



**EMPOWERING
YOUNG PEOPLE**

10 YEARS OF ISA



***A DECADE
OF IMPACT***



CONTENT

01	INTRODUCTION: THROUGH YOUNG EYES	P4	06	HIGHLIGHTS FROM THE GLOBE 2022	P20
02	10 YEARS THROUGH THE FOUNDERS EYES	P6	07	FINANCES	P27
03	OUR RESULTS IN NUMBERS	P8	08	INTEGRITY	P32
04	OUR THEORY FOR EMPOWERED YOUNG PEOPLE	P10	09	MONITORING, EVALUATION & LEARNING	P36
05	10 YEARS OF ISA: OUR YOUTH GIVES BACK TO THE YOUTH	P14	10	THE FUTURE OF ISA	P42
<i>“The future belongs to those who believe in the beauty of their dreams.”</i>					
11	10 YEARS OF ORGANISATIONAL GROWTH	P46	12	10 YEAR PARTNER OVERVIEW	P50
13	EPILOGUE	P53			



01

INTRODUCTION THROUGH YOUNG EYES

“We have witnessed remarkable milestones and breakthroughs over the past decade”

DEAR FRIENDS AND PARTNERS,

It is with great pleasure and pride that we present to you the ISA A Decade of Impact. This year holds a special significance for us as we celebrate a major milestone - our ten-year anniversary. Over the past decade, we have dedicated ourselves to empowering young people and fostering positive change in communities around the world. This report serves as a testament to the incredible impact we have collectively achieved.

What makes this report even more remarkable is **that it has been developed and written by us, young people, in collaboration with colleagues from around the world. It represents the voices and perspectives of youth, making it a truly authentic reflection of our work.**

As young people involved in ISA, and the concept designers, writers and contributors to this report, we have encountered both moments of inspiration and frustration during its creation. We found it difficult to capture the entire history and core of ISA into one report. Over the past ten years ISA has done so many inspiring things. We have tried to highlight most of it. These difficulties were surpassed by a feeling of inspiration. We had the opportunity to go through all of the documents, photos and impact figures that ISA has created. It was amazing to see how far we have come and what we did so far! We have empowered so many young people and seeing this gives us the motivation to keep on doing so!

As we reflect on the past ten years, we are filled with gratitude for the unwavering support and commitment from our global network of stakeholders, including implementing, strategic and financial partners, facilitators, interns, volunteers, staff members, and the communities we serve. We have witnessed remarkable milestones and breakthroughs over the past decade. From expanding our reach to new regions, pioneering innovative approaches to youth empowerment, to forging strong partnerships and collaborations, we have left an indelible mark on the lives of thousands of young people worldwide. In this report you will find an organisational snapshot, inspirational stories and highlights from our programmes, regions and people who have played an important role in shaping ISA. . Together with a financial overview, our core values and practices, a future outlook and partner recognition.

We invite you to delve into this report, celebrate our achievements, and join us in reimagining the possibilities for the future. Together, we can continue to make a lasting impact in the lives of young people, propelling them towards a world filled with hope, opportunities, and unlimited potential.

We look forward to the next ten years of transforming lives, one young person at a time.

Warm regards,

Pim van Limbeek en Ties Greven
Programme officers

02

10 YEARS THROUGH THE FOUNDERS EYES

AS WE REFLECT ON THE INCREDIBLE JOURNEY OF GROWTH AND LEARNING OF ISA OVER THE PAST TEN YEARS, WE WANT TO TAKE A MOMENT TO SHARE OUR MOTIVES, THOUGHTS AND EXPERIENCES WITH YOU. **ISA WAS BORN OUT OF A SHARED VISION ROOTED IN OUR PASSION FOR SPORTS AND SOCIAL DEVELOPMENT, PARTICULARLY IN DEVELOPING COUNTRIES.** WE RECOGNISED THE OPPORTUNITY TO PRESERVE VALUABLE PARTNERSHIPS AND EXPERTISE IN THIS FIELD AND WE KNEW WE WANTED TO START A NEW INITIATIVE. WITH THE YEARS OF EXPERIENCE AND TRACK RECORD OF THE NKS AND NSA IN SPORT FOR DEVELOPMENT AS A STARTING POINT.

In those early years, we saw the unique role ISA could play within the international sports for development landscape. Our experiences and expertise laid a solid foundation for the organisation. **We focused on coaching, capacity building, and empowering stakeholders to drive sustainable change. These foundational steps set the course for our organisation and shaped our commitment to capacity building and the Sustainable Development Goals.**

Throughout our journey, we have learned important lessons. We understand the importance of listening to the communities we work with and prioritising their needs. It's not just about sports activities; it's about understanding the social and cultural context in which we operate. We encourage collaboration and partnerships with local organisations and communities to bring about sustainable change.

Looking back, we are proud of the milestones we have achieved together. One of our significant highlights was bringing together partners from around the world, fostering meaningful exchanges and connections. These connections have formed a global network dedicated to improving the lives of young people through the transformative power of sports..

As we look to the future, we are filled with hope and excitement. **We remain committed to harnessing the power of sports for youth development. We aim to expand our impact and reach new regions and communities in need of our support.**

We extend our gratitude to everyone who has supported us and helped shape ISA into what it is today. Our partners, staff, and, most importantly, the young people we have guided, inspire us every day. The skills that these young individuals acquire on the sports field transcend the game, making a tangible difference at home and in their communities. Their transformation into game changers showcases the power of sport. Together, with such potential and drive, we have the power to effect change

Warm regards,

Leonie Hallers, Martijn Harlaar and Cees Noels
Founders of ISA

03

OUR RESULTS IN NUMBERS

WHERE YOU FIND ISA, YOU WILL FIND COMMITTED YOUNG PEOPLE, COACHES AND ORGANISATIONS WHO WORK TOGETHER TO CREATE A BEAUTIFUL, STRONG AND SAFE COMMUNITY.

Over the past decade, ISA has empowered and inspired countless youth members, coaches, organisations and communities through our work. Our journey has been one of passion, determination and a profound belief in the power of sports to change the lives of young people.

Our influence on young people has been enormous. We have seen shy individuals blossom into confident youth leaders within their communities. Through our programmes and approaches, they have discovered their potential and unlocked talents they did not know they had. But our work extends far beyond the boundaries of individual empowerment. Throughout 10-years we have formed partnerships with organisations and coaches who share our vision, sharing them the knowledge, skills and resources to become agents of change in their communities. By building a network of dedicated and passionate mentors, we have multiplied our impact in the communities. In this way, the local young people have become the leaders that inspire other young people to believe in themselves and pursue their dreams.

OVER THE PAST 10 YEARS, WE HAVE...

»» Created structural participation opportunities

for community sports activities, sport for development and life skills programmes for

171.000
young people

»» Established sustainable collaborative partnerships with

227
organisations

that are capacitated in their day to day performance to provide structural opportunities for participation and growth for young people

Trained

3.516

managers, community sports coaches and mentors

Engaged

427.500

positively community members with our programmes

Created life skills opportunities for

2.460

young people with our flagship programmes

With seven more years to go, we are well on our way to achieve our goal by 2020, namely to have empowered 25.000 young people, so that they can design their own future and lead social change in their communities and beyond.

04

OUR THEORY FOR EMPOWERED YOUNG PEOPLE

AT ISA, WE BELIEVE IN THE POTENTIAL OF THE LARGEST EVER YOUNG GENERATION. WITH PLAY-BASED LEARNING WE OFFER YOUNG PEOPLE THE MOTIVATION, SKILLS AND OPPORTUNITIES THAT ENABLE THEM TO MAKE THE CHANGE THEY WANT TO SEE IN THEIR LIVES AND IN THEIR COMMUNITIES.

WHY IS THIS NEEDED?

Young people in the underserved communities we work, often lack safe spaces where they can team-up, there is a limited supply of positive activities to engage in, and there are few opportunities for young people to attain quality education or income opportunities.

STRATEGIES

ISA, together with community organisations, (youth) coaches and mentors, is turning tables, supporting young people by:

- 1 **Connecting where it sparks** on the playing field, creating safe spaces for young people to participate, to team-up and to explore their talents.
- 2 **Coaching & mentoring on life skills** on young people's progress regarding the six key competencies. Those are: Competence, Confidence, Character, Connection, Caring and Contribution.
- 3 **Creating opportunities for youth** to lead and thrive, ranging from leading activities and social projects to attaining leadership positions and income opportunities.

