

# **The Role of International and European Sport Organisations in the Field of Sport for All:**

## **Challenges & Opportunities, Needs & Expectations**

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### **An INTERACT Report**





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## Background & Introduction

Elite Sport and Sport for All are very often depicted as two sides of the same coin, two ends of the same rope connecting widespread participation with the top of pyramid represented by high-level competition – grassroots participants constituting a pool of players where a selected few will make it to the top. Sports clubs are providing opportunities to all interested citizens to play the sport of their choice, while regional and national federations structure the development of their sport and competitions at all levels, and International Sport Organisations govern the rules, structure, development, and competitions of the same sport at international level. The roles seem to be well defined with Sport for All very often the responsibility of mainly sport clubs and national federations to a certain degree.

Yet, a number of challenges have shaken the world of sport in the past decades: informal Sport for All practices are on the rise – a trend even strengthened by the COVID-19 pandemic – while federal delivery systems (e.g., sport clubs in Europe) struggle to attract inactive citizens and those practitioners who are interested in their sport but do not find appropriate opportunities without registering. Even more important, levels of sports and physical activity participation in general are dropping, propagating dramatic social, economic and health consequences across society.

How can the sport movement reach out to inactive people and engage those who are not interested in the traditional sport offer? What role can the sport movement play in curbing the physical inactivity pandemic and contributing to social and sustainable development? Is it ready and well equipped to tackle head on those issues and offer new solutions? Solving the challenges that the sport movement itself is facing cannot be dissociated from a sustainable and socially responsible approach to sport, which places the human, citizens, their needs and expectations at the centre of sport and physical activity delivery.

The leadership of International and European Sport Organisations (ISOs) is a particularly key element that will determine the future of the sport movement and its place in society. As the governing bodies of their respective sports, ISOs are in the position to raise awareness to their national and local members of the importance of Sport for All and of diversifying their approach and sports offer to various target groups, to build their capacity in operating this change, and to influence decision-making at all levels.

A change of paradigm whereby members of the sport movement, at all levels, address the sector's and society's demands as one is needed. The INTERACT (International and European Sport Organisations Activate Citizens) Project seeks to support ISOs operate this transition where they act in unison with their sport clubs, national federations, public authorities, NGOs and relevant stakeholders to create a better world through Sport for All.

### About INTERACT

The INTERACT Project is co-funded by the Erasmus + Programme of the European Union from 1<sup>st</sup> January 2021 to 31<sup>st</sup> December 2022. Led by nine project partners (TAFISA, ITTF Foundation, International Fistball Association, World Minigolf Sport Federation, International Bocce Confederation, International Dance Organisation, Sports Union of Slovenia, Italian Federation of Traditional Sports and Games and German Flying Disc Federation),

INTERACT aims to position and support ISOs as leaders of the Global Sport for All Movement – developing innovative ways to engage stakeholders and citizens at all geographical levels.

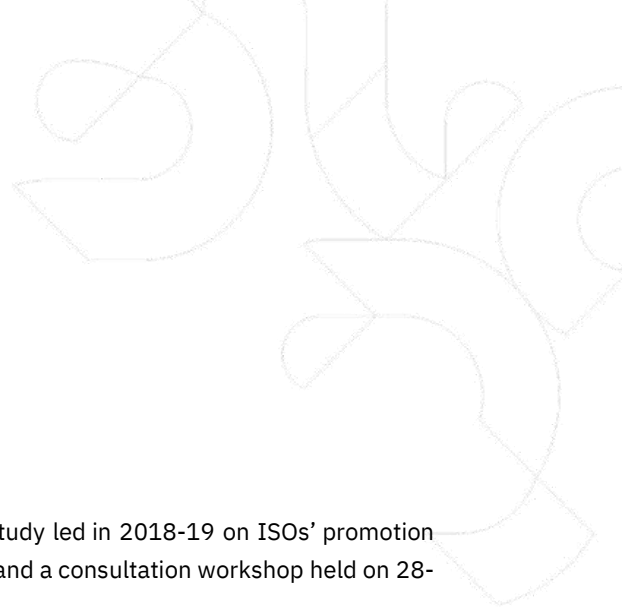
The project gathers ISOs from various backgrounds (Olympic and non-Olympic sports, GAISF-recognised federations, and non-recognised organisations) to develop a new sport delivery system that places participation in Sport for All at its core. It reflects on how to adapt sports, their rules, settings, delivery, etc. to the needs of target groups and grassroots sport participation. It works on defining the role that ISOs can play and how they can better contribute to the objective of key European and International policy papers, while supporting them to develop their own Sport for All policies, strategies, structures, and practical activities. The project also responds to an obvious demand expressed by ISOs national members to receive specific services and tools to not only cope with the expectations and requirements of their existing target groups but also to raise interest for the sport amongst new target groups in a competitive environment.

