sharing this energy is our starting point to ensure that the voices of the greatest young generation ever are heard, and that they are truly involved and committed in decisions that impact their future.

That is the kind of society where young people can engage; they will present themselves as resources ready to be developed, instead of problems to be solved.

ISA believes this is achieved through a virtuous cycle, in which agency, contribution, assets & skills and an enabling environment all contribute to creating the spark within youth.

ISA believes that the youth in underprivileged areas have what it takes to be the change the world needs. Sometimes, they just need encouragement and a push in the right direction. That can all happen on the sports field, where dedication + motivation = success. Whether during a football match, a game of basketball or a frisbee toss, coaches help youth discover what they can achieve.

On the sports field young people learn about creativity, teamwork, communication, talent, character and can get a good dose of self-confidence. All of these essential skills can be used to make a difference at home and in their communities. The power of sports is confirmed as these young men and women become game changers.



## ISA & SDGS

ISA uses the SDGs as a motivational guideline to identify key impact areas, in which the attention for youth is centralised. ISA has identified three SDGs that align with the desired impact for our programmes.



**SDG 4: Quality Education** - ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all. Through its programmes, ISA has used non-formal education to directly influence the educational opportunities available in a positive sense.



**SDG 5: Gender Equality** - achieving gender equality and empowering all women and girls. Through its programmes, ISA has given young women the opportunity to develop themselves in ways usually not available within the community and provided them with skills to create better chances in life.



**SDG 11: Sustainable Cities and Communities** - making cities and human settlements inclusive, safe, resilient and sustainable. Throughout ISA's programmes, everyone that participates is determined to give back to their own communities and to make sure to contribute to a safe environment.

## THE ISA PROGRAMMES

### FOR ALL YOUNG PEOPLE TO PARTICIPATE IN THEIR COMMUNITY

At ISA, we believe playing sports boost youth participation, and are a great first step to build youth leadership. In the communities where we work, young people have little opportunity to participate or contribute effectively to community life. Sports help create spaces for youth in their neighbourhood. Young people can discover their talents and show their potential, on the pitch, surrounded by positive and encouraging team mates and coaches.

ISA creates vibrant communities, with many opportunities for different sports, often in places where these do not yet exist. To do so effectively, we engage youth in sports, we train quality coaches and work together with organisations that build sustainable sport structures.

### FOR YOUNG PEOPLE TO GAIN PERSONAL POWER

At ISA, we believe the playground is an excellent space for young people to build life skills and gain personal power. These life skills can be used in daily life: sports help us reflect, decide, and act.

ISA bases its idea of life skills on the five Cs from the Positive Youth Development theory: Confidence, Connection, Competence, Caring and Character. And we also provide specific life skills training on Gender Equality and Peace. In this way, our education on the playground gives young people a set of tools to influence their own lives.

ISA supports communities to realise youth-friendly spaces, often in areas where this is not the case. To do so, we provide life-skills-through-sports activities for youth, we train life-skill coaches, and support organisations that work on promoting youth empowerment.

### FOR YOUNG PEOPLE TO LEAD SOCIAL CHANGE

At ISA, we believe youth have the potential to change the future, by making personal projects a reality, and leading social change. On the pitch, young people set personal goals that go beyond the field. ISA supports young people to realise the change they want to see in their lives and their surroundings. We make the change, together!

ISA works towards youth-friendly communities, often in places that lack youth-friendly institutions. We do so by empowering youth, training mentors and by supporting organisations that are or want to become more youth-centred.

