



Report of the TAFISA Board of Directors for the 2022 TAFISA General Assembly 10th June, 2022, Portorož, Slovenia

1. Meetings of the Board

Since the General Assembly 2019 and given restrictions in place due to the ongoing COVID-19 pandemic, the TAFISA Board of directors have been committed to meet virtually once every two months. There have also been several meetings of the TAFISA Executive Board and informal meetings of selected Board Members and Special Advisors.

In addition, it was possible for the Board to meet in a hybrid format in September 2021, in Portorož, Slovenia.

2. TAFISA General Development 2019 - 2022

TAFISA's development since the election of the 2017 to 2022 Board of Directors five years ago has been significant. The following will reflect upon the achievements and developments for TAFISA since the last General Assembly in 2019.

It is imperative to note that TAFISA's work has been significantly impacted by the ongoing COVID-19 pandemic. The COVID-19 pandemic led to the cancellation, postponement and change of delivery for TAFISA-hosted events, TAFISA-licensed events and events that TAFISA was scheduled to participate in. The most significant impact being the postponement and change of delivery from physical to virtual of the 2020 TAFISA World Sport for All Games which were subsequently hosted online in 2021, and the postponement of the TAFISA World Congress, originally scheduled to take place in October 2021 and now being held in June 2022. Furthermore, the TAFISA World Challenge Day has not taken place since 2019, various TAFISA activities (e.g., Certified Leadership Courses, UNESCO-funded Women Leadership Workshop, EU-funded project activities, etc.) have been held virtually. TAFISA has also experienced a reduction in membership fees payments due to difficulties faced by members, delay in signing of contracts, staff cuts and changes to funding, all of which have been a direct result of the pandemic and led to the development and implementation of a mitigation strategy to safeguard the future of the organisation.

Alongside challenges, the COVID-19 pandemic also brought numerous opportunities to TAFISA, one of the most significant being the digitalisation of TAFISA programmes, events and initiatives. In light of COVID-imposed restrictions, the TAFISA office adapted a number of activities so that they could be held in a digital format. This includes webinars, workshops (including the Mission 2030 workshop series), meetings, conferences and non-formal educational activities (CLCs, capacity building workshops, etc.). It also presented an opportunity to redesign and revamp the TAFISA World Walking Day which ensured participation was possible for all members of the Global Sport for All Movement. The shifting of TAFISA activities to a digital format ensured that the TAFISA Family not only stayed connected, but it also increased and democratised access to TAFISA services and provided TAFISA with an opportunity to reach out to - and join forces with - existing and new members who would potentially otherwise not have the opportunity to collaborate due to geographical and financial limitations. In addition, TAFISA was able to undertake a member review process and prioritise the professionalisation of services.

The past two and a half years have been significant for the growth and success of TAFISA, particularly with respect to its recognition and respected reputation amongst other leading international organisations, directly within the field of sport and Sport for All as well as with others.

Since the last General Assembly in Tokyo in 2019, 48 new TAFISA members have been approved - 22 National, 9 International and 17 Supporter members. This signifies not only the development and strength of the organisation but also the ongoing interest and motivation of Global Sport for All stakeholders to be part of the TAFISA Family.

TAFISA, or its Board Members have been maintained or been appointed to the advisory boards, commissions or groups of ICSSPE, IOC (Sport and Active Society Commission), European Commission (Expert Group on *"Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic"*), UNESCO (CIGEPS Permanent Consultative Committee), WHO, Council of Europe (EPAS Consultative Committee), IAKS (Expert Circle "Urban Activity Areas) and others. TAFISA has commenced or continued to develop working relationships with Nike Inc., IOC, UNESCO, WHO, ASEAN, European Commission, Council of Europe, ENGSO, PANAM Sports Organisation, IWG on Women and Sport, African Union, Commonwealth Secretariat, Laureus Sport for Good Foundation, CSIT, ICSSPE, CACSO, CANOC, AIMS and GAISF, as well as other national or local organisations such as Evaleo (Switzerland), Liverpool John Moores University (UK), Saudi Sports for All Federation (Saudi Arabia), Aspen Institute Sport & Society Programme (USA), University of Leipzig (Germany), Oaks (UK), Transparency Germany (Germany) and NERF (USA). Finally, and significantly, TAFISA secured funding in the form of grants or donations from highly regarded, international and national private organisations, including Nike Inc., Playfit, Nassau and Tahmaso (Korea Mask).

TAFISA's heightened international standing has mobilised the development of the organisation's programmes, events and services for members, who remain at the core of the organisation. In the last two and a half years, the TAFISA Board has overseen the implementation, development and/or completion of newer initiatives, such as three European Commission/Union supported TAFISA-led projects (Europe in Action, Female Leaders of Tomorrow, INTERACT), UNESCO-supported initiatives relating to Women Leadership in Sport for All, the re-launch of TAFISA World Walking Day - 24 Hours Around the Globe, project Legacy 2021, TAFISA Regional Webinar series, Mission 2030 Workshop series, digitalisation of the IOC-supported CLC, Nike-supported women empowerment global workshop series and International Women's Day activities, University of Leipzig and TAFISA Master's in International Sports Development, TAFISA communications (Annual Report, update of website, monthly newsletter, social media campaigns, etc.) and other online activities such as capacity building workshops, conferences and webinars.

