



TOGETHER WE INSPIRE



ANNUAL REPORT 2017



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FOREWORDS

GIGI OERI

The year 2017 has been marked by change and social challenges. This confirmed our mandate to – locally and globally – support those young women and men who face these challenges. They see their daily struggles as a chance to spark positive change.

I can see with pride that the Scort Foundation and its member clubs have advanced their work with continuity and a great sense of responsibility. The Young Coaches we educate have an impact on a global scale and stand up for disadvantaged children everywhere – no matter how hopeless the circumstances may seem.

The team at Scort remains in contact with many of our programme graduates. By following their journey, we get a personal insight into the current situation in which those young women and men are active. Not all of them remain grassroots coaches forever, some develop and move on. However, they all remain strong young adults with ideals, enthusiasm and the conviction to change their environment. There cannot be enough people like that in this world and we have complete faith in them. This is what the Scort Foundation works towards.

For this reason, I am delighted that the Fondation Botnar has recognized our innovative approach and that they will be a strong partner for our development and impact evaluation. Additionally,

with FC Schalke 04 and 1. FSV Mainz 05, we welcome two established German Bundesliga clubs in the Alliance. Thanks to their authenticity, both clubs are very popular with football fans all throughout Europe and, from now on, they support disadvantaged people not only locally, but also internationally.

The current project in Rwanda, conducted in collaboration with the UN Refugee Agency (UNHCR), is particularly close to my heart. Countless children from Burundi and Congo live in refugee camps and need role models who offer meaningful activities and show them how to live a healthy life. Moreover, we signed a project agreement with the Asian Football Confederation (AFC), with whom we currently conduct our equally moving project in Lebanon.

In this spirit, I would like to thank all partners, supporters and friends of the Scort Foundation. The continuity of our work and belief in making a difference together are worth it – also in 2018.

Gigi Oeri
President



FOREWORDS

MARC-ANDRÉ BUCHWALDER

For some years now, we could observe a global change. A change, in which populism and protectionism stands opposed to the desire of cosmopolitanism and equal opportunity. A change, in which the nations of the Global South are increasingly separated from those of the Global North – through the media and politics, fears and prejudices.

For this reason, we believe it is crucial to use our work to build bridges and foster proactive role models who share this thought. Out of this conviction, in 2017, the Scort Foundation together with the Football Club Social Alliance (FCSA), has worked towards emphasizing and cherishing strong partnerships and mutual support especially in our international projects.

As an example, I would like to underline our project in Lebanon, where we - due to the outstanding partnership of the Alliance with the Asian Football Confederation (AFC), the UN Refugee Agency (UNHCR) and the DFL Foundation - educate 31 young men and women. To make the reality off the football field more tangible, a delegation of club directors made the journey to Beirut. On-field, they could gather impressions of the refugee work on the ground, experience the immediate circumstances of refugee families from Syria and Iraq and recognized even more the necessity of the international engagement of their clubs.

The partnerships which the FCSA continuously builds and fosters are just as important as the contacts the Young Coaches create during the projects. They often are from different backgrounds and religions and have made distinct experiences. In Lebanon, for example, Young Coaches from both the refugee and the Lebanese population took part in the project. The contacts and networks created during a Young Coach Education Programme have a lasting, positive impact on their personal development and, at the same time, on the communities they work and live in.

All this would not be possible without the terrific work of the instructors of our partner clubs, whom I am very grateful to. My appreciation extends also to the board of directors and our partners, for the confidence they put in us and our work. Last but not least, a big thank you to the entire team of the Scort Foundation. To build bridges, we need more than just individual actors – we need the cooperation of all of you. Thank you!

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 that they can turn to for advice and guidance. People that inspire them and create hope for a better future.

With this in mind, in 2007, Scort established the Football Club Social Alliance (FCSA), an innovative way for professional football clubs to get 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 play can be used as a tool in their work to tackle social challenges such as inclusion, conflict resolution or health protection.

To meet these goals, the foundation is active in the following areas:

- Scort builds networks and co-operations in the field of international development through sports/football.
- Scort develops training programmes for young people who implement sports activities for underprivileged children and who support their development by acting as social role models.
- Scort coordinates the collaboration of the professional football clubs of the FCSA and builds partnerships to support the projects.
- Scort sensitises and consults different stakeholders on Corporate Social Responsibility in the field of professional football.

