## TABLE OF CONTENT

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foreword by the President</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Highlights</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Scort Foundation</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>The Football Club Social Alliance</td>
<td>12</td>
</tr>
<tr>
<td>4.1</td>
<td>Club-Network</td>
<td>12</td>
</tr>
<tr>
<td>4.2</td>
<td>Projects</td>
<td>15</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Concept</td>
<td>16</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Projects Focus 2013</td>
<td>24</td>
</tr>
<tr>
<td>4.2.3</td>
<td>Developments</td>
<td>46</td>
</tr>
<tr>
<td>4.3</td>
<td>Financing</td>
<td>48</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Administration</td>
<td>48</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Operating Costs: Projects</td>
<td>49</td>
</tr>
<tr>
<td>5</td>
<td>Communication and PR</td>
<td>52</td>
</tr>
<tr>
<td>6</td>
<td>Board of Directors</td>
<td>56</td>
</tr>
<tr>
<td>7</td>
<td>Human Resources</td>
<td>57</td>
</tr>
<tr>
<td>8</td>
<td>Balance Sheet</td>
<td>59</td>
</tr>
<tr>
<td>9</td>
<td>Income Statement</td>
<td>60</td>
</tr>
<tr>
<td>10</td>
<td>Appendix to Financial Statement</td>
<td>62</td>
</tr>
<tr>
<td>11</td>
<td>Report of the Statutory Auditor</td>
<td>64</td>
</tr>
<tr>
<td>12</td>
<td>Outlook and Acknowledgements</td>
<td>66</td>
</tr>
<tr>
<td>13</td>
<td>Partners and Supporters</td>
<td>68</td>
</tr>
</tbody>
</table>
For seven years now we have dedicated ourselves to the education of young people. Our “Young Coaches” very often haven’t had an easy way to go. They live in very isolated, disadvantaged or even former conflict regions. Many of them hardly speak any English, and educational opportunities besides the traditional school system are almost unachievable in their region. But all of them are pursuing the same dream; they want to become idols for children in their community and they want to support them by doing sports. Often our Young Coaches have made their decision to be socially engaged against the expectations of their families. Therefore, they confront numerous obstacles in order to realise their dream. We can help them with our educational programmes to find acceptance and support in their surroundings. We share the knowledge needed so that they can become precious cornerstones in the societies that they live in.

After these seven years of prosperous educational work, it is now worth looking back and reflecting. I am proud to see what many of our Young Coaches are doing in the meantime. Most of them independently lead social sport activities for children in their surroundings; some of them have also successfully founded their own NGOs. Others have been asked by local schools to act as experts in planning children-related and social football activities or have taken on the role of multipliers by passing their knowledge to friends and colleagues. Others have taken part in our education for... programme not only gave them valuable expert knowledge, but also the required self-esteem to make their dream a reality.

Dreams need investments; I therefore want to say thank you to all our supporters and partners who have accompanied and assisted us in our engagement during the last years. Aside from the football clubs, there are also public institutions and companies who provide funds and donations to our educational programmes. Only together can we achieve our goals. Therefore we implement our projects in close and trustful cooperation with partners who follow a similar vision. Scort Foundation and the football clubs already bear most of the project’s costs. In order to enable more young people to participate in our educational programmes, I sincerely hope that we can convince even more corporations to invest in our committed Young Coaches and to support them in realising their dreams.

I don’t want to close without saying a special thank you to Mr Adolf Ogi. Dear Dolf, as a founding member of Scort I want to cordially thank you on behalf of the entire Board of Directors for your dedicated and valuable engagement. Your enthusiasm in supporting young people living in difficult circumstances and your visionary thoughts not only always inspired the Board of Directors but also the entire Scort team. We are delighted to welcome you as an Honorary Member of our Foundation and to have you continuously engaged in our future activities.

Gigi Oeri
The Scort Foundation is a non-political, non-religious, non-profit foundation headquartered in Basel, Switzerland.

Vision
Scort champions the idea of a world where children can play sports despite difficult living conditions, and have social role models that inspire them in their own growth and development.

Aims
- To build networks and encourage cooperation in the field of collaborative international development through sport/football.
- To raise awareness and achieve various internet groups on the theme of corporate social responsibility within the realm of professional football.
- To develop training programmes for young people to help them organize sporting activities for disadvantaged children, and to take on these responsibilities, becoming role models for them.
- To coordinate collaboration between members of The Football Club Social Alliance (FCSA), and build and strengthen local and international partnerships in support of FCSA projects.

Conceptual background
“Learning by example” is the phrase that inspired the Scort Foundation when creating its innovative concept of involving professional European football clubs in collaborative international development through sport. In the Alliance, Scort brings together renowned football clubs, enabling them to participate globally and on a long-term basis in social education projects. They are able to be part of projects that train and educate young people in crisis-hit regions, and those who are active in disability football. The professional international football club trainers act as role models for these Young Coaches, who then build upon what they’ve learned to act as role models in their own communities. After taking part in the training programme the participants work with disadvantaged children in their communities and lead them through various social footballing activities.

Exchange and Reflection
The main task of the Scort Foundation is the development and administration of the partnership programme “The Football Club Social Alliance”, which was initiated by the foundation. A team of experts in sports science, politics and international relations, economic and social sciences and communication, staffs Scort’s team. This group conceives and develops projects on behalf of The Football Club Social Alliance. The foundation also shares its expertise in the field of “sport/football and development” to raise awareness and encourage the exchange of ideas on the subject. Staff members collaborate and engage in a critical peer review process to ensure high quality, professional results. The foundation also benefits from cooperation and exchanging ideas with external expert consultants in order to achieve the best outcomes in the complex field of development through sport. As well as working alongside professional football clubs, Scort also works closely with both governmental and non-governmental organisations and takes advantage of a broad network of specialists from the fields of sport, development cooperation, economics, politics, science and communication – a network where all parties involved benefit.

Financing
The financing of international projects is based on Scort’s “shared funding” principle, which means that different project partners contribute their share according to their interests and capabilities. Scort’s administrative costs relating to personnel and infrastructure expenses are covered through confirmed private donations and corporate partners. Thus, all monetary and in-kind funds generated through fundraising are used exclusively for direct project expenses.

Mission
Together with our partners we educate young people as qualified coaches and role models for disadvantaged children, and in this process inspire them to become socially engaged in their communities.

3 SCORT FOUNDATION
4 THE FOOTBALL CLUB SOCIAL ALLIANCE

4.1 Club-Network

Concept

The Football Club Social Alliance is a network of European professional football clubs who work together to make a sustainable contribution to the education of young people in crisis-hit and developing regions as well as to promote disability football.

The Alliance uses the unifying power and values of football to contribute to the education and personal growth of disadvantaged youth and to sustainably foster their development. In cooperation with fellow Alliance members, football clubs train young adults to become qualified children’s football coaches and role models, inspiring and equipping them to become socially engaged with children living in difficult circumstances.

The Scort Foundation established The Football Club Social Alliance in 2007 to offer professional football clubs a way of focusing on the most effective and sustainable means of engaging in collaborative international development work. Scort took on responsibility for the development and administrative duties of the Alliance.

Goals

- The partner clubs of the Alliance shall be involved in a meaningful and worthwhile way in the developing and conflict-hit regions, as well as in disability football so to provide an effective and sustainable contribution to society.
- Partner clubs aim to educate and train young women and men to become Young Coaches, and to motivate them to get involved in working with disadvantaged children.
- Alliance members aim to build partnerships with local groups and organisations and support them in their social work with underprivileged children and youth.

Instructors from member clubs (both football trainers and staff from their CSR departments) train young women and men to become qualified Young Coaches.

The focus of the educational programme is teaching the necessary technical and social skills required in the field of children’s and grassroots football. Grassroots football provides an opportunity for children aged between 6-12 years to play football irrespective of gender, physical capabilities, religion, ethnicity or skin colour. Central to all activities are the ideas of learning by doing, and having fun while doing so. Due to the fact that it is not focused on the performance results, grassroots football offers the ideal conditions to convey to children the important social skills learned through playing. The partner clubs’ involvement is in no way related to their own talent development or scouting activities.

Partner Clubs

As members of The Football Club Social Alliance, partner clubs visibly demonstrate their extensive social engagement as well as their willingness to collaborate as partners in the Alliance’s projects.

At the end of 2013, FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen, FK Austria Wien and Queens Park Rangers F.C. were official partner clubs and thus full members of The Football Club Social Alliance. During the last year, each club actively participated in at least one social project and has thus made a significant contribution to the successful work of the Alliance (see chapter 4.2.2).

- In May 2013, SV Werder Bremen and Bayer 04 Leverkusen successfully accompanied and completed the project in Uganda.
- In 2013, FC Basel 1893 and FK Austria Wien conducted three project modules in Sri Lanka and thus ensured a successful follow-up project in the country that had been plagued by its long civil war.
- In September 2013, representatives of Bayer 04 Leverkusen and Queens Park Rangers F.C. launched a new project in Mumbai, India.

