



**EMPOWERING  
YOUNG PEOPLE**

**ANNUAL REPORT 2020**

***A YEAR OF  
CHANGE***



# CONTENT

01

# LETTERS FROM THE LEADERSHIP

## CHAIR OF THE BOARD

Drafting our vision for ISA in 2019, nothing could have prepared us for what 2020 had in store. We had envisaged building fervently on several key initiatives that we started in 2019, most notably the organisational change towards creating an ISA regional office in Mali to service the West Africa region.

Faced with the unfortunate and prolonged absence of ISA's general director Leonie due to health issues, combined with the outbreak of the COVID-19 pandemic, the ISA organisation was forced to rethink its short term goals and temporarily rearrange its management. In the past year, the daily operations were managed by ISA's financial director, Cees, in close coordination with the board. During our temporary joint management of ISA, we sought to ensure stability for the ISA team, our partners and our donors. Our objective was to keep any options for change open as much as possible until Leonie's return. This would allow for our general director to further shape the desired (organisational) change and joint decision making with the board. With regards to programme and business development and fundraising, the ISA team rose to the occasion and managed their activities with a great sense of responsibility.

When it comes to furthering the organisational decentralisation of ISA towards the regional offices, the COVID-19 pandemic provided some unexpected benefits. While some goals and activities stalled, due in part to the restrictions imposed following the pandemic, others blossomed. The actual implementation of our new flagship programmes locally could not be conducted safely. Nevertheless, the ISA team was forced to 'mature' quickly, especially in the regional offices. Our local teams were compelled to further grow and nurture their local (administrative) organisation, policies and processes. The events in 2020 also resulted in a strong growth in digital, efficient and effective collaboration, across country borders. ISA might have achieved less than anticipated when it comes to direct impact, but in light of our envisaged and needed organisational decentralisation, we achieved a lot.

With Leonie's return to ISA and with the globe taking evermore control of the pandemic at the time of writing, it seems Spring is upon us. We have experienced downward changes and now we thankfully find ourselves in the phase of recovery, headed for an upward change.

A final word of thanks to Cees for taking over the responsibilities of Leonie in this difficult time. Cees, thank you! We, as board and ISA team, look back at a 2020 that was entirely unanticipated and at times unnerving. However, we have succeeded in moving ISA in the right direction. We are confident that 2021 will bring us closer to our local impact goal: We Got Game!



**Lucas Meijs**  
Chairman of ISA Board

## ACTING DIRECTOR

Change is a central theme within ISA, as throughout our work we aim at changing the lives and futures of young people in East Africa, West Africa, the Middle East & North Africa, and Europe, and have done so for a long number of years. Nevertheless, for ISA 2020 has become a year in which change was central within the organisation also, not only with the impact created.

At the beginning of the year, at the start of a new four-year Sport for Development programme – funded by the Ministry of Foreign Affairs – the ISA team not only considered the implementation of the programmes but also how to change internally within the organisation, in particular for our regional colleagues. The result was that our activities in East and West Africa need to be run more by our local teams. For ISA to move forward as an organisation, independent, regionally oriented offices located in Kenya and Mali were urgently needed. All the formal steps towards this unfortunately took more time than we would have liked, but we are very pleased that 2020 has provided the opportunity for these offices to practically already start taking shape.

This step was important, as in March the world was confronted with the COVID-19 pandemic, a global change that, in addition to domestic restrictions, practically shut down international travel. Where previously trainers and supervisors were flown in from the Netherlands, the plans were already in place to have the activities carried out almost entirely by our local team. From a directly established emergency plan – the ISA COVID-19 Response Fund – a protection programme has been started through the existing channels in which the population has successfully been informed about the dangers of the new virus. In addition, it is admirable that despite all the limitations, some of the planned activities have been carried out in the second part of 2020. Adjustments were needed, but the revised plans could be realised almost entirely.

Finally, the office in the Netherlands was also faced with significant changes. By shifting a large part of the activities to the local regions, this impacted the workload set out for the team in 's-Hertogenbosch. The fact that in May of 2020 our director Leonie Hallers distanced herself from the organisation for the rest of the year for health reasons, especially for those who know her role within ISA, was an essential change within our organisation. During this period, the ISA team has made every effort to achieve the setting goals and we are pleased that it looks like we will be able to see her in her familiar role in mid-2021.



**Cees Noels**  
Acting Director



2020



**CHANGE  
IN 2020**

FOR ISA, 2020 WAS TRULY A YEAR OF CHANGE. INTERNAL CHANGE PROCESSES, THE IMPACT OF COVID-19 AND THE CHANGE IN OUR IMPLEMENTATION THAT HAD TO HAPPEN BECAUSE OF IT, AND CHANGES IN THE WAY THE ISA FAMILY IS CONSTRUCTED WERE ALL STRATEGIC, IMPACTFUL STEPS IN THE DEVELOPMENT OF ISA.

### RUN LOCALLY

Over the past few years, ISA has been making a shift in the way the organisation is run. From working with country managers, based in the Netherlands, in charge of the implementation and planning of programmes in their respective countries – together with local team members, ISA is shifting more and more towards a regional approach, in which the regional team is in charge of their own programming. With this new approach, the team in the Netherlands is more focused on support in specific areas – such as monitoring and evaluation, communication and programme development, to ensure together we can create impact as ISA and also combine our forces to ensure we work as one.

For ISA, it was important at this stage to shift its organisational structure to a more decentralised nature. This had to do with several aspects. First, it was time for ISA to transform. ISA has had over 20 years of operations all over the world, and has been moving to a more focused, regional approach. In order to ensure regional growth is possible, it was necessary for the work to be run locally. This way, the programmes and daily operational tasks can be handled on the field and progress can be made quicker, as there is no longer a dependency on people flying in from The Netherlands.





Secondly, over the years ISA has invested largely into human capacity development in the region. Many coaches and youth have been equipped, that are out there. It has become time to take the next step, and utilise their knowledge and skills to grow the ISA identity further, by harvesting the investments we have done over the years. The first steps in this were the inclusion of ISA team members in both regions, but also the growth towards including local co-facilitators that are going to support the local teams. Thirdly, there is also a global trend that values grassroots connectedness. By positioning ISA in the region, rather than solely international, it increases the credibility of the organisation and ensures a better connection to the community and the people on the ground is realised. It provides the community with the assurance that we – as ISA – are there to stay and to support them moving forward. Finally, the establishment of regional offices provides the organisation with more chances to seize local opportunities for financing, collaborations and overall development of the organisation.

