

Scort

**ANNUAL REPORT
2021**



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FOREWORDS

GIGI OERI

The pandemic-related restrictions during the past 24 months have focused attention on the importance of one's mental health and need for social interactions. Despite many challenges during the past year, we were able to continue to pursue our goals of supporting young people through sport, giving them tools to provide a safe environment for children and to be trustworthy role models. Not least to fulfil our foundation's purpose: To use sport to foster education, development, and peacebuilding.

In peacebuilding, refugee protection through sport is currently gaining more and more importance - also due to the war in Ukraine. I am extremely pleased that the Scort Foundation together with the UN Refugee Agency (UNHCR) and the Olympic Refugee Foundation are leading the "Sport for Refugees Coalition" as co-conveners. As a result, our foundation can effectively contribute to ensuring access to sport activities for refugees at all levels.

With its inclusive power to bring people together, sport can go far beyond general, health-related goals: The social integration of people seeking protection, social cohesion as well as mental health are essential aspects we need to promote.

Last year, we were able to further expand our commitment in the digital field, conduct various online educations and continue our efforts in awareness-raising. In this area, child online protection is particularly close to my heart. We were able to intensify our co-operation with the International Telecommunication Union (ITU) and, through various events, draw the attention of sports organisations to this important topic. Young people and children in particular can be sensitised to online risks and be protected through sport.

The feedback from our partners encourages me that we are on the right track and that our employees are fully committed to their work. For this, I would like to thank the Scort team for their significant contribution to the well-being of many people during these challenging times.

Gigi Oeri
President



FOREWORDS

MARC-ANDRÉ BUCHWALDER

Our foundation continues to pursue the goal of educating Young Coaches in crisis areas. In 2021, however, a paradigm shift is taking place, which has its beginnings four years ago and will shape our commitment in the future.

The ongoing pandemic forced Scort, like many other organisations, to adapt its programmes and serve its core areas in new ways. When a new existential crisis puts additional constraints on people living in difficult circumstances, their essential needs often change. Discussions with partner organisations and especially project participants quickly revealed that this unsettling situation calls for concrete leadership and coping strategies to overcome the acute challenges.

Therefore, we decided to focus our e-learning concept on modern leadership content and to promote strategies, collaborations, and decision-making among programme participants from the field of sport for development. The feedback from these educations in East Africa and Asia was very positive and, thus, we concluded that we achieved our goal.

In addition, Scort intensified its co-operation with external organisations in the second year of the global health crisis (Covid-19 pandemic). The need for goal-oriented collaborations meant that our

team's leadership skills and practical experience in the field of development were in high demand.

However, these developments did not make us lose sight of our previous, successful programmes. We were very pleased that the Tandem Young Coach Education for coaches in disability football could take place once again. We were also able to work with our FCSA partner clubs as well as global and local partners to start planning international education modules.

All in all, we look back on an intensive, but also very educational experience, which would not have been possible without the great support and trust placed in us by the foundation's board. I would also like to thank our long-standing supporters and partner organisations for the new tasks we have been given and the excellent co-operation.

Marc-André Buchwalder
CEO



SCORT FOUNDATION

The Scort Foundation, founded in 2007, is a politically and religiously independent non-profit organisation based in Switzerland. The foundation's purpose is to promote and organise sport and play-based activities that foster education, development, and peacebuilding.

The Foundation's commitment lies in the field of Sport for Development, where sport is used as a tool to address various social and health related goals. To fulfil these aspirations, the foundation is active in the following areas:

- Creation of networks and partnerships for sustainable development through sport
- Advocacy work around the role of sport in the development context and consultancy support to various stakeholders
- Development and implementation of education programmes

The Scort Foundation values close co-operation and exchange with local and international non-governmental and governmental organisations. This provides the opportunity to tackle social challenges and peacebuilding together. Out of these partnerships, a network is created, developed, and maintained.

Furthermore, Scort is participating in various workshops and conferences to share knowledge and experience in sport and development, and advises various stakeholders within and outside the world of sport.

Scort develops and implements education programmes for young adults in crisis and former conflict regions. The education programmes are implemented on site and/or as e-learning courses aimed to foster "community leaders" who can sustainably shape their communities and contribute to a peaceful co-existence.

The football specific education programmes are implemented in co-operation with the Football Club Social Alliance and aim to strengthen the training and leadership competencies as well as the personal development of the participants. This gives them the opportunity to positively influence the lives of many children.

The Scort Foundation comprises of a team of experts in sport, economic and social sciences, as well as politics and evaluation. The employees of the foundation manage all projects, including project design, developing project concepts and fundraising. Additionally, they use their expertise to raise awareness and encourage the exchange of ideas in the field of Sport for Development.



SUSTAINABLE DEVELOPMENT GOALS

WHAT ARE THE SUSTAINABLE DEVELOPMENT GOALS?

The UN Sustainable Development Goals are a set of 17 Goals (SDGs) and 169 targets, which will shape the global development agenda until 2030.

The projects by the Scort Foundation harness the positive power of sport to contribute to 6 SDGs in the areas of health, education, gender equality, reduced inequalities, peace, and partnerships.

As an example, Scort's Online-Leadership programme offers women and men who are active in the field of Sport for Development equal access to education and tools promoting inclusion and peace. At the same time, a regional network of like-minded people working in the same field is created, which strengthens local and transnational structures as well as enables new partnerships.