The clubs from Basel, Bremen, Leverkusen and London have also participated with their disability football groups in the 7th Special Youth Camp in July/August 2013. With Everton F.C. and Manchester City F.C. two renowned project partners were additionally welcomed at the camp.
**Ambassadors**

Since 2012, four ambassadors from the fields of sports and music have been acting on behalf of their clubs and The Football Club Social Alliance. The ambassadors’ work to support their clubs’ endeavours on a social level by championing the importance of helping disadvantaged youth to grow and develop.

“As a player with FC Basel I took part in a Football Club Social Alliance project in 2011 and experienced the valuable work being done first-hand. That football clubs mobilise themselves on behalf of the disadvantaged and trainers share their know-how with young coaches is something I find commendable and worthwhile. A committed coach plays an exceptionally important role in children’s and young people’s lives both on and off the field. I’m proud to be an ambassador for a programme which shares football clubs’ experience and expertise with dedicated and motivated young coaches here in Europe and in developing countries.”

– Benjamin Huggel, FC Basel 1893

“Football is more than just a sport. It’s an art form that inspires passion, and encourages respect and tolerance. Everyone should have the chance to acquire these values irrespective of gender or where they live. The Football Club Social Alliance has made it possible for children and youth all over the world to experience and learn just that. Sport and team spirit encourage tolerance just as much as music!”

– Jan Delay, SV Werder Bremen

“Social responsibility is a key aspect of Bayer 04 Leverkusen’s ethos, as deeply embedded in our routine as our everyday activities in the Bundesliga. To be part of The Football Club Social Alliance, and contribute to the development of young people in such an effective way, gives us great pleasure. Team sports clearly demonstrate that together, we’re stronger – because you can, and must, rely on others. This sense of belonging is something which should be promoted in all corners of the world. The Football Club Social Alliance is also a team – one in which all members support their partners’ dedication to social initiatives.”

– Rudi Völler, Bayer 04 Leverkusen

“Our club philosophy includes the idea of being involved. We’re in a position of great influence and therefore have a social responsibility to act in a positive way, a challenge we wish to live up to. As part of the Alliance we see ourselves as building bridges with people who life hasn’t treated so well, and offering them new perspectives.”

– Felix Gassnich, FK Austria Wien

**4.2 Projects**

As an operative foundation, Scort champions the idea of a world where children can play sport despite difficult living conditions, and be supported and inspired in their growth and development by social role models. For this reason, projects conceived and organised by Scort and run by The Football Club Social Alliance focus on training Young Coaches, who will subsequently use their knowledge to foster children’s development.

When used prudently and correctly within the context of a development project, sport can make an important contribution to the development of children and young people. The following section outlines the various issues taken into consideration by Scort when setting up new projects. The section then concludes with a report on project achievements throughout 2013.
4.2.1 Concept

Project Location
When it comes to deciding upon the regions where projects should take place, Scort takes into account the wishes brought from outside of the foundation. These could be suggestions from the partner clubs as well as requests from aid organisations from various countries or institutions (such as the UN Office on Sport for Development and Peace). The various suggestions are evaluated by the foundation, and presented to the partner clubs at the annual general meeting, where a joint decision is taken on where projects should take place the following year. Scort then examines whether the selected regions fulfil the following criteria required for a project to run:

- Conflict-stricken or generally underdeveloped regions where basic humanitarian needs have already been met, but access to international know-how is severely limited.
- The training programme and clubs’ participation can bring added value to the affected region.
- The safety and security of the international delegation can be guaranteed during visits to the region. A minimum of infrastructure to realise the educational programme is provided.
- Scort is able to find a credible and reliable local partner ready to take on the main partner role, and, over the course of at least a year, to agree to work closely with Scort and take over administrative and organisational responsibilities on site.
- Scort is able to find additional local partners willing to select programme participants (Young Coaches) and to contribute to the course content as well as local project sponsors willing to bear at least 20% of the project costs.

Project Development
All projects are divided into a project development phase lasting 6 to 9 months, followed by the realisation phase of the project lasting another 9 to 12 months.

The project development phase focuses on expanding and refining the project in conjunction with local and international partners. As part of this phase, two pre-evaluation visits are made to the designated project location. Based on the project concept developed together with the local partner organisations and institutions, the targeted fundraising begins to cover any outstanding project costs.

Before starting a project, project specific cultural, organisational and content-related aspects are discussed with the involved partner clubs. Therefore, 3 to 4 project modules, each lasting about one week, will take place within the 9 and 12-month time frame. For this purpose, Scort travels with the coaches and instructors of the involved partner clubs to the particular project location to conduct an education programme for young women and men of the respective region.

Project Partners
The Football Club Social Alliance projects require the cooperation of many different partners. A project’s success relies on close, stable relationships in which all partners bring their interests, capabilities and expertise to the venture.

Success through partnership! For the implementation and long-term success of educational projects, Scort and The Football Clubs Social Alliance rely on a close cooperation among the clubs, as well as on competent local and international partners.

The various partners play different roles:

- **Scort**: The foundation is responsible for project management activities: project identification, development and preparation, coordination of all partners (clubs, local organisations, and supporters), financing/fundraising, project execution, reporting, budgeting, monitoring and evaluation and PR/media work.
- **Professional clubs**: A minimum of two clubs cooperate on a project. Their employees and instructors conduct the coaching education programmes, with the clubs also making a financial contribution to the project.
- **Local partners**: Local partners select participants to join the Young Coach training programme from schools, aid organisations, clubs and communities. One organisation is chosen to act as the main project partner, assisting Scort with the local coordination of the project: infrastructure, food and accommodation, transport, PR and communications, etc.
- **Embassies**: They establish contact with local partner organisations and provide advice and guidance on cultural, political and security issues specific to the project regions.
- **Supporters**: Alongside the financial contributions of the foundation and clubs involved in the project, local supporters cover approximately 20% and international supporters approximately 40% of the project costs.
The target group of the one-year training programme are the Young Coaches who are educated by the club instructors to become children’s football coaches with special competencies in social issues. The programme aims to empower and encourage them to organise social activities with disadvantaged children.

A central element during the project development phase is the selection of these Young Coaches by Scort’s local partners. The selection is based on the following criteria, framed by Scort and the clubs:

- Young women and men aged 18-28
- Great enthusiasm for sport and interest in football
- Already involved, professionally or voluntarily, in working with children in schools, clubs, community work or local relief organisations
- Prepared to commit to the one-year programme, and arrange football activities for children during and after the project phase
- Basic knowledge of English is an advantage but not essential

These criteria are general guidelines, which are adapted and/or broadened in line with local cultural norms (e.g., in specifying a minimum number of female participants).

237 educated Young Coaches further the development of more than 9,900 children by organising social football activities for them.

“I am so grateful to inform the world that sports is the only language that is understood by all groups of people and it can be used to teach and develop life skills especially among the children and the youths.”

– Teddy, Young Coach Uganda
Goals
The structure and content of the various projects are arranged in a way that the following goals can be achieved:
- Education of Young Coaches – Conveyance of content according to the 3-pillar model
- Motivating Young Coaches to:
  - organize and run grassroots footballing activities for children;
  - act as role models for children on and off the field;
  - work together and collaborate with their fellow Young Coaches.
- Continued strengthening of local and international cooperation in the field of “football as a social development tool”:
  - continued collaboration between Alliance partner clubs, learning from each others’ experiences;
  - continued collaboration between local organisations, learning from each others’ experience; and
  - strengthening the network of partners and supporters to ensure the continued success of the educational training programme.

Curriculum & Methodology
Throughout the education programme, instructors from the professional football clubs and Scort lead the trainings as well as the employees from local partner organisations. The programme is delivered over a total of 12 days within a year - 80 hours’ worth of training – and follows a predetermined curriculum, which clearly outlines content and educational expectations.

Content from pillars 1 and 2 is predetermined by a curriculum and conveyed through coaches and instructors from The Football Club Social Alliance. Themes relevant to the local context and surroundings are handled by experts from local partner organisations, and adapted according to the needs and requests of course participants. Finally, due to a focus on the personal growth and development of the Young Coaches, staff members from the Scort Foundation teach them life and soft skills.

The training programme has been methodologically designed to include theoretical and practical units covering the topics outlined above as clearly and effectively as possible. The emphasis is on clarity and interactivity during all issues being discussed. Children from the local area are regularly invited to participate in training sessions organised by the Young Coaches, enabling the programme participants to gather a wealth of first-hand practical experience. While the project instructors initially take the lead, responsibility is increasingly shifted to the Young Coaches until they can work unsupervised. All Young Coaches are required to pass a skills-based test held at the end of every module in order to demonstrate their ability to handle working with large groups of children and to put what they have learnt into practice. This also enables the instructors to observe the progress of the Young Coaches as a group as well as individually. A central element of the whole learning process is the regular feedback Young Coaches receive from their course instructors.