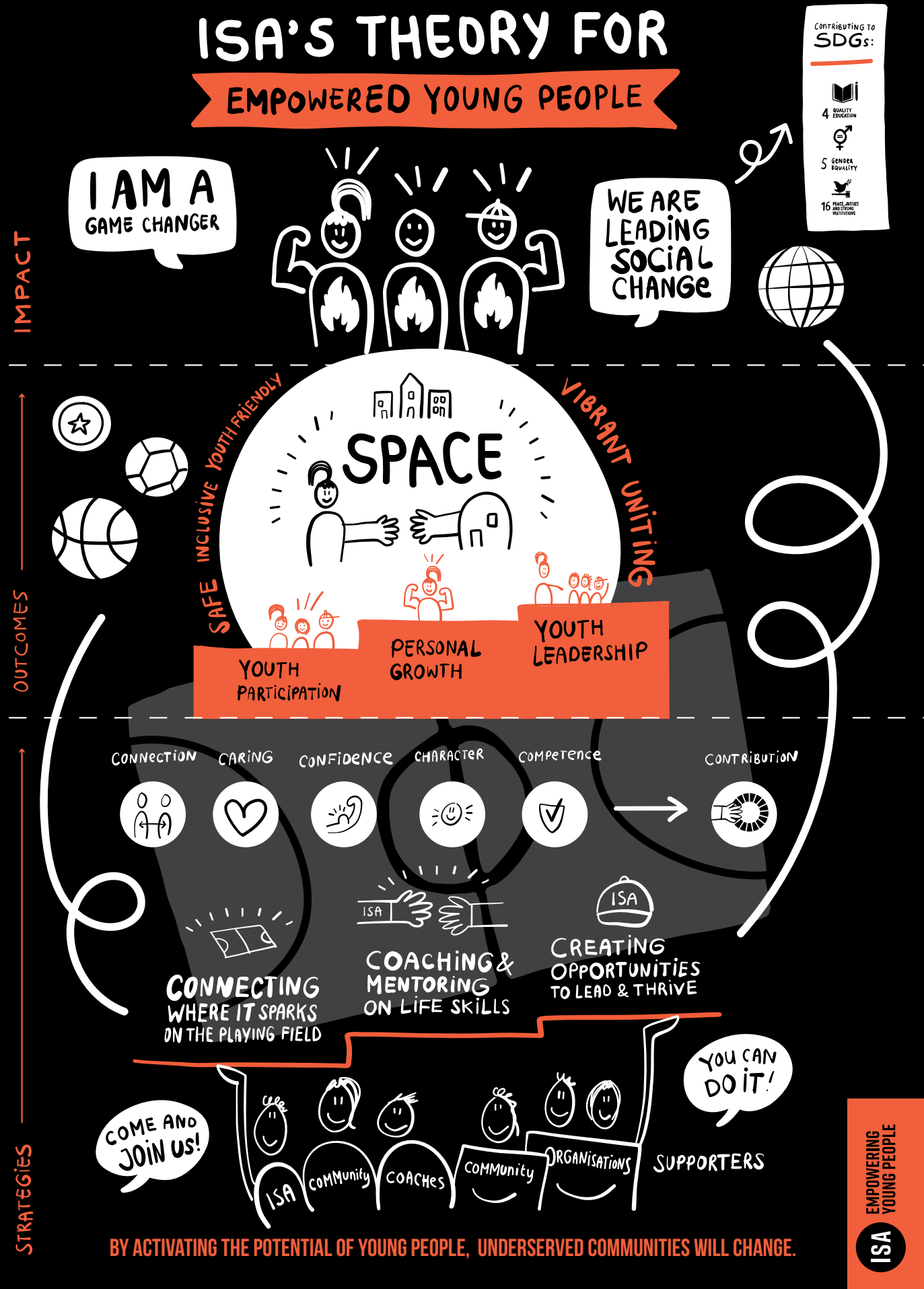
ISA's role includes offering ISA-programming, training and mentoring and facilitating shared learning to our partnering community organisations, (youth) coaches and mentors, complementary to capacities already present.

The learning journey also involves the community organisations and members, creating safe, inclusive, youth-friendly and vibrant spaces, enabling young people to participate, lead and thrive. In addition, playing sports benefits the (mental) health of players, and it affects the entire community, as sport events also increase a feeling of unity amongst the audience.

OUTCOMES

Young people are central in everything we do. Key outcomes of their learning journey are:

- 1 **Youth Participation, which starts on the playing field.**
And just by playing and coaching, young people have built so many life skills. For example, on teamplay and supporting each other.
- 2 **Personal Growth through practice and reflection.**
Young people know how to shape their opinion, voice their needs and wants, and act accordingly. It is what it takes to influence their own life.
- 3 **Youth Leadership.**
Young people have realised projects on social change, supported by mentors and community members, and know how to realise their personal goals.



IN THE SPOTLIGHT: BOUBACAR SY FROM MALI

From youth participant to ISA programme leader in West-Africa

Bouba is our programme leader in Mali and has now been with ISA for 10 years. Like the majority of our ISA employees, Bouba started as a participant in one of our programmes and has managed to work himself through, the path of coach, to the position of programme leader. Bouba is a textbook example of a young person who, with the help of our programme, has discovered and unlocked his talents. ISA recognises this and also gives these young people the opportunity to continue developing themselves within the organisation, and that is something that makes ISA so strong.

I first met ISA in 2012 through Institut Pour l'Education (IEP), a NGO in Mali where I was volunteering as a sports manager. Later, ISA collaborated with Right To Play to train primary school teachers at Ciwara Community School. I participated in some of these training sessions and experienced ISA's approaches. We played games and enjoyed the inclusiveness of sports. With ISA's financial support, my colleagues and I implemented action plans to create sustainable participation opportunities for youth in sports, **solidifying my belief in sports for development.**

In 2014, ISA partnered with KNVB WorldCoaches and Right To Play to organise Mali's first sport for development week. I co-facilitated the basketball training and **discovered my talents as an interpreter and facilitator.** This led to further opportunities to train and coach youth on sports for development in my community, building my profile in the field.

Since then, I have co-facilitated numerous training sessions with ISA's trainers, enhancing my skills. ISA also provided international meetings that expanded my knowledge of monitoring, evaluation, and learning. They helped me develop a professional network and trained me as a TeamUp facilitator, connecting me with experienced trainers and new facilitation skills.

ISA not only strengthened my professional growth but also influenced my career choices. I now have expertise in the sports for development field, which allows me to make a living from it. **Overall, ISA has taught me valuable lessons and a diverse set of skills, making me a well-rounded professional.**

For those considering involvement with ISA, I wholeheartedly encourage embracing the opportunity. **Approach the work with an open mind, passion, patience, and adaptability.** It allows you to contribute to global and community-level issues while offering personal and professional growth through multicultural connections and hands-on experiences.

05



10 YEARS OF ISA OUR YOUTH FUND GIVES BACK TO THE YOUTH

IN 2022, WE CELEBRATED OUR 10TH ANNIVERSARY BY GIVING BACK AND REAFFIRMING OUR PURPOSE. WITH THIS GOAL IN MIND, WE PROUDLY LAUNCHED **THE ISA YOUTH FUND**, A YOUTH ENGAGEMENT PROJECT DESIGNED AND EXECUTED BY YOUTH, FOR YOUTH.

The ISA Youth Fund provided a civic engagement platform for young people from West Africa, East Africa and MENA to develop and implement their ideas to social change through community sports. Through the fund,, we sought to create an environment where youth voices were heard and their initiatives supported.

The response to the ISA Youth Fund was overwhelming. Young individuals from diverse backgrounds submitted their innovative ideas, showcasing their commitment to making a difference. It is with great pride that we announced the selection of 12 winners, each with a remarkable project that embodies the spirit of our organisation.

The implemented projects under the ISA Youth Fund have been nothing short of inspiring. From initiatives promoting education and sustainability to those addressing social inequalities and mental health, our winners have left a lasting impact on their communities. Through their dedication and hard work, they have empowered countless individuals and brought about positive change. ISA Youth Fund winner Chafiou Bizo organised a football match that attracted 300 young people. Mohammed Nanakasse organised a basketball match that attracted 105 young people. These are just a few of the examples of events organised by the winners!

The ISA Youth Fund stands as a testament to our belief in the power of youth to shape a better world. By providing a platform for young individuals to lead, create, and innovate, we have witnessed first-hand the transformative potential that lies within them. As an organisation, we take immense pride in fostering an environment that nurtures youth-led projects and amplifies their voices.

The ISA Youth Fund has been a pivotal project in our journey as an organisation. By focussing on youth-led projects, we have witnessed the immense potential of young individuals to create meaningful change in the world. We extend our heartfelt congratulations to the 12 winners whose projects have empowered communities and served as an inspiration.

As we move forward, we remain dedicated to our vision of nurturing the next generation of leaders, change-makers, and advocates. Together, we will continue to foster an environment where youth can thrive, their ideas are valued, and their actions drive positive societal transformation. Thank you for your unwavering support and commitment to the mission of ISA Youth.



