



TOGETHER WE INSPIRE





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FOREWORDS

GIGI OERI

In 2018, the world saw many young people speak out and use their voices for social change within their societies. It is these young voices which will help shape our world moving forward. Therefore, it is essential that we help guide and support the young change makers in our societies.

This is where the Young Coach Education programme plays a role within the specific targeted communities. With this education, the Scort Foundation and the partner clubs of the Football Club Social Alliance (FCSA) provide the young participants with different skills and help build their self-esteem and self-confidence. These newly acquired skills assist them with the wonderful work they do in their communities and helps them to become the change makers that the world needs at present.

It is vital that such influential young role models exist in local communities. It is these young role models whom the younger generation will look up to and aspire to become. Children are often seen as the most vulnerable in society. It is therefore crucial that there are people in their community who protect them and their rights as a child. The Young Coaches of the Scort/FCSA education programme become examples for the children who they work with and along with parents and teachers, they become influential and important figures in these children's lives.

It delights me greatly to see that some Young Coaches have now become Co-Instructors during projects which take place in countries close to their own. This shows how a Young Coach can progress from being an influential person in their own community to then inspire future cohorts of Young Coaches. We saw this happen in Rwanda when six Ugandan Young Coaches made the trip to their neighbouring country to work with the young Burundian and Congolese people in the refugee camps there. In Vietnam, two Indonesian Young Coaches worked as Co-Instructors and helped to motivate and inspire their Vietnamese counterparts.

I would like to take this opportunity to thank all partners, supporters and friends of the Scort Foundation. It is with this constant encouragement that our work inspiring young people to find their voices and become strong role models in their society will continue.

Gigi Oeri
President



FOREWORDS

MARC-ANDRÉ BUCHWALDER

This year, the Scort Foundation turned a corner in our approach to the Monitoring and Evaluation of our projects. Thanks to Fondation Botnar we have progressed and developed methods with the University of Basel to assist us in our research. It is important for us to keep up to date with the changing dynamics in our project locations and to monitor the progression of our Young Coaches and their activities. We continue to adhere to our commitment of having a sustainable programme with enduring results for the people and communities involved.

One group in particular who we evaluate in our research is the youth who previously took part in the initial activities of the Young Coach when they were 6-12 years old. This gives a voice to the young people who have directly benefitted from the work of the Young Coaches after the initial Young Coach Education. It also reflects on the magnificent work our local project partners are doing, and the impact their programmes are having on the community. They are the ones who carefully select the Young Coaches - who they believe would benefit most from such a leadership education. Additionally, our M&E research casts light onto the more holistic effects of sport for development.

It is pleasing to see the impact which the Young Coaches are having on the children whom they work with and how they have become inspirational figures in these children's lives. They also

become mentors to fellow young people in their communities and they are encouraged to pass on the knowledge gained from the Young Coach Education to them. We can see an example of this from the Follow-Up in India which took place in November 2018. Many of the Young Coaches came with their Peer Young Coaches whom they passed their knowledge on to after the initial training with Scort and the Football Club Social Alliance.

The impact we are achieving with our Young Coach Education programme wouldn't be possible without the unwavering support of our partner clubs and the tremendous work of the instructors. For this, we are extremely thankful.

This gratitude extends also to the board of directors and our partners, for the confidence they put in us and our work. Furthermore, a huge thank you to the entire team of the Scort Foundation for your committed and unrelenting work.

Marc-André Buchwalder
CEO



SCORT FOUNDATION

The Scort Foundation believes that every child has the right to learn and play, irrespective of their gender, background or ability. Children need people who they can turn to for advice and guidance. People who inspire them and create hope for a better future.

With this in mind, Scort established the Football Club Social Alliance (FCSA), an innovative way for professional football clubs to become sustainably engaged in international development work.

Together with the FCSA, the foundation develops education programmes focusing on young adults already working with underprivileged children. Through this initiative, the so-called Young Coaches are taught how sport and play can be used as a tool to promote inclusion, community cohesion and health & wellbeing.

To achieve these goals, Scort is active in the following areas:

- Building networks and co-operations in the field of international development through sports/football.
- Developing education programmes for young people who deliver activities for underprivileged children.
- Coordinating the collaboration of the professional football clubs of the FCSA.
- Building partnerships to support project implementation.
- Promoting Corporate Social Responsibility in the field of professional football amongst different stakeholders.

In addition to working in crisis and developing regions, the foundation has a long-standing programme for persons with disabilities, which creates and enhances sports opportunities for children and youth with a disability across Europe.

Scort comprises a team of experts in sports, economic and social sciences, politics and evaluation, who develop all project and training concepts of the Football Club Social Alliance. In addition, the foundation also raises awareness and encourages the exchange of ideas in the field of sports/football for development.

Professional and self-critical work, as much as exchange and co-operation with external experts, guarantees best possible outcomes when working in the complex field of development through sport.

Besides working alongside the professional football clubs, Scort also collaborates closely with both governmental and non-governmental organisations - a network from which all partners benefit.

LEARNING FROM ROLE MODELS

Role models influence any human's development – same for the Young Coaches. While the FCSEA educates them to become role models for the children of their communities, the club instructors in turn become role models and persons of trust for the Young Coaches. Professional European football clubs are highly respected and much valued all around the world, and their staff symbolise the high quality and globally-accepted expertise the clubs stand for.

The majority of the participating club instructors work either as academy coaches or as project leaders in the clubs' community departments/foundations. They are experts within their field and have a wealth of knowledge and experience to share with the Young Coaches.

Many Young Coaches already work with underprivileged children before the education starts. The international instructors offer important pedagogical inputs and teach them how to use sports to positively influence children's lives on and off the pitch.

MUTUAL BENEFIT

The Young Coaches and Instructors both benefit from the education programme.