Moreover, Scort puts a high value on close cooperation with local and international organisations. This way, resources can be shared and an exchange of knowledge can take place.

WHAT SDGS DO WE CONTRIBUTE TO?

GOAL 3: Ensure healthy lives and promote wellbeing 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 revitalise the Global Partnerships for Sustainable Development





ADVOCACY & PARTNERSHIPS

In 2021, Scort has increased its co-operation with a variety of partners to jointly overcome challenges. A special emphasis was put on the global co-operation with the International Telecommunication Union (ITU), the UN Refugee Agency (UNHCR) and the joint advocacy work on child online safeguarding and sport for protection.

CHILD ONLINE PROTECTION

With the Covid-19 pandemic, the use of digital technology became more important as it represents for many the only access to information, education and interaction with others. At the same time, adults and children alike often lack the awareness of online risks and the competences to safely use technology.

To help address these challenges in the sport sector, Scort entered a strategic partnership with the ITU. The co-operation focuses on raising awareness about Child Online Protection (COP) and building capacity within sport-based organisations to promote safe spaces.

To achieve set goals and support organisations, a series of events were organised in 2021 in co-operation with the FCSA, the European Football for Development Network and Laureus USA.

SPORT FOR PROTECTION

Since the establishment of the partnership with the UNHCR in 2017, Scort has increasingly impacted young refugees through the foundation's sport for protection projects aimed at giving young people the tools to positively shape their communities through sport.

Scort has also extended its advocacy work and presented the benefits of sport for protection on various platforms such as conferences or international working groups.

During the first UNHCR Global Refugee Forum in December 2019, Scort joined the "Sport for Refugee Coalition" (SfRC) which brings together more than 80 entities - from grassroots clubs and civil society organisations to governments and sporting federations - who have all pledged to improve the lives of displaced people through sport. Since 2021, Scort is leading the coalition as a co-convenor, together with the UNHCR and the IOC Olympic Refugee Foundation, and contributes to its strategic and operational development.

MONITORING & EVALUATION

WHY DOES SCORT MONITOR & EVALUATE ACTIVITIES?

Monitoring & Evaluation (M&E) forms an integral part of the way Scort operates. It allows progress to be monitored, learning to be captured, and projects to be enhanced. This helps ensure that projects have the best possible impact for all involved, whether this be partner organisations who collaborate on specific projects or the beneficiaries of a Scort education.

WHAT DOES SCORT EVALUATE?

Over the years, Scort has developed effective ways to assess the impact the Young Coach Education has on the direct beneficiaries. This has been through direct observations, self-reporting surveys, feedback talks, and interviews during projects.

HOW TO ASSESS INDIRECT BENEFITS?

Assessing the benefits of the indirect beneficiaries (i.e. children) has been far more complex and is especially challenging for organisations – like Scort – who are not on the ground on a daily basis but provide education on a global level to young adults in an effort to strengthen their activities with children.

This prompted a need to look for adapted data collection methods and to create an evaluation framework which can capture and assess the benefits of sport for development activities across geographically and culturally diverse project locations.

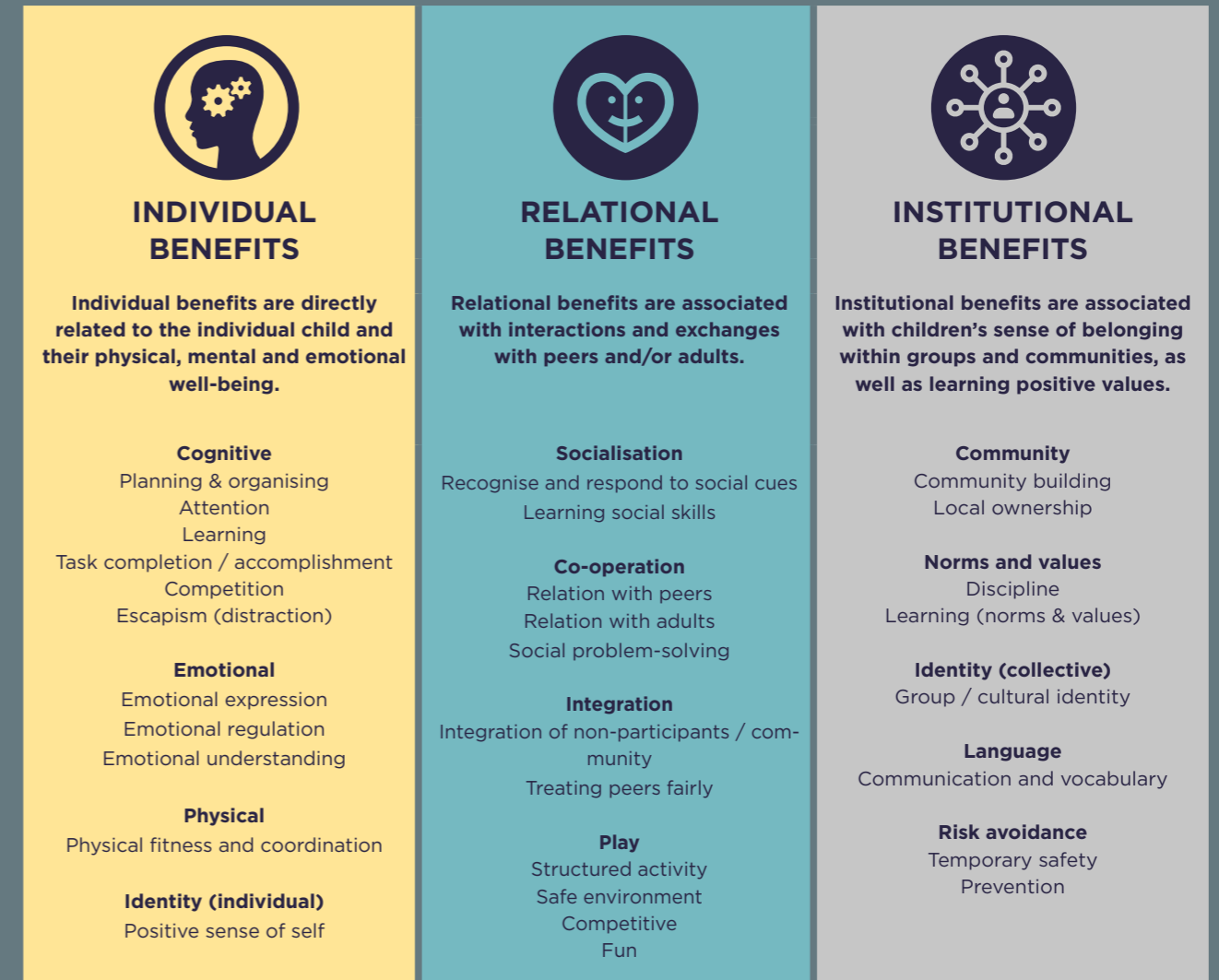
As a result, Scort initiated a partnership with the Social Research and Methodology Group at the University of Basel. Between 2018-2020, the university partner developed a framework to highlight how activities contribute to the children's well-being in multiple ways and on various levels. The IRI-framework was made possible through the support of Fondation Botnar, Scort Foundation, and University of Basel.