This new shift in responsibility for all ISA team members has led to a big change in the way the team operates. The teams in East and West Africa are now far more involved in the planning, design and development of their own programmes, are in charge of their schedules, and do their own decision-making based on what is deemed best for their own region. ISA's team in The Netherlands is there in a supportive manner, ensuring the ISA identity is maintained throughout and that the strategic vision of ISA is upheld together. Both teams are now much more involved in the central part of the organisation, in developing it further and including the organisation's strategic perspectives. Previously, their roles were that of trainer, facilitator – ensuring the training is given and providing logistical support. Now, they have to restructure their mindset as their workload entails a large variety of roles: management, business development, marketing & communication, reporting, financial management, etc – at all times in collaboration with all team members to ensure a common vision is upheld. In the end, decentralisation should contribute to the sustainability of ISA's work. All-in-all, this process has meant a big shift in responsibilities, but a very necessary one to ensure ISA as an organisation can grow.



## STORY OF CHANGE

I have been involved with ISA for approximately 15 years, learning together along the way. In the past couple of years, my collaboration with ISA has increased enormously, thus so that I am now working for them, representing the ISA Regional Office East Africa (ROEA). This change in tasks and responsibilities has been a huge step for me. Previously, my role was much more connected to being a trainer and facilitator. Herein I had to develop content, process the work before and after trainings, and following up with participants and organisations. It was really hands-on. There was a clear division between my work - much more on the implementation level to deal with the capacity building of youth, coaches & CBOs - and the work of my colleagues in the Netherlands focused on all the programme management. The change for our organisation in 2020 provided us in Kenya the opportunity to take charge of all aspects considering the regional management, as well as to be more involved in the development of ISA as an organisation. Now, we can move away from the periphery and look into the central part of the organisation and its development.

For me personally, it has provided me the opportunity to start thinking in a more strategic ways in how ISA grows as an organisation and institution in the region. But also about how to let go of certain aspects of the job to ensure I can pick up the more strategic ones. It has provided me with a completely new role to fill. This change in responsibilities has been a process over 2020, an experience of both detachment as well as connectedness. A combination of creating an own identity as East Africa, versus still maintaining the global ISA identity. My full investment now goes into institutionalising ISA in East Africa, in all the ways necessary to ensure this takes place.

In time, I see different change processes for us to go through thanks to this decentralisation process. We can provide increasing and more consistent support to the CBOs that we work together with, further developing their capacity, and bringing awareness on youth development into the region - all while involving the youth more and more. The recent addition of co-facilitators to the ISA team ensures we can expand in responsibilities and roles within the regional office. These co-facilitators are closer to the ground, real community members that can support our work in the region that we do together as a team. They provide us with human capacity to intensify our work with the local youth and CBOs.

The past year for me has been fulfilling as I have been able to offer my expertise and experience in driving the establishment and strengthening of ISA East Africa. To kickstart this process is a milestone that will see the next generation benefit from ISA's vast experience in empowering young people. Seeing young people and CBOs shape a common destiny for themselves and for their communities provides so much nourishment to my journey as a change maker. My ambition is for ISA East Africa to become well-established and recognised youth empowerment international NGO working in many different communities in the reaching, impacting thousands of young people. Being rooted in the region, ISA East Africa will provide leadership in shaping the youth agenda and community transformation. Over the next couple of years, this will require further development of human resources with high levels of professionalism and integrity.

## ISA COVID-19 RESPONSE FUND: THE IMPACT OF COVID-19 & ISA'S RESPONSE TO IT

COVID-19 has been a big problem in ISA's operations and areas of intervention. ISA projects have been deprogrammed and reprogrammed several times pending hypothetical lulls. The pandemic in this regard has greatly slowed down activities in the communities. The various intervention communities recorded deaths and this has fuelled the fear of contracting the virus. The disease was in the process of changing long-established habits and also calling into question ISA's community approach during the time.

The pandemic has completely changed the ways of living in our areas of intervention, however, this disease has revealed the merits of the ISA approach which consists in ensuring that young people take the lead in the liveliness of their community and put emphasis on community life. In our intervention areas, few people have a monthly paid job; but most of them live from hand to mouth and have to work every day to have enough to eat. So it made it difficult to stay home.

There were a lot of concerns about the continuity of the work of the ISA and the organisation had to change the way it worked during this pandemic: to put COVID-19 at the forefront in intervention strategies, to make the pandemic an opportunity for it. Achievement of our objectives; change the operating mode to adapt to barrier measures (reduce the number of participants, repeat the same activities to allow everyone to participate while ensuring compliance with prevention measures, personalize activities at home).

ISA's work had become more difficult because we couldn't accommodate everyone at the same time. In accordance with its strategy of adaptation to the realities on the ground, ISA has adapted its intervention to this new reality. ISA has made a fund available to each region to adapt its activities to the context of COVID-19. In African regions, ISA's partner CBOs have been able to propose projects for the ISA family at their level and also for their communities. CBOs and coaches were to implement these projects within their communities to help its members combat the virus – by using personal protective equipment and raising awareness on the virus, then report to the ISA in their respective regions in order to improve the programme.

As ISA, our goal for the ICRF was to contribute to the fight against the pandemic to the extent of its means. Our target group has been affected by the virus and the sometimes harsh measures that have been taken to tackle the pandemic by governments. We wanted to ensure that they maintained good health, and so we kept in close contact. Our young leaders in training played a vital role in this, as they were the major players in raising awareness about the pandemic in their communities.



Supported by the ICRF, ISA was able to create a lasting impact. Although these efforts started as small projects, testimonials of CBOs (Community-Based Organizations) who were in charge of these projects showed some definite change. Through exchange sessions between ISA and young leaders, those in charge of outreach created strategies for approaching COVID sceptics. One CBO said that the programme has helped to build cohesion within the community. On top of that, no cases of COVID were recorded in the communities covered by the activities of the ICRF fund.

As ISA, we have mobilized financial resources within the community to strengthen our activities in the fight against corona. Because we were able to expand our activities, we reached more people, increasing our credibility. "From this activity, people start to come to me," one CBO said, "they have asked about the materials for washing hands because they want to start this."

In some communities, people are hesitant when it comes to the virus and the measures taken by the government. "People still do not trust the government," one CBO said. "Some men told us they very much appreciate our initiatives and even gave us some money to encourage us because they like it ze as youth took this initiative." There has been a special focus on women, as they play vital roles within the community. One CBO stated: "women are essential vectors of family hygiene, and disease prevention in the family. This is why they were targeted in particular."





