

FISpT - FEDERATION INTERNATIONALE DU SPORT POUR TOUS

International Sport for All Federation

BOARD OF DIRECTORS - MEETING MINUTES AND REPORT

Meeting date: 21 April 2026

Time: 15:00 - 17:00 (CEST - Rome/Italy)

Format: Online - Zoom

Convocation: Email circulated by FISpT Office on 20 April 2026 with agenda and supporting documents.

Minutes prepared by: Marco Tomasini - CEO and General Secretary

Status: Draft - submitted for approval at the next Board meeting

PART I - BOARD OF DIRECTORS: COMPOSITION AND ROLES

Period 2026 - 2030

PRESIDENT

Isa Mohamed Abdulrahim Mohamed Alrafaei

DoB: 17/11/1959 | PoB: Manama | Nationality: Bahrain

CEO AND GENERAL SECRETARY (Legal Representative of FISpT)

Marco Tomasini

DoB: 17/10/1987 | PoB: Tradate | Nationality: Italy

VICE PRESIDENTS

VP for Traditional Sports and Games (TSG): Enzo Casadidio - DoB: 12/04/1951 | PoB: Pieve Torina | Italy

VP for Education: Ahmad Saad Abdulla Alsharif - DoB: 15/05/1962 | PoB: Dubai | UAE

VP for Sport: Michel Buchel - DoB: 22/11/1977 | PoB: Eysins | Switzerland

VP for Parasport: Omar Suleiman Hindawi - DoB: 01/08/1966 | PoB: Irbid | Jordan

TREASURER

Roberto Selci - DoB: 14/01/1959 | PoB: Roma | Nationality: Italy

BOARD MEMBERS

Oleksandra Boliak - DoB: 03/05/1998 | PoB: Kharkiv | Ukraine

Anita Pariani - DoB: 22/06/1962 | PoB: Busto Arsizio | Italy

Stavri Bello - DoB: 24/04/1958 | PoB: Tirana | Albania

Robert "Nob" Rauch - DoB: 10/09/1958 | PoB: Connecticut | USA

Charlier "Betty" Beatrice - DoB: 02/06/1960 | PoB: Sedan | France

Attila Tamas Adamfi - DoB: 06/09/1973 | PoB: Budapest | Hungary

Nouzha Bidiouane, OLY - DoB: 18/09/1969 | PoB: Rabat | Morocco

Reka Reichard - DoB: 01/20/1975 | PoB: Salgotarjan | Hungary

Mohamed Abbas Ahmed Ali - DoB: 15/11/1990 | PoB: Manama | Bahrain

Essan Amoin Marie-Laure - DoB: 19/11/1971 | PoB: Abidjan-Plateau | Cote d'Ivoire

Kuong Hon Che - DoB: 05/08/1954 | PoB: Macao | Macao, P.R. China

Patrik Perosa - DoB: 31/05/1976 | PoB: Koper | Slovenia

PART II - MEETING MINUTES

1. ATTENDANCE, QUORUM AND OPENING

1.1 Board Members Present

- Isa Mohamed Abdulrahim Mohamed Alrafaei - President
- Marco Tomasini - CEO and General Secretary
- Ahmad Saad Abdulla Alsharif - VP for Education
- Michel Buchel - VP for Sport
- Nouzha Bidiouane, OLY - Board Member (Morocco)
- Attila Tamas Adamfi - Board Member (Hungary)
- Robert "Nob" Rauch - Board Member (USA)
- Anita Pariani - Board Member (Italy)
- Stavri Bello - Board Member (Albania)
- Kuong Hon Che - Board Member (Macao, P.R. China)

- Oleksandra Boliak - Board Member (Ukraine)

1.2 Apologies and Absences

- Omar Suleiman Hindawi - VP for Parasport (Jordan)
- Charlier "Betty" Beatrice - Board Member (France) - parallel meeting at French Paralympic Committee
- Essan Amoin Marie-Laure - Board Member (Cote d'Ivoire) – joined later during the middle of the board
- Patrik Perosa - Board Member (Slovenia)
- Mohamed Abbas Ahmed Ali - Board Member (Bahrain) – joined later during the middle of the board
- Enzo Casadidio - VP for TSG (Italy)

1.3 Quorum

The CEO confirmed that 10 Board members were present and that the quorum required by the Statutes was duly reached. The Board of Directors was validly constituted to deliberate on all agenda items.