Breaks between modules give the Young Coaches the chance to build and

---

**Footnotes:**
- “Being a role model for children is very important. They are in the learning position. So, whatever the teacher says, they will follow, even if it is wrong. So we have to be clear and improve our skills and knowledge and behaviour. I like to be a role model, this is why I am here.”
  – Fasloon, Young Coach Sri Lanka

---

**Diagram:**

- **1. PILLAR**
  - Football Skills
  - Coaching Skills
  - Life & Soft Skills

- **3. PILLAR**
  - Convey local relevant topics as well as non-football related skills for further personal development
  - e.g. health promotion (first aid, WASH, malaria prevention), conflict management, problem solving, seeking external support, PR, strategic planning...

- **Experts of Local Partner Organisations and Scort Staff**

---

**Curriculum & Organisations:**

- **1. PILLAR**
  - Convey technical and organisational skills in the field of grassroots/children’s football
  - e.g. basic football techniques, organisation of football festivals/tournaments/training sessions...

- **International Instructors of the Clubs**

- **2. PILLAR**
  - Convey pedagogical and social skills to help Young Coaches work with children on and off the pitch
  - e.g. teambuilding, coaching methods, communication, acting as role model, code of conduct...

- **International Instructors of the Clubs**

- **3. PILLAR**
  - Convey local relevant topics as well as non-football related skills for further personal development

- **Experts of Local Partner Organisations and Scort Staff**

---

**DEVELOPMENT THROUGH FOOTBALL**

---

**GOALS:**

- **Football Development**
  - Convey football skills coaching skills
  - Life & Soft Skills

---

**THE FOOTBALL CLUB SOCIAL ALLIANCE**

---

**FOOTBALL CLUBS & PARTNERS:**

- Convey technical and organisational skills in the field of grassroots/children’s football
  - e.g. basic football techniques, organisation of football festivals/tournaments/training sessions...

---

**INTERNATIONAL INSTRUCTORS:**

- Convey pedagogical and social skills to help Young Coaches work with children on and off the pitch
  - e.g. teambuilding, coaching methods, communication, acting as role model, code of conduct...

---

**INTERNATIONAL INSTRUCTORS:**

- Convey local relevant topics as well as non-football related skills for further personal development
  - e.g. health promotion (first aid, WASH, malaria prevention), conflict management, problem solving, seeking external support, PR, strategic planning...

---

**EXPERTS OF LOCAL PARTNER ORGANISATIONS AND SCORT STAFF**

---

**DEVELOPMENT THROUGH FOOTBALL**

---
Breaks between modules give the Young Coaches the chance to build and reflect on what they have learnt so far - and to put it all into practice. This includes requirements for them to plan and implement work with children in their local area, organise footballing events and activities, and establish their own children’s football group. A workbook, specially created for the programme, helps the Young Coaches throughout their training and education and provides support and guidance between the modules when the instructors are not in country.

**Monitoring and Evaluation**

An internal and partially external monitoring and evaluation process accompanies the projects conceived and carried out by Scort. International instructors, members of the Scort team and the local project managers carry out the internal monitoring process. The events organised and run by the Young Coaches at the end of each module provide the instructors with a good overview of progress made by the programme participants. Instructors keep a written record of progress and achievements to ensure course continuity. After each education module, Scort prepares an interim report and a detailed final report is produced after the project completion. These documents are shared with all local partner organisations, project supporters and the participating clubs. Furthermore, the local partners send the Scort team information regarding the activities carried out independently by the Young Coaches between modules. In conjunction with all involved parties, Scort can then make adjustments to course content based on participants’ progress and interests.

Individual projects are also evaluated externally (see e.g. project Uganda) with the focus of the evaluation varying depending on the specialisation of the evaluating party. Results are used to further develop and improve projects, and to highlight any issues regarding future projects in the region.

**Specific Aspects in the Disability Football Programme**

Echoing the aims of programmes run in crisis-hit and developing regions, training young people to become Young Coaches is also the central focus of the disability football programme. The ultimate aim of the programme is to motivate young people and teach them the skills necessary to take on the responsibilities of Young Coaches in disability football activities. The final coaching role is not set in stone, and can cover co-organising events, supporting and helping others in their planning, or planning and running events independently.

As an inclusive programme, the aim is to allow Young Coaches to take on as much responsibility and lead the trainings as far as they are capable in doing so. Depending on restrictions imposed by course participants’ disabilities to run coaching activities independently, the Young Coach’s educational programme is set up in a way that participants work and learn in tandems. Together with a Young Coach without a disability, the participants can pass the coaching education programme and are then jointly qualified to work as coaches in disability football.

Besides the one-week educational programme, the Young Coach tandems also participate in the annual summer Special Youth Camp of The Football Club Social Alliance, a camp for young people with physical and/or learning disabilities. There the Young Coaches are further educated and have the opportunity to gain a great deal of valuable practical experience as trainers, assistants and trainers. Programme participants receive around 50 hours of theoretical and practical training, plus a week’s practical experience at the summer camp.

Training is completely focused on disability football, with Football Club Social Alliance instructors, football professionals and social education workers all teaching participants about the didactic, technical and organisational aspects of the sport.

During and after the course, Young Coaches have the opportunity to volunteer with Alliance members’ disability football groups. Other opportunities include supporting the more leisure-oriented football activities of special-needs institutions, or physical education lessons of integrated school classes.
Disability Football

Since 2007 the Scort Foundation and its Alliance partner clubs have annually been staging the Special Youth Camp, a weeklong football and leisure time camp for youngsters with a physical and/or learning disability. Back in 2007, the project started as a pilot with FC Basel 1893, SV Werder Bremen and Liverpool F.C.. By developing the “Tandem Young Coach Education Programme” in addition to the camp, the disability football programme then became a year-round programme sustainably fostering disability football.

In 2013, Scort implemented once again the “Tandem Young Coach Education Programme”, which offered youngsters with a disability, the unique opportunity to partake in a coaching education programme together with a tandem partner without a disability. After the development of a detailed curriculum during the previous year, Scort and the Alliance’s disability football experts created new learning cards in 2013. These learning cards especially provided support for those participants with a learning disability who are not able to read or write. Like the years before, the clubs nominated those players from their disability football training groups for the programme, who of which showed interest in working as coaches in the clubs afterwards. The youth could count on the support of interested students and special education pedagogues as tandem partners. In total, six tandems participated in the coaching education programme in 2013. The Alliance partner clubs FC Basel 1893, SV Werder Bremen and Bayer 04 Leverkusen nominated two tandems each.

A specialised team of instructors of The Football Clubs Social Alliance, which consisted of social, and special education teachers as well as disability football experts, led the coaching education programme. They conveyed all teaching content to the participants during two long weekends in Bremen and Leverkusen in April and June 2013. During the third and last part of the coaching education programme, the coach tandems accompanied the disability football groups of their clubs to the Special Youth Camp where they gained first hand practical experience supporting the groups as assistant coaches and carers.

"I am inspired by the great cooperation of the clubs involved. Without hesitation everyone supports each other and contributes to the training programme with his/her specific know-how. I am amazed about the professional and especially the personal development of all the Young Coaches in such a short time.”

– Christopher Górnik, Instructor Bayer 04 Leverkusen

In 2013, for the first time in the history of the Special Youth Camp, a total of six clubs participated in the camp with their disability football groups. Besides the official partner clubs FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen and Queens Park Rangers F.C., it was a pleasure to welcome as further project partners two renowned Premier League clubs, Manchester City F.C. and Everton F.C.

The football and leisure camp for youth with a learning and/or physical disability took place in Basel and the surrounding region from 28 July to 2 August 2013. The 90 participants enjoyed a diversified programme during the camp week. Besides live training sessions, which were conducted by professional club coaches and the Young Coach tandems, the participants also enjoyed the ropes course and an integrative training session with the U21 team of FC Basel 1893 academy. The Alliance ambassador and FCB U14 coach Beni Hugger even offered the camp participants the unique opportunity to train overhead kicks with him. FC Basel 1893 invited all camp participants to watch the Champions League qualification match live in the stadium and arranged a joint training with the 1st team players Fabian Frei, Valentin Stocker, Tundant Nkha and Arild Ayit. The players showed great openness and positive spirits with the camp participants who were strengthened by this experience and declared this training session a camp highlight.

"The realised objective of the “Tandem Young Coach Education Programme” was to enable and motivate interested youths and young adults with and without disability to take responsibility as a coach and carer in disability football and educate them as coaches according to their individual abilities. The camp focused on personality development, improvement of football skills, promotion of social integration and public awareness, the development of the role of the Young Coaches as well as the exchange among coaches and carers. All these objectives were achieved.

“5.1 Dissemination of Material"
“Thank you for the fantastic experience my players and staff had this week. They have made many friends and shared times that they will remember for the rest of their lives. I have seen my players’ confidence and self-esteem grow highly over the last few days. Keep going with this kind of outstanding work.”

– Steve Johnson, Disability Manager, Everton in the Community

As in previous years, numerous sponsors supported the programme. Once again, Swisslos-Fonds Basel Stadt and Swisslos-Fonds Basel-Landschaft supported the programme as main local sponsors. Also the long-term supporter Novartis International AG as well as a financial donation by the Fritz-Gerber-Foundation contributed to the project’s success.