**That, to us, is the power of sports!**

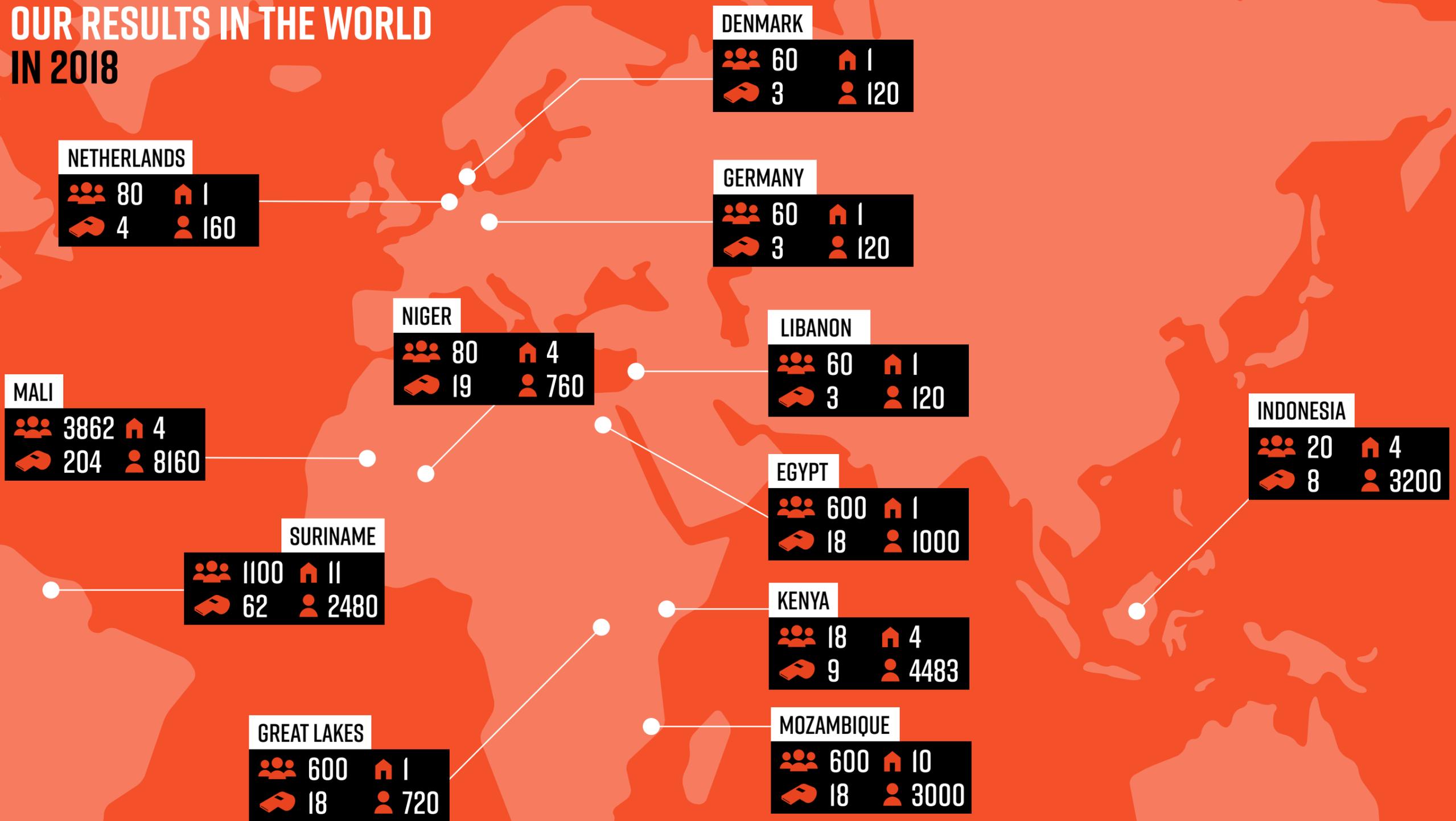
1  
GAME

2  
CHANGE

3  
GAME  
CHANGERS



# OUR RESULTS IN THE WORLD IN 2018



**TOTAL**

<b>7140</b> YOUTH IMPACTED	<b>43</b> SUSTAINED ORGANISATIONS
<b>369</b> MENTORS/COACHES TRAINED	<b>24.323</b> COMMUNITY MEMBERS ENGAGED

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# IN THE SPOTLIGHT: KENYA

AS THE FIRST COUNTRY WHERE ISA EXPANDED, AND THANKS TO THE STRONG NETWORK OF ORGANISATIONS WE HAVE BUILT ON THE GROUND OVER THE PAST 15 YEARS, WE WERE ABLE TO SUCCESSFULLY PILOT THE GAME CHANGERS PROGRAMME IN KENYA, IN 2018. SEVERAL FACTORS CONTRIBUTED TO CHOOSING KENYA AS THE PILOT COUNTRY FOR THE GAME CHANGERS PROGRAMME, A PROCESS WHICH WILL BE HIGHLIGHTED DURING THIS CHAPTER.

## ISA IN KENYA

In 2003, ISA made its first steps in Kenya. The Diocese of Lodwar, in the northwest of the country wanted ISA's help to develop community youth sport programmes and train community sports coaches. For ISA, this partnership was the first stepping stone to empower young people in Kenya.

After the Lodwar programme, we went on to partner with PAX (formerly PAX Christi), on a cross border peace and sports programme. This peace building programme reached out to communities from Northern Kenya, Southern Sudan and Eastern Uganda. It sought to prevent conflict between these communities and prevent cattle raiding and pastoralist war among them. ISA used its expertise to train sport and peace coaches and organise community events, and learnt much more about how to use sports to bring people together peacefully, and to encourage dialogue for peaceful coexistence in this way. ISA's involvement included the creation of peace programmes locally and so-called 'early warning systems' where coaches warned one another about rumoured raids. So we turned the sports field into a space for dialogue to facilitate peace and prevent conflict. The cross border peace and sports programme rooted ISA in Eastern Africa, and increased our capacity as a Sport for Development (SfD) organisation.

Later, in 2008, the Dutch Ministry of Health, Wellbeing and Sport issued research on 'the best way forward' for Dutch organisations in Kenya working on SfD. The research showed that having a local network of SfD organisations would be useful to share expertise, and ISA, together with Seeds of Peace Africa (SOPA) became the coordinators of the 'Kenya-Netherlands Sports for Development Partnership' (KNSDP), with 25 member organizations. This programme promoted local organisational development and training of coaches, and got support for lobby and advocacy activities surrounding elections and peace campaigns. And we lobbied for and achieved changes to the Sports Bill in Kenya, to go beyond elite sports and also include grassroots sports activities.

The KNSDP ceased activities in 2012, and ISA turned its focus to a more bilateral approach, with youth development in communities through shared learning as a main driver for success. ISA focused on enhancing the capacity of the local partners, social cohesion, economic reinforcement, value-based sports and monitoring and evaluation. Over time, as these partnerships became more mature, ISA was able to focus on creating the enabling environment needed for the Game Changers Programme. The following four organisations are our partners in the Game Changers 2018 Programme.



ORGANISATION	AREA	FOUNDED IN	MISSION	YOUTH REACHED
TRANSFORMING YOUNG STARS OF AFRICA (TYSA)	Kitale	2001	TYSA aims to transform young people through life skills education and mentorship	20.000
AMANI KIBERA	Kibera	2007	Amani Kibera focuses on helping young people participate in peacebuilding, conflict management and health awareness through sport, cultural and educational projects	38.000
MOVING THE GOALPOSTS (MTG)	Kilifi	2002	MTG hopes to create a more inclusive, just and peaceful world where girls' and womens' full human rights are realised and protected	9.000
GIRLS UNLIMITED	Nairobi	2010	Girls Unlimited aims to create a society where young people are able to explore their potentials in society free from discrimination of all forms	9.000



### ISA AND THE GAME CHANGERS PROGRAMME

Since it first reached Kenya, ISA had been looking for ways to integrate Positive Youth Development into its work on Sports for Development. So the question was how to bring the power and voices of youth into the ISA programmes, while continuing to develop the knowledge and theory of the ISA team. Also, the training of coaches alone was not enough to bring about the change we had envisioned. A new, inclusive methodology was needed to truly continue to add value to local organisations.

For ISA to effectively empower young people, it needed to work with young people. And when in 2016, Tony Gitei, Director of TYSA, shared their youth leadership camp methodology, the idea of working directly with youth, and not only through coaching, began to gain traction at ISA.

By 2017, ISA set up youth consultations and meetings with local partners in Indonesia and Kenya, and held a session in the Netherlands with partners from Mali and Kenya. The discussion centered on what the youth in each country really needed, the shape such a programme could take, how local organisations could get involved, and what ISA could do to support the needed change in young people's lives.

From local partners, ISA heard about the importance of creating a programme that required the active engagement of organisations, coaches, youth and community members, in an enabling and cooperative environment. The programme could only kick off if all partners shared a vision of how to achieve youth participation and community development.

We are proud to say that the development of the Game Changers Programme was **informed, inspired and empowered** by local partners. ISA believes that including the partners so extensively into the development of the programme and making them part of the 'ISA ecosystem', has led Game Changers to become truly embedded in community practices.

The Game Changers Programme is a two year-long effort. Youth start leading their own lives, create personal and community activities, together with the coaches and mentors, and with the support of the local organisation and the involvement of the community. The following visual shows the journey the youth have gone through during the year, the practical implementation of the programme and the strategy behind Game Changers.