The instructors from Europe pass on their expertise to the Young Coaches. In return, they learn about the respective country's history and culture, traditional games or gain a greater understanding of childhood and family life in another country. The instructors' travels to the various project regions are always unique experiences from which they benefit for a long time. Back home in Europe, they share their experiences with colleagues and young elite players and incorporate these experiences into their daily working routine.

The switch from elite training to grassroots football during the project offers many instructors the opportunity to rediscover the core values of the game. New impressions and views of life significantly influence their work when returning to their clubs.

The instructors also use their joint missions to share best practice on different approaches and projects within their respective clubs. This way, they also start developing new ideas to take back home to their daily work.

"We use football, passion and joy to support young people. No matter the language you speak, what religion you adhere to or where you are from, football just works."

KAI BROCK, INSTRUCTOR FC SCHALKE 04



"I have seen that the Young Coach Education programme has a tremendous importance for the development of a personality. People have become more confident and now have plans for the future which they may not have had before. I think we have sown something and the Young Coaches are highly motivated to reap the benefits of their work."

PATRICK HAIDBAUER, INSTRUCTOR FK AUSTRIA WIEN

"I am very happy and grateful to be part of such a great project, and the work of the Sport Foundation deserves the highest respect and recognition. The Young Coaches and the many children showed such great enthusiasm and we as instructors could look into many happy and grateful faces."

THORSTEN JUDT, INSTRUCTOR BAYER 04 LEVERKUSEN



"It is impressive how passionately and lovingly the Young Coaches deal with the children in the camps, what joy they exude and what impression they leave. With no reservations, no prejudices and no fear, children in the most difficult of conditions will be brought together through football, consciously and unconsciously receiving training that will shape their lives."

STEPHAN BANDHOLZ, INSTRUCTOR 1. FSV MAINZ 05



YOUNG COACH EDUCATION

WHAT ARE THE PROGRAMME AIMS?

The main objective of the programme is to empower committed young women and men (Young Coaches) in their role as proactive community leaders - on and off the pitch. Through our education programme they learn how to use football as a tool to positively influence the lives of children and how to become role models in their society.

After the education programme, the Young Coaches are more than just football coaches for children. They become a person of trust and a mentor to them. By offering attractive programmes that combine football and educational games, the Young Coaches work with children on a variety of social issues (e.g. activities promoting social cohesion, inclusion, health & hygiene and child protection). At the same time, they build a child's confidence, improve their interpersonal skills and enhance their general wellbeing.

WHO ARE THE YOUNG COACHES?

The target group of the Alliance's projects are young women and men who live in post-war, crisis or developing regions. Many deliver social activities for underprivileged children in their communities. They might be teachers, NGO staff, sports coaches or social workers.

Local partner organisations select the Young Coaches for the programmes according to the following criteria:

- Women and men between 18 to 28 years of age
- Participants already working with children on a voluntary or professional basis (e.g. staff of local aid organisations, schools, clubs)
- Commitment to participate in the year-long programme and to implement sport activities with a strong social focus on offering activities to underprivileged children
- Enthusiasm for sport and interest in football

The programme puts a strong emphasis on creating a multiplier effect, whereby the Young Coaches pass on their acquired knowledge to additional Peer Young Coaches. This ensures that the initial training has a far greater reach and sustained impact. Taking all projects between 2007 and 2018 into account, it can be stated that the average multiplier effect is 1:5. This means that for each Young Coach trained, there are five so-called "Peer Young Coaches" feeding off their knowledge and working with even more children.

WHERE IS THE PROGRAMME TAKING PLACE?

The Scort Foundation and its partner clubs pursue the approach of running the programme in the countries of the respective participants. By this, the Young Coaches work with children in their own environment and under similar conditions in the most authentic and sustainable way.



WHAT IS THE PROGRAMME'S DESIGN AND CONTENT?

Three phases define the education programme: project development (about six months), project implementation (within twelve months) and monitoring & evaluation (during and after the project). The project implementation phase is divided into three to four training modules each comprised of 3-4 days.

Our education programme follows a predetermined curriculum consisting of three pillars (see figure above), which complement and build on each other during the course of twelve months (as illustrated in the project structure). A workbook clearly outlines all educational content and is translated into the participants' local language.

The theoretical and practical sessions focus on an interactive and demonstrative learning concept. Newly learned skills are directly applied in practice during each module. While the football clubs' instructors initially take the lead and demonstrate different approaches, responsibility is increasingly shifted to the participants who are asked to develop creative inputs and problem solving strategies on their own.

All Young Coaches are required to pass a skills-based assessment in the form of football activities at the end of every module. This enables the instructors to observe the learning process, to provide relevant feedback and to adapt the content of the programme, if necessary. Between the modules the Young Coaches directly implement the newly acquired skills back home. Discussions will then take place during the following training module to highlight success stories and address any challenges that the Young Coaches have faced, on and off the pitch, when implementing training sessions.

PROJECT STRUCTURE



WHO CONDUCTS THE PROGRAMME?

Experts of the Alliance as well as staff of Scort and local partner organisations conduct the sessions of the year-long programmes (3-4 modules, at least 12 education days, and 80 hours). Therefore, Scort and club representatives travel several times a year to the respective project locations.

WHO SUPPORTS THE PROGRAMME?

The programmes' success depends on the stable co-operation of various partners contributing according to their core expertise and resources – "Together we inspire":

SCORT is responsible for project management, acquisition and co-ordination of partners, fundraising, reporting, accounting, monitoring and evaluation, as well as making a financial contribution to the project.

PROFESSIONAL CLUBS provide instructors and make financial contributions to the project.

LOCAL PARTNERS select participants from their own environment and teach locally relevant topics. They also provide staff for local project co-ordination, their infrastructure and further in-kind support.

EMBASSIES establish contact with local partner organisations and provide advice and guidance on cultural, political and security issues specific to the project regions.