Fatoumata Cissé, Mali

ISA YOUTH FUND EVENT: PROMOTING SOCIAL COHESION AND INCLUSION THROUGH SPORT-SLAM

The community of Torokorobougou in Bamako, Mali, witnessed an event that left a lasting impact on its residents.

Spearheaded by Fatoumata Cissé, a visually impaired and talented slam artist, this organised activity aimed to promote social cohesion and inclusion, highlighting the incredible potential and talent of underprivileged individuals within the community.

The event brought together thirty participants, divided into two opposing women's teams: the sighted team and the blind team. The climax of the activity was a direct football final between these two teams, accompanied by captivating slam performances focused on social cohesion and inclusion during halftime. Through this unique fusion of sports and art, a powerful message was conveyed to the community.

This event marked a significant milestone as the first of its kind in their community, emphasising the importance of social cohesion and inclusion as the key to peace and development. By showcasing the capabilities of blind and partially sighted individuals, the event shattered preconceived notions and stereotypes, challenging the community to view them in a new light. Moreover, it aimed to combat social exclusion in all its forms

and promote gentleness and understanding towards people with disabilities, particularly those with visual impairments.

The methodology employed for the event was a competitive football match between the two women's teams, lasting one hour and divided into two stages. Additionally, a captivating twenty-minute slam show focusing on social cohesion, inclusion, tolerance, and other pertinent issues was performed to raise public awareness.

"This event marked a significant milestone as the first of its kind in their community, emphasising the importance of social cohesion and inclusion as the key to peace and development."

Brian Okoth, Kenya

ISA YOUTH FUND EVENT: BUILDING COMMUNITY RESILIENCE THROUGH SPORTS AND CLEAN-UP

Brian Okoth, a passionate young individual dedicated to making a difference in his community. This impact-driven initiative brought together more than 150 participants from diverse backgrounds, including drug takers seeking a way out, former individuals engaged in crime, and climate change champions. The event aimed to address the pressing challenges faced by the community, with a focus on unemployment, community cleanliness, and public awareness.

Brian's motivation to organise this event stemmed from the heartbreaking reality of witnessing young lives lost due to the increase in unemployment rates in Kibra. He believed that providing an avenue for engagement and relaxation could make a significant impact. By combining sports, community clean-up activities, and public awareness campaigns, Brian envisioned trying to empower youth and build community resilience. The event centred around a unique football tournament, involving not only the local-based football teams, Lindi United and Sitambili, but also engaging the mothers in the community. By including women in the football matches, the event sought to challenge gender stereotypes and promote inclusivity.

This aspect created an inspiring atmosphere of unity and collaboration, breaking down barriers and fostering a sense of togetherness within the community.

In addition to the football matches, the event also included a community clean-up drive. Participants actively worked together to improve the cleanliness and hygiene of their surroundings, showcasing their dedication to creating a healthier and more sustainable environment. Through this clean-up activity, the event promoted a sense of pride and ownership among community members, reinforcing the importance of maintaining a clean and safe living space.

Furthermore, public awareness campaigns were conducted during the event, addressing various challenges faced by the community. Topics such as unemployment, crime prevention, and climate change were discussed, encouraging participants to actively seek solutions and contribute to positive change. By raising awareness and promoting dialogue, the event aimed to inspire individuals to take action and become agents of transformation in their own lives and the community as a whole.



Laura Shilachilu

ISA YOUTH FUND EVENT: COMBATING HIV/AIDS THROUGH SPORTS

Laura Shilachilu, a dedicated community health volunteer in Malinya, embarked on a mission to address the pressing issue of HIV/AIDS among the youth in her community. As a resident of Ikolomani sub-county, one of the poorest regions in Kenya, Laura recognised the urgent need for action to prevent the spread of the disease and empower young individuals to make informed decisions about their health.

Malinya faced a significant challenge in the form of high rates of STIs, including HIV/AIDS. **Laura believed that by organising a sports event and utilising it as a platform for education and awareness, she could reach a larger number of young individuals and instigate behavioural change. Through sports, the youth could feel appreciated, stay active, interact,**

and learn from one another, ultimately leading to a reduction in risky behaviours associated with HIV transmission.

To turn her vision into reality, Laura planned to organise the sports event. The sports event featured football matches, volleyball matches, and athletics, attracting a large number of attendees from the community. In addition, an HIV prevention specialist was invited to act as a master of ceremony, providing essential education on HIV prevention and safe practices.

Laura's ultimate goal was to create social change in her community by using sports as a catalyst for HIV/AIDS awareness and prevention. By educating the youth about the realities of the pandemic and equipping them with

strategies to protect themselves, she aimed to reduce the number of new infections in Malinya. Furthermore, Laura sought to provide counselling and support for those already infected, encouraging them to lead positive lives and adhere to medical guidance while avoiding the transmission of the disease.

Through this impactful sports event, Laura aimed to inspire a generation of young individuals who are informed, empowered, and committed to creating a healthier and more resilient community. By harnessing the power of sports and education, she hoped to bring about a positive shift in attitudes, behaviours, and ultimately, the trajectory of HIV/AIDS in Malinya.

Laura's unwavering dedication to the well-being of her community exemplifies the transformative potential of grassroots initiatives. Her impact story serves as a testament to the profound influence that individuals like Laura can have in creating a brighter future, one where youth are educated, empowered, and equipped to combat the challenges they face.



06

HIGHLIGHTS FROM THE GLOBE 2022

MIDDLE-EAST & NORTH AFRICA: COMMUNITY SPORTS FOR REFUGEE YOUTH

In Egypt, a key player in the region's humanitarian crisis, there were over 288,000 registered asylum-seekers and refugees by the end of 2022. Recognising the unique challenges faced by young refugees, ISA collaborated with local community-based organisations to implement the GAME programme and provide psychosocial support through sports and play.

Sports and play serve as transformative tools, creating safe spaces where children and youth can experience moments of fun and relief. Through participation in community sports activities, refugee children and youth learn to navigate their emotions and release energy and stress. **In 2022, ISA ensured that young refugees had regular access to such activities, fostering psychosocial well-being and allowing them to reclaim their childhood.**

Over 75 community sports activities were organised in Egypt, with at least 2,000 young refugees participating.

Additionally, together with our partner organisation Bayine Sports Activities, we organised a community sports festival for refugee schools, involving six schools and engaging at least 175 young refugees in activities like dancing, traditional games, basketball, and football.

ISA sees the achieved impact in 2022 as just the beginning of their journey in the humanitarian sector. The focus remains on reaching, engaging, and empowering more young refugees through community sports activities in 2023. Capacity building, training, workshops, and mentoring will continue to be invested in local partners to ensure sustainable progress.

ISA eagerly anticipates the future and invites collaboration and engagement in their activities and plans. For more information or partnership opportunities in MENA, please contact Regional Coordinator Tim Hertsenberg at t.hertsenberg@isa-youth.org. Stay connected for updates on our journey.





EAST-AFRICA: FOSTERING GIRLS' PARTICIPATION

Promoting inclusion, particularly addressing the gender gap and fostering girls' participation in community sports, lies at the core of our work. In Kenya, where gender disparities and low participation rates among girls in sports persist, targeted coaching strategies are essential to tackle the unique challenges they face. Community sports coaches play a crucial role in engaging and retaining girls in sports activities, challenging gender stereotypes and discrimination, and empowering young women and girls by promoting gender equality.

In 2022, ISA focused on equipping community sports coaches leading girls' sports activities in Mombasa, Kiambu, and Nairobi counties with the necessary tools to effectively engage girls in community sports sessions. Through a 15-week action plan, our aim was to increase the number of girls and young women participating in community sports. The five-day training brought together 15 sports coaches, both female and male, from four Community-Based Organisations in Kenya. The training prioritised the creation of safe and inclusive spaces, going beyond simply adding girls to existing programmes designed for boys.

Despite numerous challenges such as cultural barriers, marginalisation, parental illiteracy, drought, famine, early pregnancies, and insecurity, our girls' inclusion training intervention yielded significant impact. In Kakuma, located in the northwest region of Kenya, where one of our partner organisations, TUYWE, operates, the number of girls participating in sports was below 50 in 2021. However, through the implementation of the Girls' Inclusion Action Plan with ISA-trained coaches, TUYWE registered over 120 girls and young women in their sports activities, particularly in basketball and football, in 2022.

WEST-AFRICA: YOUTH LEADERSHIP

Youth leadership takes centre stage in the regional highlights of ROWA 2022. Mali, a landlocked country in West Africa, boasts a vibrant and predominantly young population.