INTERACT focuses on raising awareness of ISOs on the role that they can play and on supporting them build their know-how and do-how in the field of Sport for All. Outputs include an online database of ISOs, ISOs pledge for Sport for All promotion, a good practices online platform, a Sport for All toolkit and capacity-building framework, as well as the development of a new international Sport for All event.

## About this Report

The purpose of this report, “The Role of ISOs in the Field of Sport for All: Challenges & Opportunities, Needs & Expectations” is to capture how ISOs are managing Sport for All and thereafter set recommendations for the future. This information has been obtained from the experiences of project partners and various studies and consultations with numerous ISOs. It is not a scientific approach and does not mean to be an accurate state of play based on scientific evidence, but rather builds on findings and learnings from interactions with the project’s target group – ISOs.

Empowering ISOs to promote Sport for All and developing related tools and resources requires to first understand what the current status quo is: how ISOs consider the field, how they see their mandate, what they are already doing, what challenges and opportunities they face, what needs and expectations they have, and finally what support and assistance would be useful to them. This report brings such elements of understanding and aims to spark debate and discussions with interested parties.



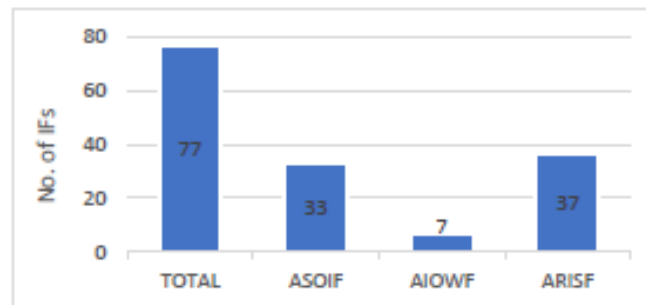
## Methodology

The findings outlined in this report are based on a three-part study: a study led in 2018-19 on ISOs' promotion of Sport for All, a survey led in 2021 on ISOs' promotion of Sport for All and a consultation workshop held on 28-29 June 2021 with seventeen selected ISOs.

### 2018 – 2019 study on ISOs promotion of Sport for All

The study focused exclusively on IOC-recognised International Federations (IFs) and combined desktop research of IFs online communication channels (i.e. websites, social media) and sports participation survey addressed to the 77 IOC-recognised IFs at the time.

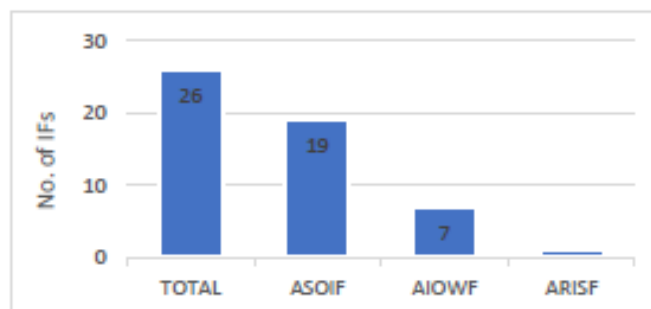
The first phase of the research was completed with a desktop analysis of 77 International Federations (IFs) which were examined to ascertain existing sport participation programmes, initiatives, and events within the Olympic Movement. The distribution of Association of Summer Olympic International Federations (ASOIF), Association of International Olympic Winter Sports Federations (AIOWF), and Association of IOC Recognised International Sports Federations (ARISF) is shown in the chart below (**Chart 1**).