SPONSORS cover further local and international project costs, complementing the shared contribution of Scort, participating clubs and local partners.

WHO FINANCES THE PROGRAMME?

The project financing is based on Scort's Shared-Funding-Principle, which means that different local and international project partners and sponsors contribute their monetary or in-kind share according to their core strategies and capabilities.

PROJECT LOCATIONS

CENTRAL EUROPE

133 Young Coaches
(disability football)
> 800 children

COLOMBIA

30 Young Coaches
> 13,000 children

INDIA

29 Young Coaches
> 9,400 children

INDONESIA

34 Young Coaches
> 14,900 children

ISRAEL & PALESTINE

16 Young Coaches
> 1,400 children

JORDAN

36 Young Coaches
> 1,700 children

KOSOVO

41 Young Coaches
> 1,200 children

LEBANON

31 Young Coaches
> 2,600 children

RWANDA

85 Young Coaches
> 4,300 children

SRI LANKA

56 Young Coaches
> 4,300 children

SUDAN

25 Young Coaches
> 1,200 children

UGANDA

30 Young Coaches
> 12,500 children

UKRAINE

39 Young Coaches
> 10,300 children

VIETNAM

41 Young Coaches
> 2,000 children





LEBANON

The security situation in Lebanon has been fragile for decades and 30% of the population are living under the poverty line. Nonetheless, the country has granted asylum to countless Palestinians and Iraqis and since 2011 to another one million Syrian refugees. No other nation in the world is, in relation to its population, hosting more refugees.

Despite support of international organisations, Lebanon is struggling to ensure safe coexistence of the refugee and host population, as well as to provide basic services to both groups. Social tensions between the two are a natural consequence. For this reason, the FCSA delivered a Young Coach Education in Lebanon in cooperation with the UN Refugee Agency (UNHCR), the AFC - Dream Asia Foundation and the Lebanese Football Association.

From September 2017 until March 2018, 31 young Lebanese and refugees learnt to use football to create opportunities for children of the refugee and host population to meet and to prevent conflicts in the communities. Since then, the educated Young Coaches have supported children in conflict-prone neighbourhoods. They convey social values for a peaceful coexistence and promote social cohesion through educational games and football activities.



31

Young Coaches



26%

Females



1:2

Multiplier Effect



48

Peer Young Coaches



>2,600

Benefiting Children



LEBANON



MY STORY QUTAIBA

Due to his father's profession, Qutaiba's family was in danger. Therefore, he fled to Lebanon in 2016 and now wants to use sports to pass on social values and principles to children. This is his story:

"I grew up in Baghdad and my father worked with the crime lab. Because of his job, my family was in danger. Since I was the eldest son, they threatened to hurt me. My father said, "if they kill me, it's okay, but I don't want them to kill you."

So, my family changed home, and I came to Lebanon alone one year ago. I lost my family, I lost everything. I see the children and people here and I remember my little brother and my family. I miss them.

I'm now studying mechanical engineering and am volunteering for a foundation. I am on the youth committee of the foundation and also work with kids. Previously, I had a general idea about how to coach but now I have learnt the right methods so that the children learn and have fun at the same time. The training with the Football Club Social Alliance has taught me how to adapt to every situation, age or level. I now feel more comfortable coaching and the children are having fun.

There are so many bad things in our community, so we have to change this for the kids. They are the leaders of the future, so it is important that we help them. We might not have a lot of resources, but we use old car tyres for goalposts. As long as the children are smiling, that's all that matters. My activities have made children work together and play together - girls and boys. I use fun and educational games to teach about what is good and what is bad for your health. When they play, children forget about the dangers around them. I see all the kids I teach like my little brother. I feel happy when they are smiling. I want to be a role model for the kids, I want to make them find hope in sports."



RWANDA

Over 20 years after the genocide, Rwanda is still recovering from its aftermath while striving to rebuild the nation. Furthermore, due to conflict and political unrest in neighbouring countries, Rwanda has become a host of refugees from the Democratic Republic of Congo (DRC) and Burundi.

Today, Rwanda hosts over 160,000 refugees who are settled in urban areas and six refugee camps coordinated by the UN Refugee Agency (UNHCR). Half of the refugee population is under 17 years old, including over 2,000 unaccompanied minors. These refugee children and youth are particularly vulnerable and at risk of violence, abuse, neglect and delinquency. The camps often lack services and meaningful leisure activities that tackle the challenges which affect them. Sports activities offer an opportunity for distraction and positively influence the development of the youth in refugee camps. For this reason and in partnership with the UNHCR, the FCSA educated 85 young women and men from Burundi and the DRC to become grassroots football coaches and community leaders for over 4,300 children in the refugee camps.

The Young Coach Education came to a successful conclusion in October 2018. The Young Coaches are now equipped with the skills to provide safe, fun and educational activities for the children in their camps and are viewed as important role models and leaders in their communities. All of the participants have come away from this programme more confident of their abilities as grassroots football coaches and mentors on and off the pitch. Almost all of them (98%) believe that they can do something good for the people in their community and their refugee camp.



85

Young Coaches



27%

Females



1:2

Multiplier Effect



164

Peer Young Coaches



>4,300

Benefiting Children



RWANDA



MY STORY GRACE

Due to war in her country, Grace was forced to flee to Rwanda. She now lives in the Kigeme refugee camp and her goal is to reach out to many children and change their lives for the better through sport. This is her story:

"I grew up as an orphan in a village called Masisi, in the Democratic Republic of Congo. I did not know my father, as he passed away before I was born. My mother died soon after my 4th birthday. I stayed with relatives, then at the age of 21, the war erupted in Masisi. When they attacked our community, we fled to Rwanda to be received at a transit centre and then transferred to Kigeme camp, where I live today. In the camp, I am volunteering with Plan International as a community mobilizer working on child protection and prevention of child abuse through community sensitisation. As part of our activities, we use sport to raise awareness on various child protection issues and identify some children at risk, to refer them to the specialised services.