Alongside these newer activities, TAFISA has continued to support and develop its core initiatives, including member support and development, smaller workshops, seminars and events, and the release of TAFISA Papers, Declarations and Calls to Action.

One of the most significant initiatives from TAFISA has been the development of 'Mission 2030 - For a Better World through Sport for All' which has proven to be pivotal for the growth and success of not only the organisation but also the Global Sport for All Movement. Mission 2030 was adopted during the General Assembly in Seoul in 2017 and since then it has served as TAFISA's action-orientated, guiding document for a global strategy to fight the worldwide physical inactivity epidemic. As the Global Sport for All Movement's answer to the UN Sustainable Development Goals, Mission 2030 has brought cohesion and identity to TAFISA and its activities and has been invaluable for the growth and development of TAFISA's strategy, network, programmes/events and in the creation of new partnerships for funding and cooperation. In 2020, TAFISA launched the 'Mission 2030 Workshop Series' which includes the co-hosting of twelve capacity-building workshops – one every two months over a two-year period – with each workshop connected to one of the 12 themes of Mission 2030. These free and accessible workshops have been crucial in providing Global Sport for All stakeholders with the necessary tools, knowledge and know-how to tackle local, national and global challenges.

Mission 2030's online presence has also proven to be valuable with the presentation of Good Practices linked to all 12 themes being displayed online (TAFISA website, Europe in Action website, social media campaign) and in other communications from TAFISA. Furthermore, a second Mission 2030 Workbook is under development which focuses on Good Governance in Grassroots Sport, capacity-building workshops for each theme are under construction and the Mission itself is under review with the intention being to update it to better reflect the world's latest developments (this includes reviewing the existing themes and contents as well as adding a thirteenth theme on Digitalisation and Innovation).

Mission 2030 continues to support the reformation of TAFISA, and the redirection of its resources, activities and global influence to support its members, partners and people most effectively all over the world.

As TAFISA's profile grows, and its services to members become even more valuable, TAFISA's membership base has grown accordingly. TAFISA is proud to say it now has 380 members from 170 countries with membership applications being received on an ongoing and regular basis. In line with this, the TAFISA office includes up to eight staff, international consultants and advisors, and intern positions are highly coveted.

TAFISA is happy to build on the support of its Regional Bodies, including TAFISA Europe, ASFAA for Asia and Oceania, TAFISA Africa and the Americas Alliance for Sport for All. TAFISA Regional Bodies are indispensable for the success and growth of the TAFISA network.

3. Key Achievements

Key achievements under the leadership of the TAFISA Board of Directors have included:

- Development and establishment of the Legacy 2021 Project (initiative launched in 2019 which focuses exclusively on increasing and securing TAFISA's financial income for a sustainable budget situation at least for the years 2022 - 2025).
- Development of bespoke professional 'Fundraising and Income Generation Strategy' as developed for TAFISA by UK-based Oaks Consultancy.
- MoUs and other cooperation agreements signed with Nike Inc., the IOC, Saudi Sports for All Federation (Saudi Arabia), Aspen Institute Sport & Society Programme (USA), Catmosphere Foundation (USA), African Union Sports Council Region 5.
- Invitation to sit on the following commissions, boards and advisory groups:
 - IOC Sport and Active Society Commission
 - ICSSPE Executive Board
 - UNESCO's CIGEPS Permanence Consultative Committee
 - MINEPS VI Programme Committee
 - Commonwealth Secretariat's Open-ended Working Group on Model Indicators on Sport and the SDGs
 - European Week of Sport Advisory Group
 - CoE Enlarged Partial Agreement on Sport (EPAS) Consultative Committee
 - European Union's Expert Group on *"Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic"*
 - APEC Sports Policy Network
- Promotion & Development of Mission 2030, including:
 - Update of online Mission 2030 platform with good practices
 - Launch of Mission 2030 Workshop series
 - Translation of Mission 2030 into Slovenian and Japanese
 - Launch of Mission 2030 Impact Survey
 - Development of Mission 2030 capacity building workshops
- Overhaul of TAFISA Communications
 - Update of website
 - Development of TAFISA social media and launch of social media campaigns