**Chart 1:** Desktop research participation figures

Whilst this desktop research revealed interesting trends, a large proportion of information was either missing from online platforms or – in some instances – online platforms did not exist.

Considering this, as a second phase, an online survey was sent to the IFs to allow for a wider and more precise collection of data. 26 IFs responded according to the following distribution:



**Chart 2:** 2018-19 Survey participation figures

More than 50 percent of Olympic Summer Sports Federations and all 7 Olympic Winter Sports Federations responded whereas no answers were received from IOC-Recognised Sports Federations. It is also important to underline that the survey respondents correspond to those IFs that were already identified as active within Sport for All based on the desktop research. On the contrary, those who did not respond are the IFs that were identified as less active in the field of sport and physical activity participation during the desktop research. The results presented in this report must therefore be taken cautiously since the survey respondents do not constitute a representative sample of the entire target group.

## 2021 survey on ISOs promotion of Sport for All

The 2021 survey targeted 268 International Sport Organisations identified (ISOs) as part of the INTERACT project, including IOC- and GAISF-recognised international federations and non-recognised international organisations. The survey was disseminated and open to respondents between April 22<sup>nd</sup> and June 5<sup>th</sup> and gathered 38 responses, 14.1% of targeted ISOs, according to the following distribution:

Respondent’s affiliations	
<b>GAISF-Recognised International Federations</b>	16
<i>Including</i>	
• <b>AIMS (Alliance of Independent Recognised Members of Sport)</b>	5
• <b>ASOIF</b>	2
• <b>AWOIF</b>	1
<b>IPC-recognised International Federations</b>	2
<b>Non-recognised ISOs</b>	20

**Table 1:** Distribution of 2021 survey respondents according to affiliations

The distribution of respondents, which only includes 3 Olympic Federations (whereas the 2018-19 survey exclusively targeted Olympic Federations), and the relatively low answer rate does not allow for the drawing of representative results. Nevertheless, it provides elements of analysis and comparison between Olympic and non-Olympic IOC- and GAISF-recognised and non-recognised organisations as well as highlights trends on how ISOs are working in the field of Sport for All.

	2018-19 Respondents	2021 Respondents
<b>Olympic Federations</b>	26	3
<b>Non-Olympic Organisations</b>	0	35

**Table 2:** Comparison of 2018-19 and 2021 survey respondents

### 2021 ISOs consultation workshop

Following the survey, a virtual consultation workshop was held on June 28<sup>th</sup> – 29<sup>th</sup> with 17 selected ISOs from the survey respondents. The participants were selected as a representative sample of ISOs coming from different backgrounds and affiliations: Olympic, non-Olympic, IOC- and GAISF-recognised and non-recognised.

Over 2 days the participants reflected on the challenges and opportunities that they are facing in the field of Sport for All as well as their needs and expectations to step up their actions. Additionally, the workshop provided an opportunity for the sharing of good practices and discussions on how the INTERACT project could support ISOs.

The report will now highlight key findings, learnings and trends deriving from the three-part study before drawing recommendations for the INTERACT project and ISOs in general.



## Learnings

The results of the consultation workshop and two surveys provide key elements for grasping the various levels of understanding of, and investment in, Sport for All by International and European Sport Organisations. This reflects the diversity of realities, resources and capacities of a sector where no ISO is like another, and each ISO works according to their own agenda, priorities, capacity and possibilities. Such diversity makes the drawing of conclusions hazardous and underlines the need for the INTERACT project to consider the various realities faced by ISOs when developing its outputs and accompanying ISOs in their own Sport for All journey.