Before my involvement in sport and the Young Coach Education programme, I was living a very lonely life with no clear objective. Playing football with children, however, helped me to feel productive and active. What makes me really happy is that the kids now always come and ask me: 'Grace, teach us more games, help us learn, teach us.' When my sessions come to an end, the children don't want to leave the playground. In general, children

used to play football in the camp but there was no coordination, bad organisation and no good coaches to teach and guide them. With the start of the programme, each Young Coach has a group of children to train, a well-organised schedule and timetable to follow which helps the children to be more disciplined. Now, there is a clear plan and the Young Coaches know what to do.

It makes me happy and proud that these children trust me, even the community now knows me and parents have confidence in me as they always come to see me coaching their children. Some of the children have changed their behaviour because of me as a result of the sport activities. They used to face problems and have challenges with their families. During the sport activities, I realised their inner struggles, so we started talking together and sharing some thoughts and advice. This has improved their lives.

The Young Coach and UNHCR programme helped me to direct my other skills into football and improve my interaction. My goal now is to reach out to many more children and change their lives for the better through sport."



VIETNAM

The war ending with the reunification of North and South Vietnam in 1975 had left the country scarred: unmarked minefields, polluted farmland due to chemical warfare, destroyed infrastructure, a crippled economy and almost half a million civilians killed. Nevertheless, Vietnam has since become one of south-east Asia's fastest-growing economies with nation-wide health programmes, reconstruction of infrastructure and impressive progress towards improving the standard of living for the population.

This progress, however, has not benefited the minority groups in poverty-stricken rural areas, nor the growing number of urban poor. In rural areas, people lack access to school and health care facilities, while both groups struggle to obtain other basic services. With poor general hygiene, drug and alcohol misuse and HIV/AIDS being major health concerns in the disadvantaged rural and urban settlements, children are at particular risk of suffering the consequences of these conditions.

Aiming to address these problems, the FCSA collaborates with the local partners Football for All in Vietnam and SOS Children's Villages Vietnam. Through the education programme, 41 young women and men become leaders and role models for the children and youth in their communities. Through the programme, the Young Coaches are equipped with the tools to teach children – through football – about the social and health-related issues in their communities.

The first of three modules was successfully completed in October. The Young Coaches will take home what they have learned and start implementing football activities and festivals with children in their communities.



41

Young Coaches



34%

Females



1:1

Multiplier Effect



41

Peer Young Coaches



>2,000

Benefiting Children



VIETNAM



MY STORY LOI

Loi grew up in Hue, Vietnam, playing football whenever he was free. He currently studies Physical Education at Hue University and dreams of becoming a teacher or even a professional football coach for children or adults. This is his story:

"I was the first born to my parents in Hue, Vietnam. My childhood was really characterised by playing football with my three younger sisters or with the kids from the neighbourhood. I was so passionate about the game that I played it whenever possible – sometimes even before school and often I would continue to play when I got back home, right up until the sun would set. I really played football whenever I had free time.

I was lucky to continue this passion for playing by enrolling in Physical Education studies at Hue University. I am currently in my third year.

I still live in the same area where I grew up and I continue to play football with the kids from the community. After having attended the first module of the Young Coach Education programme, I plan to volunteer for my old school and become a football coach there.

What I enjoyed most about the programme was the first football festival I organised with my fellow Young Coaches. To see the smiles on the kids' faces made me very happy. Even though I can sometimes be exhausted after working with children, it is their energy and enthusiasm which motivates me to further continue my work. Becoming a Young Coach, I have learned a lot about reading children and anticipating what they would like to do. Before the training programme, I was mostly focused on good results and achievements but now my attention has shifted towards creating fun and exciting activities for the children."



DISABILITY FOOTBALL

For over ten years, Scort and the Football Club Social Alliance have organised football programmes for children and adolescents with a disability. The programmes promote participation and integration within their communities. The disability football programme is comprised of two core elements: the Tandem Young Coach Education and the Special Youth Camp.

The **Tandem Young Coach Education** is a unique programme which targets young persons with and without a disability, who are interested in getting involved in disability football as a coach or helper. One participant with and one without a disability complete the education together as a so-called “Tandem”, helping and supporting each other throughout the programme. The pair come together for the one-week education and learn how to organise football training sessions for children with disabilities. The content of the training is delivered by instructors of the FCSA who are specialized in disability football.

The participants with a disability - the Young Coaches - are selected from their club’s disability football teams (or its partner organisations). The concept of the Tandem enables people from a wide range of ability levels to learn and participate at their own speed without impacting the flow of the education.

The participants without a disability - the Tandem Partners - are students, teachers, social pedagogues or volunteers, either working or looking to work in the field of disability. They serve as an important “safety net” for the Young Coaches and provide them with the necessary support to overcome obstacles.

The **Special Youth Camp** is a football and leisure camp for children and youth with an intellectual and/or physical disability. Since 2007, participants from all over Europe come together to play, learn and gather unique experiences outside of their usual environment. During an entire week, the children enjoy especially-tailored football trainings and a diverse leisure programme including city and stadium tours, climbing forest, disco and karaoke evenings. Sharing these moments fosters the participants’ self-awareness as well as self-confidence and gives them the chance to make friends across borders.

Both elements are very popular and successful. For this reason, the disability football programme is not only made accessible to new clubs each year, but the programme content and learning material is also continually developed.



CENTRAL EUROPE

“Fit for Life” was this year’s motto for the disability football programme. Children and youths with a disability are twice as likely to be overweight compared to their peers without disabilities. For this reason, both the Tandem Young Coach Education and the Special Youth Camp were designed to educate participants in a fun and active way on how to live a healthy life, and the Tandems were motivated to pass on this knowledge to their families, friends and future players. The Tandem Young Coach Education was once again divided into an English and a German speaking programme. Combined, the education in Belfast (Northern Ireland) and Bremerhaven (Germany) educated 28 young adults with and without disabilities to become Young Coaches in disability football.