Targeted in-kind donations from numerous parties contributed funding, equipment and materials, of which the largest single contributions were made by the Scort Foundation by covering all personal costs for the project management and the participating football clubs by covering all transportation costs for the participants of the coaching education programme and the camp.

Further targeted sponsoring was provided by: Europa-Park (printed football strips for the coaching education programme and printed t-shirts for camp participants), Sports Department Basel-City & the Youth Department of SV Weil 1910 R.A. (free use of sports field), IVB Disabled Self-Help Basel (supplied buses for any local transport requirements), Communication AG (stadium tour for all participants free of charge), Ropes Course Loerrach (gave all camp participants free entry to their climbing facilities), Migros Kulturprozent (sponsored lunch for all camp participants), Danone AG (offering snacks free of charge) and Youth Hostel Loerrach (no billing for empty beds in the hostel during the camp). All these in-kind donations contributed greatly to the success of the project.

A special thank you goes out to all our long standing sponsors and partners, without whom it would not have been possible to further develop the project to include a year-long disability football programme in addition to an integrative coaching education programme. The programme will continue like this in the upcoming year.

“These days were characterised by determination, joy and engagement and it was a great pleasure for me to work with the Young Coaches and to monitor their great development. I am thankful for having had this opportunity to spend such quality time with these great people.”

– Christopher Górnik, Instructor, Bayer 04 Leverkusen

“The education in tandems is a great idea because you always have a person of trust you can refer to ask something. My tandem partner is always the first person I approach.”

– Benjamin Birrer, Young Coach with a disability from Basel

“The most important experience is to get a mutual understanding of how to give and how to take. You get back a lot from the Young Coaches with a disability and through their behaviour you receive immediate feedback about your own skills in teaching them different things. On the other hand the two-way learning process offers joy and confidence in supporting Marcel on his way to become a coach and to be able to independently lead a group one day.”

– Johannes Jäger, Tandem Partner of Marcel, Bayer 04 Leverkusen
The Ugandan project started in May 2012 and finished a year later in May 2013. The Football Club Social Alliance conducted 4 education modules in the East-African country. For this project, a total of 9 instructors of Bundesliga clubs SV Werder Bremen and Bayer 04 Leverkusen travelled to Entebbe and Gulu. 30 young women and men took part in the course and were trained for one year to lead football activities, act as role models to children in their community, and deepen their involvement with disadvantaged children. All Young Coaches proved during the 4 modules that they had learned to independently plan and implement football activities for kids. The education project in Uganda benefits the more than 1,600 children who the Young Coaches regularly coach. Alongside football education, programme participants attended two workshops on water, sanitation and hygiene (WASH) run by Welthungerhilfe as well as a workshop on conflict resolution and peacebuilding run by the local office of the UN Office of the High Commissioner for Human Rights (OHCHR). With the support of the Novartis Malaria Initiative (www.malaria.novartis.com), the Ugandan Ministry of Health conducted a workshop on malaria prevention during the 4th module. Malaria is still very prevalent in Uganda and one of the most common causes of death. Additionally, Novartis Malaria Initiative provided each Young Coach with their own educational booklet, especially designed for children, which the Young Coaches used during the 4th module to teach the children about malaria.

All involved partners were very satisfied with the course of the project. The Young Coaches have quickly absorbed the educational content and put it into practice, demonstrating an impressive commitment and willingness to learn.

In any event, the project in Uganda was well worth our efforts. We’ve learnt a great deal about the culture and the people and have also managed to make a lasting impact. The Young Coaches were extremely motivated and eager to learn. I am sure that the Young Coaches will pass on their knowledge.

– Ingo Goetze, Instructor SV Werder Bremen

Between the modules, the Young Coaches were expected to organise football activities on their own. The personal discussions as well as the numerous photos and reports Scort and the Alliance clubs received from the Young Coaches and local partners demonstrate their enthusiasm for working independently with children across Uganda. The lack of footballs, which are quickly damaged by the rough ground, was one of the biggest challenges for the Young Coaches. However, thanks to the partnership with the organisation One World Futbol Project, all Young Coaches and local partners could be equipped with the nearly indestructible OWF footballs.

The programme participants (7 female, 23 male) were selected by the local project partners: SOS Children’s Villages Uganda (main partner), the Ugandan Ministry of Education and Sport, Welthungerhilfe, The Kids’ League and Noah’s Ark Children’s Ministry Uganda. The group’s participants represent a variety of backgrounds including teachers, social workers, students and volunteer football coaches, all coming from different regions. The project therefore also aims to encourage the diverse group of participants to come in contact with each other and to create dialogue; in order for them to learn about the varying standards of living, cultures and traditions to be found across Uganda and to break down prejudice and misconceptions at the same time. Furthermore, it is essential that Young Coaches work with their fellow students, regardless of their different backgrounds, in the spirit of encouraging dialogue and building confidence. Both local partners and Young Coaches appreciated that the 3rd education module was implemented in the northern part of Uganda (Gulu); this region is still suffering the consequences of an armed conflict that lasted for more than 20 years.

Over 50% of Uganda’s population is under 15 years old. Many children and young people face poverty, deficient educational opportunities and lack of prospects. Northern Uganda suffered for more than 20 years an armed conflict where thousands of children were forcibly recruited as child soldiers and where 1.6 million people had to live in refugee camps. Since 2006 there has been no armed conflict, but the consequences are omnipresent. In northeastern Uganda (Karamoja) still today there are (violent) conflicts between different ethnic groups.

Source: United Nations Department of Economic and Social Affairs

"I was very impressed by the openness of the Young Coaches – by their experiences and problems – and by how they support each other, despite their different origins and backgrounds."

– Tessa Wiestenstroer, Instructor Bayer 04 Leverkusen
Sustainability is essential for Scort and The Football Club Social Alliance. Therefore, it is key for the project’s success that Young Coaches autonomously carry on and ideally even expand their activities after the project. As their own initiative, the Young Coaches decided during the last module to build a network called “Young Coaches Uganda” and to elect 3 coaches, each responsible for one of the 3 main regions. The Young Coaches are also connected via a Facebook group. It was very pleasing to follow the lively exchange between the Young Coaches and to stay updated about their activities thanks to pictures and reports sent to us during the 6 months post project completion. An important fact to highlight is that Young Coaches from different organisations, who had not known each other beforehand, joined forces to organise joint trainings and festivals for disadvantaged children. Scort and the Alliance are very confident that the Young Coaches will remain extremely active and are looking forward to closely keeping track of further developments, also with the possibility for a potential follow-up project.

A special thank you goes to all the partners and supporters who contributed to the success of the project, such as the Canton of Basel-Stadt, Leopold Bachmann Foundation, Fritz-Gerber-Foundation and Novartis International AG. Furthermore, the organisation One World Futbol Project provided all Young Coaches and local partners with their footballs. Close cooperation with all local partners is a crucial factor for the success of a project. In this regard, we would like to highlight the dedicated and reliable support that SOS Children’s Villages Uganda provided in their role as the main local project partner. Finally, a thank you goes to the Swiss and German diplomatic missions for their help in preparing and realising the project.

“...This was the best and most impressive training I ever took part of - please make sure that you go and organise projects in many more countries, Young people need you!”

With these words, Young Coach Sarah said thank you when receiving her coaching certificate. Scort and the Alliance will take her words to heart and conduct further projects with dedicated partners and supporters. Together we inspire!
WESTERN EUROPE 2007-2013
Disability Football
36 Young Coaches whose activities have benefited over 400 Participants

SRI LANKA 2010/2011 AND 2013
56 Young Coaches whose activities have benefited over 3'500 children

SUDAN 2009/2010
25 Young Coaches whose activities have benefited over 1'250 children

UGANDA 2012/2013
30 Young Coaches whose activities have benefited over 1'600 children

KOSOVO 2008
41 Young Coaches whose activities have benefited over 1'200 children

ISRAEL 2007 UND PALESTINE 2010/2011
16 Young Coaches whose activities have benefited over 1'050 children

INDIA 2013/2014
33 Young Coaches whose activities have benefited over 900 children

SRI LANKA 2010/2011 AND 2013
56 Young Coaches whose activities have benefited over 3'500 children
Sri Lanka

4 THE FOOTBALL CLUB SOCIAL ALLIANCE

Austria Wien. Scort once again closely co-operated with the Football Federation of Sri Lanka (FFSL). With Batticaloa and Kalmunai as project locations, the federation selected two cities on the East coast of Sri Lanka that could benefit from the work of The Football Clubs Social Alliance, as Mannar did during the first project.

The Project Region – Batticaloa & Kalmunai

The two cities, located close to each other on the East Coast, faced similar challenges in the past. Almost 30 years of civil war until 2009, the tsunami in 2004 and heavy floods in 2011 and 2012/2013 have greatly affected the two cities and their surrounding regions. Located approximately 9 hours by car from the main capital Colombo, young people have limited access to international know-how and educational opportunities aside from the official educational system. The clubs were highly motivated to be engaged in this region, as grassroots football and football activities focusing on joy and the holistic education of children hardly existed in the region around Batticaloa and Kalmunai. Through the engagement of the clubs young people from both cities and the surrounding districts were motivated to take part in the programme and to become proactive leaders in their communities. Due to the different cultural and religious influences in both cities – Kalmunai is the only city in Sri Lanka with a Muslim majority – the programme has the potential to foster dialogue among the participants as well as to highlight the role that female participants can play as coaches in grassroots football.