Recognising the importance of investing in marginalised youth in disadvantaged communities, it becomes evident that such investment serves both as a crime prevention and conflict mitigation strategy. This approach leads to a reduction in crime rates and significantly enhanced security. **When empowered and engaged, youth can act as catalysts for positive change in their living, learning, working, and recreational environments.**

In line with this vision, ISA focused its intervention on youth leadership in 2022, harnessing the power of sports to address pressing environmental and gender equality issues in disadvantaged communities in Mali and Niger. The intervention encompassed various activities targeting coaches and staff members of community-based organisations (CBOs).

One young participant shares their perspective on the transformative impact of youth leadership.

"Last year, during the rainy season, our roads became impassable. Thanks to the citizenship skills acquired through our initial training, we organised a successful activity to address this issue. Many young people joined us, and together we renovated our roads. This year, when we faced the same problem with the road, the youth took the lead and initiated the work even before we acted."

This development signifies that our youth is becoming increasingly aware, and for me, this showcases a tremendous impact. By nurturing youth leadership and providing opportunities for active engagement, we have witnessed positive transformations not only within our sports clubs but also in addressing community challenges. Through their newfound confidence and sense of responsibility, our young leaders are shaping a brighter future for themselves and their communities." - Dojo Tabalé (CBO in Kalabankoro, Bamako-Mali)





EUROPE: GIRL LEADERSHIP

The year 2022 marks the implementation of the SheGotGame programme in the Netherlands. In this 6-month programme, teenage girls from different communities were trained to become girl leaders and coaches and developed their leadership skills to act as role models for other teenage girls in the neighbourhood.

At ISA, we clearly identified the need for these types of activities for girls, since girls lack spaces where they feel safe and can play sports together. Also research shows that teen girls (12+) have far less opportunities to participate and engage in community sports activities; 35% of all girls in the Netherlands never or hardly ever play sports, and around 40% for teen-girls in urban settings or girls from minority groups. **Creating safe spaces for girls to participate in sports is of importance for their physical, mental, and social development. Sports not only offer numerous health benefits but also empower girls, fostering their self-confidence, leadership skills, and overall well-being.** Therefore, we are committed to create new opportunities for girls and young women in community sports, and in investing in building capacities of the girls and the young women living in the communities that need extra girls-only sports services. As they are the ones who understand the need best and can best engage other girls in their community.

Our strategy for creating safe spaces for teen-girl participants is to use sports to have fun and to team up positively with peers and mentors within a safe space in their community.

The Coaches and Girl Leaders applied this strategy after a three-day-training, and that is how they have supported the impact of the programme. Together with the community organisations Jointly Women, Buurtsport Tilburg and PowerUp073, Girl Leaders and Coaches, we successfully created safe spaces for teen-girls in seven different communities across the Netherlands, in the cities Amsterdam, Den Bosch, Nijmegen and Tilburg, to team-up and to have fun. Both vital for physical and mental health of participants, that they would miss out if no opportunities are created for them. **Moreover, Girl Leaders and Coaches reported to have gained skills as a sports leader or mentor, and gained self-esteem to lead a group, to organise sessions and an event on their own, and mainly to just start and do it!** All organisations reported to have gained from the project in terms of trained female coaches and youth leaders, the exchange between different towns, or professionalisation of their organisation. And all like to participate in a follow-up project that will benefit from the first learnings, and – if for a longer period of time – could contribute to greater and more sustainable impact for participating teen-girls.

In a 6-month project 8 coaches and 10 Girl Leaders have been creating safe spaces for 315 teen-girls, by organising weekly sports sessions and a big social sports event.

IN THE SPOTLIGHT: CAROLINE NDADILAH FROM KENYA

From mentee, to mentor to head of a community based organisation

1. How did you first learn about ISA and what about ISA appealed to you?

In 2019, I learned about ISA through TYSA, an affiliated community based organisation. I was intrigued by seeing youth mentors wearing pink t-shirts with the ISA logo and wanted to know more about what ISA does. I discovered that ISA transforms the lives of young people through mentoring, life skills, and behaviour change. I personally experienced this during a training called "social business" organised by ISA. I had the opportunity to pitch to guests and partners, which boosted my self-confidence and belief in myself. That was the beginning of my journey with ISA.

2. Can you share specific moments or experiences that have had a profound impact on your life or career thanks to ISA?

During the COVID-19 pandemic, I witnessed the fear and tension in rural communities due to misinformation and lack of resources. TYSA, with support from ISA's COVID-19 RESPONSE FUND, helped the communities. As a field officer, I distributed information, educated families on nutrition and exercise, and provided essential supplies like soap and face masks. I designed and implemented this project, which was a great support to both ISA and the community.

3. In what ways has ISA enhanced your personal growth and development?

Joining ISA as a mentee and progressing to mentor since 2019, I have grown and developed in various areas. I overcame my fears, gained self-confidence, and learned to make informed decisions. ISA's leadership and self-actualisation journey led to my appointment as head of TYSA and secretariat. My leadership qualities and communication skills played a crucial role in earning the team's trust and confidence.

4. Can you give some examples of how ISA has helped you build valuable professional networks?

As a human rights defender, life coach, and mentor, I built networks with schools through my mentees. I regularly interact with schools and also formed connections with government agencies like hospitals, charities, the children's department, and local authorities, which supported my career development. As an ISA mentor, I met like-minded young people from different sports-for-development organisations, creating a supportive network.

5. Has ISA influenced your career choices? If so, in what ways?

ISA's focus on gender equality and inclusion has influenced my career choices. I am passionate about advocating for equal opportunities, pay, and representation for women in sports. ISA strives to bridge the gap and I strongly support their efforts in providing women with equal opportunities and appointments in higher positions.

6. What were some of the most important lessons or skills you learned during your involvement period with ISA?

During my involvement with ISA, I learned valuable skills and lessons such as effective communication, leadership qualities, networking, resilience, and the power of passion. These skills have helped me connect with others, create a strong support system, overcome challenges, and stay motivated to achieve my goals.

7. What would you say to others considering getting involved with ISA? What benefits do you see in working with ISA?

I would say that ISA is a place where potentials are unfolded, talents are nurtured, and confidence is built or rebuilt. It's a home where facilitators and mentors provide support, guidance, and serve as selfless leaders and role models. Getting involved with ISA offers opportunities for personal growth, professional development, and the chance to make a positive impact on the lives of young people.

07



FINANCES



FINANCIAL REPORT 2022

BALANCE

	31 DECEMBER 2022	31 DECEMBER 2021
ASSETS	(Euro)	(Euro)
FIXED ASSETS		
Tangible fixed assets	2.593	1.163
	<u>2.593</u>	<u>1.163</u>
CURRENT ASSETS		
Claims and accrued assets	165.915	125.011
Cash and cash equivalents	80.318	255.894
	<u>246.233</u>	<u>380.905</u>
TOTAL ASSETS	248.826	382.068
LIABILITIES		
RESERVES AND FUNDS		
Contingency reserves	52.876	30.399
Destination reserve	28.000	2.000
	<u>80.876</u>	<u>32.399</u>
Short-term debts	167.950	349.669
	<u>167.950</u>	<u>349.669</u>
TOTAL LIABILITIES	248.826	382.068

COMPENSATION OF THE MANAGEMENT TEAM

	LEONIE HALLERS General Director since 01-09-12	
	2022	2021
Part-time factor	79%	74%
Year	2022	2021
Gross Income	€ 63.758	€ 61.105
Holiday Bonus	€ 4.949	€ 4.889
Social Contributions	€ 9.800	€ 10.226
Pension Contribution	€ 7.296	€ 7.104
Taxed Expense Allowance	€ -	€ -
Untaxed Expense Allowance	€ 2.217	€ 2.186
Total salary costs	€ 88.020	€ 85.510

Do you want to get more information on our financial report 2022? Please visit www.isa-youth.org.