Throughout the one-week programmes, the Young Coaches not only learned about healthy habits but were also challenged to practically apply their newly acquired skills during sessions when they coached children with all types and degrees of disabilities. The Tandem aspect helped them master the situation and motivated them for the Special Youth Camp, where they would take on the role of coaches.

For the Special Youth Camp at the end of July, over 50 children with physical and/or intellectual disabilities travelled from Switzerland, Germany, Austria and Northern Ireland to Basel. Great weather contributed to an extraordinary week of football, fun and water fights. A wide range of activities created an environment for both Tandems and participants to surpass themselves and gain an important sense of self-awareness and self-confidence. Soon, language barriers were overcome as football became the means of communication, and friendships formed across borders – some that will surely last beyond the camp.



28

Young Coaches



14

Tandems
(50% with a disability)



>100

benefiting children
(with a disability)



CENTRAL EUROPE



OUR STORY GABRIEL & EVANS

Gabriel and Evans have known each other for quite some time through the trainings they carry out together in various special education schools. Every Wednesday, as part of Schalke hilft!'s programme they train around 20 youths with disabilities, aged 14 to 17. This is their story:

GABRIEL (Young Coach): I've been playing football for a while and think it's great that I can be a coach now. During the training we learned a lot. For example, how to build a training session and how to demonstrate and explain different exercises. I enjoyed the fun games the most. In Bremerhaven and Basel, we had to train kids we did not even know. That was demanding, but it was also fun.

EVANS (Tandem Partner): The whole programme was very interesting! I've already had some experience in the area of disability, but the combination of football and working directly with the Young Coaches was new to me. It was a challenge, but since I already knew Gabriel, there was no fear of contact and we could work well together. The best thing about the training for me was to see that we could all learn from each other. Each person brings different strengths and weaknesses, but all have the same goal, namely to strengthen disability football.

GABRIEL: When I returned to training after the Tandem Education, I started straight away as a trainer. At the beginning, it was still a bit difficult, I always spoke too quietly and didn't look at the children. In the meantime, this has gotten much better.

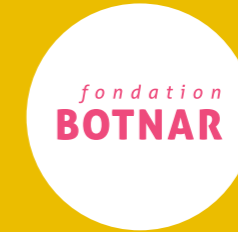
EVANS: It is really a big help having Gabriel now at my side. When I was injured he took over the complete responsibility for the trainings. During and after the training we learned a lot from each other. I now have much greater confidence in him and can give him things which I didn't like to hand over before.

GABRIEL: It really is great fun training the group and I will definitely continue to do it. Beforehand I was just a player and now I am a coach. It is a great feeling having the players respect and listen to me.



PARTNERS

STRATEGIC PARTNERS



"The AFC is delighted to partner with the Football Club Social Alliance to further develop grassroots football in Asia. Football is a unique and powerful tool that can bring communities together and make a difference to the lives of children and youth around the world. The partnership between professional football Confederations, Member Associations and clubs as well as aid agencies ensures the programme has a wider impact beyond the field of play."

**SHAIKH SALMAN BIN EBRAHIM AL KHALIFA,
PRESIDENT OF THE ASIAN FOOTBALL CONFEDERATION (AFC)**



SELECTED PARTNERS AND SUPPORTERS SINCE 2007



AMBASSADORS



"When it comes to the social engagement of FC Basel, two points are important to us: to pass on our professional competences to those in less privileged circumstances, and to do this out of conviction. With the Football Club Social Alliance we fulfil this and, in a short space of time, have the chance to achieve something big. I am proud and happy to be part of this, and to support the work of the people behind the projects as an ambassador for FC Basel."

MASSIMO CECCARONI, FC BASEL 1893



"Bayer 04 Leverkusen's social responsibility is as important as the daily business of the Bundesliga. The development of young people through a sustainable collaboration with the Football Club Social Alliance is a heartfelt task, which brings great engagement and joy. The experience of participating in team sports makes us stronger as we work for and rely on others. This sense of belonging should be fostered in all social classes and regions of the world. The Football Club Social Alliance is such a team, supporting one another in its social engagement."

RUDI VÖLLER, BAYER 04 LEVERKUSEN

"Football is more than just a 'sport', it is about great art, passion, respect and tolerance! Everybody should have the chance to learn these values, no matter where they live and irrespective of past experiences. The Football Club Social Alliance offers children and youths all over the world the possibility to learn and live through sport. Just like music, sport and team spirit can further tolerance!"

JAN DELAY, SV WERDER BREMEN



"The concept of the Football Club Social Alliance is a fantastic way to join forces and support people in difficult circumstances. We do have it really, really good here. That's why I think we - especially us as professional football clubs - should give something back. FC Schalke 04 is happy to be part of this Alliance and I am proud to be ambassador of the FCSA for FC Schalke 04."

MARTIN MAX, FC SCHALKE 04



"Creating something sustainable is a pillar of our philosophy, which we have been building for a number of years. As a club, we set an example and carry a lot of social responsibility, from which we do not shy. Additionally, we see ourselves as bridge-builders within this project, we get to offer a perspective to people who have been underprivileged in life."

FELIX GASSELICH, FK AUSTRIA WIEN

"Football bears a great responsibility in society. Embracing this responsibility has been an integral part of the philosophy of 1. FSV Mainz 05 for many years. The Football Club Social Alliance makes it possible for us to fulfil this commitment on a global level. Being able to familiarise children and adolescents from all over the world with the values of team spirit, tolerance, mutual respect and joy through the power of football is great. We are proud to be part of this initiative."