In January 2013, Scort conducted a preparation workshop with instructors of FC Basel 1893 and FK Austria Wien in Vienna. The project was kicked off in March 2013 and ended in October 2013 after 3 coaching education modules. A total of 5 different instructors of the two Champions League clubs FC Basel 1893 and FK Austria Wien travelled to Sri Lanka within the 7 months project frame and on the spot implemented the coaching education programme. As participants were Sinhala and Tamil speaking, all content of the coaching education programme was translated into both languages. 28 Young Coaches (among them 7 women) successfully passed the programme and received their coaching certificates in October 2013. Besides football related content, the Young Coaches also attended sessions on different soft and life skills. Sri Lanka Red Cross Society also offered and conducted a free three-day first aid training course for all participants.

All partners involved were very satisfied with the course of the project. A new sporting concept focusing on joy and participation was introduced to the project region through social grassroots football activities. Thanks to a high quality coaching education programme, the Young Coaches were able to multiply the knowledge shared and educate others. They started spreading their knowledge to friends and colleagues during their education programme so that even more children could be reached through the project. The 28 certified Young Coaches and the 65 helpers who they educated through a peer-to-peer education arrangement, reported that by the end of the project they already had reached 1,700 children with their activities. Thanks to their know-how in organizing socially oriented grassroots football activities, the Young Coaches are now pioneers in the field of “sport and development” in their region. This will offer them the opportunity to set up new partnerships.

Due to a targeted promotion of female Young Coaches during the programme, positive developments were initiated in regards to the involvement of women as coaches and female youth participating in grassroots football activities.

Again, the Football Federation of Sri Lanka took over the role as the main local project partner and was responsible for the project’s local coordination in close co-operation with the Scort Foundation. Jointly with its local federations in Batticaloa and Kalmunai and Sri Lanka Red Cross Society, the national federation nominated the participants for the coaching education programme. Besides sport loving volunteer coaches, students and social workers, the group of participants mainly consisted of young teachers.

In January 2013, Scort conducted a preparation workshop with instructors of FC Basel 1893 and FK Austria Wien in Vienna. The project was kicked off in March 2013 and ended in October 2013 after 3 coaching education modules. A total of 5 different instructors of the two Champions League clubs FC Basel 1893 and FK Austria Wien travelled to Sri Lanka within the 7 months project frame and on the spot implemented the coaching education programme. As participants were Sinhala and Tamil speaking, all content of the coaching education programme was translated into both languages. 28 Young Coaches (among them 7 women) successfully passed the programme and received their coaching certificates in October 2013. Besides football related content, the Young Coaches also attended sessions on different soft and life skills. Sri Lanka Red Cross Society also offered and conducted a free three-day first aid training course for all participants.

All partners involved were very satisfied with the course of the project. A new sporting concept focusing on joy and participation was introduced to the project region through social grassroots football activities. Thanks to a high quality coaching education programme, the Young Coaches were able to multiply the knowledge shared and educate others. They started spreading their knowledge to friends and colleagues during their education programme so that even more children could be reached through the project. The 28 certified Young Coaches and the 65 helpers who they educated through a peer-to-peer education arrangement, reported that by the end of the project they already had reached 1,700 children with their activities. Thanks to their know-how in organizing socially oriented grassroots football activities, the Young Coaches are now pioneers in the field of “sport and development” in their region. This will offer them the opportunity to set up new partnerships.

Due to a targeted promotion of female Young Coaches during the programme, positive developments were initiated in regards to the involvement of women as coaches and female youth participating in grassroots football activities.

The exchange of know-how and best practices between the Young Coaches from Mannar (Project 2010/11) and Batticaloa/Kalmunai (Project 2013) formed an important element at the end of the project. Opportunities, risks and potential developments were discussed in detail while recommendations were shared. The success of the coaching education programme was revealed by the fact that 3 Young Coaches of the 2013 project were selected as participants for the Youth Leadership Camps in South Korea and Japan by the United Nations Office on Sport for Development and Peace. This experience offered them the opportunity for further education in sports and social issues.
After the successful conclusion of the two projects, The Football Federation of Sri Lanka (FFSL) acknowledges an important role in the development of grassroots football in Sri Lanka. The federation plans to soon set up a D-Akademie for the field of grassroots and children’s football. In addition to the Young Coaches’ activities, this opportunity will support grassroots football all over Sri Lanka and teach numerous children’s football coaches. The Scort Foundation thanks all partners and supporters for their contributions, which helped to realise such a successful project. Canton Basel-City (surplus from the financial support for the Sri Lanka project 2010/11) and Fritz Ghetler Foundation supported the project financially. Heinz (Lanka) Ltd. and FFSL, Batticaloa and Ampara District Football Associations, Sri Lanka Red Cross Society and One World Futsal Project provided valuable in-kind support. The close co-operation with the local partners was an important factor leading to the success of the project. The Scort Foundation especially wants to thank the main local partner, the Football Federation of Sri Lanka, for its engaged and trustful support.

### Programme funding sources of the Sri Lanka project (excluding personnel costs)

<table>
<thead>
<tr>
<th>Category</th>
<th>Distribution of costs (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Donors</td>
<td>12%</td>
</tr>
<tr>
<td>Local Donors</td>
<td>42%</td>
</tr>
<tr>
<td>Overseas Costs</td>
<td>47%</td>
</tr>
<tr>
<td>Travel Costs</td>
<td>13%</td>
</tr>
<tr>
<td>Local Training Costs</td>
<td>40%</td>
</tr>
</tbody>
</table>

### Overhead Costs

- 47%

### Travel Costs

- 41%

### Local Training Costs

- 12%

### Overseas Costs

- 47%

### Local Donors

- 40%

### International Donors

- 12%

The close co-operation with the local partners was an important factor leading to the success of the project. The Scort Foundation especially wants to thank the main local partner, the Football Federation of Sri Lanka, for its engaged and trustful support.

---

**Mohamed Mohamed, Young Coach Kalmunai**

> It is such a pity that I have not had this kind of education before. I have wasted so much time in making mistakes in coaching. Only now, with the help of the instructors and the clubs, I am able to improve the children’s skills in a planned manner. I have passed on my new knowledge to 24 teachers already, more than 500 children benefit from the trainings they conduct.

---

**Riyas, Young Coach Kalmunai**

> Before, I only wanted to train football skills. In the programme I learned how children can learn through play and fun games. And I learned to teach social skills as well. Now I want to promote social work, especially develop the social skills and make the children mentally strong. I am very happy with what I learned in the programme. Since I started here, the way I believe and the way the community looks at me is different. The kids coming for practice and their families believe in me and my skills. We got so much experience and knowledge from the foreign instructors. I was very happy and proud to work and be involved with them.

---

**Willy Schmid, Instructor FC Basel 1893**

> “When monitoring the Young Coaches I could also learn a lot from them. I am not a typical children football coach. I monitor the Young Coaches and how they work with the kids and see their heartiness, honesty and straightforwardness. It is a learning process for me as well, to put yourself in the position of the children and to be on a par with them during coaching. It’s fantastic how the Young Coaches implement this here.”

---

**Mohamed Mohamed, Young Coach Kalmunai**

> “Before, I only wanted to train football skills. In the programme I learned how children can learn through play and fun games. And I learned to teach social skills as well. Now I want to promote social work, especially develop the social skills and make the children mentally strong. I am very happy with what I learned in the programme. Since I started here, the way I believe and the way the community looks at me is different. The kids coming for practice and their families believe in me and my skills. We got so much experience and knowledge from the foreign instructors. I was very happy and proud to work and be involved with them.”

---

**Willy Schmid, Instructor FC Basel 1893**

> “When monitoring the Young Coaches I could also learn a lot from them. I am not a typical children football coach. I monitor the Young Coaches and how they work with the kids and see their heartiness, honesty and straightforwardness. It is a learning process for me as well, to put yourself in the position of the children and to be on a par with them during coaching. It’s fantastic how the Young Coaches implement this here.”

---

When monitoring the Young Coaches I could also learn a lot from them. I am not a typical children football coach. I monitor the Young Coaches and how they work with the kids and see their heartiness, honesty and straightforwardness. It is a learning process for me as well, to put yourself in the position of the children and to be on a par with them during coaching. It’s fantastic how the Young Coaches implement this here. — Willy Schmid, Instructor FC Basel 1893
India
Partner club Queens Park Rangers F.C. invited Scort to investigate if an Alliance project could create a positive impact on specific grassroots programmes in India. After initial examinations, Scort undertook two pre-evaluation trips in April and August 2013. The aims were to meet the identified project partners, define their role and tasks in the project as well as discuss the project concept and adjust it according to their comments and suggestions. Furthermore, it was important to check the infrastructure for the education, the accommodation facilities, the transport possibilities, and the catering facilities. In order to support young people from slums working with disadvantaged children, Scort and the Alliance intended for the first time to implement a project in an urban environment. One of the biggest challenges was to find a central sports ground which could be used for several consecutive days during the educational programme. Due to the expensive land cost in Mumbai ($11,900 USD per m² according to Knight Frank, Wealth Report 2013), untitled areas, which can be used for sport activities, are very rare and mostly occupied. Thanks to the partnership with Don Bosco Mumbai, not only their sports ground and seminar room could be used for free, but also the accommodation and catering for the Young Coaches could be organised in the same location.