1.4 Opening

The meeting was opened by CEO Marco Tomasini. President Isa Mohamed Abdulrahim Mohamed Alrafaei formally opened the meeting and requested that the Board start directly with Item 16 (Finances) due to limited connectivity while travelling.

2. AGENDA

The following agenda, circulated on 20 April 2026, was confirmed without modifications. At the President's request, Item 16 (Finances) was taken first.

1. Approval of the minutes of the previous meeting
2. Development of the Executive Committee and discussion for the future Statutes
3. Approval of the quotation from Treasurer Roberto Selci
4. Members update
5. Sport for All Day
6. World Table Tennis Day 2027
7. Analysis of the Stakeholder Survey
8. Partnerships update
9. Next steps relating to registration
10. Next Board meeting (SportAccord cancelled)
11. Parasport feedback
12. IOC feedback
13. Ukraine project
14. Presentation of Board Members online
15. Presentation of Members online
16. Finances
17. Tasks for each Board member
18. Other proposals

3. FINANCES (Item 16)

3.1 Financial Report

FISpT has received EUR 10,000 from President Isa Mohamed Abdulrahim Mohamed Alrafaei, as resolved at the Extraordinary General Assembly, to serve as a guarantee for the Italian limited-liability registration. This amount cannot be used for operational expenditure but may generate interest and, subject to expert advice from Board Member Robert "Nob" Rauch, could be placed in a low-risk instrument. A further EUR 10,000 is expected once the bank account is formally opened. The CEO personally advanced USD 400 for the annual .sport domain and website renewal. Available operational cash after incorporation costs is estimated at approximately EUR 4,000.

President Isa confirmed his intention to travel to Italy within three weeks to open the bank account and discuss sponsorship and revenue strategies.

3.2 Revenue and Event Prospects

Interest reported from: (a) a company for a FISpT Congress in Saudi Arabia or Gulf region; (b) partners in Turkey and Belgrade for a congress; (c) education and activation events in Bahrain and Dubai.

DECISION 1 - Financial Framework Approved: The Board took note of the financial report and confirmed the framework presented by the CEO.

ACTION ITEMS: (1) President Isa to travel to Italy to open the FISpT bank account. (2) Mr. Robert "Nob" Rauch to advise on low-risk investment options for the EUR 10,000 guarantee according to the Italian Law.

4. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING (Item 1)

No objections or amendments were raised by any Board member.

DECISION 2 - Previous Minutes Approved: The Board unanimously approved the minutes of the previous meeting as circulated.

5. GOVERNANCE, EXECUTIVE COMMITTEE AND STRATEGIC PLAN (Items 2 and 7)

5.1 Strategic Plan

The CEO noted that the Statutes, while recently revised and approved in January 2026, are not fully aligned with FISpT's current scale and future ambitions. With over 105 members and more than 200 pending applications, a clear strategic framework is urgently needed. The current 17-member Board is too large for efficient day-to-day management. A smaller Executive Committee (ExCo) is needed for operational decisions while the full Board retains strategic authority. The Strategic Plan and Statutes must be developed together. FISpT must clearly define its positioning relative to: TAFISA (The Association For International Sport for All), ISCA (International Sport and Culture Association), and ICSSPE (International Council

of Sport Science and Physical Education). The Stakeholder Survey confirmed these priorities are shared by FISpT's stakeholder community.

5.2 Governance Task Force

The Task Force is not a decision-making body. It prepares proposals and consolidates input, with full decision-making authority remaining with the Board. The mandate explicitly includes drafting Statutes amendments and bylaws.

5.3 Process and Methodology

VP Ahmad Saad Abdulla Alsharif proposed that all Board members prepare individual written contributions. Given cost and travel constraints, the Board agreed on a multi-step online process: (1) structured input template by CEO; (2) consolidation by Task Force; (3) iterative Board discussion leading to a final Strategic Plan and Statutes amendments for the General Assembly.

DECISION 3 - Governance Task Force Mandate: Draft a Strategic Plan; propose creation and composition of an Executive Committee; prepare Statutes amendments and bylaws. All proposals to be approved by the Board before submission to the General Assembly.

ACTION ITEMS: (1) CEO to circulate a structured input template to all Board members. (2) All Board members to complete and return the template. (3) Governance Task Force to produce a first draft for the next Board meeting.