HOW CAN THE FRAMEWORK BE USED?

The benefits of each level of the IRI-framework (individual, relational, and institutional) can overlap. However, the categorisation into the 3 levels enables a systematic analysis about how children benefit from activities. To explore and analyse these benefits, the following methods were adopted:

- **Video-based observation:** Short videos are a useful way to capture the benefits associated with activities in a visual way and help facilitate a systematic analysis.
- **Children's drawings:** Drawings, accompanied by the children's explanation about what they have drawn, provides a fun way of breaking down formal barriers associated with collecting opinions and feedback from children aged 6-12 years old.
- **Informal conversations:** Feedback from youth about activities also provides valuable insights into what they liked about the activities, why they attend(ed), what they learnt, and why they changed behaviour.

IRI-FRAMEWORK OVERVIEW



HOW CAN THE FRAMEWORK HELP?

It is envisaged that the IRI-framework and tools used during the data collection will help in several ways:

- strengthen the understanding about the wide-ranging benefits associated with S4D projects.
- improve how the benefits of S4D activities are conveyed to other people (e.g. parents, teachers, funders).
- enable coaches/organisations to adapt and improve existing activities to optimise benefits for children.
- promote the use of creative data collection methods (i.e. drawings and videos) to complement more traditional forms of data collection (e.g. surveys and interviews).



SUSTAINABILITY

Scort's sustainability approach is based on holistic partnerships with a focus on having a lasting impact beyond the initial project. The following provides an insight into various aspects which help promote the sustainability of Scort's education programmes:

ADDED VALUE

Prior to any project, Scort evaluates the relevance and long-term value of a potential commitment including the identification of suitable partners, the analysis of the local situation, and the intended project focus on specific social issues.

SHARED FUNDING

The project financing (monetary and in-kind) is shared between Scort, project partners (local and international), and sponsors, taking into account the partners' interests and capabilities. The shared-funding principle helps ensure all partners buy-in to the shared project goals and long-term impact.

DISTINCT PARTICIPANT SELECTION

The participants are nominated by local organisations according to distinct criteria. This ensures that education reaches people who are already actively engaged in local organisations and have the local support network to immediately share and apply the knowledge they will gain from the education.

TAILORED EDUCATION

In co-operation with local partners, educational content can be translated (if applicable) and tailored to the specific needs of the target group. An emphasis is put on building practical skills to increase participants' competence and confidence to deliver activities or lead teams.

MONITORING AND EVALUATION

All projects are monitored and evaluated from the beginning. Learnings are captured and feed into enhancing the ongoing sustainability of current and future projects.

SHARED LEARNING

It is vital that learning goes beyond the education of participants. Therefore, the planning, implementation and evaluation are done in co-operation with local partner organisations which creates a mutual learning and spread of knowledge. Additionally, participants are trained to pass on their knowledge to their peers so that more people learn and benefit from the education.

CONTINUED DEVELOPMENT

Scort remains in contact with past project partners and participants and provides follow-up training to address new challenges and promote further exchange. Finally, selected participants of onsite programmes who have shown extraordinary commitment are given the opportunity to join other education projects as co-instructors and further their personal and professional development.



LEADERSHIP EDUCATION

WHAT IS THE BACKGROUND OF THE LEADERSHIP EDUCATION?