NIKO BUNGERT, 1. FSV MAINZ 05





MONITORING & EVALUATION

YOUNG COACHES

Internal monitoring is carried out by FCSA instructors, Scort staff and local project partners. Assessments during each module provide information about the Young Coaches' skills and overall development. Furthermore, the Young Coaches send reports regarding their activities between modules.

Following the completion of the project, Scort sends a survey to the certified Young Coaches to track their current activities and the impact that they are having in their communities. The data received helps inform Scort if a follow-up module would be of benefit in the respective country.

CHILDREN

In 2018, Scort has taken new steps to enhance its monitoring and evaluation work. Previously, the focus of the evaluation had been on the Young Coaches. However, additional funds have enabled Scort to link up with the University of Basel to begin exploring how the Young Coaches' activities impact the children (indirect beneficiaries) who attend them.

YOUTH

Youth, now aged 14-18 years who previously attended activities of the Young Coach when they were 6-12 years old or continue to attend in some capacity, also represent the indirect beneficiaries of a Young Coach Education. Having been part of the activities of a Young Coach, they are able to reflect on what it was about the activities that made them attend again and again, the role of

their coach and any potential long-term benefits of attending these activities. Their voice provides a greater understanding about the potential benefits of such a programme.

WHY DOES SCORT EVALUATE THE PROGRAMMES?

Firstly, to understand what is working and how to improve the content of the activities.

Secondly, to explore the extent to which the project goals are being achieved.

Thirdly, to ensure accountability to all project stakeholders.

HOW ARE THE PROGRAMMES EVALUATED?

Scort's evaluation can be divided into three distinct areas, Young Coaches, Children and Youth. Involving different stakeholders provides a greater picture of the contribution that the Young Coach Education is having in the communities that Scort works in. It also keeps the foundation alert to the areas that could be improved moving forward.

The programmes are evaluated using a variety of qualitative and quantitative tools, including observations, surveys, feedback talks and interviews.



SUSTAINABILITY

WHAT MAKES THE PROGRAMME SUSTAINABLE?

Sustainability is a result of a number of different factors, right from project development and through to the implementation and beyond. The following provides a snapshot of our approach to sustainability.

SUSTAINABLE PROJECT DEVELOPMENT

- Analysis of local situation (security, social aspects, added value)
- Co-operation with a network of pre-evaluated local partners
- Distinct selection criteria for participants (Young Coaches)
- Participants are nominated by local organisations ensuring constant support
- Shared-Funding-Principle (Scort, clubs, international and local sponsors)

SUSTAINABLE EDUCATION APPROACH

- 3-4 education modules with the same group of Young Coaches
- Specialised and highly qualified instructors on behalf of the Alliance, local partners and Scort
- Regular practical assessments to monitor and review the learning process
- Independent practical work between modules
- Focus on individual personal development as well as coaching, leadership and life & soft skills
- Continuous feedback and monitoring by Alliance instructors
- Training to pass on the knowledge to third parties (Peer Coaches)
- Translation of curriculum and workbook into local language
- Adaptation of content according to local situation and needs

SUSTAINABLE PROJECT RESULTS

- Young Coaches have the confidence and competence to apply their newly learned skills
- Young Coaches continue to develop and lead sport and development activities independently
- Young Coaches pass on their knowledge to additional Peer Coaches
- Their activities grow with time and more children benefit from their collective work

SUSTAINABILITY IN ACTION

If Young Coaches remain active and a follow-up programme is deemed beneficial, the FCSA will return to offer the active Young Coaches and a select number of their Peer Coaches a refresher training.

In 2018, four years after the Young Coach Education in India, the FCSA returned to deliver a follow-up education in Mumbai. It was apparent during the follow-up that the Young Coaches had grown in confidence and gained a tremendous amount of experience since their initial education in 2013/14.

Having the FCSA return to the project location was highly valued by the Young Coaches as it highlighted a commitment to long-term development. The following highlights the sustained impact in numerical terms:

- 47% increase in benefiting children (increased from 6,390 in 2014 to over 9,400 in 2018)
- 57% increase in Peer Coaches (increased from 377 in 2014 to almost 600 in 2018)

IMPACT SINCE 2007



23



PROFESSIONAL FOOTBALL CLUBS
(FCSA Members & Guest clubs)
sent instructors to the programmes

364



MISSIONS
carried out by the instructors

2,250



DAYS
that have been committed by
the instructors

50,600



HOURS
of education delivered to the
Young Coaches by the
instructors and partnering
NGOs

585



CERTIFIED YOUNG COACHES
are now able to transform the
lives of thousands of children
and young people due to the
programmes

25%



AVERAGE FEMALE REPRESENTATION
on the programmes

5



PEER COACHES
on average are educated
by 1 Young Coach

2,907



YOUNG LEADERS
(Young Coaches & Peers)
have benefited
from the programmes

>78,000



DISADVANTAGED CHILDREN
are directly benefiting
from their activities and
mentor support



SUSTAINABLE DEVELOPMENT GOALS

WHAT ARE THE SUSTAINABLE DEVELOPMENT GOALS?

The United Nations Sustainable Development Goals (SDGs) are a set of 17 objectives that will shape the the global development agenda until 2030. The 17 SDGs and 169 associated targets build upon the achievements of the Millennium Development Goals, which expired at the end of 2015, and enhance them with aspects such as environment, peace and justice.

The FCSA Young Coach Education harnesses the power of sport to contribute to at least 6 of the SDGs. Each programme of the FCSA brings together a broad spectrum of local and international stakeholders that pool knowledge and resources to ensure a lasting impact.

Through the holistic approach of connecting football coaching with life and soft skills education, Young Coaches are equipped with the expertise to transform the behaviour and life choices of underprivileged children in their community. Consequently, their actions have a tangible impact on the mental and physical well-being of participants, promote equal opportunities, and facilitate interactions conducive to sustainable peace.