# ISA STRENGTHS

- PASSION YOUTH & SPORT
- FACILITATION LEARNING JOURNEY
- ADVOCATE YOUTH VOICE
- CREATING EXCHANGE SPACES
- PARTNERSHIPS FOR IMPACT
- KNOWLEDGE YOUTH EMPOWERMENT

# GAME CHANGERS

ACTION PROGRAMME FOR YOUTH LEADERSHIP



YOUTH HAVE THE POWER TO CHANGE THE FUTURE

# IMPACT PROGRAMME

- CIVIC PARTICIPATION
- ENGAGEMENT
- SPACE
- VOICE
- LEADERSHIP

LEADING COMMUNITY SPORTS

CONNECTING WITH COMMUNITY

REALISING PERSONAL PROJECTS IN COMMUNITY

IN PRACTICE

I AM SELF CONFIDENT

YOUTH

PASSION

EMPOWERING YOUNG PEOPLE

SKILLS

I CAN ENGAGE MY COMMUNITY

I CAN CONTRIBUTE TO MAKE MY COMMUNITY BETTER

SPARK

I KNOW MY DREAMS & HOW TO ACHIEVE THEM

FUN

BELONGING



COMMUNITY DEVELOPMENT

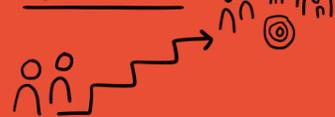
PASSIVE PARTICIPATION

ACTIVE CONTRIBUTION



STRATEGY

MENTORS



- \* Create opportunities to be heard & seen by community
- \* Support youth in personal goals and projects
- \* Create positive youth/adult relationships

ORGANISATIONS



- \* Create opportunities youth participation
- \* Advocate youth voice
- \* Linking pin community

COMMUNITIES



- \* Active supporter young people's voice, action & participation

CONTRIBUTING TO SDGs:

- 5 GENDER EQUALITY
- 8 DECENT WORK & ECONOMIC GROWTH
- 11 SUSTAINABLE CITIES & COMMUNITIES
- 16 PEACE, JUSTICE & STRONG INSTITUTIONS

POSITIVE YOUTH DEVELOPMENT – ENABLING ENVIRONMENT – SAFE SPACES



**GAME CHANGERS PROGRAMME PILOT AND IMPACT**

The setup of the Game Changers Programme creates great impact for youth, coaches, organisations and communities. In this pilot, the passion young people showed through the programme and the activities they organised really brought the community together. The youth achieved the following results.

ISA measured the impact of the Game Changers Programme through several different methods. Through quantitative research, we learnt more about the life skills and desired outcomes of the programme, as well as the unintended outcomes. The results, in terms of life skills and overall improvement among the participating youth, can be observed on the following page.

To aid in the evaluation of the programme, professors Peter Craig and Stuart Wilson of the University of Bedfordshire visited ISA in December. They worked with the evaluation document, based on surveys, that had been prepared by ISA staff, and advised that, to make the evaluation more meaningful, some outcomes needed further exploration. Based on this advice, programme staff decided to extend the Monitoring and Evaluation

processes by visiting Kenya in 2019, with the following goals:

- To carry out an enhanced qualitative analysis of Year 1 of the programme with partner organisations, and follow-up interviews with mentors and mentees.
- To extend the strategic location and understanding of the programme in relation to ISA and the organisational structure of the partner organisations.
- To gain further insight into the impacts of the programme with regard to the local community and partner organisations (schools).

But a programme is always more than just the outputs and outcomes. ISA's Game Changers Programme is full of empowering stories from the youth themselves on how they have advanced in life and have become more self-confident, or have managed to attain a job.

The following stories depict the journey's the participants have gone through.

**FACTS & FIGURES**

**IN 2018 THE YOUTH ACHIEVED THE FOLLOWING RESULTS**

WE REACHED **5** COMMUNITIES CONTAINING

**4483** COMMUNITY MEMBERS

WE HELD **22** SPORTS ACTIVITIES

**18** YOUTH



**9** MENTORS



WE HAD **51** MEETINGS BETWEEN YOUTH & COACHES



WE REALISED **20** PERSONAL PROJECTS

SELF CONTROL / SELF DEFENCE / LISTENING FOCUS / HYGIENE PREVENTING **TEENAGE PREGNANCIES** / DECISION MAKING

**54** TEXT MESSAGES

**54** ACTION PLANS



STORY TELLING / LIVE RADIO / DOCUMENTARY / LIVE FILMING

# GICHUKI'S STORY

GROWING UP IN A VILLAGE IN KENYA, GICHUKI ALWAYS TRIED TO CATCH ANY AND ALL THE OPPORTUNITIES THAT HE WAS GIVEN. NOW, AS ISA STAFF, SUPPORTER IN THE DEVELOPMENT OF THE ISA EAST AFRICA OFFICE AND CO-DESIGNER OF THE GAME CHANGERS PROGRAMME, HE IS GIVING BACK.

"I am most proud of the co-creation we did to develop the Game Changers Programme," says Gichuki – an ISA staff member based in Kenya. "It was my dream to develop an appropriate, unique and strong programme for youth from around the world and give them opportunities within their communities. I contributed to that within ISA and it is something I cherish."

Gichuki looks back at his own journey, where he always tried to take all the opportunities he was given: "I grew up in a village in Kenya. Us kids had to help at the farm to get some dinner. There were few opportunities. But when we were playing football, kicking our little ball around, we connected, we were friends. In school, I always participated in sports, especially football and volleyball. When I was in secondary school, I joined a youth sports group. This continued in university, where I got the chance to participate in a national church youth group. I got to travel with them, first within East Africa and later to Brazil. It was a very inspiring experience."

He knew that he could bring these opportunities to other children and youths. "These days, I still connect with kids in rural Kenya and keep the spirit of sport. Right after college, when I went back home, I organised tournaments for the community. People used to call them 'the Gichuki tournaments'. But around 2001 I got to think about what would happen without me. That's when I founded TYSA. My goal was to create a way for sports activities to remain within the community, and for everyone to benefit. For



*Youth is expanding their space!*

example, after the post-election violence in 2007 we brought together communities through sports. And now I am part of the ISA team, working as a facilitator, but it is so much more than that."

"Everyone, youth, mentors, organisations and communities, everyone grows in the process of implementing Game Changers. I also grew as a facilitator. Now, I put youth at the centre of their own development – in everything I do: in the design of activities, in training and workshops. And looking at our mentors and the organisations involved, I also feel and see the change. A movement of positive youth development is on its way. And most important: youth is expanding their space!"