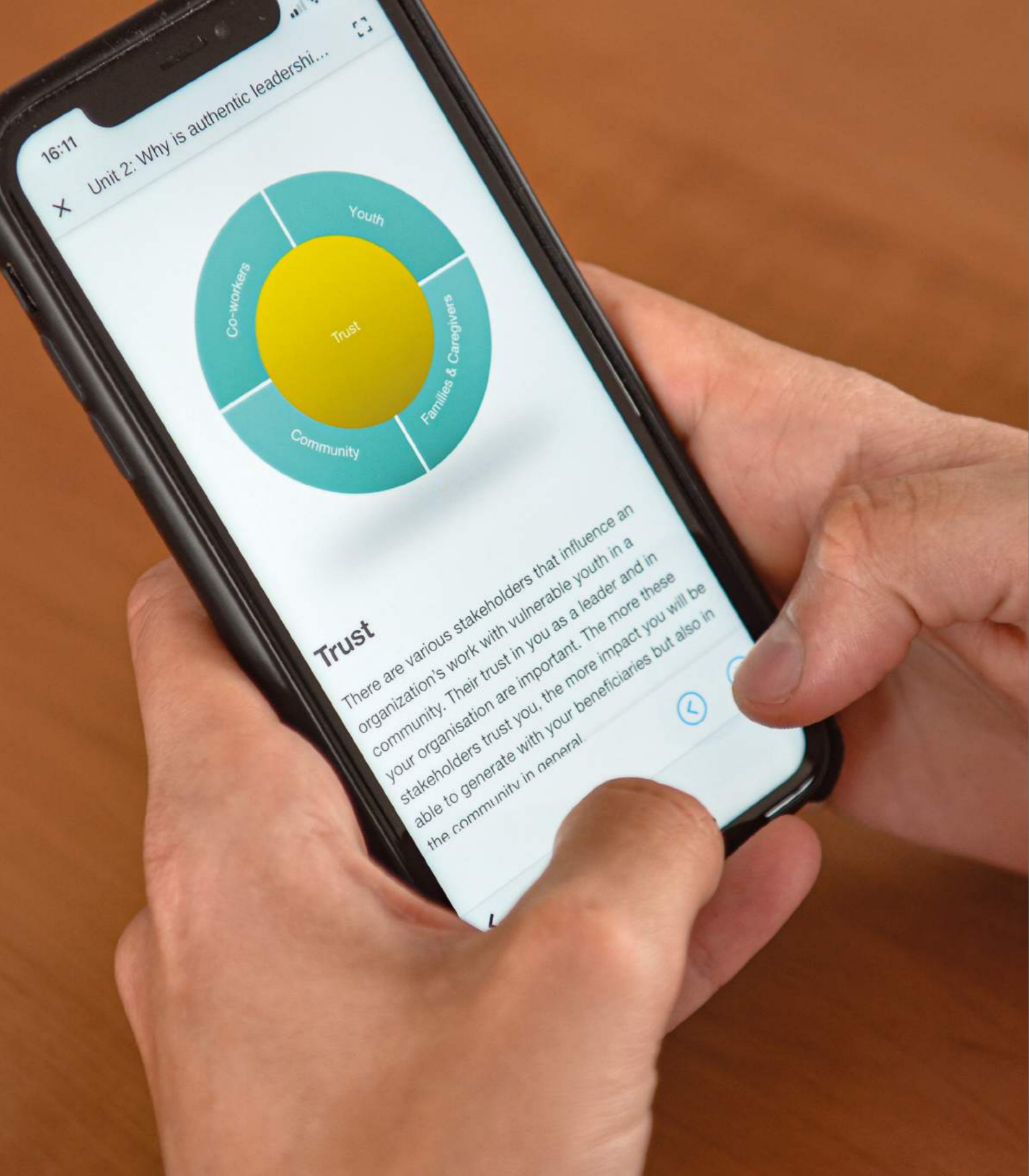
After the postponement of all on-field activities due to the pandemic, the Scort Foundation focused on providing tailored online education to Young Coaches and their peers in 2020. The aim was to strengthen their role as community leaders by building their leadership and coaching competences.

With the positive response to this approach in 2020 as well as a lack of access to modern leadership educations for people working in the area of Sport for Development, Scort created a new education in 2021. The education focussed entirely on leadership and was open to staff holding leadership positions within a Sport for Development organisation tackling challenges that youth in their community face.

WHAT'S THE GOAL OF THE EDUCATION?

The main goal of the 2021 leadership education was to support the efforts of primarily local NGOs working in the field of Sport for Development by providing educational opportunities to their staff. The programme aimed at promoting their professional as well as personal development. Special emphasis was put on complementing the participants' existing leadership competences and introducing them to modern, practice-orientated tools which they can apply to improve teamwork as well as decision-making and problem-solving skills.

An additional goal of the education was to facilitate exchange and generate a network of like-minded leaders working in the field of Sport for Development within the same geographical region. Thus, the design of the programme gave the participants the opportunity to connect with peers from the same field, benefit from each other's diverse expertise, and jointly tackle challenges they face within a similar working environment.



WHAT DOES THE EDUCATION LOOK LIKE?

The leadership education follows a curriculum underpinned by modern leadership concepts and theories. It contains two main components – Leading Self and Leading within a Team – which are covered by four core topics. The educational content of these topics are adapted to the participants' practical needs and builds on their existing leadership experience in Sport for Development.