COMPENSATION OF THE MANAGEMENT TEAM

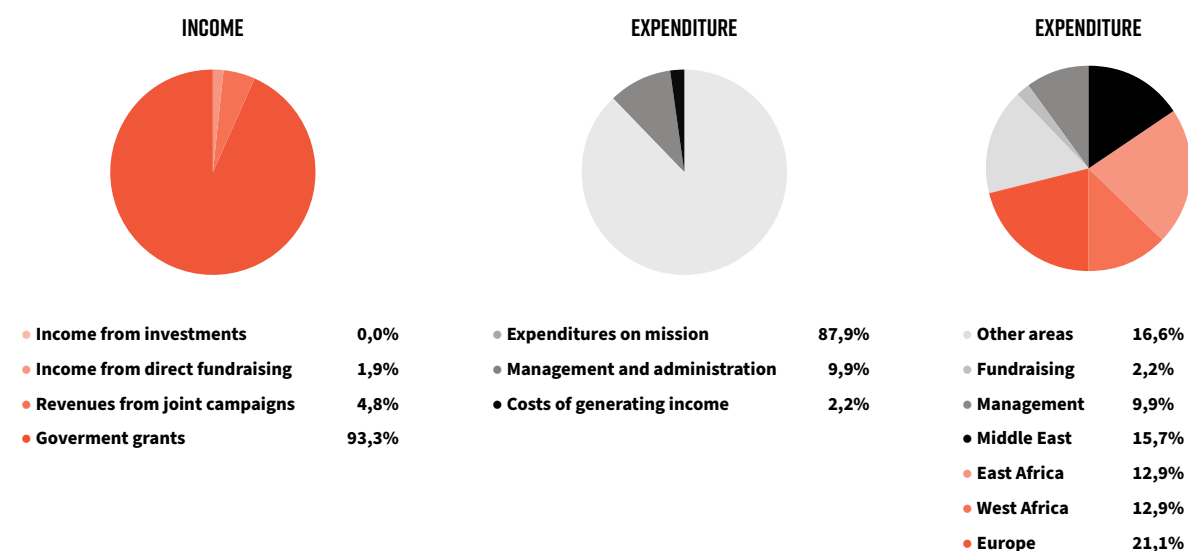
The salaries of the management team of ISA are in line with the standards of the Dutch 'regulation on remuneration of directors of charities'.

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. STMNT. 2022	BUDGET. 2022	FIN. STMNT. 2021
INCOME			
Income from direct fundraising	23.336	1.490	905
Revenues from joint campaigns	67.441	204.860	172.270
Government grants	1.308.657	1.282.970	1.215.788
Income from investments	-	-	-
TOTAL INCOME	1.402.434	1.489.320	1.388.963
EXPENDITURE			
Expenditures on mission	1.212.847	1.330.820	1.244.181
Costs of generating income	31.020	28.740	20.586
Management and administration	136.096	128.770	103.621
TOTAL EXPENDITURE	1.379.963	1.448.330	1.368.388
NET RESULT			
Appropriation of net income			
Added / charged to the contingency reserve	22.476	1.000	20.488
TOTAL	22.476	1.000	20.488



IMPACTSTORY: AMINATA AND FATOUMATA COULIBALY FROM MALI

Aminata (20) and Fatoumata (22) Coulibaly from players to community leaders

Every evening, at 7pm Aminata (19) and Fatoumata (21) can be found on the community sports field in Doumanzana, a neighbourhood in Bamako (Mali). Young people are running around, playing football and games. The sisters subtly connect all kinds of life skills classes with their sports activities, such as learning to have respect for one another – which is really catching on.

“We started off in March 2019 with a small group of only five youths. Now, the whole community comes to pick me up if I am not on the field by seven.”

Starting as a female coach was not easy in the beginning. “When we started our activities, the girls were pushed to the second plan. The boys were in control of everything. I wondered why that was and took it as a goal to become at least as good as they were. That was actually pretty doable, to be honest. And whether they like it or not, now I decide what happens!” That last remark leads to a joint cheer.

The sisters have been trained by ISA, and continue to get support with training and advice. Do they feel they have grown over the past years? Fatoumata says: “Absolutely. **I noticed during ISA’s training that there was much room for everyone to be heard. I valued that a lot. I used to find it very difficult to speak in public. I have advanced greatly in that.** The same goes for connecting with people you do not know. That we have learned also, as well as how to motivate people for your activity.”

Aminata has had a similar development, towards more self-confidence. “I used to get discouraged very easily. All anyone had to say was what I was doing wrong, and I would drop everything. Now, when I hear such a remark, I wonder why someone says that. And then I look for a way to improve it.”

“What we want is for our community to develop. And look at my sister, because of what we achieved, she is now seen as a community leader!”



IMPACTSTORY: HAMIDOU BARRY GAME CHANGERS PROGRAMME IN SÉGOU, MALI

From Learner to Leader: Building Bridges and Breaking Barriers in Mali's communities

Following up on one of our mentors from Mali, Hamidou Barry, who started the journey in 2019. ‘When the programme started, I did not have enough experience in engaging and leading the youth from my community, in sporting activities, the #GameChangers programme has enabled my community gain trust in me, I am now able to organise community activities for the youth in my area and my tennis team has won several

tournaments in this regard. I dream to mentor more and more youth across Mali through the knowledge I have gained from the programme, because I now believe I am on the right path.’

Hamidou’s dream is to see all the Mentors who went through the programme work together and bring change beyond the Bamako and Segou communities in Mali.

08



INTEGRITY

OUR PRIMARY GOAL FOR 2022 WAS TO FURTHER INCORPORATE OUR INTEGRITY POLICY AND MEASURES IN THE OPERATIONS OF OUR REGIONAL OFFICES. CORRESPONDING ACTIVITIES HAD TO BE IN LOCKSTEP WITH THE ACTIVITIES AS PART OF ISA'S DECENTRALISATION. WITH LIMITED CAPACITY, EFFORTS FOR THE FORMER WOULD FALL IN NOT-YET FERTILE GROUNDS AND THUS RESULT IN LITTLE PROGRESS. THIS MEANT A FREQUENT ASSESSMENT OF NEEDS ON THE GROUND AND READINESS OF MINDS WHEN DECIDING ON WHICH INTEGRITY-RELATED ACTIVITIES TO UNDERTAKE.

We managed to hold several global meetings in which the coordinators of all ISA regional offices took part. Such meetings aim to keep the subjects of integrity and professionalism alive, current and approachable. Also, it allows for sharing experiences and discussing developments and needs with regard to integrity policy implementation. The commitment within the team to a shared base of integrity values within the organisation was very much present and growing.

Several new instruments were developed to facilitate the regional offices in their local integrity implementation efforts, such as a hands-on step by step roadmap for integrating integrity & professionalism in the ISA team mindset and fibre. Additionally, a general presentation highlighting and explaining ISA's integrity policy and code of conduct, corresponding summary handouts of our codes and practical exercises in moral dilemma. All these instruments can be used in ISA team meetings, in our cooperation with our local partners and with the coaches and youth participating in our programmes during implementation.

Consequently, such instruments help us in introducing and normalising the topics of 'integrity, ethical- and professional behaviour' in our cooperation with local partner organisations (Organisations). This was another of our goals for 2022, as it encourages and supports the Organisations (where possible) in understanding the importance of, and our view on, these topics.

In our journey of defining and implementing our values, we are constantly looking at our team's needs, the organisational developments and the changing environment around us to guide us on the next steps. There is much work to be done still, but at the same time we feel confident that we are on the right track in entrenching our values within our organisation.

IN THE SPOTLIGHT: GAREN MAKHUNGU FROM KITALE, KENIA

Dance, Dream, Develop: My Renewed Purpose

I joined ISA in 2021 through my organisation ChezaCheza. In my community I was unable to participate in community sports activities, because the focus was often on competition and trying to win. Every time I tried to join, I ended up failing to fit in the team because of my low level of skills.

When I came into contact with the coaches who got trained by ISA, my love and passion for sports was restored. Especially for dancing. The coaches created opportunities for me to participate in sports and stay more active. It was the structure of these activities I liked the most. With a warm welcome, the fun, active and inclusive activities and always a debrief after the activity. This structure allowed me to fully participate and have fun without any pressure to compete and win.

Participating in these community sports activities really made a positive impact on myself as a young person. During the activities I feel happy and safe. Afterwards I feel my mind is refreshed, my stress is released and I am able to deal with some of my personal problems. I really love dancing, and that's why I also love the activities from ChezaCheza. Dancing has contributed to my general health and wellbeing. **Through dancing I have recognised my personal interest and goals in life.** For example, my goal is to follow a nutrition course to support the youth in my community with basic nutrition information so they are able to discover and develop their talents. I also developed my social skills. I learned how to socialise with other people, young and old, from my community. It is because of participating in the community sports activities I made a lot of new friends. Friends I can learn from. Together we support each other in the form of advice, conversations and sharing community opportunities.



09

MONITORING, EVALUATION & LEARNING

ISA IS COMMITTED TO THE EMPOWERMENT OF YOUNG PEOPLE AND FACILITATING POSITIVE SOCIAL CHANGE THROUGH OUR DIFFERENT INTERVENTION PROGRAMMES AND ACTIVITIES. WE UNDERLINE THE IMPORTANCE AND UNDERSTAND THE SIGNIFICANCE OF MONITORING, EVALUATION, AND LEARNING (MEL) IN MEASURING THE OUTCOMES AND ASSESSING THE EFFECTIVENESS OF OUR INTERVENTIONS.