## STORY OF CHANGE

*My name is Moumouni Diallo, and I'm a young educator and sports coach working in the community of Faladié SEMA, in the Malinese capital of Bamako.*

My goal is to help youths to realize their dream, and to develop their community through sports. I want to put them on the path of leadership. Unfortunately, in March 2020, the COVID-19 disease struck our country.

The corona pandemic has been a big problem in my community. Projects with ISA and other partners have been deprogrammed. It slowed down a lot of things. People were afraid of contracting the virus, as it could kill you rapidly and initially, there was no medicine. Our area was heavily affected and I have seen many people around me die. This has increased the panic in the community and has affected our social relationships. Individualism has spread and that's something we are not used to, so it affects us a lot.

I'm still afraid to catch the virus. Because if there is no cure for a virus like corona in an environment like ours, it means you will die. Considering all the projects I am involved in within the community, I am afraid that all my projects will stop and the community will lose out on my devotion to it if I would contract the virus.

The pandemic was also quite deceptive. It completely changed our way of living. It has some serious impact on our economy, as few people have a job and are paid monthly. Most of us live day by day and need to work every day in order to get something to eat. So this makes it hard to stay home. The economic impact of the pandemic is something that's going to stick in our heads forever. It's unforgettable.

I had doubts about the continuity of the ISA work. Corona changed our way of working: we had to reduce the number of participants and repeat the same activities over and over again to allow everyone to participate while making sure the prevention measures are respected. We were forced to give personalised activities at home. This has made my job harder: I can't accommodate everyone at once. I had to schedule the activities according to the barrier measures.

Before the ICRF fund came in, we were busy finding ways to fight against COVID-19. We were worried about the lockdown measure envisioned by the government. Many people are poor and simply just couldn't stay at home. All these factors were giving us a headache. The biggest challenge was the lockdown. We had to see how to get the personal protective equipment (PPE) and prevention kits, so that we could protect ourselves and the people we live and work with.

Thanks to the ICRF fund, I was able to provide PPEs to help people in my community protect themselves against contracting the virus. Because I couldn't carry out the activities by myself, I reached out to other coaches and mentees to join me and we did them together. They help with tasks like sensitizing, distributing prevention kits, monitoring and to carry out sport activities at home.

My main objectives were to invest the money in material for my community, so members could protect themselves against COVID-19 and that's what I did. Also, I involved more youth in awareness raising, ensured that sports activities can continue while respecting the barrier measures and I have made sure the people we serve respect the corona prevention measures.

Luckily, no one got sick from our target group. Our activities reached 40 youths, 40 women and 15 families directly. Among the women we served, some didn't believe COVID-19 existed at first, they said it was fake news. But as we continued to sensitize them and because of some confirmed and death cases in the community, they end up taking it seriously and started using our materiel to protect themselves against the virus. In one family, a woman tailor said: "COVID-19 made our life arduous, but thanks to your project I got a chance to produce some face masks and get some money to help my family with."

Both the youths and the parents got to know the key role we play in the community beyond sport. They came to realise our role as ISA in the community. Because in the past they thought we were here just to play sports with them. The COVID-19 project has made them realise that even beyond sport we also care about them.

The community really liked what we did during the pandemic and thanked the coaches and ISA for helping them. They want us to keep doing these kinds of activities, to help the community to develop even further. They believe this can bring change in the community. My hope is to continue to develop and protect this community with the youths, who are the future.

In order for me to contribute to my community, it's important that I get along with the community members first, and then find other partners outside the community who can help us build our projects. My dream is to build a multi-disciplinary sports centre so that everyone can access sports in my community. Many people didn't have means to protect themselves against COVID-19, but thanks to the fund they got prevention kits and kept using them.



## EXPANDING THE ISA FAMILY – CO-FACILITATORS

The empowerment of young people through sports is at ISA's core mandate. ISA sees youth as a source to be developed rather than a problem to be solved. Since 1998, ISA has been working around the globe on capacity building of community sport coaches, networks of organisations, and the support of national and international NGOs in using sport as a means to increase their impact in creating change in the life of young people.

The ISA co-facilitators' guidebook is developed to invest in the positive development of ISA's family members. This can be a community sport coach, a mentor, a mentee and the staff of a partner organisation that has journeyed with ISA. In one way or another they are inspired by ISA and have gained competences such as trust, self-confidence and leadership. They want to become change makers so that they can create more impact in the life of young people.

To help them build up this dream, ISA wants to support them to become a professional co-facilitator. This guide is therefore developed to offer real opportunities for our family members to build competences towards being professional workers in the field of sports for development. It aims at inspiring young people beyond sports, tapping into their passion and expertise for social economic development and livelihood opportunities. This is an excellent framework that creates a learning environment for new co-facilitators to experience and learn how to facilitate sessions.

Eight co-facilitators were trained both in Mali and Kenya, in - among other topics: Positive Youth Development and ISA's flagship programmes.

One of the key deliverables within the co-facilitators training is the aspect of integrity and professionalism. Acting with integrity, responsibility and ethically includes:

- **Honesty;** when you speak the truth and act truthfully. Never share confidential or delicate information unnecessarily
- **Respect;** acting respectful attitude to others at all times, with due regard for the feelings, wishes, or rights of others. Always use appropriate language (verbally and in writing) and don't swear. Apologise for error or misunderstandings.
- **Transparency;** Lack of hidden agendas or conditions, accompanied by the availability of full information required for collaboration, cooperation, and collective decision-making
- **Being trustworthy;** you can be relied on as honest or truthful.
- **Fair and just;** behaving according to what is morally right and fair.
- **Being reliable;** A reliable person is someone who you can trust to behave well, work hard, or do what you expect them to do.
- **Accountability;** taking responsibility for your own work and actions and doing what needs to be done. Be honest if things go wrong, or you don't finish something on time, and then work out an effective resolution to move forward. Seek help early if you need it.
- **Sticking to the rules;** commitment to the cause, or belief.
- **Do as you say and say as you do;** simply put, when you hold yourself accountable, those around you know you can be counted on to complete your responsibilities or follow through on your promises.