6. APPROVAL OF THE QUOTATION FROM TREASURER ROBERTO SELCI (Item 3)

Treasurer Roberto Selci submitted quotations for the legal incorporation of FISpT and WESpT in Italy. Key terms: approximately EUR 2,300 per entity (total approximately EUR 4,600 for both). Services include: full incorporation documents; translations; liaison with Italian ministries; tax and fiscal consultancy; registration as non-profit with limited liability; free legal address at the Treasurer's studio; assistance with access to Italian public funding. Terms are substantially discounted reflecting the Treasurer's personal commitment.

6.1 Italian Fiscal Identity Code (Codice Fiscale)

Under Italian law, the President, CEO and Treasurer must obtain an Italian codice fiscale to proceed with incorporation and bank account opening. Future RUNTS registration may require additional Board members to obtain fiscal codes. The limited liability structure (backed by EUR 10,000 guarantee) is designed to minimise individual exposure.

DECISION 4 - Incorporation Quotation Approved: The Board unanimously approved the quotation and authorised President Isa and CEO Marco to sign all necessary documents and proceed with incorporation in Italy.

DECISION 5 - Fiscal Codes and RUNTS: President Isa and CEO Marco to obtain Italian fiscal codes and proceed. Decision on RUNTS registration and additional fiscal codes deferred pending further legal and fiscal advice.

ACTION ITEMS: (1) President Isa and CEO Marco to complete and transmit all required documentation (including Form AA48) to Treasurer Selci. (2) CEO to organise a clarification call with Treasurer Selci for Board members with questions on fiscal code implications.

7. MEMBERS UPDATE (Item 4)

7.1 General Membership Policy

New memberships should generally be deferred pending finalisation of the Strategic Plan and membership policy. Priority given to organisations formally recognised by NOCs, Ministries of Sport, or within the IOC ecosystem (ASOIF/AIOWF/ARISF/AIMS).

7.2 Memberships Provisionally Approved

1. Iraqi Sport for All Federation - National Member: Introduced through the Iraqi National Olympic Committee. Recognised by the Iraqi Ministry of Sport and the NOC. Meets criteria for a National Superior Federation under the Statutes.

2. Mr. Gastao Englert (Brazil) - Individual Member: President of the International Fistball Association (IFA). Former Sport for All officer at the Brazilian Olympic Committee. Member of the International Pierre de Coubertin Committee. Meets the Statutes requirement of proven ethical values and strong history in sport for all.

3. Ukraine Active - Associate Member: Previously a FISpT member; now part of a broader cooperation framework with the Mass Sports Agency of Ukraine and the Sports Committee of Ukraine. Strategic value for Erasmus+ and European projects.

All three memberships are provisional pending ratification at the next General Assembly, as required by the Statutes.

DECISION 6 - Provisional Membership Approvals: Iraqi Sport for All Federation (National Member), Mr. Gastao Englert / Brazil (Individual Member), Ukraine Active (Associate Member).

7.3 Memberships Deferred or Rejected

Most pending applications - particularly from martial arts and fitness bodies not recognised by AIMS - are deferred until the membership policy is finalised. The individual application of Mr. Andreas Kolettis (Greece).

DECISION 7 - Deferrals and Rejection: Majority of pending applications placed on hold. Application of Mr. Andreas Kolettis (Greece) rejected.

ACTION ITEMS: (1) CEO to send formal confirmation letters to the three provisionally approved members. (2) CEO to send holding letters to all deferred applicants. (3) CEO to contact relevant IFs (e.g. IJF) to verify affiliations.

8. SPORT FOR ALL DAY (Item 5)

FISpT launched a Sport for All Day on 3 April 2026, marking the historical date of FISpT founding congress. The CEO proposed: (a) institutionalising 3 April as a permanent annual FISpT Sport for All Day; (b) seeking UNESCO recognition of this day, as 3 April is currently free in UNESCO's international calendar of days. President Isa and VP Ahmad Saad Abdulla Alsharif committed to leveraging their networks to access UNESCO contacts. VP Michel Buchel noted UNESCO has a formal submission process requiring a detailed project, evidence of broad impact, and inter-governmental support.

DECISION 8 - Sport for All Day: (a) Formal institutionalisation of 3 April as FISpT Sport for All Day. (b) Launch of process to seek UNESCO recognition.

ACTION ITEMS: (1) President Isa to connect CEO with his UNESCO contact. (2) VP Ahmad Saad Abdulla Alsharif to explore additional UNESCO contacts in Paris. (3) CEO to prepare a draft Sport for All Day project for the next Board meeting.