11 SUSTAINABLE CITIES AND COMMUNITIES



MASHARIA (17) OFTEN WISHED HE WERE INVISIBLE. HE SAT SHYLY AND QUIETLY IN A CORNER OF THE ROOM. HE HARDLY USED HIS VOICE, AND A VOICE ONLY EMERGED FROM HIS HOARSE THROAT WHEN FORCED TO SPEAK.



*That's when I realised I can use my talents to help others.*

When ISA's Game Changers Programme reached Kitale, a poor western city in Kenya, the focus was on helping youth find their voice, and encouraging them to use it. One of the mentors suggests playing a game of football to get Masharia to loosen up. But even standing between the goal posts, he only looked down.

For the second session, the young participants were tasked with giving short presentations, in small groups. Mentors and ISA trainers were there to help break the ice. Masharia refused to stand in front of the group and speak, until Jacklyn, a girl in his group, stood up and said "I will hold your paper, but you have to read it".

Hesitantly Masharia followed Jacklyn to the front and began to read the text out loud. Everyone remained quiet, mentors encouraged him to go on with their yes. There was a big round of applause, and Masharia stood proud, smiling from ear to ear.

The transformation extends to the football field. After the speech, he was seen kicking the ball between the coach's legs, with a laugh. And his newly-gained

confidence takes him even further: "Even though I was scared, I chose to run in the elections for game captain – sort of the president of the school. I chose to be strong and I started a campaign and asked everyone to vote for me. I won. That's when I realised, I can use my talents to help others."

On the day of his inauguration, he stood on the podium, without any fear or hesitation. As he delivered his victory speech, his coach beamed with pride. Masharia enthusiastically began to tell of the activities and sport events he plans to organize to encourage the talents of everyone. There is no paper to be held, he is speaking straight from his heart.



# MASHARIA'S STORY



# PAMBO'S STORY

SOMEONE THAT SPEAKS SOFTLY, IS QUIET AND OFTEN PREFERS BEING IN THE BACKGROUND. THAT'S NOT EXACTLY THE FIRST PERSON THAT COMES TO MIND WHEN THINKING OF A COACH. YET PAMBO (32) IS A LOVED ISA-MENTOR. COMPASSION IS HER SILENT STRENGTH.

ISA is always on the lookout for inspirational local mentors to strengthen our active teams. In Kitale, a Kenyan city along the border with Uganda, a new generation of girls need to learn that their voices also matter, so they need female mentors and role models.

Priscilla, who goes by Pambo, did not seem like a good candidate. She speaks in a quiet voice, and is not assertive or dominant. But first impressions are deceptive, the girls in her community are crazy about her. "Her strength", reveals ISA trainer Yara, "is in her sincere listening ear and compassion. Pambo creates a safe place for the girls, where they dare to share their story with her. For her, the young women always come first."

Her silent strength helps Pambo get selected for ISA's mentor programme. "Through ISA I have developed my mentoring skills. In my lessons I often say that if the girls really want something, they have to go after it themselves. Waiting is pointless. All of a sudden I thought: am I talking to myself? I have always dreamed of having my own catering company, but I kept putting it off. If I want to be a good example for my teenagers then I need to get into action."

“  
*If I want to be a good example for my teenagers then I need to get into action.*”

Inspired by her own words Pambo made her dream a reality: she started a catering company that services churches and other organisations, and events. "You are never done learning. Even as a mentor I am still discovering what I want and chasing my passions. I think it is important that my youth see me as a living example. You can be a better mentor if you continue to grow."

In addition to her growing company, Pambo continues to coach and play sports with the girls in her community. "This journey with ISA was one of the best experiences of my life. It gave me the courage to chase my own dreams."



ASK ANY JOURNALIST ABOUT KIBERA, THE LARGEST SLUM IN EAST AFRICA, AND THEY WILL TALK ABOUT UNEMPLOYMENT, TENSION AND CRIME. BUT EMERGING FROM THE MAZE OF ALLEYS IS A NEW GENERATION WORKING TO BRING PEACE AND MORE SOLIDARITY TO THE AREA.

“  
*What if everyone played sports instead of fighting?*”

The organisation Amani Kibera, which can be translated as 'Peace in Kibera', was born in 2007, after another violent outbreak resulting from the presidential election. And the youth-led, community based organisation has as main goal to find peace in Kibera.

ethnicities, religious backgrounds, ages and genders. A hundred different communities are represented on the pitch. It gives a huge boost to the sense of togetherness in the community. The tournament also strengthens our reputation with the people of Kibera, resulting in greater achievement."

"What if everyone played sports together instead of fighting?", said Ben, one of the founders. "Every time there is an election, we try to help people ensure that they are not bribed for their vote. Or we show people how to express their dissatisfaction in a healthy way." But they do so much more. Amani Kibera has a small library where young people receive free tutoring for their school work. Information sessions are held on topics like HIV, drugs, social inequality and peace building. There are sewing classes for girls and weekly sport activities. There is even a Mister and Miss election.

That youth have something to say in Amani Kibera is far from normal in Kenya. That is why ISA regards them as an important partner in giving young talent a lasting voice. ISA trainer Yara: "ISA believes in the power of local coaches and organisations. Should ISA's programmes come to an end, we want there to be a permanent place where young people are seen, heard and trained. Amani Kibera is such a place. Youth are taken seriously and are given room to grow. This is why we work so closely with them, together we are building a peaceful community."

The highlight of the year is the Amani Kibera football tournament. Ben: "The tournament brings out teams from all over Kibera, a mix of many different



# AMANI KIBERA'S STORY



# 05



# ISA IN THE WORLD

## ISA IN NIGER



ISA's work in Niger was mainly financed by COOPI as part of their joint actions with UNHCR and consisted of sports leadership training and life skills. The participants were COOPI and UNHCR agents and refugees. The training was intended to give them the ability to use sport in a structured way in their work with young people and children in refugee camps.

I am Karimou Alsouna Boulkassum. I am the Sport, Culture, Arts and Recreation manager at Cooperazione Internazionale COOPI, in Niger. I am passionate about sports, and like working with kids, so I am also a coach. "To me, sport events are actually capable of reducing tension while enabling children to learn in a protected and positive environment."

Sports really helped develop all talents of the participating youth and brought different communities close together. I also participated in giving training to 124 community liaisons (70 women, 54 men) that work with us in our youth training moments, 24 animateurs, and 12 psychologists. The aim was for all of our partners to develop and roll out their own initiatives to improve their communities, to promote solidarity, peace and social cohesion.