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 all over 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.



FOOTBALL CLUB SOCIAL ALLIANCE



WHAT IS THE ALLIANCE?

The Football Club Social Alliance is a network of European football clubs that team up for social change on a global level.

The partner clubs FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen, FK Austria Wien, FC Schalke 04 and 1. FSV Mainz 05 use the unifying power and values of football to empower young people from conflict and crisis regions in their work with disadvantaged children. Experts of the football clubs train these young dedicated women and men together with local aid organisations to become certified “Young Coaches” – football coaches and social role models.

WHAT DOES THE ALLIANCE ACHIEVE?

Our Young Coaches receive expert knowledge on how to use attractive football activities for children aged 6-12 and to improve their living conditions at the same time.

A fundamental element is to create opportunities for underprivileged children to participate in play and sport. Sport activities foster their self-esteem and offer them vital new perspectives. Through play, a basis of trust between coach and child can be built, problems addressed and solutions developed.

LEARNING FROM ROLE MODELS

Role models influence any human's development – same for our Young Coaches. While the FCSA educates them to become role models for the children of their communities, our instructors 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 at the clubs' community departments/foundations. For the Young Coaches they are instructors, mentors and important persons of trust who teach them football specific knowledge as well as comprehensive skills in the social field.

Many Young Coaches already work with underprivileged children before our 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

It is always the Young Coaches as well as the instructors who benefit from the programmes.

The switch from elite training to grassroots football during the project sessions 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 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 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 the 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



«The engagement of our Young Coaches is overwhelming: the kind of joy, passion and hope they commit to their work is incredible. Our education provides a certain perspective on the future for many Young Coaches, who later might continue the project either in their country of origin or the camp they stay at.»

PETER QUAST, INSTRUCTOR BAYER 04 LEVERKUSEN



«I am extremely happy to help Young Coaches to use sports to overcome the negative experiences in their lives, change their community and improve the future for the children.»

MICHAEL ARENDS, INSTRUCTOR SV WERDER BREMEN



«The 'good life' as we enjoy it in Western Europe is put into perspective seeing the refugees in such camps. And still, the Young Coaches are hungry for knowledge, interested and great humans – all contact with them is very friendly and heartfelt.»

WILLY SCHMID, INSTRUCTOR FC BASEL 1893





CONCEPT

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.

Our Young Coaches live in post-war, crisis or developing regions and already work with children. They might be teachers, NGO staff, sports coaches or social workers. We aim to educate them on...

...how to offer attractive, safe and age-appropriate football activities (e.g. regular football trainings, fun games or football festivals);

...how to develop important leadership competences and pedagogical skills (e.g. teambuilding or communication)

...life and soft skills (e.g. children's rights, inclusion, conflict resolution, health).

Training the Young Coaches and inspiring them in their work leads to a wider and more sustainable impact on the lives of many: the Young Coaches learn to pass on their knowledge to peers so that even more children benefit.

WHERE IS THE PROGRAMME TAKING PLACE?

In general, the Scort Foundation and its partner clubs pursue the approach of running the programme in the countries of the respective participants. By this, they get prepared for their work with children in their own environment and under similar conditions in the most authentic and sustainable way. Scort examines whether the new project location fulfils the following criteria:

- Is it a post-conflict or generally under-developed region where basic humanitarian needs are provided but access to education in the field of sport and development is severely limited for young people?
- Would an engagement in this region create added value?
- Are safety and security for the international delegation guaranteed at any time?
- Is Scort able to find a reliable and accountable main local project partner which is ready to co-operate with Scort during one year and to take over organisational responsibilities on site?
- Are there further local project partners in a position to select participants and to contribute locally relevant course content?
- Are local project sponsors willing to bear at least 15% of the budgeted project costs as part of an essential local ownership?

YOUNG COACH EDUCATION PROGRAMME

CENTRAL EUROPE

106 Young Coaches
(disability football)
> 700 children

COLOMBIA

30 Young Coaches
> 11,700 children

INDIA

29 Young Coaches
> 9,400 children

INDONESIA

34 Young Coaches
> 14,400 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
> 2,600 children

RWANDA

100 Young Coaches
> 3,000 children

SRI LANKA

56 Young Coaches
> 4,900 children

SUDAN

25 Young Coaches
> 1,200 children

UGANDA

30 Young Coaches
> 12,500 children

UKRAINE

39 Young Coaches
> 7,900 children

COLOMBIA

CENTRAL
EUROPE

UKRAINE

KOSOVO

LEBANON

ISRAEL/
PALESTINE

JORDAN

INDIA

SUDAN

UGANDA

RWANDA

SRI LANKA

INDONESIA



WHAT IS THE CHRONOLOGICAL DESIGN OF THE PROGRAMME?