Other characteristics of **general professional** behaviour that the co-facilitators embrace are:

- **Meetings:** arrive on time and be prepared by reviewing notes in advance. Make contributions to discussions where appropriate, and don't take over when someone else is trying to talk. Respect the meeting leader, follow the appropriate format, and ask considerate questions.
- **Communication:** speak clearly and in language others can easily understand, act courteously and use good manners when engaging with others, listen to others when they are talking or explaining, and don't engage in gossip.
- **Time Management:** don't be late to meetings or appointments, instead arrive a few minutes early to settle and greet colleagues. Follow lunch and break schedules by leaving and returning on time. At the beginning of every day, review your schedule so you know what time you have to be where, and what your activities are on that day.
- **Safety:** understand the company safety policy and report any unsafe situations, maintenance or other hazards immediately
- **Dress:** dress in appropriate and clean clothing. Follow the dress code standards and avoid clothing that is indecent, revealing, provocative, or includes offensive language or pictures.
- **Teamwork:** do your best to work well with other people, even when you don't necessarily like them. Set aside differences.
- **Commitment:** dedication and a positive attitude and action to your role and ISA. Also, dedication from employees is often contagious and inspires others to make an extra effort themselves.

## STORY OF CHANGE

Apart from freelancing for other employers, I am also a programmes Coordinator / facilitator at UWEZA FOUNDATION in Kibera, coordinating and mentoring a group of young mothers and adolescent girls towards achieving economic independence and becoming responsible, empowered young women in the society.

I was fortunate to be among the first mentorship training by ISA back in 2017, as a mentor from Amani Kibera (ISA partner CBO) and I believe my great participation in the training had me being considered for this role as a facilitator by Mr. Gichuki.

During the ISA co-facilitators training, one thing that really stood out for me is that I kept on learning. Also, I really enjoyed the aspect of co-creation in ensuring a successful implementation of a project or a programme. On top of that, I have learnt how to engage my participants without being off topic. I have learnt how to work hand in hand with my other co-facilitators. During the training, one thing that resonated with me was the part where we differentiated between a facilitator, a trainer and an instructor and to execute all these three roles at the same session.

One of my biggest take-aways from the training was the value of teamwork. In this instance, I am relating it to the co-creation process where we sat down and brought in the ideas and designed the programme together. This ensured any facilitator could deliver the training in that when one facilitator, because we all understand the whole programme and we are able to execute it.

The training excited me so much. I am passionate about youth empowerment and positive youth development and empowering young people being one of ISA's core business, I feel very much excited about working with the youth. In day to day life, I am already using the knowledge and skills for prior planning, incorporating life skills and considering the five principles of youth activities which include 'fun, safe, active, inclusive and social', followed by doing the monitoring and evaluation. I am able to plan my work in advance and create content in advance, so that I can deliver the assigned activity successfully.

The training has changed the way I think, react and relate to day-to-day work. I am very observant with the participants during my training, and a flowing programme that sessions build up or borrow from a previous session. After the co-facilitator training I try so much to make participants be as precise as possible, especially during the session and this will ensure a steady focus on the intended purpose of training. The ISA's co-facilitators training is so important to me. I loved it because it awakened the potential I never thought I had, and this includes creating and building up on an idea from scratch and preparing a training. It is so important, as it aligns with my passion too; working and empowering young people.

ISA co-facilitation is important because it helps in bringing new and great ideas to make a project successful. They say, "Two heads are better than one". The biggest virtue of co-facilitation according to me is the aspect of creating synergy amongst ourselves and co-creating together a programme. Through co-facilitation, we can achieve ideological diversity, which plays a big role through co-facilitation, whereby each of us will bring in different ideas for a successful training. It will also improve the training guide. This structure is making work easier for the participants and the co-facilitators. It also ensures a successful delivery of the training content. Co-facilitators are important for ISA East Africa because they are utilizing homegrown facilitators who understand the local context better.

ISA should implement the co-facilitator training in all their projects because there will be a broad diversity in sourcing for ideas and in-depth content for the programmes. I will contribute to the growth of ISA East Africa by taking part in laying down the structures of programmes and making sure these programmes are implemented in line with ISA beliefs. For the future, I hope to bring in partners whose core business and dreams align with our vision as ISA, and also seeing ISA being recognized globally for the great input in empowering young people and capacity building for organisations that use sports for development.

*My name is Violet Atieno Muyuyi, I am 28 years old and a freelance documentary photographer by profession.*





# OUR RESULTS IN THE WORLD IN 2020

## EUROPE



## MIDDLE EAST & NORTH AFRICA



## EAST-AFRICA



## WEST AFRICA



## TOTAL



03

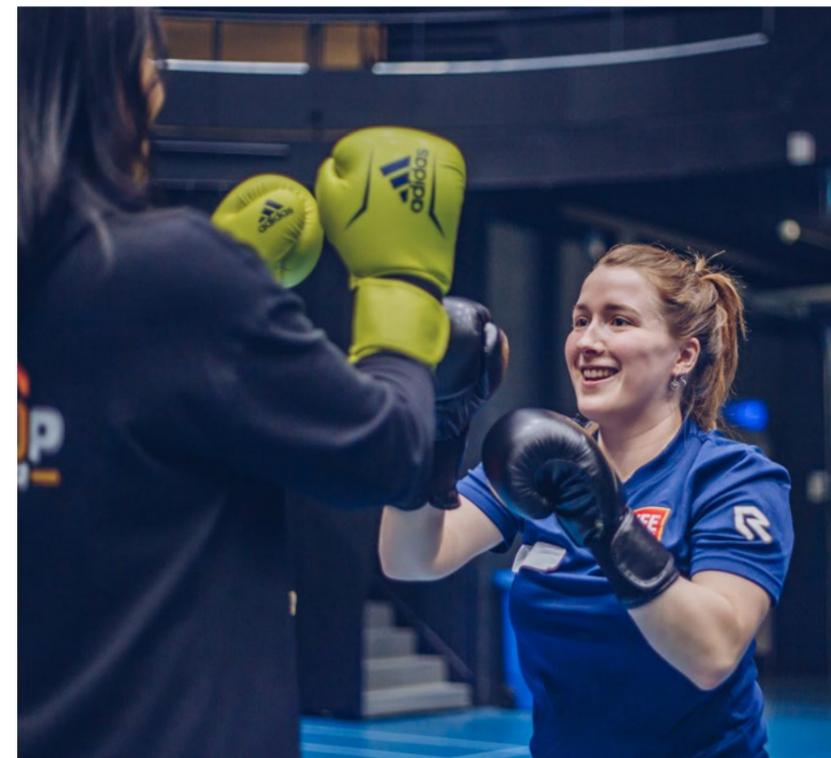


IN THE  
SPOTLIGHT

## #ZIJSPEELT MEE EVENT

IN 2019, ISA - IN COLLABORATION WITH VICE VERSA - IMPLEMENTED MOST OF THE #ZIJSPEELT MEE PROGRAMME FOR OUR FRAME, VOICE, REPORT! PROJECT. WITHIN THIS PROJECT, STORIES WERE GATHERED FROM MALI, KENYA AND THE NETHERLANDS PROVING HOW LOCAL COMMUNITY SPORTS COACHES WERE EFFECTIVE IN GETTING GIRLS TO PARTICIPATE IN THEIR ACTIVITIES.