*"Because sport unites us."*

So we use sport activities to complete children's educational processes and help them overcome the traumas and stress that they still experience in the Diffa region. Diffa is an area of Niger affected by the conflict with Boko Haram.

In November 2018, I took part in an ISA trainee course held in Niamey. The topic was 'Sportive Leadership and Life Skills'. I gained more competencies to help people become leaders in their communities.

As a sports manager, and with the knowledge from the course, I developed a programme in all the refugee centres in Niamey, Agadez, and all our children sports centres in Diffa. Through this programme, I can help all young girls and boys further develop natural traits like persistence, determination, discipline, dedication, resilience, work ethic and respect for others, in and outside the sports pitch.



## ISA IN MALI

Malian NGO ASDAP asked ISA in Mali to include the Sport for Development approach in its reproductive health and sexual rights programme. This programme was funded by the Embassy of the Netherlands for the Segou region of Mali. This intervention gave ISA the opportunity to design a sports curriculum for reproductive health and sexual rights, the training of coaches and the production of animations on the field. The NGO Walé was ISA's implementation partner.

“Hi, my name is Mohamed Diarra. I currently live in Doumanzana in the district of Bamako. Before coming into contact with ISA, life was very hard for me. The people here, myself included, tend to think that nothing is possible if you don't have money. Once I learnt about ISA and experienced what they stood for, however, this changed for me. ISA allowed me to become stronger mentally. At the moment, my wish - and challenge - is to become a great coach. Over the years I have grown as a person, so I think I am well on my way to achieve this goal.

I first came into contact with ISA when I attended the programme they organised with ASDAP. This training on social cohesion was led by Michel Rem, an ISA trainer based in the Netherlands. During the Sport for Development week organised by ISA, I attended another training on social cohesion led by KNVB WorldCoaches. What helped me the most from these trainings were the games that help develop life skills, in particular those related to social cohesion. That helped me develop further skills for living together with others and during my search for perfection in my coaching job.

*“I feel my participation in different activities has become more valuable as I have been able to develop various skills to create social cohesion.”*

My role as a coach is very important to me. This has helped me improve as a person and as a coach. It has allowed me to get a job as a coach in a big club called ‘Olympic Yeelen’. I also feel I have improved on the pedagogical level. I am currently trying to give back to my community by creating a sports association in my neighbourhood, where all kinds of children can play. I am trying to finance the center, and I also organise tournaments in the small sports training center.



I am Abdoulaye Boune. I am 14 years old, and I live in Doumanza, in Bamako. I used to lack self confidence, which was a big problem in school, and for sports too. I really like soccer, and I want to become a professional football player.

My coach received training from ISA, and we were taken to the ASDAP training center to help them apply their new knowledge. When my coach returned from his training, he introduced new activities: new games with lessons that we draw for personal life, at home, at school, in the neighborhood. I also participated in a community sports event that the coaches of commune I have organized at the Ami Faye School.

*“I really like that the teachings really help me to improve myself.”*

For example, the construction of human pyramids gave me self-confidence. It also helped me understand that some things may seem beyond my reach, but if I trust myself and make a start, those things become accessible. My love of sports has grown, the people around me say that I have changed physically and also morally.

Now, I organize activities (games) with my brothers at home and also with my friends. At this moment, I am enrolled in the Yeelen Olympic Football Academy of the Yeelen Football Club. The Academy is the creation of the Malian football international Frédéric Oumar Kanouté.



## ISA IN EGYPT

The 2018 programme in Egypt was funded through the SfD.nl 2016-2020 programme. ISA and Aspire Training Solutions implemented a year programme with a focus on gender equality through community sports. All activities were organised so that girls could challenge stereotypes and freely participate in sports, but also to help boys, families and coaches realize that a girls' role in society is more substantial than is the norm in the communities.

“Hi, my name is Marianne. I am 23 years old, and have been lucky to study at a French university. I am Lebanese, which comes with its own challenges. Before joining ISA as a coach, and even at the start of the programme, I struggled with learning how to deal with people of a different background than my own. It was challenging, trying to teach them specific values and skills using sports, especially because navigating the backgrounds and overcoming differences can be very challenging. Thankfully, participating in the gender programme helped me to improve this, accept people for who they are, and use everyone's differences for the better, for variety rather than trying to find one way. I learnt how to deal with everyone in a respectful manner, regardless of how different we may be.

Thanks to the programme, I am also more aware than ever and try to never judge people. Everyone comes with their own baggage, they have their own story and circumstances that make them act the way they do.

I have also experienced a personal change, outside of the pitch. By learning to accept the differences between people, in particular with different background, I have become more open. I can tell this has been the case in friendships and in my personal life.

The past year has also given me more responsibility. This year I was conducting the project by myself, whereas the year before I was part of a team. This independence and responsibility taught me how to step up, how to be a role model for my girls and how to use numerous tactics to get the information across to them. The progress that was achieved throughout the year gave me a lot of joy towards the end of the project, as a notable change could be observed among my girls. I was very happy to see that they were able to go from not believing they were able to play squash at the beginning of the project, to being very open to playing as well as practicing by the end. There were even a few that were trying to convince their friends to join us and learn and play with them.”

The changes that she could see among the girls she trains regularly are astounding. All of them are between 7 and 11 years old. “The players are from the underdeveloped area Ezzbet Elhagana, where girls playing sports is not so common. This lack of girl participation is one of the main reasons why the project was implemented outside of Ezzbet Elhagana.”



The girls struggle as they were brought up with stereotypes of females. For example, a woman is meant to get married, is meant to do house chores, is meant to raise the kids alone and is not allowed to play sports freely in an open court.

By giving them the chance to play a sport uncommon to them, and by showing them their progress throughout the programme, they became very excited about new possibilities. They realised that, with commitment and enthusiasm they could work on developing their own personalities, away from the stereotypes, and improve their squash skills.

Through sports they learnt different skills, notably dealing with failure and bouncing back stronger after, working individually and in a team, improving their communication skills with their teammates. All of these can help them further in life. Additionally, they also learnt a lot of values like honesty, respect and responsibility.

Marianne continues: “During the programme, I made sure to conduct a session in which everyone had to highlight what is special about themselves, their strengths and how they could work further to feel more empowered and more comfortable in their own skin. To me, and to them as well, this was a starting point towards seeing themselves

as valued individuals in their communities. This allowed them to have a larger impact with their friends. I always encouraged them to teach their friends what they learnt, as a part of giving back to the people we love and care for.

*“I could see that they tried to teach other people in their area the skills and the new ideas that they went home with.”*

There was a huge change in their attitude, especially when they started listening to each other more. They felt that they had a bigger role to play, even at their homes and schools. It was also incredible to see how supportive they were of each other.”