Three phases define the Alliance 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.

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 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, across approximately 12 education days, and 80 hours). Therefore, Scort and club representatives travel several times a year to the respective project locations.



WHAT IS THE PROGRAMME'S CONTENT?

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 12 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



WHAT MAKES THE PROGRAMME SUSTAINABLE?

Sustainability is realised through the following programme framework.

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
- Participants are nominated by local organisations ensuring constant support
- Shared-Funding-Principle (Scort, clubs, international and local sponsors)

Sustainable Education Process:

- 3-4 education modules with the same group of participants
- 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 personality development as well as leadership and problem solving 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:

- Projects end when participants are able to apply newly learned skills and to develop and lead sport and development activities independently
- Impact measures

HOW DO WE EVALUATE THE PROGRAMME?

Internal monitoring is carried out by Alliance instructors, Scort staff and local project partners. Skills-based assessments at the end of every module provide the instructors with information about the Young Coaches’ skills and overall development.

Scort prepares an interim report after each module and a detailed final report after the completion of the project. These documents are shared with all partner organisations, sponsors and the Alliance clubs. Furthermore, the local partners send reports regarding the activities carried out independently by the Young Coaches between modules to Scort. In close conjunction with all involved partners, Scort is then able to adjust course content if necessary.

Following the completion of the project, an annual survey is sent out to the certified Young Coaches to track their current activities and the impact that they are having in their communities. The survey is administered on an annual basis for three years post project. The data received helps inform Scort if a follow-up module would be of benefit in the respective country.

External evaluations are also carried out on a project-by-project basis, with the focus depending on the specialisation of the evaluating partner. We use the results in order to further develop the projects and to design potential follow-up initiatives.

HOW ARE THE PROJECTS FINANCED?

Scort is responsible for the funding of all projects, which are organised by the foundation and conducted by the Football Club Social Alliance.

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

Private donations and corporate partnerships cover Scort’s administrative costs relating to personnel and infrastructure expenses. Thus, all monetary and in-kind funds generated through fundraising are exclusively used for direct project expenses.

Experience of data indicates that the Scort Foundation and the Football Club Social Alliance (50% combined contribution), local sponsors (15%) and international sponsors (35%) respectively share the overall expenses of each project (see figure).

PRINCIPLE OF SHARED FUNDING		
<div>SCORT FOUNDATION / THE FOOTBALL CLUB SOCIAL ALLIANCE</div> <div>Scort Foundation and participating football clubs</div> <div>ca. 50%</div> <div>Covering the cost of:</div> <div><ul style="list-style-type: none">• project development• project related personnel costs of Scort (project management)• travel expenses of instructors (flights, accommodation, meals)• material and donations in-kind• pro-rata overhead costs</div>	<div>LOCAL OWNERSHIP</div> <div>Local Supporters</div> <div>ca. 15%</div> <div>Covering the local cost of:</div> <div><ul style="list-style-type: none">• infrastructure for coaching education programme• accommodation and meals for project participants• materials• local transportation costs</div>	<div>(CORPORATE) SOCIAL RESPONSIBILITY</div> <div>International Supporters</div> <div>ca. 35%</div> <div>Financial means and company specific contributions in-kind to cover:</div> <div><ul style="list-style-type: none">• travel expenses (flights, accommodation, meals)• local project costs (in case not yet locally covered)• monitoring and evaluation• pro-rata overhead costs</div>
OWN SHARE	FUNDRAISING	



YOUNG COACHES

Target group of the Alliance projects are young women and men who already conduct social programmes for underprivileged children in their communities (focused on e.g. conflict resolution, WASH, inclusion). Through the Young Coach Education Programme, they gain the capacity to introduce sport and football even more effectively within their own activities. By offering attractive programmes to children, using their enthusiasm for sport and as respected role models, the Young Coaches are able to work with the kids on a variety of social issues.