To ensure that our programmes make a lasting difference in the lives of young people, we have developed various MEL instruments specifically tailored to capture and analyse the impact generated by our interventions. By systematically collecting and analysing data, we aim to gain valuable insights into the effectiveness and efficiency of our interventions, enabling us to make evidence-based decisions and enhance the positive impact on the lives of young people. This data will help us reach our main goal by 2030: **where 25.000 young people are designing their own future and leading social change in their communities and beyond.**

During these past 10 years, we have had the opportunity to design, test and perfect MEL instruments to measure impact and progression. Together with youth members, coaches, community-based organisations (CBOs) and members from different communities all over the world, we co-developed various MEL tools, which include a range of qualitative and quantitative methodologies. This allows ISA to capture both tangible and intangible aspects of impact. At ISA, we make use of seven MEL instruments; the overall data excel sheet, Youth Survey, self-assessment tool for coaches, co-facilitators and CBOs, the participatory video and the storytelling format. Through these datasheets, surveys, interviews, focus groups and observations, we collect data on the impact of our interventions on various topics, such as the development of life skills, behavioral changes, social inclusion, empowerment and the overall well-being of young participants.

"Since that training my kids have been coming to me and opening. I can tell you the problems they all have. Even their families could just come to me then I receive them then me as a coach. It was too hard for them to open up to someone so it has been so helpful to us and the kids"

"She had an organisation that she was working with that helped me with the drugs, they opened a safe space for me and am now doing better. I have managed to coach my students without having episodes and all that, I have been a better coach ever since we had a partnership with ISA."

YOUTH SURVEY 2022

For ISA, 2022 was focused on the implementation of our newly designed Youth Survey. Together with Stuart Wilson, Senior Lecturer In Sport Development and Management from the University of Bedfordshire and specialist in evidence based approaches to programme interventions, we developed the ISA Youth Survey. The Youth Survey consists of a list of scaling questions on life skills and three open questions, which are administered to participating young people before and after an ISA intervention programme. The Youth Survey measures what impact our intervention programme has made on young people, which life skills they have developed throughout the programme and how they learned them.

In 2022 we implemented the Youth Survey in communities within Kenya, Mali, Egypt and the Netherlands. Local staff members of ISA conducted the Youth Surveys before, during and after interventions. The implementation of the Youth Survey was a great success and the results even more.

Results Youth Survey 2022

In 2022, the Youth Survey was administered to +/- 300 young people in 18 different communities. From analysis of all the data, 6 themes were identified. Below is a summary of the key results of the Youth Surveys:

COMMUNITY ENGAGEMENT:

- 90%** of young people report regularly attending community events and activities (compared to 44% before the intervention programme).
- 76%** of young people feel involved and part of the local community (compared to 16% before the intervention programme).

FRIENDS:

- 100%** of young people feel supported by their friends (compared to 54% before the intervention programme).

SELF-AWARENESS / CONFIDENCE:

- 100%** of young people know what they are good at (compared to 56% before the intervention programme).
- 46%** of young people know what their weaknesses are (compared to 5% before the intervention programme).
- 100%** of young people think they can do things as well as others (compared to 55% before the intervention-programme).

COMMUNICATING / WORKING WITH OTHERS:

- 100%** of young people feel confident in supporting others to be the best they can be (compared to 11% before the intervention programme).
- 100%** of young people feels able to influence friends to make the right choices (compared to 19% before the intervention programme).

ENACTING CHANGE:

- 100%** of young people feel they will be able to make change happen in the community (compared to 7% before the programme).
- 100%** of young people feel they have the ability to make the community a better place for young people to live (compared to 7% before the intervention programme).

HOPE:

- 100%** of young people feel they have the ability to be a community leader to make change happen (compared to 44% before the intervention programme).
- 98%** of young people feel they will be able to solve future problems in their community (compared to 39% before the intervention programme).

The Sport For Development data

In addition to measuring the impact of our interventions with our own MEL instruments, we believe that it is important to verify results with more tools from other organisations. In that way the results become evidence based. That is why we engaged an external organisation specialising in monitoring and evaluating impact interventions. For the mid-term evaluation of our impact interventions and activities from the Sport for

Development programme, we asked EyeOpenerWorks to conduct a research. EyeOpenerWorks conducted surveys with 50 youth participants and 19 coaches from our intervention programmes in Nairobi, Kenya. All these participants were enlisted through our local partner organisations; Amani Kibera, Cheza Cheza, Hearts of Ruri, Mikadini Youth, Turkana West Youth Empowerment and TYSA.

The results from the mid-term evaluation can be divided into 6 outcomes.

OUTCOME 1: COACHES ACT AS ROLE MODELS

- 80%** of the youth wants to be a coach as well
- 80%** of the cases, the coach changed the life of the youth
- 8,5%** Youth rates coach
- 95%** of the coaches reported to have improved coaching skills
- 53%** Biggest motivation to become a coach is teach and support children
- 50%** participants of the activities are girls

OUTCOME 2: IMPROVED SCHOOL ATTENDANCE

- 78%** of the youth goes to school everyday
- 32%** states that SFD activities have improved their school attendance to a great extent
- 7%** of the coaches reported increased income because of coaching

“These children were in our programmes but they were not going to school for lack of school fees, through the Cheza-Cheza community classes we taught them life skills on how to keep them safe, until they reached a point and now they want to go to school”

OUTCOME 3: SOFT SKILLS TO REALISE PERSONAL GROWTH:

- 82%** of youth report participating in sports empowers/develops them
- 52%** had improved communication and 46% became more self-aware
- 58%** Coaches mention self-awareness as most important skill
- 44%** of the youth learned discipline skills via SFD
- 89%** of the coaches testify that school teachers see youth using life skills
- 62%** of the youth learned improved self-esteem via SFD
- 95%** of the coaches testify that parents inform them about youth using life skills

“The community looks at me positively as a coach .. because I’m taking the role of some parents, educating their girls and taking girls to the field to mentor them, to tell them to come and play to reduce the drug abuse and to reduce their early pregnancy and early marriages”.

OUTCOME 4: SAFE SPACES

- 92%** feels free to express themselves in their community
- 86%** youth reported improved mental well-being
- 86%** feels physically safe at school, community and on the pitch

“Sports is a very powerful tool to use to train young people to become self-sustainable and also to become self-aware or confident so that they can actually make it in life, because when you go to the field, you kind of forget that you have problems so when you start playing you don’t worry about the neighbour who is not in your tribe.”

OUTCOME 5: PEACEFUL COMMUNITIES

- 36%** of youth learned problem solving skills
- 76%** of the youth reported improved peaceful interactions because of SFD

“Maybe in our community, young people like using drugs and many girls are becoming pregnant. but in our teen talk group, I have never seen a girl pregnant or any girl using those drugs”

OUTCOME 6: INCLUSION OF GIRLS

- 80%** youth reported improved gender equality through SFD

“If you empower a woman you empower the whole society so you need to have women on the decision making table so that they are able to forward their issues and also just move things, I believe so much in the women leadership and women also participating in sports yeah that could bring a lot of change in the society.”

**IN THE SPOTLIGHT:
WARD KARSSEMEIJER**

Back in 2009, while pursuing my bachelor’s degree in Public Administration at Leiden University, I discovered my fascination with the international dimension of public administration. This led me to pursue a master’s degree in International Development Administration and conduct thesis research in Madagascar, igniting my interest in working internationally.

Meanwhile, my passion for sports led me to learn about the Sport Policy and Sport Management programme at the University of Utrecht. This programme provided practical experience through internships, aligning perfectly with my interest in development cooperation and sports.

That’s when I came across ISA, then known as the Dutch SportsAlliance. Intrigued by their Sports for Development department, I interviewed with Leonie and Martijn, and soon began my internship at ISA.

Through ISA, I’ve had the privilege of connecting with incredible people, fostering friendships that continue to inspire me. My time at ISA has shaped my personal growth, exposing me to diverse responsibilities like project management, budgeting, and training courses, enhancing my understanding of organisations.

The skills I gained at ISA proved invaluable as I joined UNICEF and leveraged my knowledge in youth-focused projects. Now, at Rijksdienst voor Onderneming Nederland, I witness how my ISA experience with young people in Africa influences my work in Youth Employment and Entrepreneurship.

ISA’s collaborative nature expanded my professional network, evident in the establishment of 3X3 Unites and strong ties with organisations like Crosswise Work. ISA has undeniably influenced my career choices, fueling my passion for international work and guiding me toward Africa-focused programs.

Lastly, the “CAN DO” mentality instilled in me at ISA, thanks to Leonie’s unwavering determination, empowers me to overcome challenges and seize opportunities.

My journey at ISA has been transformative, providing me with invaluable experiences and growth. I’m grateful for the platform ISA provided, connecting me with remarkable individuals and expanding my skills and network. The impact of ISA continues to drive me forward as I embrace new challenges and opportunities.