In each topic, the participants are guided through a self-reflection process which allow them to delve deeper into the content and become aware of their values, strengths and behaviour which affect their actions as leaders. Simultaneously, the participants complement their theoretical and practical know-how with modern leadership tools to help them better address challenges and further enhance the impact they have within their organisations and communities.

The online education lasts 10 weeks on average and consists of:

- An introduction to modern leadership
- 4 self-study topics
- 2-3 live webinars
- Study groups
- Tests, assignments and surveys

The self-study topics allow participants to move through the content independently and at their own pace, while the regular study group meetings promote peer learning and greater exchange around the topics. The small group meetings encourage participants to critically discuss the content, challenges they might be facing, as well as how to use the new leadership tools to overcome them.

The live webinars complement the self-learning and facilitate direct exchanges between participants and instructors. Final tests, assignments, and surveys at the end of each topic give an insight into how well the content was understood by the participants and offer the possibility to give individual feedback, enhance the participants' learning and strengthen their ability to directly apply their new leadership skills in their working environment.





PROJECTS EAST AFRICA / ASIA

In 2021, Scort delivered 2 online leadership educations for personnel working in the field of Sport for Development (S4D) in East Africa and Asia. The educations aimed to build on the participants' existing leadership skills and give them practical tools to lead teams in an authentic, ethical, and inclusive manner. It also provided them with effective ways to approach various challenges.

The first 10-week course started in spring, with 23 participants from 5 countries in East Africa completing the education. The second education began in autumn and was successfully completed by 28 participants from 9 Asian countries.

The strong emphasis on practical leadership skills meant that most participants were actively applying their new knowledge prior to the end of the course e.g., through incorporating self-reflection in their leadership practice, involving other people in order to make inclusive decisions, applying tips to communicate ethically, or taking a step back to assess challenges.

Furthermore, the education received positive feedback around its ability to facilitate exchange and networking amongst participants. It is believed that the networks created will have a lasting impact, with the majority of participants indicating that they are likely to remain in contact with fellow participants after the course.



51

Participants



41%

Females



10

Weeks



TESTIMONIALS

“The content is really well designed and very useful. I was generally apprehensive towards online learning, but this course has actually changed my views. It was interesting, engaging, and great learning.”

RHEKA, PARTICIPANT FROM INDIA



“The biggest [benefit] that this course is offering me is what I really wanted: to develop my leadership skills ... It has also given an opportunity to share knowledge and experiences with our brothers and sisters from all over East Africa.”

ELLY, PARTICIPANT FROM UGANDA

“In general, I have found the course to be very educative and positive to my growth as a person, manager and owner of a young programme ... it has allowed me to reflect very deeply, and I have been able to bring out very good points that are already in action with my daily activities.”

FINA, PARTICIPANT FROM TANZANIA





FOOTBALL CLUB SOCIAL ALLIANCE



WHAT IS THE ALLIANCE?

The Football Club Social Alliance is a network of socially engaged, European football clubs. Initiated by Scort in 2007, the Alliance's permanent partner clubs are FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen, FK Austria Wien, FC Schalke 04 and 1. FSV Mainz 05.

Together, the clubs are active in crisis and former conflict regions as well as in disability football in Central Europe. In co-operation with Scort and local partner organisations, they educate active and motivated young adults to become so-called Young Coaches: football coaches and social role models.

WHAT DOES THE ALLIANCE ACHIEVE?

The main activity of the Alliance is the Young Coach Education. During the education, the Young Coaches learn how to structure and deliver sport-based activities for children aged 6-12 years, and how to be a role model for them. This way, local sports programmes can provide more opportunities for disadvantaged children to regularly participate in play and sports.

The partner clubs benefit from the Alliance as well: Not only do the joint projects foster a close exchange between the clubs, it also strengthens their network beyond the Alliance. At the same time, the club instructors take the impressions and experiences gained at the projects back home and incorporate them in their daily work.



YOUNG COACH EDUCATION

WHAT ARE THE EDUCATION AIMS?

The main objective of the education is to empower committed young adults (Young Coaches) in their role as proactive community leaders – on and off the pitch. Through the education 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, 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 well-being.

WHO ARE THE YOUNG COACHES?

The target group of the Alliance's projects are young people who live in crisis and former conflict 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:

- Young adults 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 entire 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 education 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 2021 into account, it can be stated that the average multiplier effect is 1:5. This means that for each Young Coach trained, there are 5 so-called "Peer Young Coaches" feeding off their knowledge and working with even more children.

WHERE IS THE EDUCATION TAKING PLACE?

The Scort Foundation and its partner clubs pursue the approach of running the programme in the countries of the respective participants. This creates the most authentic and sustainable experience, as the Young Coaches work in their own environment and under similar conditions to their daily activities.



WHAT IS THE EDUCATION'S DESIGN AND CONTENT?

Three phases define each education: project development (about 6 months), project implementation (within 12 months) and monitoring & evaluation (during and after the project). The project implementation phase is divided into 3 training modules, comprised of a minimum 12 education days, approx. 80 teaching hours.

The education follows a predetermined curriculum consisting of 3 pillars (see figure above), which complement and build on each other during the course of 12 months (see figure to the right). A workbook clearly outlines all educational content and is translated into the participants' local language.

The theoretical and practical sessions adopt an interactive learning concept, which puts a focus on experiential learning. Newly learned skills are directly applied in practice. 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 practical assessments in the form of events with children. This enables the instructors 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. Discussions will then take place during the following module to highlight success stories and address any challenges that the Young Coaches have faced – on and off the pitch.