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

- Women and men between 18 to 28 years of age (quota of female participants is defined according to different project regions)
- 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 whole year-long programme and to implement sport activities with a strong social focus for underprivileged children
- Enthusiasm for sport and an interest in football

After the education programme, the Young Coach is more than just a football coach for children. Besides learning about typical grassroots football topics, the instructors also teach them how to become role models for the children, and how to convey life and soft skills. The reasoning behind this strategy is that the children start trusting their coaches on and off the pitch and that they can thus be sensitised to locally relevant social topics such as health, children's rights, inclusion and conflict resolution.

The Young Coaches implement their newly acquired skills when working for their organisations, and some even develop their own programmes for disadvantaged children.

The Alliance's programme focuses on the holistic and sustainable promotion of the Young Coaches and their self-esteem. During this process, the instructors also motivate them to pass on their acquired knowledge to more people and, thus, to act as multipliers in their community. Taking all projects between 2007 and 2017 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", benefiting from their knowledge.

IMPACT SINCE 2007



22 **PROFESSIONAL FOOTBALL CLUBS (FCSA)**
sent instructors to our programme



328 **MISSIONS**
carried out by instructors
of FCSA clubs



2,095 **DAYS**
offered by FCSA instructors
during their missions



42,919 **HOURS**
of education delivered to
Young Coaches by
instructors of FCSA clubs
and partnering NGOs



442 **CERTIFIED YOUNG COACHES**
are now able to transform the
lives of thousands of children
and young people due to our
programme



24% **AVERAGE FEMALE REPRESENTATION**
in our Young Coach
Education Programme



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



2,407 **YOUNG LEADERS**
(Young Coaches & Peers)
have benefited
from our programme



>67,000 **DISADVANTAGED CHILDREN**
are directly benefiting
from their activities and
mentor support





UKRAINE

The armed conflict that erupted in 2014 has heavily shaped the past few years in Ukraine, leading to many fatalities and displacing over 2.5 million people who had to find refuge in other parts of the country or neighbouring nations.

With little prospects of an end to the war, the internally displaced – most of whom are women and children – need to be integrated into their new communities. For this reason and with the financial support of the UEFA Foundation for Children, the Football Club Social Alliance teamed up with FC Shakhtar Donetsk to deliver its Young Coach Education Programme in Ukraine.

Until May 2017, 39 young women and men were educated to become grassroots football coaches. During the training they learned how to use play and sport to facilitate the integration of displaced children in their host communities, how to strengthen social cohesion and increase mutual understanding.

The Young Coaches can now offer stability and support in the children's everyday lives, provide a safe environment to play and learn and, as persons of trust, help them cope with their war-related traumas.



39

Young Coaches



10%

Females



1:4

Multiplier Effect



165

Peer Young Coaches



>7,900

Benefiting Children



UKRAINE



MY STORY NIKITA KOVCHUGA

Nikita is not a football player. However, he strongly believes in the power of the sport and the potential it has on providing psycho-social support for children. Instead of using his skills to work abroad, he decided to stay in Ukraine and help those most affected by the conflict – the children. This is his story:

«To be honest, I am not a football player. Really, I am actually quite far away from football. But I do realize that football is a strong tool to teach children the really important things. That is why I took part in this programme. I wanted to learn about football methodology and the different techniques. The training has given me tools and knowledge on how to make children smile, teach them to solve problems, cooperate, work as a team, to develop leadership qualities and many, many other things. Things that they will need in their everyday life.

It is not an easy time to be a child and growing up in Eastern Ukraine. Two years ago, I had a choice. To stay in Spain after my social internship, or to come back to my home country. A few children died in my native town Shakhtarsk because of anti-personnel mines. This is one of the reasons

I had chosen to come back. I couldn't step aside from what was happening, and I understood that the greatest motivation for me is to make children smile.

That is why I started to work as a field officer for Terre des Hommes. As part of our work in Ukraine, we run a programme on psycho-social support for children in Eastern Ukraine. Everything I learned at this education, I will share with my colleagues so that we can use it in our "Youth Activation Sessions" that we run in schools. We have already developed new games for our psycho-social support programme, especially activities based on the 'Football Fun Games' that we were taught during our education.

Using football to help children relieve stress is a completely new approach for us. When they play, they smile, they have energy, they forget what is going on around them. That is why it is so important to work AND play with children, especially in Eastern Ukraine.»