- Launch of Annual Report
- Update of TAFISA Newsletters and Announcements
- Conclusion or commencement of the following projects co-funded by the Erasmus+ programme of the European Union, whose results tailored are rolled out on all continents:
 - FAIR
 - ADVICE
 - PRIME
 - PACTE
 - INSPORT
 - Beactive Beach Games
 - SPACHE
 - FAIR+
 - Europe in Action (TAFISA-led)
 - FLOT (TAFISA-led)
 - INTERACT (TAFISA-led)
 - PACTE +
- 2021 TAFISA World Sport for All Games, hosted by the Portuguese Institute of Sports and Youth (IPDJ)
- 2022 TAFISA World Congress, hosted by the Olympic Committee of Slovenia - Association of Sports Federations and Sports Union of Slovenia
- Joint hosting of "Gender Equity in Sport for All" webinar by TAFISA, AUSC and AWISA
- Joint hosting of "It takes a community to raise a physically active child" webinar by TAFISA and KCSPA
- Relaunch of TAFISA World Walking Day - 24h Around the Globe
- Co-organisation of Made to Play Coaching Girls Guide global workshop series by TAFISA & Nike, Inc. All three workshops were held in partnership with an on the ground partner - Saudi Sports for All Federation (Saudi), Fiji National Sports Commission (Fiji) and the Caribbean Association of National Olympic Committees (Caribbean).
- Planning for the 28th TAFISA World Congress to be held in Düsseldorf, Germany, in 2023
- Bidding procedures and receipt of applications to host the 9th TAFISA World Sport for All Games 2028 and 29th TAFISA World Congress 2025
- Launch of TAFISA/Leipzig University Master's in International Sports Development - 'Be a Master of Sport for All'
- General increase in budget
- Granting TAFISA patronage to members' events
- Granting various TAFISA Awards to deserving personalities and organisations
- Organising of online Certified Leadership Courses for FLOT mentees (Africa & Europe), Saudi Sport for All Federation (Saudi Arabia) and AUSC R5 x 4 (10 southernmost African countries)
- Continued support from IOC

4. Future Activities

With the election of a new Board of Directors, TAFISA is excited and planning for the future. Focus areas and activities will include:

- Continuing to raise the profile of TAFISA worldwide, and strengthening relationships with key international bodies
- Increasing and stabilising budget, with a focus on income sources such as Institutional Funding, Licence Fees, Grants and Donations
- Developing TAFISA properties
- Strengthening existing programmes and services, as well as redeveloping, launching and relaunching initiatives, including:
 - Educational programmes: CLCs, Capacity Building Workshops, University of Leipzig and TAFISA Master's Course

- Physical activity programmes: WWD, WCD
- Major events: Congresses, Games, etc.
- Extending the regional TAFISA network
- Focusing on the promotion and development of Traditional Sports and Games, Active Cities and Gender Equity
- Developing TAFISA's brand strategy and public relations policy
- Further development of TAFISA Regional Bodies
- Launch of a TAFISA Capacity Building Platform

5. Issues and Concerns

Whilst the reflection on recent years of TAFISA is largely positive, there are some areas for improvement. TAFISA's income and budget, although having improved in recent years, remains unstable in part due to recent global challenges (see **2. TAFISA General Development 2019 - 2022**). This has resulted in low permanent staff numbers for the current and future workload. TAFISA hopes to continue to demonstrate its value to members so that membership fees are paid in full and, at the same time, TAFISA aims to increase the level of contracted income and reliable public funding.

For this reason, the TAFISA Board of Directors has given priority to project "Legacy 2021" since 2019. The goal of project Legacy 2021 being to secure sustainable institutional funds that guarantee the operational functioning of TAFISA for the years following 2021. The main principles of the project include:

- Increase TAFISA's institutional income and place less emphasis on project-based income,
- Create sustainable funding streams for financial stability,
- Utilise existing TAFISA contacts to increase financial supporting network,
- Seek practical and innovative ways to generate income,
- Nurture relationships with current financial supporters,
- Focus on foundations and licence fees and place less emphasis on sponsorship,
- Ensure strategy adheres to not-for-profit status.
- Invest in TAFISA's reputation, standing and visibility.

As part of Legacy 2021, TAFISA entered a partnership with Oaks Consultancy (UK-based) who undertook the role of developing a bespoke fundraising and income generation strategy for TAFISA.

TAFISA has always enjoyed strong support from many of its active members and is very grateful for this. However, to continue to grow and maximise the impact of its programmes, TAFISA needs the support of other member organisations to participate in and host programmes and events in their local regions.

6. Credits

The achievement of the above-mentioned goals and future strategies would not have been possible without the support of the TAFISA President and Board, and the work of the Secretary General and the staff members in the TAFISA Frankfurt, Seoul and Gaborone offices. This is also the result of the close and steady cooperation within the TAFISA Board. Without the readiness of Board Members and their national organisations to invest, in kind, into working hours, private vacation and travelling, the success of TAFISA would not be possible.

Sincere thanks are extended to all TAFISA member organisations for their helpful partnership, as well as to those who provide financial aid. This includes the above-mentioned partners and Commerzbank AG, Federal Ministry of the Interior of Germany, German Olympic Sport Federation, State Ministry of the Interior and for Sports of Hesse and various member organisations.

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TAFISA also appreciates the generous support received by the EU, IOC and Nike Inc.

Finally, TAFISA is very grateful to its staff, consultants and interns for their continued hard work, ever-present enthusiasm and unwavering belief in TAFISA.