9. WORLD TABLE TENNIS DAY 2027 (Item 6)

FISpT distributed 1,256 emails to stakeholders across the Olympic family encouraging participation in World Table Tennis Day (WTTD) 2027. Board members were invited to encourage their national networks to organise local activities. No formal decision required; Board expressed unanimous support.

ACTION ITEMS: (1) CEO to maintain cooperation with ITTF Foundation on WTTD 2027. (2) Board members to encourage their networks to participate and reference FISpT.

10. ANALYSIS OF THE STAKEHOLDER SURVEY (Item 7)

A Stakeholder Survey was conducted among members and prospective members. Full analysis is included in Part III of this document. Key discussion points: survey results provide a clear strategic direction as primary input for the Strategic Plan; priorities identified (education, events, networking, recognition, knowledge-sharing) align with ongoing Board discussions; FISpT is expected to function as both a knowledge hub and a facilitator of partnerships, visibility and funding opportunities.

DECISION 9 - Survey Integration: The Board agreed to formally integrate the survey analysis into the Strategic Plan process.

11. PARTNERSHIPS UPDATE (Item 8)

The CEO reported meetings and contacts with key partners: TAFISA (The Association For International Sport for All); ISCA (International Sport and Culture Association); ICSSPE (International Council of Sport Science and Physical Education); Olympic Refugee Foundation; Sport for Climate Action; Sport for Nature. There is broad willingness among partners to cooperate with FISpT once the Strategic Plan is clearly defined. No formal decision required.

ACTION ITEMS: CEO to maintain regular contact with all key partners and integrate their feedback into the Strategic Plan proposals.

12. NEXT STEPS RELATING TO REGISTRATION (Item 9)

Covered under Item 6. Immediate priority is legal incorporation of FISpT and WESpT in Italy. Registration in additional registries (RUNTS) and possible future transfer of seat (e.g. Switzerland or Hungary) will be evaluated based on future strategic and financial opportunities including Erasmus+.

13. NEXT BOARD MEETING (Item 10)

The Board discussed options for the next meeting. SportAccord was cancelled. Preference emerged for mid-June 2026, tentatively around 12 or 13 June, subject to availability.

DECISION 10 - Next Board Meeting: Scheduled for mid-June 2026. Exact date to be fixed

via Doodle poll.

ACTION ITEMS: CEO to circulate a Doodle poll for date confirmation.

14. PARASPORT FEEDBACK (Item 11)

VP for Parasport Omar Suleiman Hindawi was absent with apologies. No additional written feedback available. No decisions taken.

15. IOC FEEDBACK (Item 12)

The CEO reported contacts with Mr. Ollie Dudfield (IOC), working to arrange an informal meeting in Lausanne. No formal written feedback received from the IOC on recent FISpT letters, understood given the IOC's ongoing Fit for the Future internal reform process. Main objective: re-establish regular constructive dialogue and ensure FISpT's visibility and alignment.

ACTION ITEMS: (1) CEO to follow up with Mr. Dudfield to confirm a meeting in Lausanne and report back. (2) Board members with IOC contacts (notably Attila Tamas Adamfi and Michel Buchel) to support informal outreach.

16. UKRAINE PROJECT (Item 13)

The CEO plans to visit Kyiv following the TAFISA Congress to meet the Ministry of Sports, the Mass Sports Agency of Ukraine and the Sports Committee of Ukraine. The objective is to define a structured cooperation project between FISpT Italia, FISpT International and Ukrainian partners, focused on capacity building, physical activity, parasport and support for displaced persons and refugees. Possible funding from the Olympic Refugee Foundation and other donors to be explored. A draft project concept has been uploaded to the shared folder.

ACTION ITEMS: All Board members to review the draft Ukraine project concept and send feedback to the CEO before his visit to Kyiv.

17. BOARD MEMBER PROFILES AND MEMBER SPOTLIGHTS (Items 14 and 15)

The CEO presented two communication initiatives: (1) Board Member Profiles - short Q&A features introducing each Board member, to be published on the FISpT website and social media. (2) Member Spotlights - regular features showcasing national member organisations. These are low-cost, high-impact tools to strengthen visibility, showcase diversity and generate regular digital content.

DECISION 11 - Communication Initiatives Approved: Launch of Board Member Profiles and Member Spotlights.