LEBANON

The security situation in multi-confessional Lebanon is fragile and the scars of the civil war (1975-1990) are yet to heal. Many fear that the conflict in Syria will spill over into their country, which after granting countless Palestinians and Iraqis asylum since 2011, has now received another one million Syrian refugees. These numbers result in 30% of the Lebanese population consisting of refugees, a percentage like no other nation.

Mastering the extreme influx of refugees puts a serious strain on the resources of this small country. Despite support of international organisations, Lebanon is struggling to provide basic needs and to ensure safe coexistence of the refugee and host population. The understanding for the refugees' situation is diminishing, while frustration and social tensions between refugees and Lebanese citizens increase.

During our education, 31 young women and men from both the refugee and Lebanese population learn how to create, through football, opportunities for children to meet. With educational games and football activities the Young Coaches convey basic values to girls and boys living in conflict-prone host communities. This way, they encourage a peaceful coexistence and establish an emotionally supportive, safe environment, which prevents tensions and, at the same time, promotes social cohesion.

Having started successfully early September 2017, the education programme comes to an end in spring 2018. It is conducted in partnership with the UN Refugee Agency (UNHCR), the AFC - Dream Asia Foundation and the Lebanese Football Association.



31

Young Coaches



26%

Females



1:2

Multiplier Effect



48

Peer Young Coaches



>2,600

Benefiting Children



LEBANON



MY STORY KAMAL AL AHMADE

Throughout his childhood, Kamal faced rejection and emotional abuse due to his disability. His experiences inspired him to become a social activist and help children. This is his story:

«I was raised in Syria, in a city called Raqqa. Since I was born I had a disability, so I couldn't be educated because society did not accept people with disabilities. I used to sit under the classroom window of the school to listen to the lessons. I would take my brother's and sister's books to study and take notes, I even used to solve their homework.

Later on, after several years, I created an NGO that organised social activities for kids and different activities that help the environment. I also worked at the hospital.

One day, at the hospital, I refused to nurse and help a criminal leader. This did not go down well, and gang members threatened to kill me for this and for also being a social activist. My life was in real danger. I was captured on numerous

occasions trying to escape these criminal groups. While I was captured, I was abused physically and verbally. However, I was fortunate as my brother helped me escape to Lebanon.

I now volunteer for a foundation close to where I live. The area is not safe, especially not for children. The children that I train are from Syria, Palestine, Iraq and Sudan. I am from the same background as many of them, so I understand their needs. I can teach them how to deal with living in an unsafe area. I want to pass on the experience that I have gained growing up and during this programme to help these children.

In the refugee camp, there is a boy who has a disability in his legs. I have tried very hard to include him in my activities. I adapted the games and allowed him to use his hands instead of his feet. This training has shown me how I can adapt games to include everyone. I volunteer to help people that truly need help. It is my passion to be a coach and help children.»



RWANDA

Rwanda has been a destination for refugees for many years. The war in the Democratic Republic of Congo and political instability in Burundi contribute heavily to the more than 160,000 refugees in the country. The majority are placed in official camps of the United Nations High Commissioner for Refugees (UNHCR) and almost 80% are women and children. The younger generation often lacks perspectives and faces risks such as abuse, sexual violence and social neglect. Many try to cope with these challenges by using violence, abusing drugs or getting involved in illegal activities.

Sports activities can help with the development of young people in refugee camps and encourage them to relieve aggressions. For this reason and in partnership with the UNHCR, the FCSA educates 100 young women and men from six refugee camps to become grassroots football coaches.

During the education, the Young Coaches learn how to provide safe and meaningful leisure time activities for children. Additionally, they are important role models and persons of trust: they support the children to overcome their traumas, to make the right decisions and to develop healthy habits.

Since the first education module in November 2017, the 100 Young Coaches already use what they have learned in their respective refugee camps. They occupy hundreds of kids in a meaningful way and convey important social values, thus fostering a more peaceful and secure coexistence.