Nevertheless, some trends that will shape the future of the project and the relationship between INTERACT and ISOs have been identified:

- There is no common understanding of the term “Sport for All” by all ISOs
- There exists a gap between policy, strategy and practice in the field of Sport for All whereby Sport for All is often included in policy paper but seldomly operationalised.
- Another gap is present between the international and grassroots levels
- Human and financial capacity dictates an ISO’s engagement in the field
- ISOs are determined to serve their national members, who express a need for support in a field of Sport for All
- There is a gap between Olympic and Non-Olympic sport organisations
- There is a general interest from ISOs to further develop and promote Sport for All

### Sport for All – What’s in a Word?

A striking finding that overshadows the results presented in this report is that Sport for All is a term that is understood in many different ways by ISOs. Meanings that have been encountered in the two surveys and the consultation workshop include:

- Sport for All as the simple fact that a given sport is “for all” by nature since it can be practiced by anyone
- Sport for All as the grassroots level (clubs and their members) of an organisation’s activities, at the base of a model that is understood as a pyramid
- Sport for All as the provision of activities for selected target groups and people of all abilities
- Sport for All as an end, or a tool to increase participation in one’s own sport
- Sport for All as a movement, a philosophy that underlies all, or part of the activities of an organisation
- Sport for All as an element that is inherent to the organisation vs. as a duty to be fulfilled vs. as corporate social responsibility vs. as a facultative element of lower importance
- Sport for All as a process of social change and development, which can be mobilised to achieve wider benefits (health, social inclusion, education...) related to the UN Sustainable Development Goals (SDGs)
- Etc.

Being aware of how Sport for All is understood by a variety of ISOs is critical since this understanding defines the actions that the ISOs are making or are ready to make in the field of Sport for All according to their own set of



values. It also helps to take with caution the results of the surveys since some ISOs with totally different understandings and concepts of Sport for All may have answered some questions in the same way – however hiding very different realities.

## Sport for All in Policy

### *1. A strong perception of the importance of Sport for All...*

An overwhelming majority of ISOs that answered the surveys consider Sport for All as an important part of their work:

- **60%** of respondents consider it extremely important and **26%** important in 2021; **73%** considered it extremely important and **15%** important in 2018-19
- **84%** of respondents consider the promotion of Sport for All as part of their mandate in 2021; **92%** in 2018-19.
- An interesting point to note is that the figures are higher for Olympic federations (2018 - 19 survey) – a first indication that representing an Olympic or non-Olympic sport plays a role in the perception of and managing Sport for All.

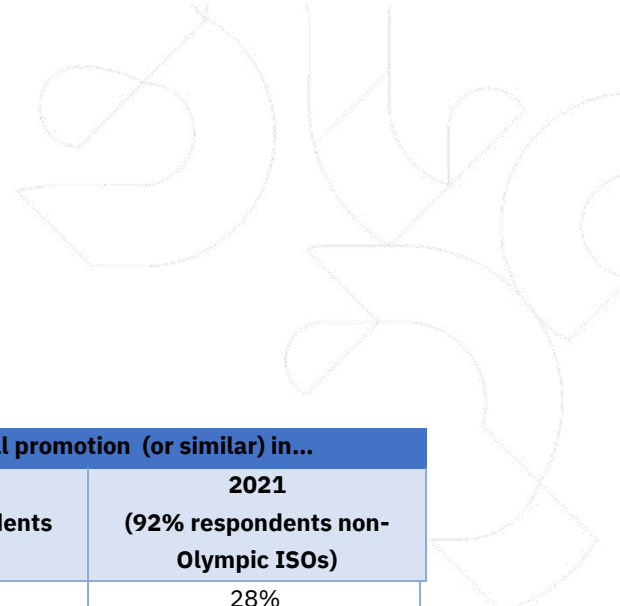
2021 respondents also show an understanding of the benefits of engaging in the promotion of Sport for All. **84%** highlighted the increase of reputation and image of their organisation and sport, **82%** highlighted the increase of participant numbers in their sports and **58%** highlighted the increase of capacity and expertise at grassroots level (the question was not asked in 2018-19).