WHO IMPLEMENTS AND SUPPORTS THE EDUCATION?

The training is implemented under the leadership of Scort together with the Football Club Social Alliance (FCSA) and local partner organisations. The training successes are based on co-operations in which all partners are involved according to their core expertise and resources – "Together we Inspire":

SCORT is responsible for project design and management, acquisition and co-ordination of partners, fundraising, accounting, reporting, monitoring and evaluation.

THE FCSA is implementing partner and provides instructors of their football clubs for on-site trainings.

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

GLOBAL PARTNERS support the projects through access to their networks, local implementing partners and by providing their resources and expertise.

WHO FINANCES THE EDUCATION?

The project financing is based on Scort's shared-funding-principle: local and international partners involved in a project, as well as the FCSA clubs and supporters, contribute to the funding according to their interests and capabilities. This support can be both monetary and in-kind. Scort bears the personnel costs for the project management as its own contribution.



DISABILITY FOOTBALL

For 15 years, Scort and the Football Club Social Alliance have organised football programmes for children and youth with a disability, which aim to promote participation, personal development, and integration in the society. The Alliance's 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. During the education, one person with a disability (Young Coach) and one person without a disability (Tandem Partner) build a so-called "Tandem".

Led by an experienced team of instructors, these Tandems learn to become coaches in disability football while continuously working together. This creates a process of mutual learning which ensures added value for both parties: With the support of their Tandem Partner, the Young Coaches learn to take on more responsibility. At the same time, the Tandem Partners gain practical experience in the area of inclusion.

The Tandems are nominated from the clubs' inclusion and disability football teams, or within the catchment area of the respective club. This is where they will return to after the education in order to actively plan and implement training sessions on a regular basis.

The **SPECIAL YOUTH CAMP** is a football and leisure camp for children and youth with disabilities. Since 2007, participants come together to play, learn, and gather unique experiences outside of their usual environment. During an entire week, the children enjoy tailored football trainings – instructed by the previously educated Tandems of the Alliance – as well as a diverse leisure programme including city and stadium tours, climbing forest, and a disco evening.

Sharing these moments fosters the participants' self-awareness, promotes self-confidence, and gives them the chance to make friends across borders. Additionally, the Tandems of the Alliance can gain valuable experience in the preparation and implementation of football trainings with children with a disability.

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

After the cancellation of the disability football programme in 2020 due to the pandemic, the Tandem Young Coach Education 2021 took place at the sports school in Wedau, Germany. The education was delivered in a reduced format, with an approved hygiene and protection concept in place. For safety reasons, it was decided not to go ahead with the Special Youth Camp 2021.

Based on the positive experience and feedback, the 2021 Tandem Education was opened up again to participants outside the network of the Alliance. The partnership with the DFB-Stiftung Sepp Herberger and the DFL Foundation allowed the inclusion of 5 Tandems from the German Regional Football Associations. An additional 5 Tandems were nominated by the FCSA partner clubs.

In a mix of theoretical and practical sessions, the Tandems learnt how to work together and how to prepare and adapt training sessions for children with a disability. The Tandems were able to directly apply their newly acquired knowledge with local children from special educational needs schools as well as disability football teams. Instructors' feedback after practical sessions gave them individualised input to further improve their coaching abilities. The intense exchange throughout the week created a mutual learning experience, promoted the sharing of best practices, and created a valuable network of like-minded people.

Back in their clubs, the Tandems are now actively included in the planning and implementation of training sessions. This, in turn, helps to further strengthen the structures of disability sports in their respective regions.



26

Young Coaches
(50% with a disability)



10

Tandems



25%

Females



PROJECT CENTRAL EUROPE



OUR STORY YASIN & GREGI

Yasin and Gregorio are a Tandem from the "DreamTeam" of FC Basel 1893. They have known each other for some time but the experience of taking part in the 2021 Tandem Young Coach Education has brought the 2 of them even closer together. Young Coach Yasin is proud of how he went from being a player to a coach and that he was able to lead a training session by himself. This development has also been recognised by his Tandem Partner Gregorio who was often pleasantly surprised by Yasin's abilities. This is their story:

Gregorio (Tandem Partner): *I thought it was great to be here with Yasin and to develop as a team. Especially the development of Yasin, to see how he evolved from being a player to being a coach was great. I was surprised at times by his abilities, and I am very proud of how he masters everything.*

Yasin (Young Coach): *I am very proud that I was able to lead a training session for the first time. For example, I learnt how to set up everything before the training. So, in general I am happy that I got a feeling of what it is like to be a coach.*

Gregorio: *We have learnt to be patient with each other, to listen to each other better, and how to communicate together. Also, we now know how to plan, develop, and adapt a training as a Tandem.*

Yasin: *It feels good to also understand the position of the coach better. As a coach, I have to get along with the whole team, make sure we work well as a team and generally do a competent job in running a good training*

Gregorio: *My goal is to involve Yasin as often as possible and in different ways in our training sessions. For example, as an assistant. But of course, not during the whole training session, because he is still a player. I could see him preparing and leading parts of a training session from time to time - for example, the warm-up. I also see the possibility of him leading a training session for the very young children on his own.*

Yasin: *I think I have a great Tandem Partner in Gregorio. I've had an excellent week with him. Mutual trust is very important to me when working as a Tandem. And that we understand each other. For me, football is all about teamwork. And we worked really well as a team during this week.*

AMBASSADORS



"Taking our social responsibility beyond the pitch is crucial for us at FC Basel 1893. Football is much more than competition or sport. Together with the Football Club Social Alliance we can teach young people in conflict and crisis regions social values through football and promote tolerance, inclusion, and social integration. We are proud to be part of this great initiative."