For this project, however, in 2020 we also organised an inspiration event in 's-Hertogenbosch with the aim of informing community sports coaches, policy makers and other interested parties on the ways in which they can target this issue better within their own organisation.



During the event, close to 60 participants were able to learn more about the stories that were gathered and the tips that were presented, the reasons why it is so important for girls to participate in (community) sports, and what they can still do to improve the activities provided. The event started off with a short introduction on the lessons learned through ISA's work over the years as well as the #zijspeeltmee project, then, several workshops were organised:

- 'A Cool Sports Class': Houda Loukili's physical boxing class for girls
- 'What Girls Want': Inemarie Dekkers' workshop on learning what girls want
- 'You Can't Do It Alone': Debby van der Horst & Angelique Rozeboom's session on ensuring you have the right support to set up your activities for girls



Sanne van Dongen, former Dutch professional basketball player and part of an elite sports family, was our host for the day, and led the final joint clinic on incorporating life skills into a sports session. All in all it was a very successful event in which different stakeholders from all over the country were brought together to learn more about a problem many are facing and want to learn more on how to target it. The main takeaways from the session in terms of improving activities for girls were:

1. Ensure you make personal contact with the girls
2. Atmosphere, fun and safety are crucial for girls
3. Make use of role models to attract girls
4. Work together!

Some steps were taken jointly to see how to move forward, and the general feeling from the group was that more needs to be done within the Netherlands to ensure the momentum created with this event could be continued.

With the project, we ensured people become more aware of the challenges there are for young girls to participate in (community) sports, but also provided them with tools to target these challenges, ultimately contributing to the fifth SDG – gender equality. Want to know more about the event and the conclusions from it? ISA wrote an article on the event together with the Dutch knowledge platform allesoversport, which you can find here (in Dutch).

## HERE TO STAY PROGRAMME

IN FEBRUARY 2020 ISA/WE BEGAN WITH THE ERASMUS+ PROGRAMME HERE TO STAY (HTS). TOGETHER WITH PARTNERS FROM THE CZECH REPUBLIC, HUNGARY, ROMANIA AND THE NETHERLANDS WE TARGET THE TREND OF SHRINKING CIVIC SPACES IN EUROPE AND THE IMPLICATIONS IT HAS ON YOUNG PEOPLE.

We aim to increase the engagement of youth through civic spaces and create an enabling and productive environment for youth work to facilitate the process of involving young people in decision-making and use of civic space. More specifically, our way to enrich youth work and to target young people and get them to participate actively is by focusing on the social aspects of society, youth like most: sport, dance, music, and arts. This project will therefore use the power of sport and youth culture to capacitate youth work in order to increase youth-led civic space and young people's civic engagement.

Also in February 2020 we were responsible for hosting the very first meeting with all of the partners in Den Bosch. As host of this meeting and coordinator of the HTS project in general these two days were mainly focused on getting to know each other and getting to know the project. The atmosphere these two days was great and within two days together we created an outline for the upcoming two years and distributed responsibilities and tasks.

If you look at the progress we made in 2020 this is incredible, especially if you look at the circumstances. The physical meeting in February 2020 is still the only meeting we were able to organise physically. All of the other meetings were online. A big challenge, but at the end we made huge progress on different parts of the project. Such as; 1) the development of a research report towards the success factors when it comes to claiming civic space by European youth work, 2) a virtual space where both youth and youth workers can read and share inspirational stories in the field of civic space, and 3) The development of a first outline of a Toolkit which has the goal to help and support youth work in creating civic spaces for youth. Also for 2021 exciting things are happening such as a training for 30 youth workers from the partner countries in Romania.

### OUR CIVIC SPACE



As ISA we became part of this project because the central theme is youth development and youth engagement, themes which are at the core of our organisation. The things we learn here, the tools we develop and the partners we make will definitely be useful in the future of ISA. Because at the end, an investment in youth is an investment in the future.

## SHE GOT GAME PROGRAMME

WITH THE ERASMUS+ SHE GOT GAME PROGRAMME, UNIVERSITY OF BEDFORDSHIRE, GAME DENMARK, STREETGAMES UK, STAD ANTWERPEN AND ISA ARE WORKING TOGETHER TO TARGET GIRLS' PARTICIPATION IN (COMMUNITY) SPORTS.

In 2020, the focus for this programme was on developing the research that would provide the basis for the understanding there is on this theme, but which also identifies the challenges for these girls and women in existing literature. The first output for this programme focuses on providing organisations with the tools and capacity to ensure their structure and framework improves to support the incorporation of girls and women more. Consequently, based on this output, the team continued with the development of the practical guidebook that is to support community sports coaches through tools on how to improve their activities for girls and what aspects to consider.

Right before the COVID-19 pandemic hit our world, the She Got Game team managed to organise a last meeting in Copenhagen to discuss the progress of the project and to work together on developing it further. During this two-day meeting, the abovementioned outputs were the main focus to ensure the programme was going in the right direction and the project team could analyse the data together and then co-create the takeaways from the information provided.

During this meeting, the team also discussed which were the next steps to follow. The idea was to test some of the thoughts that were developed during the TPM with coaches in each of the regions of the project partners, together with a process for organisational support provided by University of Bedfordshire. However, the increasing risks due to the COVID-19 pandemic provided a great challenge in this process as many organisations and coaches were little to not operational during this period.

This two-day meeting provided the team with the opportunity to get together for the second time – and for what proved to be the last time in 2020. Due to the COVID-19 pandemic, all other meetings and co-creation sessions were organised online, which was a challenge but the team managed to make it work together! Want to know more about the programme? Go to our website: [www.shegotgame.eu](http://www.shegotgame.eu).



## ISA DEVELOPMENT WEEK

ISA DEVELOPMENT WEEK FROM 9TH UNTIL 13TH OF MARCH 2020 IN 'S-HERTOGENBOSCH, THE NETHERLANDS, LAID OUR FOUNDATION FOR 2030. ONE OF THE OUTCOMES OF THIS WEEK WAS ISA DECENTRALIZATION STRATEGY.