ACTION ITEMS: (1) CEO to send a profile template to all Board members; publication to begin once sufficient responses received. (2) CEO to develop a census/questionnaire form for member organisations.

18. TASKS FOR EACH BOARD MEMBER (Item 17)

The CEO stressed the need to share responsibilities across the Board. Board members were invited to indicate specific areas or tasks where they can actively contribute (education, events, governance, communications, partnerships, regional development, fundraising).

DECISION 12 - Task Allocation Process: The Board agreed to launch a structured task allocation process.

ACTION ITEMS: (1) CEO to circulate a task proposal form. (2) Board members to return the completed form; CEO and President to coordinate allocation of roles and responsibilities.

19. OTHER PROPOSALS (Item 18)

19.1 Virtual Panel Discussion and Leadership Courses

VP Ahmad Saad Abdulla Alsharif reiterated his proposal for short Sport for All leadership courses. Concerns raised: formal certified courses may overlap with IOC-supported Certified Leadership Courses co-managed by TAFISA, potentially creating tensions with the IOC. A more immediate option is a virtual panel discussion (60-90 minutes) where 4-5 national members present Sport for All activities - implementable quickly, with minimal resources and no certification requirements.

DECISION 13 - Virtual Panel Approved: (a) Prioritise a virtual panel discussion for late June 2026. (b) Continue exploring leadership courses only after consultation with IOC and TAFISA.

ACTION ITEMS: CEO Marco Tomasini and VP Ahmad Saad Abdulla Alsharif to hold a planning call to design the virtual panel and propose a concept to the Board by email.

19.2 FISpT Award Proposal

VP Ahmad Saad Abdulla Alsharif presented a proposal for a FISpT Award designed to answer: What do we gain from being part of this federation? The proposal including criteria, categories and governance was circulated to all Board members in advance. The Board welcomed the initiative and requested time to review.

DECISION 14 - FISpT Award - One-Week Consultation: All Board members to provide written feedback within one week. If no substantive objections received, the Award will be considered approved and the CEO will proceed with publication.

ACTION ITEMS: (1) All Board members to send written feedback on the Award proposal within one week. (2) CEO to finalise documentation and publish on the FISpT website upon confirmation.

20. CLOSING

No further topics were raised. The President and CEO thanked all participants. The meeting concluded within the scheduled two-hour timeframe and was formally adjourned.

Minutes prepared by: Marco Tomasini - CEO and General Secretary, FISpT

Date of preparation: 22 April 2026

To be submitted for approval at the next Board of Directors meeting - mid-June 2026.

PART III - ANALYSIS OF THE FISpT SPORT FOR ALL STAKEHOLDER SURVEY

(Integrated Reference Document for the Strategic Plan)

Overview of the Respondent Base

The dataset contains 31 completed questionnaires from Sport for All stakeholders across multiple continents, representing both Olympic-family and non-Olympic actors. Respondents cover countries including Portugal, France, USA, India, Italy, Kenya, Nepal, and several African, Asian, Caribbean and European nations. The sample size limits statistical generalisation but provides a strong qualitative signal on expectations and priorities towards FISpT.

Perceived Meaning of Sport for All

Definitions of Sport for All converge strongly around universal accessibility, inclusion, health and enjoyment. Respondents describe it as: promotion of physical activity and sport for relaxation and leisure at all ages and in all environments; increasing access to sport, health, education and social benefits; ensuring opportunities regardless of age, gender, background or physical condition; enabling sport without limits. These converging narratives give FISpT a clear conceptual mandate: its policies, communications and programmes should explicitly reflect Sport for All as a right-based, inclusive, health-oriented concept rather than merely mass participation.

Institutional Recognition and Positioning

Recognition status is highly heterogeneous. 54.8% of respondents report recognition by the Ministry of Sport; others report combinations including NOC, NPC, IPC, AIMS or IOC recognition; 28.9% are not recognised at all, with at least 6.4% noting an ongoing recognition process. This confirms that Sport for All spans from fully integrated actors in the national/IOC ecosystem to emerging NGOs needing support to gain legitimacy.

Competitive Landscape and Rivals

Almost even split: 51.6% report no rivals; 48.4% report the presence of rivals. In roughly half of contexts Sport for All is relatively uncontested; in the other half, stakeholders perceive competition. FISpT must offer differentiated value in competitive environments, while acting as a primary catalyst in non-competitive ones.