WHAT SDGs DO WE CONTRIBUTE TO?

GOAL 3: Ensure healthy lives and promote well-being for all at all ages

GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

GOAL 5: Achieve gender equality and empower all women and girls

GOAL 10: Reduce inequality within and among countries

GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

GOAL 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development



BALANCE SHEET

	31.12.2018	31.12.2017
ASSETS		
Cash & cash equivalents	1,596,562	1,712,191
Receivables	1,625	1,440
Other accounts receivable	2,559	3,6945
Accruals	15,601	15,269
TOTAL CURRENT ASSETS	1,616,347	1,732,594
Tangible assets	19,600	17,650
TOTAL NON-CURRENT ASSETS	19,600	17,650
TOTAL ASSETS	1,635,947	1,750,244
LIABILITIES		
Accounts payable	16,505	18,255
Other current liabilities	7,197	14,020
Deferrals	5,900	5,900
Projects overall	260,006	186,485
Projects upscaling	636,490	715,946
Evaluation	264,324	384,221
Project Disability Football	101,328	98,809
Project Ukraine	5,570	22,065
Total short-term provisions of uncompleted projects	1,267,718	1,407,526
TOTAL SHORT-TERM LIABILITIES	1,297,320	1,445,701
Foundation capital	304,543	271,238
Annual profit	34,084	33,305
TOTAL EQUITY	338,627	304,543
TOTAL LIABILITIES	1,635,947	1,750,244

INCOME STATEMENT

	01.01.2018 - 31.12.2018	01.01.2017 - 31.12.2017
Contributions	850,000	830,000
Other income	2,988	5,300
CONTRIBUTIONS AND OTHER INCOME	852,988	835,300
Grants Programme FCSEA	113,519	1,294,614
Invoiced services	98,028	11,214
Reversed provisions	243,061	48,167
Cost coverage projects overall	13,235	-
Cost coverage projects upscaling	77,489	96,454
INCOME PROGRAMME FCSEA	545,332	1,450,449
NET PROCEEDS	1,398,320	2,285,749
Evaluation	-1,890	-1,563
Personnel cost	-404,658	-306,379
Travel expenses	-156,924	-141,900
Print material	-1,526	-2,838
Project costs	-133,397	-92,514
Project balancing, formation of provisions	-194,036	-1,207,612
COSTS PROGRAMME FCSEA	-892,431	-1,752,806
GROSS PROFIT	505,889	532,943
PERSONNEL EXPENSES	-264,059	-301,009
Premises	-82,787	-83,633
Maintenance, repair, replacements	-6,805	-4,888
Company car, other transportation expenses	-4,198	-9,058
Insurances, fees, charges	-5,286	-5,502
Administration and IT expenses	-64,441	-59,569
Public relations and marketing expenses	-31,335	-26,914
OTHER OPERATING EXPENSES	-194,852	-189,564
DEPRECIATION OF TANGIBLE ASSETS	-10,596	-8,838
FINANCIAL RESULT	-2,298	-227
TOTAL INCOME STATEMENT	34,084	33,305

APPENDIX TO THE FINANCIAL STATEMENT 2018

1. ORGANISATION

The foundation was established on 12 January 2007 in Schaan (Principality of Liechtenstein) and relocated to Basel (Switzerland) on 1 October 2010 based on the decision made by the Board of Directors on 27 January 2010.

PURPOSE OF THE FOUNDATION

The foundation's purpose is the support and organisation of sporting activities in service of education and training as well as towards the development of peace.

LOCATION

The foundation's seat is in Basel, Switzerland, and domiciliated at Scobag Privatbank AG, Gartenstrasse 56, 4052 Basel.

FOUNDATION ASSETS

The starting capital of the foundation amounted to CHF 30,000. The foundation's assets can be increased through proceeds as well as through other donations, legacies and other contributions from third parties. The foundation is dependent solely upon its assets to carry out its purpose and cover its liabilities.

BOARD OF DIRECTORS

According to the statutes, the Board of Directors is made up of a minimum of three members. The Board determines the actual number of Directors.

- Gigi Oeri, President
- Pierino Lardi, Vice President
- Pierre Jaccoud, Member of the Board of Directors
- Claudio Sulser, Member of the Board of Directors
- Dr. Michael Kessler, Member of the Board of Directors (deceased 10 August 2018)

All members of the Board of Directors operate with a joint signature of two.

The Board of Directors decides the term of office of each Director of the Board, although re-election is permitted. The President can be elected for life. In case of a by-election, the newly elected Director will take over the term of office of his/her predecessor. The Board of Directors supplements itself through means of co-optation.

All members of the Board work in a voluntary capacity.

STATUTORY AUDITORS

PricewaterhouseCoopers AG,
St. Jakobs-Strasse 25, 4002 Basel.

SUPERVISORY AUTHORITY

Swiss Supervisory Board for Foundations,
Inselgasse 1, 3003 Bern.

TAX EXEMPTION

The foundation fulfils the criteria for tax exemption according to Swiss Law (§ 66 lit. f StG & Art. 56 lit. g DBG).

2. BOOKKEEPING AND ACCOUNTING PRINCIPLES

The principles of bookkeeping and accounting applied in the financial statement are in alignment with the requirements of the Swiss Code of Obligation (Art. 957 ff. OR).

The essential financial positions are reported as below:

CURRENT ASSETS

The valuation of current assets as well as liabilities occurs at market value of the balance sheet reference date.

OTHER ACCOUNTS RECEIVABLE

Other current liabilities are stated at nominal value.

NON-CURRENT ASSETS

The non-current assets are generally balanced at acquisition or production cost minus necessary write-offs. The write-offs occur at book value, at the rate of 20% for mobile assets and 40% for IT and office hardware.