Our journey as an organisation was founded in 1998 when we focused on doing good for others, in 2008, we focused on building the capacity of partners, in 2012 we started creating a foundation for change and in 2020 we started focusing on change leading from the south.

In the past ISA mainly focussed on sending Dutch trainers to partner countries, to facilitate sport for development training. For a couple of years ISA approached training as a part of a bigger journey towards community transformation. It is now time for the countries and regions where ISA has been building capacity since 2008 to take over the transformative journey and facilitate the vision 2030 of creating 100 youth-friendly communities.



At ISA we not only love sports, we believe in the power it has. We work in underserved communities and regions. Our decentralization strategy will facilitate the process of connecting where it sparks, on the playing field, where creativity, cooperation, talent, drive, character and self-confidence are unlocked. We believe that by activating the potential of the largest ever-young generation, the underserved communities will change.

We believe that positive youth development and putting youth at the centre of their development, our programmes will create the biggest change. The youth are the leaders and owners of their own lives and should make decisions about it themselves. Our ambition in ISA East Africa is by 2025 we are established and recognized youth empowerment international NGO working in 40 communities impacting 12,000 young people

Already milestones have been made in ensuring the decentralization process on course. Both operation offices in Mali and Kenya are discharging their duties with ISA staff, internal and external communications, weekly & monthly planning, Business Development for resource mobilization and development of standard documentation are underway

In total 8 co-facilitators have been trained in both Mali and Kenya to strengthen programme deliveries in the respective regions. In this annual report, you will find special focus on the co-facilitators.

As part of ISA global strategy, it will be active in the following regions; West Africa, East-Africa, Europe, Middle East & North Africa (MENA). The process of legal registration of ISA East Africa in Kenya and West Africa in Mali is underway. This will strengthen our presence in the regions and become a regional hub for ISA global strategy.

## TRAINING NIGER

SINCE 2012, ISA HAS BEEN WORKING IN MALI. IN 2019, THE OPTION WAS MADE TO MAKE THE MALI OFFICE THE WEST AFRICA OFFICE. IN ORDER TO EXPAND ITS ACTIVITIES TO OTHER COUNTRIES, ISA HAS ADOPTED TO GO THERE IN STAGES, NIGER AND AFTER BURKINA, SENEGAL, ETC.

In this vision, an ISA exploration mission stayed in Niger in 2019 and the search for funding allowed us to acquire jointly with a local NGO in Niger (CercleDev), funding which should allow the first steps of ISA in Niger. Within the framework of this project, ISA was the technical partner who should bring the concept of sport for development to enable young people to engage in community development activities in their locality. ISA has trained 12 community coaches and 5 staff of Cercle Dev and 2 community leaders on sport leadership, life skills and mentorship modules.

The participants got very well familiar with the Sport for Development concept. Through practical exercises, they developed their skills on how to plan and conduct a sport activity and or community event integrating life skills. They also got to know what the project is really about developing a better understanding of how they can use sport to achieve the project objectives.

Participants' impressions of the training:

**"I confess that through this training our capacities were really strengthened, I thank ISA and the trainer very much who gave us enough tools for the implementation of this project" - from a female participant.**

**"This training helped me a lot, even in my professional development and I think it is a plus for the physical education teachers that take part in it, I thank the project" - from a male participant.**

This first concrete activity of ISA on the ground in Niger also made it possible to make contact with grassroots youth organisations. In total ISA met 6 CBOs among which there were two unregistered female organisations. We have had a very positive talk about what they do and how they do it. The foundations of ISA's work are therefore laid out for Game activities in 2020.



# 04



## TEAM MEMBERS 2020

### A YEAR OF CHANGE THROUGH THE EYES OF THE ISA TEAM MEMBERS



**General Director**  
**LEONIE HALLERS**

2020, what a year! While the world was confronted with Corona, and society was challenged to its capillaries, I saw people and colleagues pull out all the stops to deal with this pandemic and get the positive things out of it. That went with trial and error and especially with a lot of trying. I am extremely proud of how the ISA team has continuously committed itself from different corners of the world to ensure a better future for young people. By focusing on the change that young people can initiate themselves,

based on the possibilities in their own living environment. And this despite the challenging working and living conditions that we as a team have been confronted with ourselves. For ISA, 2020 also marks the year that the shift of power has really continued to the regions in which we work. Local teams that independently worked on the basis of the ISA identity, mission and programmes. This allowed us to work more effectively during the pandemic and to be present where it was really needed. We learned a lot in 2020, but the most important change is that the global ISA family is stronger than ever!



**Financial Director**  
**GEES NOELS**

Those who hold on to today will never get any further to tomorrow. That goes for each of us. It is therefore good to enthuse people to pick up a change.



**Programme Manager**  
**MILENA ALCORTA**

For me, 2020 has been a year that has allowed me to flourish as a person and gain independence. It allowed me to be much more involved in ISA's programming and organisational development, in a time where much was uncertain in the world.



**Manager of Programmes and Education**  
**INEMARIE DEKKER**

2020 was the year we started She Got Game. We gathered coaches and community sports organisations around the challenge to better engage more girls. We found great examples of female sports coaches from Mali, Kenya and the Netherlands. We also found out that change is needed to make these examples a mainstream practice, which needs coaches and girls to be provided with the space and support they deserve. And together with our partners and colleagues we kicked-off that very change in this year of change.



Programme Officer  
**TIM HERTSENBERG**

For me change is a process. This year I sometimes had to take one or two steps back. But at the end, if you don't give up and keep working hard you will notice you take three steps forward.



Country Manager Kenya  
**FRANCIS GICHUKI**

Transitioning from not only facilitating training to facilitating the establishment of ISA East Africa is a process that requires positive leadership attributes. This is my journey in empowering young people.



Sports Programme Coordinator  
**FRANCIS OJILO**

2020 created opportunities for fresh commitment and redesigning of our programmes and strategies. It taught me to take my journey all the way. Tough times don't last forever. With Covid19 on board, my responsibility was to ensure ISA family stays safe and connected through Covid19 response project. Our collective support, commitment, effort and passion shaped and made us who we are today.



Regional Manager ROWA  
**HUBERT**

The decentralisation of ISA gave me more responsibility in planning activities, fundraising, monitoring actions, etc. My major concern is to make ISA ROWA a real hub of action for young people in our region. This is what has guided my activities these past times.