5 GENDER EQUALITY



11 SUSTAINABLE CITIES AND COMMUNITIES



## ISA IN INDONESIA

ISA started the Game Changers Programme in Indonesia in July 2018, thanks to the successful pilot in Kenya, and the insights from the youth consultations in 2017. The programme was funded through the SfD.nl 2016-2020 programme.

“Hi, my name is Patricia Yolanda Virgine. People call me Patrice. I am 18 years old, and a Senior in High School. Once I graduate, I will go to STKIP Bandung University.

I had a rough upbringing. I spent the first few years in an orphanage, until I was lucky enough to have been found by my foster family. I have met my biological mother twice, and I don't know who my biological father is. But in spite of the setbacks, I truly believe I can be successful in life.”

Patrice was offered the opportunity to join the ISA programme. “I accepted it as I realised it would be a great experience for me and there was so much for me to learn in the programme. The session I liked the most was about our personal project, especially the game in which we had to lead the ice breaker. During this game, we learnt how to think quickly and gather courage in order to become a leader. The first time we played this game, I was very nervous about leading it. I finally pushed myself to and did my best to lead the game. Afterwards, I realized how much fun it was. I saw my friends laugh, and I felt proud of myself as I had just beaten my fear of speaking in front of so many people. I also enjoyed the deep conversations we had and how everyone would share their burdens.

*“It helped me realize I am not the only one with a difficult past, and I am better able to express my feelings and thoughts to others as well.”*

In my personal project I learnt to develop ideas for myself, and also about how they could impact other people, our organisation, even the community. During the



programme, we learnt how to care about our organisation and our community, and how I can motivate and support my team. In my personal project I wanted to motivate others, so I decided to start with my community and my team. I talked to them about how we must motivate each other, how we shouldn't get angry with each other, how we shouldn't say bad things to each other. I explained to them that the best way to move forward was to talk about the good things and always in a way that motivates others.

My personal situation, with my foster mother barely being able to motivate and support me, makes me sad. Participating in the ISA programme, however, has made me realize I can become a motivator for the others. That we must first change ourselves and then we can change others. Thanks to this programme I feel more confident. I am much better in speaking in front of a lot of people and I know I can become a leader despite my past, despite my gender and despite my age. The programme has truly helped me become a stronger person.”

## ISA IN THE NETHERLANDS

ISA's activities in The Netherlands in 2018 were linked to the 'Take It To The Streets' programme, financed by Erasmus+. In the past two years ISA, together with 3x3 Unites, Deutsche Sporthochschule Köln, GAME Lebanon and GAME Denmark, studied the value of 3x3 basketball for development. The game has a lot to offer as a street sport, especially as youth organise themselves to play.

My name is Mike Nasibdar, I am 34 years old, and I am a coach and trainer. I grew up in the east of Amsterdam, and have Surinamese roots. I am the founder of basketball club BC Gaasperdam Warriors, in Amsterdam South-East

Growing up, I lived at home with my mum and my little brother. I missed a father figure, someone who could help me figure out life, so I always had trouble communicating with people in a way that truly connected. To help me with this, I decided to take part in the social skills training.

Through ISA, I had the opportunity to participate in the Take It To The Streets training, which helped me become a better coach. I learned that there are also others who want to change things in the community. Our group had good chemistry and we were able to give positive and encouraging feedback. So I learned to listen to others and seeing things from other perspectives.

But the main way in which I am a better coach is that I have a more positive approach.

*“Now I point out the successes, instead of focusing on the mistakes.”*

This doesn't mean that there's no discipline, changing the community can only happen if we set good rules and have agreements that we can keep.

The best part of the training is that I have now talked to kids who had given up on their dreams and hopes. Some of them have come back to play basketball again. Others have gone down different paths, but I am still in touch with them, and I try to motivate them by showing them there are different ways to reach our goals.



**ISA IN SURINAME**

In 2018, ISA collaborated with Stichting Projekta on the 'Community Sport for Inclusivity and Gender Equality' programme, which was also funded by the Dutch Ministry of Foreign Affairs and the Dutch Embassy in Suriname. The programme runs from 2018 to 2019, and aims to strengthen the capacity of community organisations to combat violence and improve gender equality within sports.

Stichting Projekta is a non-governmental organisation, founded in 1993. Its core goal is to support human rights, by looking at all the people who are owed human rights, giving them a space to practice their rights and ensuring they have a platform to come together and discuss opportunities. There are three themes to Projekta's work: good governance, democracy and gender equality. Projekta also provides the opportunity for the community to come forward with themes they feel need to be discussed.

In 2013, Projekta and ISA started collaborating together with the Dutch Embassy in Suriname. Projekta and ISA started developing a programme together, and it kicked off in 2014. ISA's values and knowledge in the field of sport is recognised, which has added a great concept to the work of Projekta, as they used to focus more on just culture and games. Additionally, the skills and knowledge gained through the collaboration with ISA are now being used in other programmes led by the organisation.

Projekta is thankful for the partnership with ISA, as they feel ISA understands the organisation and how they use different ways to improve the human rights of their community members. Projekta recognises the value of having a partner that has the same objective but recognizes that there are different ways to get there. The willingness of both partners to sit together and brainstorm has also ensured great steps were taken to work towards their goals.

*The collaboration has given them the opportunity to create a network of community sports coaches.*

In 2018, the emphasis for Projekta and ISA was on creating gender equality. Sport was deemed the best fit - through educating coaches - as it creates a great connection to the community and ensures there is a lower barrier between community members. Already a great impact from the programme can be observed, as the participating coaches are increasingly seen trying to make a change in their community and participating in other programmes to enhance their skills and knowledge.



06

# ISA TEAM



General director  
**LEONIE HALLERS**

"I founded ISA to create the same opportunities for all those thousands of young people in the world that I got through sport. Friendship and joy of life but especially the self-confidence and perseverance to keep going for your personal dreams".



Financial director  
**CEES NOELS**

"My aim is to spend as much of the budget as possible on the objectives of ISA".



Manager programmes and facilitation  
**YARA HOPPENBROUWERS**

"Sport gave me a passion, identity, community, mentor, and the self confidence I needed to grow. I work at ISA because I believe every young person deserves opportunities like the one I had".



Manager strategy and innovation  
**WARD KARSEMMEIJER**

"For me, sport is about having fun, making friends and pursuing a passion. And this is exactly what my work at ISA is about".