URSULA REY-KRAYER, 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



PROJECT LOCATIONS

CENTRAL EUROPE

178 Young Coaches
(disability football)
> 1,000 children

COLOMBIA

30 Young Coaches
> 13,300 children

INDIA

29 Young Coaches
> 9,400 children

INDONESIA

34 Young Coaches
> 12,400 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
> 5,000 children

MEXICO

41 Young Coaches
> 7,800 children

RWANDA

85 Young Coaches
> 6,400 children

SRI LANKA

56 Young Coaches
> 4,300 children

SUDAN

25 Young Coaches
> 1,200 children

TANZANIA

41 Young Coaches
> 3,400 children

UGANDA

30 Young Coaches
> 12,500 children

UKRAINE

39 Young Coaches
> 20,800 children

VIETNAM

33 Young Coaches
> 2,200 children



IMPACT SINCE 2007



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

18 LOCATIONS where the FCSA has been active

106 LOCAL ORGANISATIONS who nominated participants

416 MISSIONS carried out by the instructors

745 CERTIFIED YOUNG COACHES are now able to positively impact the lives of thousands of children and young people, as well as their communities due to the education

29% AVERAGE FEMALE PARTICIPATION on the programmes

5 PEER YOUNG COACHES on average are educated by 1 Young Coach

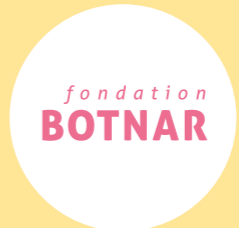
3,836 YOUNG LEADERS (Young Coaches & Peer Young Coaches) have benefited from the programmes

>104,200 DISADVANTAGED CHILDREN are directly benefiting from their activities and mentor support



PARTNERS

STRATEGIC PARTNERS



“UNHCR’s partnership with Scort Foundation has demonstrated how sport and humanitarian organizations can work seamlessly together to achieve mutual goals. The young coach programme delivered by the Football Club Social Alliance provides opportunities for some of the most disadvantaged young people in the world to enhance their skills as football coaches and community leaders, at the same time integrating a deeper understanding of humanitarian action that promotes inclusion, social cohesion and health and wellbeing.”

DOMINIQUE HYDE,
DIRECTOR OF THE DIVISION OF EXTERNAL RELATIONS, UNHCR



SELECTED PARTNERS AND SUPPORTERS SINCE 2007



303
Project Partners and Supporters



BALANCE SHEET

	31.12.2021	31.12.2020
	CHF	CHF
ASSETS		
Cash & cash equivalents	1,485,743	1,395,557
Other accounts receivable	11,675	16,649
Accruals	3,328	1,277
TOTAL CURRENT ASSETS	1,500,746	1,413,483
Tangible assets	14,160	15,000
TOTAL NON-CURRENT ASSETS	14,160	15,000
TOTAL ASSETS	1,514,906	1,428,483
LIABILITIES		
Accounts payable	1,524	13,975
Other current liabilities	6,026	7,528
Deferrals	5,550	5,550
Projects overall	333,621	399,991
Projects upscaling	466,416	376,471
Evaluation	28,321	28,321
Project Disability Football	111,124	114,402
Project Ukraine	5,570	5,570
Project Colombia	16,923	16,923
Project Ethiopia	16,292	16,292
Total short-term provisions of uncompleted projects	978,267	957,970
TOTAL SHORT-TERM LIABILITIES	991,367	985,023
Foundation capital	443,460	372,406
Annual result	80,079	71,054
TOTAL EQUITY	523,539	443,460
TOTAL LIABILITIES	1,514,906	1,428,483

INCOME STATEMENT

	01.01. - 31.12.2021	01.01. - 31.12.2020
	CHF	CHF
Contributions	875,000	800,000
Other income	2,809	5,751
CONTRIBUTIONS AND OTHER INCOME	877,809	805,751
Grants Programme FCSA	61,539	53,827
Invoiced services	28,174	143,918
Reversed provisions	69,648	148,420
Cost coverage projects upscaling	-	30,797
INCOME PROGRAMME FCSA	159,361	376,962
NET PROCEEDS	1,037,170	1,182,713
Evaluation	-	-13,000
Personnel cost	-445,858	-432,252
Travel expenses	-5,111	-31,180
Promotion	-	-145
Project costs	-21,616	-26,230
Project balancing, formation of provisions	-89,945	-215,397
COSTS PROGRAMME FCSA	-562,530	-718,204
GROSS PROFIT	474,640	464,509
PERSONNEL EXPENSES	-231,879	-233,489
Premises	-78,025	-81,322
Maintenance, repair, replacements	-953	-137
Company car, other transportation expenses	-2,927	-2,861
Insurances, fees, charges	-3,539	-3,669
Administration and IT expenses	-58,359	-52,764
Public relations and marketing expenses	-9,047	-8,729
OTHER OPERATING EXPENSES	-152,850	-149,482
DEPRECIATION OF TANGIBLE ASSETS	-7,846	-9,971
FINANCIAL RESULT	-1,986	-513
TOTAL INCOME STATEMENT	80,079	71,054

APPENDIX TO THE FINANCIAL STATEMENT 2021

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.