10



THE FUTURE OF ISA

AS WE LOOK BACK TO THE YEAR 2022 AND THE LAST DECADE, IT IS EQUALLY IMPORTANT TO CAST OUR GAZE TOWARDS THE FUTURE. IN AN EVER-CHANGING WORLD, THE PERSPECTIVES AND INSIGHTS OF OUR ESTEEMED BOARD MEMBERS PLAY A VITAL ROLE IN ENVISIONING THE PATH AHEAD. FOR THIS PURPOSE, WE REACHED OUT TO A BOARD MEMBER FROM THE ISA WEST AFRICA REGION AND ANOTHER FROM THE ISA NETHERLANDS REGION, REPRESENTING DIVERSE GEOGRAPHICAL AREAS WITH UNIQUE CHALLENGES AND OPPORTUNITIES.

ABOUBACAR COULIBALY FROM MALI

Meet Aboubacar Coulibaly, who became the chair of the Advisory Board of ISA's regional office in West Africa in 2022. Together with board members from the other ISA regions, Aboubacar works on shaping the future of ISA West Africa to grow into a self-sufficient and equal office, supported by the other ISA offices.

In 2023, ISA will start the process to be an autonomous organisation in West Africa that will be affiliated to ISA Global. This strategic move sets the stage for our organisation to flourish and make a lasting impact in the years to come.

As we look ahead, we recognise the challenges that lie before us. The shifting global economic landscape poses a hurdle for ISA, particularly in terms of fundraising to empower the youth. Additionally, the security context in the Sahel region, with its unstable governments, presents obstacles to our development work. However, we remain steadfast in our commitment to overcome these challenges.

We have to use our strength to overcome these challenges. One of ISA's greatest strengths lies in our unique approach to empowering young people. While many organisations exist, few share our focus on nurturing and uplifting the youth. This distinctive approach positions us to be a catalyst for growth in the region, creating opportunities for young individuals to thrive.



ISA holds a significant role in society as a whole. We recognise that the young people we assist are the future of any nation. In countries like Mali, where the median age is 16, the youth population is a driving force for development. By empowering and investing in the youth, we contribute to the overall progress of the country and its communities.

To ensure the continuous growth and development of ISA, several crucial steps need to be taken. First and foremost, we aim to obtain official registration as an autonomous organisation in the region. This status will provide us with the necessary foundation to expand our reach and impact. Moreover, we must explore funding opportunities that enable us to expand our operations in the region effectively.

Expanding our impact and reaching more young people in need requires leveraging the well-established network of partners and coaches that ISA has built over the years. By harnessing this network, we can increase our visibility and extend our support to a wider audience.

As a member of the advisory board, my personal significance lies in shaping ISA's strategic direction in West Africa. I actively contribute to guiding the organisation towards its 2023 goals. Additionally, I ensure that the management team is delivering high-quality programmes that make a meaningful difference in the lives of young people.

Finally, I would like to share a profound message with all the young people who are part of ISA and all the individuals who support our organisation. A Bambara proverb wisely states, **"Fight all your battles while you are young and foolish; otherwise, you will be too weak and too wise to act."** This proverb emphasises **the importance of utilising the boundless energy and positivity of youth to build life experiences, support families, and uplift communities. Young people possess a unique advantage, and it is crucial for them to seize opportunities and make a positive impact in their lives and the world around them.**



CORNIEL GROENEN FROM THE NETHERLANDS

Board member

In 2023, ISA's focus has been on the future. How can we continue reaching out to the youth through sports and empower them to shape their own future and that of their communities? To have a greater impact in the future, we aim to provide our regional offices with the space and support they need to transform into independent and equal partners.

The most significant challenge for ISA is to collaborate with the regional offices in shaping the future of ISA. We envision a future where ISA regional offices grow into self-sufficient and equal partners, jointly developing the ISA philosophy based on equality.

The strength of ISA lies in its ability to easily connect with, inspire, and shape young individuals through sports. We provide young people with an alternative perspective and a meaningful purpose in life. Our goal is to create a better future for themselves and their communities.

ISA plays a crucial role in society by empowering young people to become self-aware and capable individuals who contribute to their own development and that of their communities. We help young people find meaning in their own lives and in the lives of those around them.

To ensure ISA's continuous growth and development, our main step is to equip our regional offices with the necessary tools, resources, and trust to become independent and effective ISA partner organisations.

As an organisation, we can increase our impact and reach more young people in need of our help by not only providing them with self-awareness and empowerment but also by igniting their ambition to help others undergo the same transformative journey.

As a member of the board, my personal contribution to ISA's goals for 2023 is to focus on creating the right long-term strategy and conditions that will foster the continued growth of the ISA family. This way, more and more young people can develop the capacity to make a difference in their own lives and their communities.

Finally, I want to convey a message to all the young people who are part of ISA and to everyone who supports our organisation. I wish for all young individuals to experience the power of the ISA philosophy and for their personal growth to become the catalyst for countless others to embark on the same transformative journey.



10 YEARS OF ORGANISATIONAL GROWTH

ISA HAS GONE THROUGH A LOT OF ORGANISATIONAL GROWTH IN THE LAST DECADE. THIS CHANGE CAN BE DIVIDED INTO THREE:

SHIFT I:

ORGANISATIONAL ADVANCEMENTS

The first shift in ISA's organisational transition over the past ten years revolves around organisational advancements. Initially, ISA emerged as a Dutch organisation with Western programmes and staff, primarily focused on capacity building through short-term training for organisations and coaches worldwide. This approach emphasised the use of sports for development and promoted shared learning and co-creation.

During the process, significant progress was made by investing in trainers from the countries where ISA operated, forming combined training teams. Although Dutch-led programmes continued to be implemented, they incorporated combined knowledge and capacities. Eventually, the programmes were decentralised, with local teams assuming responsibility for implementation while leadership remained in the Netherlands. Over time, leadership also shifted to the respective regions.

Today, ISA operates through regional teams and programmes, primarily financed by the Netherlands but gradually transitioning to local funding. Dutch trainers have been replaced by trainers from various regions who collaborate and support one another.

This shift towards an internationally equitable approach, according to ISA, provides an answer to globalisation and promotes a fair and equal society.

By leveraging local knowledge and understanding of societal developments and challenges, this shift, initiated five years ago, enables ISA to generate the most significant impact. In 2022, the board members from different regions came together to contemplate how ISA could institutionally evolve into an organisation based in different areas of the world, enabling even greater impact and collaboration with existing capacities and networks. The objective was to create an organisational model that addresses the changing society and the distribution of roles and resources. ISA prefers to emphasise "sharing the power" and "leading from the globe." During this period, ISA also decided to transition into an international network organisation (alliance), establishing independent ISA organisations with their own boards, partners, and programmes, all operating under the same mandate, strategy, and look and feel. Ultimately, this means that the ISA headquarters will fade away in the long run, and leadership and the board will be positioned at the heart of these organisations, providing strategic direction. ISA views this as a future-proof model.



SHIFT 2:

FROM SHORT-TERM TRAINING TO LONG-TERM PROGRAMMES

Recognising the transformative impact of long-term programmes, ISA shifted its focus from brief training initiatives to more extended, sustainable programmes. These programmes not only incorporate Sport for Development (SfD) but also emphasise positive youth development, empowering young individuals. Furthermore, the shift involved transforming sports organisations into entities that assume responsibility for the lives of young people, working with them on youth participation, civic engagement within and through these organisations.

To support this vision, ISA implemented mentorship programmes, providing young individuals with opportunities to develop as coaches and mentors. Collaborative efforts between young people and adults within organisations were fostered, enabling joint policy implementation and empowering young individuals with responsibilities. Aligned with this approach, ISA made the strategic decision to discontinue its programmes in countries where short-term training lacked prospects for long-term collaborations. In 2016, ISA ceased operations in Mozambique, Suriname, and Indonesia. Additionally, ISA established more intensive partnerships with fewer organisations, facilitating deeper and more impactful engagement.

These two shifts have shaped ISA's organisational trajectory over the past decade, driving the organisation towards increased regional autonomy, equity, and sustainability. By adapting to the evolving needs of young people and communities, ISA continues to transform lives and promote positive social change.

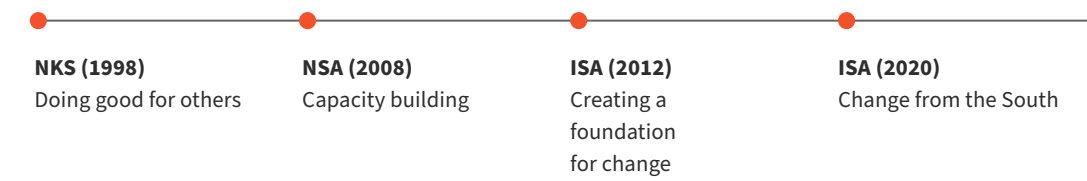


SHIFT 3:

FROM SPORTS DEVELOPMENT FOCUS TO YOUTH EMPOWERMENT FOCUS

Till 2012, NSA as it was called at that time kept through its sport for development programmes investing in Human Resources Development, Strengthening of the Organisation, and institutional Development using the power of sports, games and physical activities for a lasting peace and worldwide development. These were important pillars in NSA's work to give ownership to local organisations for a positive development in the long run. The programmes took place in cooperation with local partners.