Initial understanding of what role ISOs should play in increasing Sport for All participation is also present, with the 2021 respondents highlighting the following:

- To be the generator, motivator, and responsible leader to promote and push for Sport for All participation that national stakeholders look up to.
- To be a facilitator for broadening access to Sport for All and ensuring that barriers such as cost and accessibility to the sport are broken down to offer participants an inclusive, safe and motivating space – bringing the sport to people and not people to the sport.
- To provide strategies, policies, programmes, toolkits and general guidance and resources to support national members.
- To include developmental programmes at World Events and emphasise that the development of Sport for All can lead to sustainable development in those World Events

### *2. ... But with limited impact on statutes and policy papers.*

This strong perception of the importance of Sport for All is however not translated to the same degree in policy papers of ISOs. The surveys show that the more formal, binding and legal the policy (e.g. statutes, policy papers), the less that Sport for All promotion is included. Conversely, the more informal the policy (e.g. objectives, mission, vision) then the more it is present (as shown below):



Percentage of respondents that do NOT include Sport for All promotion (or similar) in...		
	2018-19 (100% of respondents Olympic IFs)	2021 (92% respondents non- Olympic ISOs)
... their strategic objectives	8.7%	28%
... their organisation’s vision/mission	9%	21%
... their organisation’s statutes	30.4%	39%
... any policy papers their organisation has published	45%	47%

**Table 3:** Inclusion of Sport for All promotion in policy papers

A first gap between Olympic Federations and Non-Olympic ISOs appears when translating perception into policy.

The absence of Sport for All promotion from a number of ISO’s statutes is in particular worrisome as it reveals that Sport for All is for many ISOs not considered as part of their core business. It positions Sport for All as a “facultative” element that depends on the goodwill of leaders and decision-makers – with no guarantee of sustainability nor long-term inclusion in ISOs activities.

**3. Few ISOs have published a specific policy paper, strategy or guidelines on the promotion of Sport for All...**

This limited integration of Sport for All promotion within ISO’s policy papers seems to translate in even lower rates of targeted policies in the field of Sport for All since only a minority (**39%** of respondents in 2021 and **47.8%** in 2018-19) declare that their organisation has published a specific policy paper, strategy or guidelines on the promotion of Sport for All.

**4. ... whereas their members request support in the field**

This low number of ISOs that publish specific documents in the field does not reflect the expectations of their national members since **79%** of the respondents of the 2021 survey (the question was not asked in 2018-19) declare that their organisation receive requests from national members for support in the field of Sport for All – revealing a gap in the current model of sport and Sport for All delivery.

## Sport for All in Practice

The discrepancy between perceived mandate and the inclusion of Sport for All as a policy within ISOs is also illustrated by the practical actions that ISOs take to promote Sport for All. What becomes clear at this stage is the gap between Olympic and non-Olympic organisations and the importance of available resources (human and financial) in a sector where Sport for All is not a number one priority.

## 1. Capacity for Action

The operationalisation of ISOs' perceived mandate for Sport for All, which can be implemented at leadership, advisory, board or office levels, highlights huge differences of human capacity between Olympic and non-Olympic organisations:

Organisations that have...		
	2018-19 (100% of respondents Olympic IFs)	2021 (92% respondents non- Olympic ISOs)
... a volunteer taking responsibility for the promotion of Sport for All (volunteer level)	N/A	55%
... an appointed person and/or a commission for Sport for All (advisory level)	73.9%	55%
... a specific department and/or employed staff responsible for the development and promotion of Sport for All (office level)	82.6%	29%
... an elected official with the mandate/responsibility to develop the promotion of Sport for All (Board level)	56.5%	42%

**Table 4:** ISOs Human capacity for action

Olympic Federations showcase higher numbers at all levels compared to non-Olympic ISOs. An overwhelming majority of 2018-19 respondents (82.6%) reported having employed staff responsible for Sport for All compared to 29% of 2021 respondents.