LIABILITIES AND PROVISIONS

Liabilities are reported at nominal value.

Donations to current projects not yet spent are accounted within the provisions. Project costs not yet covered by project related contributions are being covered by non-specifically earmarked donations at year end, and/or, at the completion of a project.

After the completion of a project, excess income is used for similar projects or accredited to the general unallocated earnings.

The personnel costs attached to operating expenses are shown in the project costs.

3. EXPLANATION OF THE MAIN POSITIONS OF THE FINANCIAL STATEMENT

	2018 / CHF	2017 / CHF				
3.1. Cash & Cash equivalents						
Cash balances	9,056	5,049				
Bank balances	1,587,506	1,707,100				
Paypal	-	42				
Total Cash & Cash equivalents	1,596,562	1,712,191				
3.2. Contributions and Donations						
Contributions covering overhead costs						
Donors known by Scort	850,000	830,000				
Donations projects						
Projects overall & evaluation						
Donors known by Scort	113,519	1,294,614				
3.3. Programme Football Club Social Alliance (FCSA) 2018						
	DONATIONS, INCOME & REV. PROVISIONS CHF	EXPENSES CHF	PROVISIONS¹ CHF	ALLOCATED COSTS/ INCOME CHF	OFFSETTING (ALLOCATION)² CHF	BALANCE CHF
PROJECT SELF-SUSTAINING						
Overall	139,694	-25,725	-100,734	-13,235	-	0
Disability Football	52,000	-49,481	-2,519	-	-	0
India	1,666	-14,901	-	13,235	-	0
Ukraine	16,495	-16,495	-	-	-	0
Lebanon	16,062	-20,149	-	4,087	-	0
Rwanda	18,500	-73,557	-	55,057	-	0
Vietnam	8,654	-26,999	-	18,345	-	0
Evaluation	120,085	-120,085	-	-	-	0
Upscaling	79,456	-1,967	-	-77,489	-	0
Total Projects self-sustaining	452,612	-349,359	-103,253	0	0	0
FCSA non-self-sustaining	2,185	-349,284	-	-	-	-347,099
Total Programme FCSA	454,797	-698,643	-103,253	0	0	-347,099

¹ Projects not yet finished

² Projects finished

In comparison, the costs of the FCSA programme in 2017 amounted to a total of CHF 302,357. The entire overhead costs of the foundation and FCSA are covered by a private, annual contribution. Therefore, all funds generated through fundraising are used exclusively for direct project expenses. In return, all project expenses must be covered by donations.

4. EXPLANATION OF THE AVERAGE ANNUAL NUMBER OF FULL-TIME EMPLOYEES

The number of full-time positions over the year is no more than ten.

REPORT OF THE STATUTORY AUDITOR



Bericht der Revisionsstelle zur eingeschränkten Revision an den Stiftungsrat der Scort Foundation

Basel

Als Revisionsstelle haben wir die Jahresrechnung der Scort Foundation bestehend aus Bilanz, Erfolgsrechnung und Anhang (Seiten 52 - 56) für das am 31. Dezember 2018 abgeschlossene Geschäftsjahr geprüft.

Für die Jahresrechnung ist der Stiftungsrat verantwortlich, während unsere Aufgabe darin besteht, die Jahresrechnung zu prüfen. Wir bestätigen, dass wir die gesetzlichen Anforderungen hinsichtlich Zulassung und Unabhängigkeit erfüllen.

Unsere Revision erfolgte nach dem Schweizer Standard zur eingeschränkten Revision. Danach ist diese Revision so zu planen und durchzuführen, dass wesentliche Fehlaussagen in der Jahresrechnung erkannt werden. Eine eingeschränkte Revision umfasst hauptsächlich Befragungen und analytische Prüfungshandlungen sowie den Umständen angemessene Detailprüfungen der bei der geprüften Stiftung vorhandenen Unterlagen. Dagegen sind Prüfungen der betrieblichen Abläufe und des internen Kontrollsystems sowie Befragungen und weitere Prüfungshandlungen zur Aufdeckung deliktischer Handlungen oder anderer Gesetzesverstösse nicht Bestandteil dieser Revision.

Bei unserer Revision sind wir nicht auf Sachverhalte gestossen, aus denen wir schliessen müssten, dass die Jahresrechnung nicht dem Gesetz und der Stiftungsurkunde entspricht.

PricewaterhouseCoopers AG

Leonardo Bloise

Revisionsexperte
Leitender Revisor

Corinne Schmid

Revisionsexpertin

Basel, 16. April 2019

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PricewaterhouseCoopers AG ist Mitglied eines globalen Netzwerks von rechtlich selbständigen und voneinander unabhängigen Gesellschaften.



BOARD OF DIRECTORS

PRESIDENT

Gigi Oeri

Honorary President FC Basel 1893

VICE PRESIDENT

Pierino Lardi

Partner of Banque Cramer & Cie SA
FIFA Commissioner and UEFA Match Delegate

BOARD OF DIRECTORS

Pierre Jaccoud

Independent Consultant for Family Businesses
Co-Founder and Chairman of the Real World Data Solutions Company
Clinerion Ltd.

Dr. Michael Kessler (deceased 10. August 2018)

Director of the Pharmacy Museum Basel
Lecturer at the Faculty of Philosophy and
Natural Sciences, University of Basel

Avv. Claudio Sulser

Lawyer at Sulser Jelmini Padlina e Partner
Representative of the Swiss National Football Team
(Swiss Football Association)
Former Swiss National Team Player

HONORARY MEMBER OF THE SCORT FOUNDATION

Adolf Ogi

Former President of Switzerland
Former Special Adviser to the UN Secretary General
on Sport for Development and Peace

IMPRINT



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PHOTOGRAPHY & TEXT

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(FSC Mix)







TOGETHER WE INSPIRE

WWW.FOOTBALL-ALLIANCE.ORG