Sports Programme Coordinator  
**BOUBACAR SY**

From the ground to our homes, covid-19 changes the way we deliver our services. If it teaches me one thing, this is to design my life differently and live my dream. This means that things get possible only when we envision them first then develop strategies and take actions to make them happen! At ISA, I think we decided to not stay passive but we adapted our services to the context we were living in and made sure our ISA community will stay active while taking good care of themselves and their families.



Programme Officer  
**THOMAS**

I have been with ISA since the summer of 2020. It was not an easy year to start somewhere new, because we all had to work from home most of the time. Nevertheless, through contributing to several ISA projects and activities, I have already learned a lot about this wonderful and diverse organisation and its amazing people. I am still very grateful for the opportunity to work at ISA and I am looking forward to what the future will bring!

## ISA BOARD

### LUCAS:

Nothing could have prepared us for what 2020 had in store. The ISA organisation was forced to rethink its short term goals and temporarily rearrange its management. Our objective was to keep any options for change until Leonie's return

### NADIA:

If 2020 has taught me anything, it is to accept and embrace whatever life throws at you, the good and the bad. The pandemic has affected most aspects of our lives, some more than others, throwing many of our plans overboard. This has not always been easy, but the (forced) slower pace in life was a welcome change, creating space for new or even forgotten plans, priorities, thoughts and activities. This way, even this cloud has shown to have a silver lining.

### MICHEL:

In this 'year of change' we had to alter quite some processes and activities, as many other companies! As we nowadays can see some light at the end of this tunnel, we must be grateful to have colleagues in our company who were able to adapt to new circumstances. In all countries and cultures I am quite sure that the power of adaptability will be equally important as EQ and IQ.

### WARNER:

Last year we learned that the things which are most valuable are often nearby, yet the pandemic accelerated the digitalization of our world. It was alienating, and for many people a tough time. But it also provides us a rare opportunity to chart a new course based on defined values and new possibilities. Full speed ahead to new horizons!

### CORNIEL:

2020 was a year of awareness. Forced by a pandemic you ask yourself: "Where am I going?". For me, the answer is quite simple and obvious: into the future! Youth has, is, and remains our future. Contributing to a better future for young people is therefore not a choice, but a mission that ISA gladly takes on.



05

# GOVERNANCE & FINANCE



## INTEGRITY

FOLLOWING OUR UNDERTAKINGS IN 2019 TO EXPAND OUR INTEGRITY POLICY, THE ASPIRATIONS FOR 2020 TO IMPLEMENT THE POLICY-SUPPORTING MEASURES WERE HIGH. THE URGENCY IN THE PERIOD AHEAD LAY IN EXPANDING OUR GENERAL INTEGRITY POLICY TO OUR PARTNER COUNTRIES AND TAKING KEY STEPS SPECIFICALLY IN ADDRESSING INAPPROPRIATE (SEXUAL) BEHAVIOUR.

Other general tasks planned included updating the ISA Code of Conduct, expanding ISA's reporting system to its partner countries, professionalising some roles within the integrity system and identifying vulnerabilities within the organisational processes to further enhance the preventive measures.

However, 2020 turned out to have other plans for our organisation. Our general director suddenly falling ill for a long period of time, in addition to the COVID-19 pandemic engulfing the world, have hugely influenced ISA's organisational clout. The absence of our general director has hampered the proper shaping and implementation of our integrity related measures, while the ISA team was forced to reprioritise its activities and redeploy its scarce resources – both financially as well as in terms of human resources. Due to health & safety concerns following the pandemic, ISA could not implement its flagship programmes as planned. New, COVID-19 proof projects were devised and implemented instead. The pandemic had also restricted travel of the ISA team. The envisioned extensive working sessions on integrity with the ISA team could not take place. These active discussions on integrity related items were highly needed to generate (bottom-up) input, directly from the field, to develop and implement the aforementioned measures. Several online meetings were held instead, though less effective and with less outcome.

Despite the challenges, several achievements were made that are worth mentioning. With regards to professionalising the integrity related roles, role descriptions have been drafted and the roles have been (temporarily) assigned. In the past year, the tasks of the integrity officer have been covered by two board members. The Chair of the Board has been responsible for addressing potential integrity reports, while the Board Secretary has focused on developing the policy-related aspects of the integrity system, in a volunteering capacity. Also, a Person of Trust was assigned for the ISA team in the Netherlands, while a working model was drafted for this role within the implementation of ISA programmes in our partner countries.

Local co-facilitators are part of the future of ISA's implementation regionally. Training co-facilitators in the field of positive youth development & sports is therefore an important part of ISA's flagship programmes. ISA has developed and added a chapter on 'integrity & professionalism' to its co-facilitator training in partner countries, based on the ISA Code of Conduct. We strive to promote and normalise integer & professional behaviour as much as possible. Through this training, the co-facilitators who move on to work with youth will transfer what they learned on to them. This way, integrating our norms and expectations on integrity in our training has a positive impact on preventing violations.

In 2020, no reports were made of integrity violations. This is probably in part due to the pandemic, which has allowed limited (physical) meetups, and thus has lowered the chances of violations occurring. ISA is still working on improving its reporting system, to assure that can never be the reason for not reporting violations.

Looking at 2021, ISA intends to make up for lost activities following a challenging 2020. Our focus will be on further professionalising our integrity system and processes, mainly in our partner countries, and specifically in the cooperation with our partner organisations and during programme implementation.

# FINANCIAL REPORT 2020

## BALANCE

	31 DECEMBER 2020	31 DECEMBER 2019
<b>ASSETS</b>	(Euro)	(Euro)
<b>FIXED ASSETS</b>		
Tangible fixed assets	1.712	2.858
	1.712	2.858
<b>CURRENT ASSETS</b>		
Claims and accrued assets	110.536	226.937
Cash and cash equivalents	196.589	94.476
	307.125	321.413
<b>TOTAL ASSETS</b>	<b>308.837</b>	<b>324.271</b>
<b>LIABILITIES</b>		
<b>RESERVES AND FUNDS</b>		
Contingency reserves	12.797	6.689
Destination reserve	1.000	-
	13.797	6.689
Short-term debts	295.040	317.582
	295.040	317.582
<b>TOTAL LIABILITIES</b>	<b>308.837</b>	<b>324.271</b>

## COMPENSATION OF THE MANAGEMENT TEAM

	LEONIE HALLERS General Director since 01-09-12		CEES NOELS Financial Director since 01-10-12	
	2020	2019	2020	2021
Part-time factor	79%	79%	45%	45%
Gross Income	€ 57.031	€ 61.105	€ 31.036	€ 35.812
Holiday Bonus	€ 4.562	€ 4.888	€ 2.573	€ 2.638
Social Contributions	€ 14.784	€ 10.463	€ 2.251	€ 2.472
Pension Contribution	€ 6.272	€ 6.808	€ -	€ -
Taxed Expense Allowance	€ -	€ -	€ -	€ -
Untaxed Expense Allowance	€ 256	€ 5.922	€ 412	€ 1.913
<b>Total salary costs</b>	<b>€ 89.186</b>	<b>€ 87.380</b>	<b>€ 36.272</b>	<b>€ 42.835</b>

Do you want to get more information on our financial report 2020? Please visit [www.isa-youth.org](http://www.isa-youth.org).