Programme officer  
**MILENA ALCORTA**

"I have always been very passionate about sports and the power it can have to change people's lives. ISA has the wonderful ability to provide amazing opportunities to young people all over the world through sports, where working for ISA gives me the chance to contribute to this goal also".



Country manager Mali  
**HUBERT DIABATÉ**

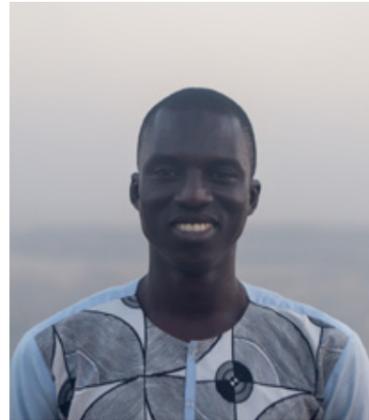
"Malian youth receive much critique on their behaviour throughout the country. I am determined and excited to help the youth in developing new life skills."



Facilitator

### FRANCIS GICHUKI

"I am always inspired to see young people changing their lives as well as their communities and to see them driving a new global order in which they are identified as a resource to be developed, not a problem to be solved. ISA gives me the opportunity to deliver life-changing programmes as I provide my shoulders to young people to step on and create new horizons in their lives."



Sports programme coordinator

### BOUBACAR SY

"With ISA, I dream to build a network of coaches able to teach skills necessary for life such as creativity, leadership, critical thinking, and problem solving. All of this for kids to grow and be able to stand up and shape their individual futures."



### JESPER REMMEN

"What I love about ISA is using something that I love as a platform for real social change, beyond just fun and getting together. I am talking about changing of behaviour, attitude and recognition of the important role of youth in changing communities"



### RUTGER JAN BEVERS

"My dream for 2018 is that the campaign GOT GAME will go live and that all those involved with the associated programmes will be empowered by the intended meaning of the words."



### NAOMI ZUIDWEG

"My dream is giving every child the opportunity to just play, have fun and enjoy the game"



### NADIA DAJANI

"One year on, the ISA team has continued to implement its projects with great drive and fine results. ISA believes in the enormous potential of youth. Through sports, youngsters explore and develop their skills talents on the sports field, leading to a strengthened self-confidence and courage, which ultimately enables youth to take control of their own life, determine their future and get involved in their community. I believe that the solutions for many of the challenges the world faces today largely lie in the hands of our youth and their will and ability to grow and contribute to their community. That is why I strongly believe in ISA's approach and continue to support it."

## ISA BOARD 2018

In 2018, four people were part of the Board of ISA: Lucas Meijs (Chair), Nadia Dajani (Secretary), Marianne Douma and Warner Dijkhuizen. Their vast experience and great insights have guided ISA towards its current developments, and we are grateful for their support. In 2018, Nadia fulfilled a volunteering position for ISA through which she got to know the organisation more and more.



## ISA AMBASSADORS

### JESPER JOBSE

"Every day, I develop myself through sport. Sport can teach you to take control of situations, to take chances and set goals. Through ISA, I try my best to make youth more aware of their own qualities and to make them experience success. I love to see the capabilities of the youth I reach to make a positive change for many members of their own communities."

## ISA INTERNS 2018

In 2018, ISA was lucky to welcome interns throughout the year. Some were with ISA for just a few months whereas others managed to grow into the organisation as a staff member. ISA values the hard work that these seven committed individuals have put into the organisation. As a positive youth development organisation, ISA is also happy to have been able to contribute to the development of these students. Juliana joined ISA in the summer of 2018 and was a great help to the organisation. She helped write an Erasmus+ proposal, coordinated our 'Take it to the Streets' training and brought joy to the team.



"Hi there, I'm Juliana Grangeiro. I am 28 years old and I am currently working under a UN Volunteer special call for the International Fund for Agricultural Development (IFAD) in Brasília, Brazil. I am from a city in Brazil with a very difficult to spell name: Goiânia, named after the Goyazes tribe that used to live in the region before the Portuguese arrived.

I studied International Relations at the University of Brasília. During this 4-year programme, I was lucky enough to enjoy an academic exchange programme in Burgos, Spain, to improve my Spanish and learn more about the European welfare system. During and after my studies, I worked with multiple international organisations for development, such as USAID and UNDP, and the Dutch Nuffic. Those experiences led me to my master's in Development Studies at the International

Institute of Social Studies (ISS), Erasmus University in 2017-2018. At ISS I focused my studies on Social Policy for marginalised groups, such as people in extreme poverty, youth, women and sexual minorities.

In the final six months of my master's, I decided it was about time to go back to the job market and learn more about the Dutch workplace. When looking for internships that focused on my areas of study, I found ISA and the incredible work it was doing with youth. Its focus on Positive Youth Development approach in developing countries looked like a great opportunity for me. And its increasing focus on gender and girls from urban marginalised groups seemed even more interesting, just the type of work I wanted to engage in.

I only spent 4 months at ISA, but that short time gave me invaluable insights for life. First, I joined the business development front, supporting grant proposal writing. This gave me unique tools essential to today's development world, such as proposal writing techniques and design thinking for projects and programmes. I also learnt how to assess community-led activities implemented by our partners. And finally, I learnt accountability tools by writing programme reports to the Dutch government.

What I enjoyed the most from my time at ISA was the opportunity to work with partners from countries such as Mozambique, Mali, Egypt, the UK, Denmark and, obviously, the Netherlands.

ISA has helped me improve as a person. I had never had such close contact with implementing partners and beneficiaries, and through this internship I got the chance to build empathy and solidarity with those we are working with and for. My favourite moment with ISA was definitely meeting with the incredible and powerful women from different parts of the world in order to start setting up the She Got Game! proposal for Erasmus+. I was inspired by the many amazing women that are working to leverage girls' participation in sports. I hope to be as good as all of them one day!"