A majority of 2018-19 respondents have an elected official with the mandate to develop Sport for All as well as an appointed person or Sport for All Commission at advisory level. 2021 respondents are a smaller majority to report having volunteers, appointed persons or a Commission taking responsibility for the development and promotion of Sport for All.

This can be explained by various aspects:

- A difference of financial resources exists between richer Olympic Federations and non-Olympic ISOs, who do not always have the capacity to hire staff or allocate staff time to Sport for All which is often perceived as a lower priority compared to other activities.
- This difference of resources impacts non-Olympic ISOs further as it often leads to less participants, athletes, volunteers and/or structured bodies which prevents other forms of operationalisation of Sport for All development and promotions – such as via commissions or volunteers' mandates.

While a majority (**72.2%**) of 2018-19 respondents declared to earmark budget for the promotion of Sport for All, a minority of 2021 respondents (**32%**) declared this. **92%** of the 2021 respondents highlight "limited financial resources" and **86%** "limited human resources" as the main challenges that they face in the promotion of Sport for All.

Another key element to understand the lack of investment of some ISOs in Sport for All is that the return on investment for an ISO to focus more on Sport for All is not clear. The consultation workshop highlighted that there is no widespread understanding of why an ISO should do so (and not only their local members), what investing more in Sport for All brings to them, nor what are the concrete results for an ISO to focus on Sport for All are.

## **2. Provision of Programme and Events**

This gap between Olympic and non-Olympic organisations is also visible in the programmes and events offered by ISOs. Whereas **95.5%** of 2018-19 respondents declared providing programmes and/or events to increase Sport for All participation, there are only **55%** of respondents declaring to do so in 2021. A direct correlation between available staff and the provision of programmes and events seems to exist.

Among those ISOs that declare not offering programmes and/or events, **53%** express not having the budget or the qualified personnel or volunteers to implement actions as the main reasons. Others explain that the provision of Sport for All programmes and events is the mandate and responsibility of their national members. This illustrates another gap that has been identified between ISOs and local organisations and volunteers, as well as of their share of responsibilities. The question of who should do what is open.

Among the activities provided by the 2021 respondents to promote Sport for All are:

- Services to national members (74%)
- Social media publications (71%)
- Support programmes for national organisations (63%)
- Sport for All programmes within the concept of their World and Continental Events (58%)
- Campaigns (53%)
- Networking platforms (53%)

It is interesting to note that, in accordance with the lack of capacity declared, most of those activities are either linked with some of the highest priorities of ISOs (e.g. member support, World or Continental events) and/or less time-consuming, whereas more demanding activities are offered less e.g. 55% of respondents do not provide publications or toolkits and 63% do not have volunteer training schemes in the Sport for All field.

A positive trend found in the 2021 survey is the high percentage of ISOs (74% of respondents) that develop adapted versions of their sports to cater for various target groups. A special emphasis is made on developing sport participation for people of all physical and intellectual abilities. Diverse ages (e.g. children and seniors) are also taken into account. One respondent also reports adapting their sport to allow play by a lower number of participants in regions of the world where the sport is not so popular.

### 3. Target groups and objectives

The results from the 2018-19 and 2021 surveys highlight that for the majority of ISOs the target groups that are of the most interest is youth (12 – 18), adults (18+), women, children (6–12) and persons with a disability. This demonstrates a good understanding of the global state of play with regards to barriers faced by specific target groups in Sport for All:

- Women’s participation in Sport for All is lower than men worldwide and women face more barriers to be active
- Developing a love of Sport for All at an early age is key to constituting a pool of participants that will continue with the sport and be active throughout their lifetime
- Youth is the age group where the rate of Sport for All participation drops the most and action is urgently required to avoid inactivity later in life
- Adults (18+) are a typical age group where participation is lower which often leads to an increase of sedentary lifestyles in senior age groups
- People with disabilities face numerous barriers to participation.