Financial Capacity and Resource Disparities

Annual budgets range dramatically from zero to multi-million USD (one respondent reports USD 6,700,000 while many indicate USD 3,000-15,000 or no dedicated budget). 48.39% have no paid staff; 6.45% have staff only for specific projects; 45.16% have employees.

FISpT must tailor support tools: capacity-building and fundraising support for low-budget, volunteer-based members; coordination, recognition and knowledge leadership for high-capacity institutions.

Current Link with FISpT and Other Sport for All Organisations

Only 7 out of 31 respondents (22.6%) are current FISpT members, while 24 (77.4%) are not. All 31 respondents indicate membership or connection to at least one other Sport for All or related organisation. FISpT must position itself as a complementary, not duplicative, actor.

Willingness to Engage in FISpT Development

Willingness to be directly involved is extremely strong: 30 out of 31 respondents (96.8%) answered Yes to being contacted to be part of a development commission. FISpT has a highly motivated core group willing to engage in commissions, working groups and project consortia - a tangible opportunity to immediately build a participatory governance and development structure.

Demand for Reactivation of Former FISpT Initiatives

Former FISpT initiatives mentioned with interest include: Observatory on Sport and Social Policy; Culture through Sport; World Senior Games; European Youth Sports Parliament; Leaders Without Frontiers; scientific conferences; Sport for All Day; Sport for All study trips; adventure weeks; training courses; World Sport for All Congress. The Observatory, training/leadership courses, culture through sport and Sport for All Day appear most frequently. This provides a clear roadmap: FISpT should prioritise reactivation of initiatives that combine policy observatory functions, education, and high-profile mass-participation or congress formats.

Interest in New FISpT Initiatives

Among proposed new initiatives, the World Sport for All Games (grassroots competition) attracts broad support. Significant interest also in: World Inclusive Games; World Urban Active (Urban City); World Beach Active (Beach City); Active Company; Well Being Society; Coalition for Sport. Stakeholders expect FISpT to move beyond a purely symbolic federation role towards concrete, branded international events and frameworks adaptable at national and local level.

Expectations Regarding FISpT Services

Consistent demand for: knowledge-sharing; training; partnership-building; support in accessing projects and resources. Respondents mention: leadership in Sport for All activities; conferences and workshops; online materials; academic leadership; promotion of Sport for All in new countries; partnership in consortium-based implementation; structured support in education, certification, best-practice guidelines and scientific resources. FISpT is expected to function as both a knowledge hub (standards, guidelines, research) and a facilitator of partnerships, visibility and funding opportunities.

Interest in Certification and Capacity-Building Programmes

Interest in FISpT certification courses is very high: all 31 respondents indicate interest in at least one programme. The most popular response (42%) is combined interest in all four proposed courses: FISpT Sport for All Management; Advanced Management; Sports Training Unit Courses; Advanced Training Unit Courses. Structured education and certification is perceived as a key FISpT value proposition and should be prioritised in the federation strategy.

Desired Focus to Differentiate FISpT

Respondents call for FISpT to be: more structured and active; adhering to good governance standards; more closely connected to Olympism365; emphasising education through physical activity; innovating in sport for development; providing global exposure and close collaboration; combining Sport for All principles with evidence-based practice, coach education and measurable impact.

Strategic Implications for FISpT

1. FISpT should prioritise relaunch as an active, programme-driven federation. A phased agenda: (a) establish a Development Commission with survey respondents; (b) reactivate the Observatory on Sport and Social Policy and key training/leadership courses; (c) design a scalable World Sport for All Games and World Inclusive Games concept.
2. FISpT must segment its membership and offer differentiated support: ready-to-use templates, simple governance tools, entry-level trainings and fundraising support for low-budget organisations; advanced knowledge, international recognition frameworks, joint events and co-leadership opportunities for high-capacity institutions.
3. FISpT can carve out a unique identity by branding itself around inclusive Sport for All, evidence-based practice and ethical governance - positioning itself as a bridge between traditional sports and games, adapted sport, and community-based physical activity, complementary to TAFISA, ISCA and ICSSPE.

Limitations of the Survey

31 responses cannot be considered statistically representative of the global Sport for All ecosystem, particularly given regional imbalances. Several quantitative variables (budgets, staffing) are encoded in a non-standardised way. However, the consistency of qualitative themes across countries and organisation types makes the results highly valuable as a strategic, directional input for FISpT planning.