## IMPLEMENTING PARTNERS 2018

- 3X3 UNITES
- AMANI KIBERA
- ASDAP
- ASPIRE TECHNOLOGY SOLUTIONS
- COOPI NIGER
- DEUTSCHE SPORHOCHSCHULE KÖLN
- DUTCH MINISTRY OF FOREIGN AFFAIRS
- FOOTBALL FOR GOOD
- GAME DENMARK
- GAME LEBANON
- GEMEENTE AMSTERDAM
- GEMEENTE BREDA
- GEMEENTE TILBURG
- GEN-B
- GIRLS UNLIMITED
- HOGESCHOOL VAN AMSTERDAM
- ICCO ROWA
- INSPIRE INDONESIA
- KNVB WORLDCOACHES
- MDF
- MEMPHIS FOUNDATION
- MOVING THE GOALPOSTS
- PROSPORT MOZAMBIQUE
- RIGHT TO PLAY MALI
- RIGHT TO PLAY MOZAMBIQUE
- RIGHT TO PLAY NETHERLANDS
- RUMAH CEMARA
- STICHTING PROJEKTA
- TYSA
- UNHCR NIGER
- UNIVERSITY OF BEDFORDSHIRE
- UTRECHT UNIVERSITY
- WALE

# 07 FINANCIAL REPORT 2018

## BALANCE

	31 DECEMBER 2018	31 DECEMBER 2017
<b>ASSETS</b>	(Euro)	(Euro)
<b>FIXED ASSETS</b>		
Tangible fixed assets	3.041	4.472
	3.041	4.472
<b>CURRENT ASSETS</b>		
Claims and accrued assets	298.707	306.261
Cash and cash equivalents	444.336	332.221
	743.043	638.482
<b>TOTAL ASSETS</b>	<b>746.084</b>	<b>642.954</b>
<b>LIABILITIES</b>		
<b>RESERVES AND FUNDS</b>		
Contingency reserves	99.503	147.210
	99.503	147.210
Short-term debts	646.581	495.744
	646.581	495.744
<b>TOTAL LIABILITIES</b>	<b>746.084</b>	<b>642.954</b>

## COMPENSATION OF THE MANAGEMENT TEAM

	<b>LEONIE HALLERS</b> General Director since 01-09-12		<b>CEES NOELS</b> Financial Director since 01-10-12	
Part-time factor	79%	79%	45%	45%
Year	2018	2017	2018	2017
Gross Income	€ 66.355	€ 66.355	€ 33.860	€ 33.860
Taxed Expense Allowance	€ -	€ 96	€ -	€ 348
Untaxed Expense Allowance	€ 8.433	€ 6.381	€ 1.930	€ 2.102
<b>Total salary costs</b>	<b>€ 74.788</b>	<b>€ 72.832</b>	<b>€ 35.790</b>	<b>€ 36.310</b>

Do you want to get more information on our financial report 2018? [Click here \(Dutch only\)](#)

### 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'.

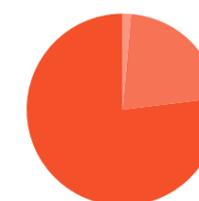
### COMPENSATION OF THE BOARD

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

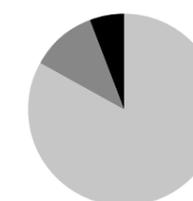
	FIN. STMNT. 2018	BUDGET. 2018	FIN. STMNT. 2017
<b>INCOME</b>			
Income from direct fundraising	20.722	15.000	17.381
Revenues from joint campaigns	314.767	279.500	245.168
Government grants	1.107.920	1.446.000	1.002.120
Income from investments	318	1.000	939
<b>TOTAL INCOME</b>	<b>1.443.727</b>	<b>1.741.500</b>	<b>1.265.608</b>
<b>EXPENDITURE</b>			
Expenditures on mission	1.239.634	1.382.800	1.043.400
Costs of generating income	83.403	118.500	59.265
Management and administration	168.397	237.900	154.913
<b>TOTAL EXPENDITURE</b>	<b>1.491.434</b>	<b>1.739.200</b>	<b>1.257.578</b>
<b>NET RESULT</b>			
Appropriation of net income			
Added / charged to the contingency reserve	47.707-	2.300	8.030
<b>TOTAL</b>	<b>47.707-</b>	<b>2.300</b>	<b>8.030</b>

### INCOME



Income from investments	0,0%
Income from direct fundraising	1,4%
Revenues from joint campaigns	21,8%
Government grants	76,7%

### EXPENDITURE



Expenditures on goals	83,1%
Management and administration	11,3%
Costs of generating income	5,6%

08



# LOOKING FORWARD

IN 2019, ISA WILL STEP UP EFFORTS TO FURTHER INCORPORATE POSITIVE YOUTH DEVELOPMENT THROUGH SPORT INTO OUR EXTERNAL POSITIONING AND OUR FUNDRAISING EFFORTS. AND IT WILL BE INTEGRAL TO OUR STRATEGY, PROGRAMMES, BUSINESS DEVELOPMENT AND COMMUNICATION, CRUCIAL TO ISA'S OWN BRAND THAT PORTRAYS ITS UNIQUE VALUE AS AN ORGANISATION. ISA WILL USE THE TRANSITION TO CRITICALLY OBSERVE ITS PROGRAMMES AND ADJUST THEM TOWARDS OUR NEW DIRECTION, ONE IN WHICH WE'LL CONTINUE TO WORK FOR OPTIMIZATION OF THE WORK.

The inclusion of youth by our local partner organisations has been a point of attention for ISA. In 2019, we hope to 'walk the talk', as we are planning to start several youth forums that give young people a voice within the organisation and allow them to contribute in the decision-making. ISA believes that youth voices are important at the local level and also within the organisation, so we will be including them more prominently in our communication and the overall strategy.

In 2018, we lay the groundwork for a more regional approach. And 2019 will see the transformation of our ISA Mali office into an ISA Regional Office West Africa, including Burkina Faso, Niger and Mali. Additionally, an ISA East Africa office will be created as a result of the expansion of the ISA team in Kenya. This hub's main areas of activity will be Kenya and Uganda, but activities could be extended further out at a later time. Finally, ISA aims to expand its efforts in the Middle East and Northern Africa from Egypt to include Tunisia and Lebanon.

The Sfd.nl 2016-2020 partnership is coming to an end in 2019. ISA looks back on a wonderful three years, and we will go out with a bang. In the meantime, ISA, Right To Play and KNVB WorldCoaches will work together to create a follow-up partnership for the period 2020-2024.

Finally, another milestone is the closing of the Game Changers Programme in Indonesia. There ISA is learning how to adapt the programme according to the context. And we will be starting up the programme in Mali in February 2019. This will be the first time the programme is given in a language other than English, and local staff have been trained as facilitators. And when it comes to Kenya, 2019 will be used to discuss the needs of the local youth, mentors, organisations and communities on how to move forward, to continue our mission of empowerment through sports.

## COLOPHON

### Texts

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### Photography

ISA  
Arno Stevens

### Editing

Alba Leon

### Graphic design

Vrije Stijl // graphic design & communications

For more information on ISA's work, background articles, videos and photos please check our website [www.isa-youth.org](http://www.isa-youth.org) or send an email to [info@isa-youth.org](mailto:info@isa-youth.org)



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