100

Young Coaches



31%

Females



1:3

Multiplier Effect



80

Peer Young Coaches



>3,000

Benefiting Children



RWANDA

MY STORY JACQUELINE AKIMANA

In her new “home”, the Mahama refugee camp, Jacqueline trains children in several sports. Football is her passion and she takes great pleasure in sharing this with the children in the camp. This is her story:

«I am originally from Burundi. My parents died when I was still a child. So I grew up with my three brothers and my sister. I lost one brother from a natural death and the rest were killed during the violent outbreaks in Burundi in 2015. I was only 21 when I decided to flee to Rwanda. I was scared and all alone. It was a long journey to Mahama camp where I live now.

I am fortunate to have a little hut for myself and have also found a job. I work as a “Community Sport Trainer” in a project using sports to protect children and youth. The job keeps me busy and working with children is something I really enjoy doing.

Football is my passion. I started playing football when I was 7 years old. Without the care of parents, I was basically an unaccompanied child, playing on the streets. I preferred playing with the boys as I thought that this would make me stronger, help me to protect myself and build greater resilience. At the age of 13, I played in a



mixed football team. My coach was a great person. He mentored me, believed in me, and helped me to overcome my isolation. Thanks to him I became the person I am today, being able to socialize and integrate into the community. This helped me settle into a proper life in my new “home” in Mahama Camp, which hosts more than 55,000 refugees.

When I arrived in the camp, I was alone. But when I took my ball, I easily made friends. The ball is one of the few things I brought with me from Burundi. I have two big dreams: One is to help children to grow up properly and build resilience to cope with bad situations. I want to be a good role model for them and help them to overcome the obstacles they face in their daily routine. My second dream is to become an international coach. Thanks to the Young Coach Education Programme, I am a step closer toward achieving both dreams.

The training has equipped me with new and valuable knowledge in grassroots football. Now I understand how to use a holistic approach where I can mix different games, educational messages and techniques in one football training. Most importantly, I learned how to manage training activities for both, girls and boys.»



DISABILITY FOOTBALL

Since their establishment in 2007, Scort and the Football Club Social Alliance have been involved with children and adolescents with a disability. The disability football programme takes place on an annual basis and has two core elements: the Tandem Young Coach Education and the Special Youth Camp.

The Tandem Young Coach Education is a unique programme targeting 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 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 organizations). To ensure that everyone has an equal opportunity to participate, the selection process deliberately refrains from differentiating between level and types of disabilities of participants. The concept of the Tandem therefore enables people with a wide spectrum 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.

The Special Youth Camp is a football and recreational camp for children and youth with mental and/or physical disabilities. Each year, 50 participants from all over Europe get together in Basel to jointly play, learn and gather experiences outside their usual environment. For one week, they take part in an extensive programme including especially-tailored football trainings and a diverse leisure programme with city and stadium tours, climbing forest, disco and karaoke evenings. The Special Youth Camp is for all participating children and youth a very unique experience to spend time away from home, without their parents, make new friends and get to know new places and activities.

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



CENTRAL EUROPE

In 2017, the Tandem Young Coach Education has been conducted not only in the German-speaking part of Europe, but for the first time also in the United Kingdom. Not having to translate the education helped save valuable time that could instead be invested in supporting the Tandems more individually and efficiently, thus significantly increasing the quality of the education.

The German-speaking education for the FCSA partner clubs FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen and FK Austria Wien took place in Leverkusen at the beginning of April. Whilst, Queens Park Rangers FC, the Irish Football Association and Newcastle United Foundation took part in the English-speaking education in Belfast at the beginning of June. Altogether, 28 participants were successfully educated. The linguistically separated education groups were then reunited for the Special Youth Camp.

At the end of July, over 50 children and youth with a physical and/or mental disability travelled to the Special Youth Camp in Basel. With participants from Germany, Austria, England, Northern Ireland and Switzerland, this year's camp was a unique experience with lots of football, adventures and smiling faces.

Thanks to the participation of many different clubs in the disability football programme 2017, international contacts and friendships were established. These, in turn, not only fostered a valuable sense of unity and intercultural and social integration, but also strengthened the social awareness and self-confidence of all participants.



28

Young Coaches



14

Tandems
(50% with a disability)



>135

benefiting children
(with a disability)



CENTRAL EUROPE



OUR STORY VANESSA RÖMLER & NIKOLA KOHNKE

Vanessa and Nikola get along very well. Nikola is a Young Coach and Vanessa is her Tandem Partner. When talking to the girls, one can already note how much they enjoy each other's company. They are constantly laughing and teasing each other. This is their story:

VANESSA (Tandem Partner): I had previously never had any contact with people with a disability.