In September 2013, The Football Club Social Alliance with Bayer 04 Leverkusen and Queens Park Rangers F.C. started the one-year educational football programme in Mumbai. The aim is to train 33 young women and men who are working daily with socially disadvantaged children in urban and rural areas. They are supported so they can provide to children access to sports, play and leisure activities.

Mumbai (former Bombay)
Mumbai, is with a total of approximately 20.5 million inhabitants (metropolitan area population), India’s most populous city. The capital of the Federal State of Maharashtra is India’s financial centre and the country’s wealthiest city. However, Mumbai suffers from different negative urbanisation consequences: widespread poverty and high unemployment as well as a poor public health system and low educational standards for a substantial part of the population. Particularly children and youth living in large slums are often outcast and highly affected by these issues. This is similar to poor rural areas, where there is no or very limited access for children and youth to school, play and leisure activities.

The Young Coaches were selected by seven local partner organisations. These organisations are not only working in both rural and urban regions in the Federal State Maharashtra (Mumbai and Alibaug) but also in other Indian States (Karnataka, Goa and Madhya Pradesh). Besides the main partner, Oscar Foundation, the following organisations participate in the project: Leher Foundation, Magic Bus India, SOS Children’s Villages Alibaug / Bhopal, Rabee Foundation, Jeev Foundation and Coloba Municipal Secondary School.

“We chose these organisations as further partners who are actually working on the ground. To give their staff a chance to improve. Through this training more quality will come into the programmes and the children will profit in the end.”

– Ashok Rathod, founder and CEO of OSCAR Foundation

The chosen participants of the education programme are comprised of a mixed group of teachers, NGO-workers, social workers, voluntary football coaches and other volunteers. Some of the Young Coaches are Hindus, some Islamic and others are Christians. The project distinguishes itself by its high rate of female Young Coaches (40% of the participants). This professional and cultural heterogeneity shall contribute to the reach and impact of the project.

Learning content unrelated to football is an important part of the education programme. This content is taught by experts from local partner organisations and are based upon locally relevant subjects like women’s rights, “Water, Sanitation and Hygiene” (WASH), early school drop-out and child marriage. During the 1st module, the OSCAR Foundation executed a workshop about strengthening the role of women in society.

A special thank you goes to OSCAR Foundation. In spite being the smallest local main partner organisation of the Alliance, the foundation has so far due to its tremendous commitment, enabled an extremely successful project organisation and implementation.

Women power: 40 % of the Indian Young Coaches are women

“I want to be a really, really good coach and change the lives of the girls in my community. I grew up in the slum myself and know what kind of impact the involvement of girls in such sport and girl empowerment activities can have. I experienced it myself.”

– Parvati, Young Coach

Besides theoretical and practical skills in the field of children and grassroots football, the Young Coaches learn how to teach social competences and values to the youth and how to organise child-friendly and age-related sports activities. New techniques and options will be taught and incentives will be given so the coaches can attain better results with their valuable work.
Indonesia

In the summer of 2013, MP & Silva’s foundation „Play for Change“ and the Indonesia based ASA Foundation approached the Scort Foundation with their wish to stage a yearlong coaching education programme with The Football Club Social Alliance in Indonesia in 2014/15. In November 2013, Scort travelled to Indonesia for the first time to analyse the conditions on the ground and to discuss a potential project implementation with the local partners. ASA Foundation showed interest to act as the main local partner during the project and to coordinate the project in Indonesia in close co-operation with Scort. During the course of the assessment trip it became obvious that The Football Club Social Alliance’s engagement in Indonesia could bring added value and a positive impact.

The target group for the coaching education programme should be young people from urban slum areas as well as from remote rural areas of Indonesia. They should be familiar with the social problems facing Indonesian youth as they also faced similar conditions and have experience working with youth under these conditions. ASA Foundation and further smaller NGOs’ engagement in remote island provinces could offer access to young women and men who normally don’t have the opportunity to take part in such programmes. At the same time, through these participants it would be possible to reach regions and communities where sport and development activities are very limited or hardly existing.

The implementation of such a project concept is closely linked to financial and logistical challenges. West Papua, for example, is a football-loving region where many young people would be interested to join such a coaching education programme and to set up grassroots football activities. However, Papua is also a 6-hour flight away from Jakarta and travel therefore involves high costs. The same problem occurs when involving other remote provinces. Based on the extensive travel time also required for the European instructors it would make most sense to stage the coaching education programme within three modules, instead of the normal four modules. This approach was successfully realised for the first time during the last initiative in East Sri Lanka. The aim would be to stage two modules in or around Jakarta and one module in a more remote region of Indonesia.

Initial discussions showed that funds must be secured to realise the implementation of the planned one-year project. Only with acquiring these funds would it guarantee that young people from different regions of Indonesia had the opportunity to take part in the entire coaching education programme. During the pre-assessment trip, the local branches of Boehringer Ingelheim and Lufthansa showed interest in supporting the project as partners. Scort and ASA Foundation will follow up on this in the first term of 2014 and then consider if funding can be secured through local and international supporters.

Daniel Edwards, Instructor Queens Park Rangers F.C.

"A very special impression for me of this module was the young coaches’ great trust and how they welcomed us with open arms."

Maren Walter, Instructor Bayer 04 Leverkusen

"It has been a great experience for myself so far but the best about this course is the sustainability of it in terms of that we don’t just come here for one week and then our job is done. No, there is a whole programme with 4 different modules where we get to see the young coaches actually develop and you see their progression."

Peter Quast, Instructor Bayer 04 Leverkusen

"At home we work in the performance related field of football, which is totally different from the project work. But it is all about the football, about having fun. And this is the challenge we have to face."

Marta Deveurs, Instructor Queens Park Rangers F.C.

"The people we have been working with, the participants, have been super and they have learned a lot but we also learned a lot from them."

"The implementation of such a project concept is closely linked to financial and logistical challenges. West Papua, for example, is a football-loving region where many young people would be interested to join such a coaching education programme and to set up grassroots football activities. However, Papua is also a 6-hour flight away from Jakarta and travel therefore involves high costs. The same problem occurs when involving other remote provinces. Based on the extensive travel time also required for the European instructors it would make most sense to stage the coaching education programme within three modules, instead of the normal four modules. This approach was successfully realised for the first time during the last initiative in East Sri Lanka. The aim would be to stage two modules in or around Jakarta and one module in a more remote region of Indonesia.

Initial discussions showed that funds must be secured to realise the implementation of the planned one-year project. Only with acquiring these funds would it guarantee that young people from different regions of Indonesia had the opportunity to take part in the entire coaching education programme. During the pre-assessment trip, the local branches of Boehringer Ingelheim and Lufthansa showed interest in supporting the project as partners. Scort and ASA Foundation will follow up on this in the first term of 2014 and then consider if funding can be secured through local and international supporters.

"It has been a great experience for myself so far but the best about this course is the sustainability of it in terms of that we don’t just come here for one week and then our job is done. No, there is a whole programme with 4 different modules where we get to see the young coaches actually develop and you see their progression."

Marta Deveurs, Instructor Queens Park Rangers F.C.

"The people we have been working with, the participants, have been super and they have learned a lot but we also learned a lot from them."

"If one could only describe the summer of 2013, it would be: amazing! It is with a mixture of emotions..."
Community Outreach Workers Seminar

In 2013, the Premier League and British Council initiated the Community Outreach Workers Seminar for the second time. The seminar was financed through the EU “Youth in Action” programme and aimed to bring together and foster exchange between the volunteers and professionals working for the social and community departments of professional English and European football clubs. The seminar especially offered a platform for networking and exchange to those who are working for the clubs on a voluntary basis. Club officials used the seminar to discuss different club structures and concepts in the social field. Everton FC, host of the seminar 2013, additionally provided all participants the opportunity for different field visits to gain an insight into the club’s various social projects.

The Premier League and British Council asked Scort to take over different organisational and content related work during the preparation and implementation of the seminar. Scort invited all members of The Football Club Social Alliance and additionally promoted the event among European professional football clubs. Scort’s partner clubs were represented by FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen and Queens Park Rangers F.C., all who participated in the seminar and were represented by community outreach workers and club officials. In addition, Scort contributed to the set-up of the seminar programme and its content and conducted a workshop on the topic “Why should I go International – Benefits and Challenges.”

Scort also took advantage of the opportunity to connect with new clubs that showed interest in the work of The Football Club Social Alliance. After exchanging with Everton FC and Manchester City FC, both clubs subsequently took part in the Special Youth Camp in Basel in summer 2013 (cf. disability football programme). Additional participating clubs were MGC Breda, Dundrummen Athletic FC, Hibernian FC, Motherwell FC, Aberdeen FC and Anorthosis Famagusta FC.