### COMPENSATION OF THE MANAGEMENT TEAM

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

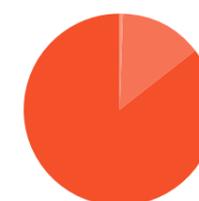
### COMPENSATION OF THE BOARD

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

## STATEMENT OF INCOME AND EXPENDITURE

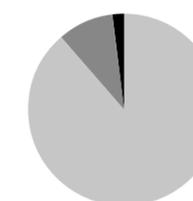
	FIN. STMT. 2020	BUDGET. 2020	FIN. STMT. 2019
<b>INCOME</b>			
Income from direct fundraising	6.817	2.990	9.887
Revenues from joint campaigns	149.417	197.000	240.376
Government grants	903.039	1.091.000	1.113.226
Income from investments	-	10	78
<b>TOTAL INCOME</b>	<b>1.059.273</b>	<b>1.291.000</b>	<b>1.363.567</b>
<b>EXPENDITURE</b>			
Expenditures on mission	933.867	1.147.000	1.210.303
Costs of generating income	19.910	10.000	56.490
Management and administration	99.389	133.000	189.588
<b>TOTAL EXPENDITURE</b>	<b>1.053.166</b>	<b>1.290.000</b>	<b>1.456.381</b>
<b>NET RESULT</b>			
Appropriation of net income	-	-	-
Added / charged to the contingency reserve	6.107	1.000	92.814
<b>TOTAL</b>	<b>6.107</b>	<b>1.000</b>	<b>92.814</b>

### INCOME



Income from investments	0,0%
Income from direct fundraising	0,6%
Revenues from joint campaigns	14,1%
Government grants	85,3%

### EXPENDITURE



Expenditures on mission	88,7%
Management and administration	9,4%
Costs of generating income	1,9%

06

# LOOKING FORWARD

IN 2020, ISA WAS ABLE TO TAKE GREAT STRIDES TOWARDS THE DECENTRALISATION OF ITS ORGANISATIONAL STRUCTURE SO THAT OUR OFFICES IN WEST AND EAST AFRICA GAINED MORE AND MORE AUTONOMY IN THEIR PROGRAMMING. FOR 2021, ISA AIMS TO CONTINUE THIS PROCESS OF CHANGE ON MANY DIFFERENT LEVELS. THE OVERALL GOAL FOR 2021 IS TO STRENGTHEN THE ORGANISATIONS IN THE FOUR ACTIVE REGIONS, EACH IN A WAY THAT WORKS BEST LOCALLY. THE EMPHASIS WILL THUS BE ON THE INDIVIDUAL RESPONSIBILITY ASSIGNED TO THE SEPARATE REGIONS, WITH ISA INTERNATIONAL STILL FUNCTIONING AS A COORDINATING AND SUPPORTING ENTITY. IN 2020, ISA HAS THE FOLLOWING GOALS FOR EACH REGION:

## ROEA

- To expand our work into Uganda. For this, we would like to create partnerships with 5 CBOs for our Game programme, whose staff we will train on the power of sports.
- To continue our work in Kenya, community sports coaches, staff and young leaders of 4 CBOs will be trained in the Game programme.
- To expand the capacity of the regional office, we aim to start the registration process of ISA in East Africa and to deliver two successful project proposals for business development.
- To have fun with the youth, we aim to host the annual youth festival in Kenya.

## ROMENA

- For our work within Egypt, we aim to finalise the COVID-19 online webinar course, as well as look into a follow-up Change programme together with partner Aspire.
- For our work in Lebanon, we aim to explore two to three potential partnerships with local CBOs with whom we can organise Game trainings.

## ROEU

- For our work within the She Got Game programme, in 2021 ISA will continue its lead role by organising a three-day training in Antwerp and a multiplier event to share our results, aside from continuing with the development of the coaches' guidebook and representative videos.
- For our work within the Here To Stay programme, in 2021 ISA will continue its lead role through the five-day training in Timișoara and multiplier event to share our results, aside from continuing with the development of the guidebook for youth workers and the sharing of best practices on our online civic space.
- In 2021, ISA will participate in a new programme: Sport and Social Cohesion Labs, an Erasmus+ Sport programme led by the Deutsche Sporthochschule Köln. For this programme, ISA - together with The Hague University of Applied Sciences - will work out how best to continue the implementation of Living Labs in The Hague's Morgenstond and Bouwlust districts.

## ROWA

- For our work within Mali, we aim to carry out several of the activities that could not be carried out in 2020 due to the COVID-19 pandemic. In particular, this will include the third Game Changers training and the documentation of the impact of our ICRF project.
- For our work within West Africa, we will look into expanding our work to new communities through a Game programme, in Mali, Niger and Burkina Faso.
- For our development as an organisation, we aim to complete the registration process as well as ensure more action is created on the business development level.



## COLOPHON

### Texts

Milena Alcorta  
Hubert Diabate  
Francis Gichuki  
Tim Hertsenbergh  
Thomas Staats

### Photography

ISA  
Arno Stevens  
Brian Ongoro  
Kany Boula

### Editing

Joost Bastmeijer

### 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)



### THE NETHERLANDS

Marathonloop 1  
5235 AA 's-Hertogenbosch  
E [info@isa-youth.org](mailto:info@isa-youth.org)  
T +31 (0)73 64 94 256  
IBAN NL42ABNA0552872644



### MALI

Avenue du Mali  
ACI 2000, Bamako-Mali, BP 250, Rue 341  
Rond-Point de l'Obélisque  
E [isa-mali@isa-youth.org](mailto:isa-mali@isa-youth.org)