NIKOLA (Young Coach): I had no training experience at all. The education in Leverkusen has taught me everything I now know. Everything one needs to know to be a coach. Like how to take notes and give clear instructions.

VANESSA: Nikola is a pure and honest soul. Working alongside her, I learned that the training with disabled players is not very different to a "normal" training. For example, what I would do with my girls [a non-disabled group] at the beginning would perhaps be the third step with my disabled group. But actually, the content does not differ.

NIKOLA: I have learned to laugh a lot with Vanessa. I am also a lot calmer and can explain things better now. Besides, in Leverkusen I was still drinking a whole lot of energy drinks. But now I know it is not good, I barely drink them anymore.

VANESSA: Even Nikola's parents have thanked me for that.

I will start studying sports and special education at university in October. To be honest, it was the Tandem Young Coach Education that made me consider this area of study. Since the education, I work as a voluntary coach for SV Werder Bremen's disability football group – each Monday. Football is my passion. Actually, it is my life. That might sound a bit exaggerated, but yes, I cannot imagine a life without football. As a profession, I would love to do something with football and children.

NIKOLA: Since the education in Leverkusen, I have trained the "bigger ones" at the OSC. These are people with a disability aged 15-20. I train them every Wednesday. I will soon be moving to Bremen to begin a course about office administration. When I am there, I am planning to help Michi [an instructor from SV Werder Bremen] train the disability football group. Maybe I will also help Vanessa out with her group on Mondays.

VANESSA: Oh yes, that would be so awesome!

NIKOLA: Yes!



PARTNERS

STRATEGIC PARTNERS

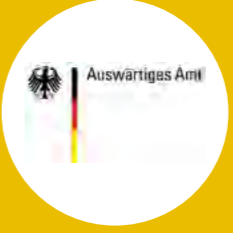


«The AFC is delighted to partner with the Football Club Social Alliance to further develop grassroots football in Asia. Football is a unique and powerful tool that can bring communities together and make a difference to the lives of children and youth around the world. The partnership between professional 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





SELECTED FOOTBALL PARTNERS SINCE 2007



288

Project Partners and Supporters



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

«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



«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

«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



«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



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 Programme 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

	31.12.2017	31.12.2016
ASSETS		
Cash & cash equivalents	1,712,191	572,525
Receivables	1,440	0
Other accounts receivable	3,694	605
Accruals	15,269	49,411
TOTAL CURRENT ASSETS	1,732,594	622,542
Tangible assets	17,650	14,090
TOTAL NON-CURRENT ASSETS	17,650	14,090
TOTAL ASSETS	1,750,244	636,632
LIABILITIES		
Accounts payable	18,255	6,932
Other current liabilities	14,020	8,028
Deferrals	5,900	5,900
Projects overall	186,485	180,037
Projects upscaling	715,946	0
Evaluation	384,221	0
Project Disability Football	98,809	94,266
Project Ukraine	22,065	70,232
Total short-term provisions of uncompleted projects	1,407,526	344,535
TOTAL SHORT-TERM LIABILITIES	1,445,701	365,394
Foundation capital	271,238	253,532
Annual profit	33,305	17,706
TOTAL EQUITY	304,543	271,238
TOTAL LIABILITIES	1,750,244	636,632

INCOME STATEMENT

	01.01.2017 - 31.12.2017	01.01.2016 - 31.12.2016
Contributions	830,000	830,000
Other income	5,300	1,704
CONTRIBUTIONS AND OTHER INCOME	835,300	831,704
Grants Programme FCSEA	1,294,614	149,297
Invoiced services	11,214	76,219
Reversed provisions	48,167	0
Cost coverage projects overall	0	23,808
Cost coverage projects upscaling	96,454	0
INCOME PROGRAMME FCSEA	1,450,449	249,324
NET PROCEEDS	2,285,749	1,081,028
Evaluation	-1,563	0
Personnel cost	-306,379	-325,500
Travel expenses	-141,900	-100,590
Print material	-2,838	-634
Project costs	-92,514	-35,064
Project balancing, formation of provisions	-1,207,612	-126,994
COSTS PROGRAMME FCSEA	-1,752,806	-588,783
GROSS PROFIT	532,943	492,246
PERSONNEL EXPENSES	-301,009	-275,983
Premises	-83,633	-87,242
Maintenance, repair, replacements	-4,888	-2,262
Company car, other transportation expenses	-9,058	-11,273
Insurances, fees, charges	-5,502	-5,569
Administration and IT expenses	-59,569	-57,825
Public relations and marketing expenses	-26,914	-27,559
OTHER OPERATING EXPENSES	-189,564	-191,729
DEPRECIATION OF TANGIBLE ASSETS	-8,838	-5,699
FINANCIAL RESULT	-227	-1,129
TOTAL INCOME STATEMENT	33,305	17,706