Summer Tournament FVNWS

In summer 2013, Scort set up a new cooperation with the Football Federation North West Switzerland (FVNWS). Based on this co-operation, Scort was able to offer Tandem Young Coaches the opportunity to get involved as referees during the federation’s well-known summer tournament. Before the tournament, federation representatives conducted a further training for the Young Coach Tandems, which permitted them to referee the matches of the youngest teams. Besides valuable practical experience, the Young Coaches could also demonstrate their abilities in front of all players, teams and spectators. The following objectives were fully realised: the practical application of the newly learned skills, the promotion of the Young Coaches’ personality development and the mutual exchange. The Young Coaches, acting as official match referees during the tournament, also contributed to the integration of people with disabilities and to creating greater public awareness.

Besides this further training as referees, the Young Coaches could also benefit from another opportunity provided by Scort’s new co-operation partner, the Football Federation North West Switzerland. At the end of September the federation offered all Young Coaches with a disability the opportunity to attend the federation’s training course to become a youth football coach. This was the first time that youngsters with a learning disability could pass an officially certified federation coaching course with their tandem partners, which is recognised all over Switzerland. This was an important milestone towards the inclusion of Young Coaches as coaches in Swiss football clubs.

UN Youth Leadership Camps

In 2013, the United Nations Office on Sport for Development and Peace (UNOSDP) together with Right To Play and other partners organised several Youth Leadership Camps. During the two-week long camp, young people from Asia, Africa and the Middle East had the opportunity to learn more about how different sports can be used for social purposes. Some of our Young Coaches also had the chance to participate in the camps. On request of UNOSDP, FC Basel 1893 and Scort organised a grassroots football education day at the 5th Youth Leadership Camp in Macolin, Switzerland in May 2013. In the morning, the instructors from Basel conducted interactive workshops. Afterwards in the afternoon, the 38 young camp participants, all coming from French-speaking African countries and the Middle East, were given the opportunity to apply what they had learnt and to organise football activities with youth from local FC Bâle/Bienne in the afternoon.

“I am observing the work of FC Basel and I am quite impressed that they have no fear to get in touch with our participants. They bring them into action and convince them to get involved and to touch others.”

– Maren Kröger, camp organiser UNOSDP

In 2013, several of the Young Coaches from the Alliance education programmes had been selected to participate at a UNOSDP Youth Leadership Camp. In January 2013, the two Young Coaches Sarah and Noreen from Uganda could participate at the 4th Youth Leadership Camp in Doha, Qatar. In the summer, Teddy, another Young Coach from Uganda, was a participant in Stockholm, Sweden, and finally, two Young Coaches from Sri Lanka, Fasloon and Ali, travelled to the 7th Youth Leadership Camp in Gwangju, South Korea. For all Young Coaches the trips, the education and the intercultural exchange provided enormous enrichment.
Novartis Community Partnership Day
On 25 April 2013, Scort had the opportunity to participate at the annual Novartis Community Partnership Day. For the fourth time in a row, the foundation ran a one day project and invited children and teenagers with a mental or physical disability, all of whom are attending local schools for children with special needs.

The objective of the day was to train the Novartis staff to run a football training session for these children. In a short introduction a representative from Scort and a coach from FC Basel 1893 prepared the employees for their tasks. This technical aspect focused on theoretical knowledge of football, football training and working with disabled children.

The day offered to the participating children the chance to meet students from another school and to experience a day filled with playing football with highly motivated and cordial Novartis staff. The day’s conclusion was a football tournament, which received a very enthusiastic response.

The Novartis Community Partnership Day offered Scort an ideal platform to raise awareness of disability football among a wider audience and to further promote the foundation and its work in the Basel region.

Football Day with Colombian Youth in Macolin
In November 2013, the Swiss Federal Department of Foreign Affairs (EDA) together with the Colombian Foreign Office and the Federal Office for Sports (BASPO) invited 26 Colombian girls and boys for 9 days to Switzerland. They originally came from Nariño, a region in the Southwest of Colombia where there is a long history of struggles still existing today. Aside from armed conflicts and the recruitment of child soldiers, Nariño also suffers from a widespread of drug criminality. The aim of the invitation was to show the youth famous sports that are practised in Switzerland and simultaneously to illustrate perspectives, which are not based on criminality and violence. FC Basel 1893 and Scort participated in the initiative with a one-day football project on 10 December 2013.

The FCB trainers Raphael Wicky and Romain Villiger together with Scort, the Colombian Ambassador and representatives from BASPO welcomed the 26 Colombian youth to the national sport centre in Macolin, Switzerland. During the day, the two FCB trainers showed them different forms of play and training. The aim was also to impart values through football like team spirit, discipline and cooperation as well as to have a lot of fun together. Scort equipped them with new ideas on how to effectively use football activities for disadvantaged and endangered children.

"Days like today with FC Basel will open the kids’ eyes and make them discover new horizons. Together with the coaches they experience the feeling of being strong in a team and of being able of move mountains together."

– Beatriz Londoño S., Colombian Ambassador in Switzerland
4.2.3 Developments

In 2013, Scort again received numerous requests from various aid organisations and other parties interested in being supported and involved in future Alliance projects and initiatives. When reviewing the requests, the Scort team took the suggested location and aims of the Alliance into account. Suitable suggestions were presented at the annual general assembly of the Alliance partner clubs, with the foundations being laid out for potential new project locations.

2013 saw the intensive implementation of the workbook, created a year earlier, and first used by course participants in projects in Uganda, Sri Lanka and India. This workbook is designed to accompany the Young Coaches during the various modules, and also to provide support for their activities during as well as after the course. In Sri Lanka and India there was already a modified version of the workbook with consistent graphics and images in use. The feedback of the Young Coaches from different project countries will be used in 2014 to adjust the content and further improve the quality of the workbook.

In 2012, Scort developed a curriculum for the Tandem Young Coach education in disability football which was a significant contribution towards the successful implementation of the programme. The goal for 2013 was to develop training materials to support those with learning disabilities taking part in the programme. Together with the Alliance’s partner clubs and experts in the field of disability football, Scort developed learning cards. These cards were successfully used for the first time in the 2013 education programme and will, in 2014 be modified based on the previous experiences using them.

streetfootballworld Network: Affiliation

The Berlin-based streetfootballworld is a network of over 80 non-profit organisations, which use football to socially change the world. In addition to their headquarters in Germany, streetfootballworld also operates in the USA, South Africa and Brazil.

The network’s core is made up by NGOs that are dedicated to the development through football of their own society. These are local and international organisations which are globally connected to each other by streetfootballworld.

Another network within streetfootballworld is the so-called affiliates. It consists of organisations and foundations that globally provide significant, direct or indirect support to “football for development” activities. For several years, Scort has been in close contact with streetfootballworld. With the new “affiliate membership” a framework has been established which will not only benefit streetfootballworld’s network but also The Football Club Social Alliance.

Scort is pleased to be part of the renowned affiliates, which have over the years shown sustainable and innovative engagement. Through the exchange, Scort hopes to provide an added value to the social engagement of The Football Club Social Alliance as well as to increase the cooperation with network members in future initiatives of the Alliance.

Additional affiliate members are: Women Win, Playable (both based in the Netherlands), Munch United (Germany), Red Deporte y Cooperacion (Spain), Tackle Africa (Great Britain), One World Football Project, Love.Futbol, Coaches Across Continents (all based in the USA).
4.3 Financing

The Football Club Social Alliance partnership programme generated costs of around CHF 655,000 in 2013 (including in-kind contributions), the majority (69%) of which were borne by the Scort Foundation and the Alliance partner clubs themselves. Local and international sponsors and supporters covered the remaining costs (31%).

4.3.1 Administration

The administrative costs generated by the partnership programme relate to expenditures necessary for the development and realisation of Alliance projects including related advertising and personnel costs. All administrative costs are covered by confirmed, private donations and the Scort Foundation’s corporate partners. Willy Schmid of FC Basel 1893 was assigned part-time to the foundation as technical director of training and education. The cost of this part-time (25%) position is covered by FC Basel 1893.

4.3.2 Operating Costs: Projects

Operating costs refer to expenses directly generated by the projects themselves, such as personnel, preparation, implementation and follow-up costs.

Project Staffing and Financing

Project personnel costs are not included in the overall project costs as they are financed through assured, private donations; this ensures transparency in the fundraising process as any funds received go directly to the projects themselves, instead of being used to cover personnel expenses.

Project Costs and Financing

Project costs are comprised of expenses generated during project preparation and realisation (flights, local transport, accommodation and board for coaches and Scort staff), local training costs (accommodation and board for course participants, food and drink for children, training materials and equipment, local transportation), publicity (promotional videos and reports) and overhead costs such as relating to communication, photocopying and printing. Possible external monitoring and evaluation costs are also included.