Now, ISA is a youth empowerment organisation using the power of sport. In the past trainers were sent to different countries, but because the training is part of a bigger journey, that has changed. We believe that positive youth development and putting youth at the centre of their development will create a big change. The youth are the leaders / owners of their own lives and should make decisions about it themselves. That's why we have designed the Game, Change and Game Changers Programme: to accomplish positive youth development through a journey, not a few training sessions.



12

10 YEAR PARTNER OVERVIEW

OVER THE PAST TEN YEARS, ISA HAS COLLABORATED WITH A DIVERSE RANGE OF PARTNERS. THESE PARTNERSHIPS HAVE BEEN INSTRUMENTAL IN EXPANDING OUR REACH, ENHANCING THE IMPACT OF OUR PROGRAMMES, AND FOSTERING A GLOBAL NETWORK DEDICATED TO YOUTH DEVELOPMENT. WE ARE GRATEFUL FOR THE INVALUABLE SUPPORT AND EXPERTISE THAT OUR PARTNERS HAVE PROVIDED. PRESENTED BELOW IS A COMPREHENSIVE LIST OF OUR PARTNERS FROM THE LAST DECADE.

EUROPE

- AKVO
- E-Motive / OxfamNovib
- Flaks
- Municipality Den Bosch
- Municipality Utrecht
- Right To Play Nederland
- Schrijf-Schrijf
- Stichting JoU
- University of Utrecht
- Vrije Stijl
- Impulsis
- KNVB
- RESPO International
- Women Win
- Stichting Oikos
- IKV Pax Christi
- University of Applied Sciences Amsterdam
- InHolland
- Cordaid
- Hogeschool Windesheim
- Yubedo
- Lokaal mondiaal
- Icco
- The ministry of foreign affairs of the Netherlands
- NCDO
- University of applied sciences
- Koning willem 1 college
- Breda actief
- Sportbedrijf tilburg
- Stichting oikos
- Mdf
- Eye opener works
- Ta
- Bms
- Vrije stijl
- Jisk film
- Sport4socialization
- Maaspoort sport & events
- University of bedfordshire
- Unify solutions

- 3x3 unites
- Deutsche Sporthochschule Köln
- Game Denmark
- Knvb worldcoaches
- Football for good
- Memphis foundation
- Krajicek foundation
- Nevobo
- City of Antwerp
- Streetgames uk
- Fitt romania
- Inex
- Oltalom
- icdi

MIDDLE EAST & NORTH-AFRICA

- Aspire Egypt
- ADEW
- Care Egypt
- Nahdet El Marousa
- Masterpeace
- Save the Children Egypt
- UN WOMEN
- Center for Psychological and Mental Health Training of Refugees
- UNICEF Egypt
- Dutch Embassy Egypt
- Embassy of the Netherlands
- UNHCR
- Hawaa el Mostakbal
- El Shehab
- YACI
- Agial
- Big Heart Association
- El Mofeed Foundation for Development and Training
- Good News Association
- Youth for care of woman and improving the environment Association
- Ganat El Khelood Association
- Yalla Nebny
- Girl Power

- Assist
- Australian embassy
- Sha3rawy
- Terre des hinnes
- Bayine Aports Activites
- Peacemakers
- Temouh
- Egypt abilities
- Youth association for local community development

INDONESIA

- Arbeiter Samariter Bund (ASB)
- Football Plus (Bandung)
- Gen-B
- Indonesian Netherlands Association (INA)
- KOA MAU (SoE)
- Plan Indonesia
- Rumah Cemara
- UPI (Bandung)
- LSM Cergas
- Universitas Pattimura
- UNICEF Indonesia
- Dutch Embassy Indonesia
- Persatuan rugby union
- Fighting for lives Indonesia
- Universitas Pendidikan
- Papua united
- Universitas papua
- Embassy of the Netherlands
- Inspire indonesia

WEST-AFRICA

- ORFED Mali
- AMPJF
- IEP
- Ministry of Sports
- INJS
- ENDA
- Jeunesse et Developpement
- ONG Miriyawale

- USAID
- PNUD
- Care Mali
- WorldVision
- Save the Children
- Handicap International
- Danish Embassy Mali
- INJEPS
- UNICEF Mali
- Dutch Embassy Mali
- Right to play mali
- Alphalog
- Asdap
- Icco
- Orfed
- Snv
- Wale
- Coopi niger
- Game Lebanon
- Unhcr niger
- Cordaid sahel
- Msu
- Université de kabala
- Ministère des sport et de la construction de la citoveneté
- Onu femme
- Eirene sahel
- Association sportive
- Saramaya de kati
- Dojo tabalé
- Youth for change mali

EAST-AFRICA

- SOPA
- KYFA
- CREATA
- Sadili Oval
- Smart Ladies
- A-STEP
- PASCOD
- H-WAY (A)
- TYSA
- Safe Spaces
- Girls Unlimited
- Amani Kibera
- ICA
- Box Girls
- Moving the Goalposts
- Diocese of Lodwar
- LOKADO
- KOPEIN
- Dutch Embassy Kenya
- Angaza Sports Development
- Children Peace Initiative Kenya
- Aniga

- Women CBO
- Gesao Foundation
- Societ Empowerment Project
- Mikadini Youth Sports
- Centre
- Langata Youth Network
- Uweza Foundation
- Vijana Amani Pamoja
- Right To Play Kenya
- Orange Link
- KISE
- The Embassy of the Netherlands
- Kakuma
- Maembe
- CPI Kenya
- A-step
- Amani Kibera
- Tuywe
- Cheza Cheza Foundation
- Hearts of Ruiru

SURINAM

- Stichting Projekta
- Anton de Kom Universiteit
- Sports Unlimited Suriname
- SuVoBo
- Stichting Letitia Vriesde Sportpromotie
- Nederlandse Ambassade
- Wan Rutu Ala Firi
- Youth in Brokopondo
- Leiding 14
- SCV Sambura Woyupore
- Bronsi Loco
- Rumas
- De Arend
- Youth of Brokopondo
- Jigoro Kano
- Youth organisation Hollandse
- Kamp
- Yellow Birds Taekwondo
- Soccerclub Wit Santie
- YAM
- Women club Overtoom
- VHJ
- Sangh Parivar
- Quano Boys
- Esekematoko
- Community organisation Ramgoelan
- Naks Ala Kondre Dron

MOZAMBIQUE

- Adedar
- Bella rosa
- Clarisse
- Machanguana foundation
- The embassy of the Netherlands
- Escolinha de tico
- Favela united
- Foundation lurdes mutola
- Giz
- International youth foundation
- Kandhelo
- Prosport
- Right to play Mozambique
- Skate association

EPILOGUE

DEAR FRIENDS AND PARTNERS,

As young individuals actively involved in ISA, we, Pim van Limbeek and Ties Greven, had the incredible opportunity to guide the creation of the ISA, A Decade of Impact. Keywords to this process are: inspiring, learning and collaboration, allowing us to gain invaluable insights into the inner workings of our organisation and the impact it has on young people's lives.

Throughout the process of compiling this report, we encountered various challenges. We were looking for ways to capture ISA's rich history and into a comprehensive document. It required us to review numerous documents, sift through countless photographs, and analyse impactful figures that captured the essence of ISA's work over the past decade. This demanded attention to detail and commitment to accurately represent the organisation's core.

As young people passionate about youth empowerment, we were inspired by the immense scope of ISA's initiatives. It was both humbling and inspiring to witness the variety and number of programmes and projects that ISA has undertaken over the past decade.

The process of collecting input and insights from our colleagues demanded effective communication, and a deep appreciation for diverse perspectives. We had the privilege of engaging in meaningful conversations with individuals who brought unique experiences and stories to the table. Their contributions enriched and lit up this report. In the document you can read stories from so many different perspectives. We truly recognise the strength that lies in embracing diverse perspectives.

Pim van Limbeek and Ties Greven

Programme Officers

COLOPHON

Texts

Pim van Limbeek, Leonie Hallers, Ties Greven

Photography

ISA

Editing

Pim van Limbeek, Ties Greven

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 or send an email to info@isa-youth.org



THE NETHERLANDS

Marathonloop 1
5235 AA 's-Hertogenbosch
E 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