Reflecting those priority target groups, the TAFISA Mission 2030 themes of most interest to the 2021 respondents are Social Inclusion, Health & Wellbeing, Gender Equality and Education.

### 4. Partnerships

The increase of Sport for All participation requires partnerships with key stakeholders. ISOs have well understood this as **84%** of the 2021 respondents (the question was not asked in 2018-19) declare working with their national members, **55%** with other ISOs and **53%** with universities.

There are however only **47%** working with national authorities, **45%** with regional authorities and **34%** with municipalities, which comes as a surprise since those stakeholders are the typical ones that act as events hosts and could include a Sport for All legacy to those events.

Other partners that a minority of ISOs are working with include companies/sponsors (42%), NGOs (42%), sport clubs (47%) and schools (39%).

## How can INTERACT help? ISOs needs & expectations

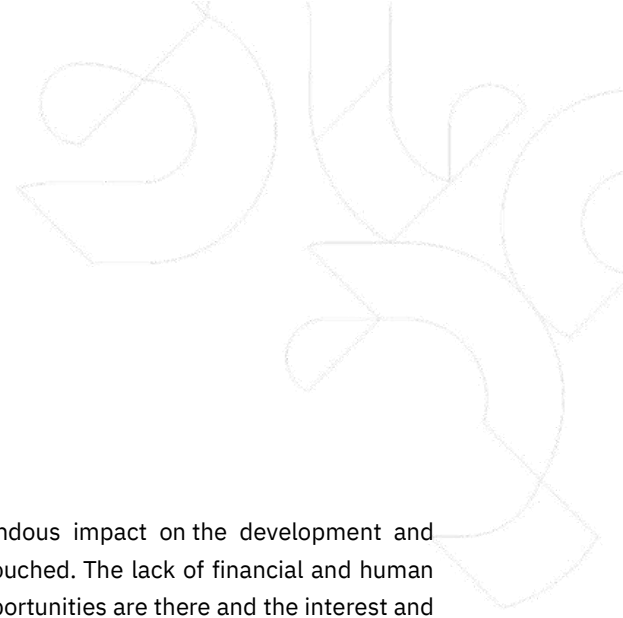
2021 respondents were given the chance to express their needs and expectations towards the INTERACT project. In response to the questions “What elements of support to better promote Sport for All would your organisation need?” and “What are your expectations towards the INTERACT project and how could it help you” the following items were highlighted by the majority of respondents:

- Funding schemes and mechanisms that support ISO’s self-sustainability in the field of Sport for All
- Partnerships with key stakeholders, including the Olympic Movement, other ISOs, public institutions, etc.

- Access to guidelines, recommendations, resources, experiences and good practices
- Increase of the visibility of the organisation and opportunities to expand activities in new geographical areas
- Access to expertise and experts that can help their organisation
- Understanding how to better mobilise national federations and events hosts to promote Sport for All
- Access to a platform for knowledge and experience sharing with other ISOs in the field of Sport for All
- Networking and use of new communication channels

The respondents also underlined the following elements that they could improve in the promotion of Sport for All, as well as future perspectives and priorities for them in the field:

- Increase awareness of Sport for All benefits and develop a better understanding of how Sport for All can provide a real return on the time and effort invested instead of being perceived as "charity" within the organisation
- Better support of national members, for example through educational resources (e.g. materials, toolkits, guidelines...)
- Develop human capacity (staff or volunteers) within the organisation
- Development and implementation of new policy plans and objectives with more importance given to the Sport for All pillar inside the organisation
- Sponsorship, funding schemes and other strategic planning developments
- Improvement of communication practices and bigger outreach in the field of Sport for All
- Revision and development of the major events led by ISOs with better inclusion of Sport for All, a change of ethos in the delivery of the sport(s) and new formats of those events
- Development and implementation of Sport for All activities
- Creation of adapted versions of the sports for diverse target groups
- Improvement of access to the sport
- Reach out to new geographical areas and increase of participants in the sport
- Provision of digital options to participate.