APPENDIX TO THE FINANCIAL STATEMENT 2017

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
- Dr. Michael Kessler, Member of the Board of Directors
- Claudio Sulser, Member of 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.

STATUTORY AUDITORS

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

SUPERVISORY AUTHORITY

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

TAX EXEPTION

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

	2017 / CHF	2016 / CHF				
3.1. Cash & Cash equivalents						
Cash balances	5,049	6,221				
Bank balances	1,707,100	566,262				
Paypal	42	42				
Total Cash & Cash equivalents	1,712,191	572,525				
3.2. Contributions and Donations						
Contributions covering overhead costs						
Donors known by Scort	830,000	830,000				
Donations projects						
<u>Projects overall & evaluation</u>						
Donors known by Scort	1,294,614	149,297				
3.3. Programme Football Club Social Alliance (FCSA) 2017						
PROJECT SELF-SUSTAINING	DONATIONS, INCOME & REV. PROVISIONS CHF	EXPENSES CHF	PROVISIONS ¹ CHF	ALLOCATED COSTS/ INCOME CHF	OFFSETTING (ALLOCATION) ² CHF	BALANCE CHF
Projects overall	30,330	-23,882	-6,448	-	0	0
Disability Football	50,946	-46,403	-4,543	-	0	0
Ukraine	48,167	-48,167	-	-	0	0
Lebanon	5,593	-55,294	-	49'701	0	0
Rwanda	-	-46,753	-	46'753	0	0
Evaluation	405,000	-20,779	-384,221	-	0	0
Projects upscaling	812,400	-	-715,946	-96'454	0	0
Total Projects self-sustaining	1,352,436	-241,278	-1,111,158	0	0	0
FCSA non-self-sustaining	1,559	-303,916	-	-	-	-302,357
Total Programme FCSA	1,353,995	-545,194	-1,111,158	0	0	-302,357

¹ Projects not yet finished
² Projects finished

In comparison, the costs of the FCSA programme in 2016 amounted to a total of CHF 339,458.

The entire overhead costs of the foundation as well as the FCSA non-self-sustaining (staff and evaluation) 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 54 - 58) für das am 31. Dezember 2017 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

Basel, 18. April 2018

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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 Management Consultant
Co-Founder and Chairman of the Software Company Clinerion Ltd.

Dr. Michael Kessler
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



WE SAY THANK YOU TO ALL OUR PARTNERS AND SUPPORTERS FOR THEIR CONSIDERATE COMMITMENT IN 2017:

UKRAINE

Child Well-Being Fund
FK Shakhtar Donetsk
International Organization for Migration (IOM)
Terre des Hommes
UEFA Foundation for Children
UNHCR Ukraine
UNICEF Ukraine

LEBANON

AFC - Dream Asia Foundation
Fondation Botnar
DFL Stiftung
Lebanese Football Association (LFA)
UNHCR Lebanon

RWANDA

Fondation Botnar
UNHCR Rwanda

DISABILITY FOOTBALL PROGRAMME

City Broker
DFL Stiftung
Erlebniskletterwald Lörrach
Europa-Park GmbH & Co Mack KG
Förderverein der Jugendarbeit des SV Weil 1910
Graf Ferdinand von Thun-Hohenstein
Irish Football Association (IFA)
IVB Behindertenselbsthilfe beider Basel
Migros Kulturprozent
Novartis International AG
Prof. Otto Beisheim-Stiftung
Sportamt Basel-Stadt
Stiftung Laurenz für das Kind
Stiftung Nachwuchs-Campus Basel
Swisslos Sportfonds Basel-Stadt



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LAYOUT

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www.joelveuve.ch

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www.jobfactory.ch

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(FSC Mix)







TOGETHER WE INSPIRE

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