The foundation publicly calls for donations.

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
- Jean-Paul Brigger, Member of the Board of Directors
- Pascal Naef, Member and Delegate to the Board of Directors

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. Expenses can be reimbursed.

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 und 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. Leased mobile fixed assets and the resulting liabilities are not accounted for.

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

(ONLY SIGNIFICANT POINTS OF THE AUDITED FINANCIAL STATEMENTS ARE SHOWN HERE)

	2021 / CHF	2020 / CHF				
3.1. Cash & Cash equivalents						
Cash balances	26,140	27,666				
Bank balances	1,459,603	1,367,891				
Total Cash & Cash equivalent	1,485,743	1,395,557				
3.2. Contributions and Donations						
Contributions covering overhead costs						
Donors known by Scort	875,000	800,000				
Donations projects						
Projects overall & Evaluation						
Donors known by Scort	61,539	53,827				
3.3. Programme Football Club Social Alliance (FCSA) 2021						
	DONATIONS, INCOME & REV. PROVISIONS CHF	EXPENSES CHF	PROVISIONS ¹ CHF	ALLOCATED COSTS / INCOME CHF	OFFSETTING (ALLOCATION) ² CHF	BALANCE CHF
Overall	3,370	-3,370	-	-	-	0
Disability Football	19,817	-19,817	-	-	-	0
Evaluation	92,673	-92,673	-	-	-	0
Upscaling	136,174	-46,229	-89,945	-	-	0
Total Projects self-sustaining	252,034	-162,089	-89,945	0	0	0
FCSA non-self-sustaining	-	-403,170	-	-	-	-403,170
Total Programme FCSA	252,034	-565,259	-89,945	0	0	-403,170

¹ Projects not yet finished

² Projects finished

In comparison, the costs of the FCSA programme in 2020 amounted to a total of CHF 341,026. 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.

5. COVID-19

There are currently no foreseeable financial impacts as a result of COVID-19, and no COVID-19 loans were applied for.

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 auf den Seiten 48 bis 52 für das am 31. Dezember 2021 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

Niklas Schuebbe

Basel, 27. April 2022



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

Owner Pierre Jaccoud Consult
Vice Chairman Independent Capital Group
President of the Stiftung Blindenheim Basel

Avv. Claudio Sulser

Lawyer at Sulser Jelmini Padlina e Partner
Former Swiss National Team Player

Jean-Paul Brigger

Football Manager
Former FIFA Technical Director
Former Swiss National Team Player

DELEGATE OF THE BOARD OF DIRECTORS

Pascal Naef

Personal Assistant to the President of the Scort Foundation
Managing Director of Stiftung Nachwuchs-Campus Basel
Delegate of the Board of Directors of Stiftung Nachwuchs-Campus Basel

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



CODE OF CONDUCT

The Scort Foundation is committed to conduct its work in compliance with highest legal and ethical standards. Scort employees acknowledge and agree to the foundations code of conduct. In addition to the points listed below, the Code of Conduct includes topics such as business ethics, anti-corruption standards, privacy and confidentiality, health and safety, discrimination as well as environmental protection.

CHILD PROTECTION POLICY

Scort promotes children's well-being and condemns any type of exploitation or abuse. Therefore, measures are taken to protect children's rights and prevent all forms of violence and harm that may be inflicted by other persons offline and online: Scort's Child Protection Policy lays the basis to ensure that all children participating in any form of the foundation's activities are safe and that any identified or suspected abuse is reported. Additionally, the policy must be agreed upon and signed by all project parties before being involved in any of Scort's activities with children and serves as a guiding document for all stakeholders.

DATA PROTECTION IMPLICATIONS

To protect privacy and publicity rights, Scort takes appropriate precautions and strictly complies with the 1948 Universal Declaration of Human Rights (Art. 12), the 1950 European Convention on Human Rights (Art. 8), the European Union's General Data Protection Regulation (GDPR) as well as local legislation and rules governing data protection applicable at project locations. These legal bases are particularly relevant when Scort captures personal information (text, image, audio data) from individuals involved in the foundation's activities for communication and public relations purposes.

AWARENESS RAISING

In collaboration with experts, Scort raises awareness, provides practical tools and actively informs stakeholders about opportunities to promote safe practices as well as highlight potential risks that could harm others. In light of this, Scort's education programmes include capacity-building on recognising safeguarding issues and on empowering active protection of individual – and in particular children's rights.

IMPRINT



EDITOR

Scort Foundation
Stänzlergasse 4
4051 Basel / Schweiz
info@scort.ch
www.football-alliance.org

PHOTOGRAPHY & TEXT

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CONCEPT & DESIGN

deepblue networks AG
Schützenstrasse 21
22761 Hamburg / Deutschland
www.db-n.com

LAYOUT

Joël Veuve
www.joelveuve.ch

PRINT

PRINTHOUSE by Jobfactory
www.printhouse.ch

Printed on FSC certified paper
(FSC Mix)





TOGETHER WE INSPIRE

WWW.FOOTBALL-ALLIANCE.ORG