## Recommendations

International and European Sport Organisations could have a tremendous impact on the development and promotion of Sport for All worldwide. Yet, their potential is mostly untouched. The lack of financial and human capacity of the sector constitutes the main challenge, but numerous opportunities are there and the interest and will of ISOs to step up and improve their Sport for All activities is present.

The learnings presented in this report allow for the formulation of the following recommendations on:

1. Elements that need immediate attention to make the case easier for ISOs to develop and promote Sport for All
2. Practical actions that ISOs can take
3. How the INTERACT project can help

### Making the Case for ISOs development and promotion of Sport for All

#### Recommendation 1

Establish a clear and recognised definition of Sport for All and foster a common understanding among ISOs.

#### Recommendation 2

Raise awareness of the significance of Sport for All among ISOs leaders and decision-makers, and of the importance to translate political will into policy papers, strategies and practical action.

#### Recommendation 3

Clarify the return of investment for an ISO and their members to focus more on Sport for All and highlight the potential low-cost / high-impact ratio that Sport for All can have for an ISO and their members at national and local level.

#### Recommendation 4

Engage a concertation on the redefinition of roles and responsibilities of ISOs, their national federations and local organisations in the field of Sport for All.

#### Recommendation 5

Develop a principle of solidarity between ISOs in the field of Sport for All, based on a share of skills and resources that would foster mutual benefits.

### Practical Actions that can be Taken by ISOs

#### Recommendation 6

Impactful Sport for All initiatives often do not need to start from scratch and do not require important resources:

- Build on the good work and activities that are already existing within the ISO and include Sport for All components and directions in them.



- Map successful Sport for All initiatives led by national and local members; share and scale them internationally.
- Take part in Sport for All initiatives and frameworks that are already existing at international and European levels e.g. TAFISA World Walking Day – 24h Around the Globe, European Week of Sport, Olympic Day, EU #HealthyLifestyles4All Campaign... Participation is usually easy and low-cost!

#### **Recommendation 7**

Integrate Sport for All components as part of elite and major sport events, as well as their pre-gacy and legacy plans; strengthen partnerships with national and local hosts to foster a Sport for All and/or Active city approach.

#### **Recommendation 8**

Adapt sports and disciplines to the needs of diverse target groups. This can be done through the modification of rules, equipment, environment and teaching styles.

#### **Recommendation 9**

Team up and connect with other ISOs to share your knowledge, experience, expertise and resources to promote Sport for All.

#### **Recommendation 10**

Provide frameworks, support and assistance to your national and local members, helping them develop Sport for All initiatives.

### **How the INTERACT Project can Help**

#### **Recommendation 11**

Develop a platform for networking, knowledge and experience sharing between ISOs in the field of Sport for All – including good practices.

#### **Recommendation 12**

Build capacity and provide ISOs with support, materials, tools, resources and guidelines to develop and promote Sport for All within their organisation (policy, strategy and practice areas) and as part of their existing priorities (e.g. major events).

#### **Recommendation 13**

Empower ISOs to support their national members and local organisations develop and promote Sport for All – either themselves directly or through the INTERACT project indirectly.

#### **Recommendation 14**

Provide ISOs with platforms (events, communications channels...) to increase the visibility of their sports and reach out to new geographical areas and participants.

#### **Recommendation 15**

Highlight quick wins, success factors and low-cost / high-impact solutions that ISOs can put in place to develop and promote Sport for All.





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