Scort is responsible for financing all projects run by the foundation and The Football Club Social Alliance. As mentioned above, Scort’s personnel and infrastructure expenses are covered by confirmed private donations and the support of corporate partners so that all funds raised by the foundation go directly to the projects.

Scort uses the principle of “shared funding” when financing international projects. In this model, the various project partners taking part in the programme are asked to contribute funding (financial and/or in-kind) according to their interests and abilities. The overall aim is for project costs to be split 40-20-40 respectively between the Alliance and Scort, local sponsors and supporters, and international sponsors and supporters.
### Principle of “Shared Funding”

<table>
<thead>
<tr>
<th>Own Contribution</th>
<th>Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who?</strong></td>
<td><strong>Who?</strong></td>
</tr>
<tr>
<td>Scort Foundation / The Football Club Social Alliance</td>
<td>Scort Foundation and football clubs participating</td>
</tr>
<tr>
<td><strong>How much?</strong></td>
<td><strong>How much?</strong></td>
</tr>
<tr>
<td>ca. 40%</td>
<td>ca. 40%</td>
</tr>
<tr>
<td>The Scort Foundation and the participating clubs cover around 40% of the overall project costs.</td>
<td>The participating clubs cover around 40% of the overall project costs.</td>
</tr>
<tr>
<td><strong>What?</strong></td>
<td><strong>What?</strong></td>
</tr>
<tr>
<td>Covering the cost of:</td>
<td>Covering the local cost of:</td>
</tr>
<tr>
<td>Project related personnel costs of Scort (personnel cost for project management)</td>
<td>infrastructure for coaching education programme</td>
</tr>
<tr>
<td>participating coaches (flights, accommodation, meals)</td>
<td>accommodation and meals for project participants</td>
</tr>
<tr>
<td>materials and donations in kind (kits, shirts, giveaways)</td>
<td>materials</td>
</tr>
<tr>
<td>pro-rata coverage of costs for project development and project-related overhead costs</td>
<td>local transportation costs</td>
</tr>
</tbody>
</table>

#### Scort Foundation

**„Local Ownership”**

- Local Supporters: The Scort Foundation and the participating clubs cover around 40% of the overall project costs.

- **Covering the local cost of:**
  - Infrastructure for coaching education programme
  - Accommodation and meals for project participants
  - Materials
  - Local transportation costs

#### International Supporters

**„(Corporate) Social Responsibility”**

- Main Supporter
- Further Supporters

- Around 40% of the total project costs are covered by international supporters. Depending on their contributions they are referred to as “main supporters” or “further supporters” respectively.

- Financial means and company specific contributions in kind to cover:
  - Costs for project development
  - Travel costs of the Scort Foundation (flights, accommodation, meals)
  - Part of local project costs (sport materials, project shirts, transport etc.)
  - Monitoring and evaluation
  - Pro-rata overhead costs
During 2013, Scort was again aiming at raising the awareness of the foundation and of its activities organised in conjunction with the partner clubs of The Football Club Social Alliance. The public relations work targeted a national and international audience and was realised through multiple communication channels. Thus, the foundation made live appearances at various events, where the ideas and goals of the foundation were presented. Alongside the publication of traditional media releases, Scort published numerous articles on their own as well as external online platforms and on the websites of the Alliance partner clubs. In addition, Scort organised the production of the short film “Together we inspire” which was completed at the end of 2013 and premiered in the beginning of 2014.

The various communication activities in 2013 have further increased feedback on all media channels and resulted in a constantly growing number of fans and visitors to the social media platforms and the website.

Short film „Together we inspire“
On behalf of Scort, the Swiss photographer and film producer Joel Sames accompanied the club instructors of The Football Club Social Alliance and Scort to two project trips in Uganda and Sri Lanka. On the spot he filmed the activities of the education programme and interviewed the instructors and Young Coaches about their experiences in the project. The aim was to create a meaningful short film with atmospheric images focusing on the knowledge transfer and interaction between the European instructors and the Young Coaches as well as on their shared enthusiasm as football coaches.

Thanks to his professional and meticulous working method Joel Sames managed to take the spectator directly to the core of The Football Club Social Alliance’s education programmes. His great sensitivity and fantastic recordings allowed us to dive into the projects and experience how the Alliance instructors inspire numerous young people to become role models for children and to positively shape their lives.

Together we inspire
A short film about how The Football Club Social Alliance uses football as an inspiration and school of life.
In Africa and Asia, the instructors of the partner clubs of The Football Club Social Alliance are educating young people to become competent children’s football coaches, or Young Coaches. The club instructors talk about their responsibility in the project, about football as a school of life but also about new, inspiring experiences they gained and which they take home with them. Through the education programme, the Young Coaches have rediscovered football. They have learned to use football to convey values and foster the development of underprivileged children. Committed, enthusiastic and passionate, they show how football has positively changed their own and the children’s lives and how new dreams and visions have been awakened.

Watch on
YouTube: www.youtube.com/scortfoundation

and Vimeo: www.vimeo.com/lcsa
**muba (Mustermesse Basel)**

FC Basel 1893 invited the foundation for the third time in a row to present The Football Club Social Alliance and Scort at their “muba”-booth. A short project video, large project pictures on banderols and an African banana leaf ball all draw public attention to the stand and to football made of recycled materials particularly attracted the younger visitors to the booth. The participants could challenge the professional players of FC Basel, who also juggled the ball after their autograph session.

**Third Basel Foundation Day**

Similar to the previous year, Scort was again selected to present the foundation at a booth at the third Basel Foundation Day at the Aktienmühle in Basel. Besides the foundation’s general activities, the presentation focused on Scort’s and the Alliance’s engagement in disability football. This space offered a platform for dialogue and gave the numerous interested parties from foundations and associations an understanding of the Tandem Young Coach Education programme.

**Speech at the University of Basel**

In December, Scort was again invited to present the foundation and its projects in a lecture series on non-formal sport education at the Institute for Sport and Sport Science at the University of Basel. Besides the foundation’s activities and The Football Club Social Alliance partnership programme, the students learnt more about the different projects in Switzerland and abroad.

**SART Jubilee Event**

For their 15th anniversary, the Schweizerische Arbeitsgruppe für Rehabilitationstraining (SART) organised a benefit event in Basel in favour of Scort. Scort presented the different education programmes at a booth during the reception. At the end of the conference, the trailer “Together we inspire” was shown in order to offer the participants direct and concrete insight into the projects of The Football Club Social Alliance. Through the event a total amount of around CHF 7’000 was raised, which will be used for the education projects in Africa and Asia. Scort takes the opportunity to sincerely thank SART again for their contribution and significant support of our international projects.
President
Gigi Oeri
Honorary President FC Basel 1893

Vice-President
Pierino Lardi
FIFA Commissioner and UEFA Delegate
Partner and Member of the Board of
Banque Cramer & Cie SA

Board of Directors
Pierre Jaccoud
Independent Management Consultant,
Co-Founder and Chairman of the software
company ii4sm

Dr. Michael Kessler
Director of the Pharmacy Museum Basel, Lecturer at the
Faculty of Philosophy and Natural Sciences, University of Basel

Peter Knäbel
Technical Director of Swiss Football Federation SVP since 2009,
Head Youth Training of FC Basel 1893 from 2003 to 2009.
Former Bundediglia Professional i.a. of VfL Bochum and FC St. Pauli

Adolf Ogi
Honorary Member of the Scort Foundation

Acknowledgement
We sincerely thank Mr. Adolf Ogi for his eminent support of the foundation
since its establishment in 2007 as well as for his untiring work of promoting
peace and development.
We are delighted that Mr. Ogi remains associated with the foundation as
an honorary member.

During 2013, two interns actively supported the Scort Foundation:

From mid-February until mid-May, Matthew Neale, a UK citizen, completed an
internship at the Scort Foundation. During his internship his main focus was
on PR and communications related topics. Amongst others he was responsible
for assisting the foundation’s appearance at muba (Mustermesse Basel).
Furthermore he was assigned to create a social media concept for the foundation.

From June 2013 to January 2014, Sven Kielbasa from Basel joined our team
as a trainee. During the first four months of his internship he predominantly
worked in project management, where he was responsible for a variety of tasks
in the context of the preparation, running and the wrap-up of our annual Special
Youth Camp. After this project, he switched into the field of PR, communications
and grant management. There he focused on writing and designing reports, on
publishing articles on social media channels and working on the elaboration of
funding requests.

We would like to thank the two interns for the fantastic work they have done for
our foundation.
### Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash equivalents</td>
<td>295,665</td>
<td>275,955</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>13,353</td>
<td>32,898</td>
</tr>
<tr>
<td>Inventories, supplies, intangible assets</td>
<td>4,700</td>
<td>7,980</td>
</tr>
<tr>
<td>Prepayments and accruals</td>
<td>7,006</td>
<td>255</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>320,714</td>
<td>316,288</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>25,700</td>
<td>27,880</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>25,700</td>
<td>27,880</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>346,414</td>
<td>344,168</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short-term liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project overall (not directly allocated)</td>
<td>154,201</td>
<td>80,795</td>
</tr>
<tr>
<td>Project Disability Football</td>
<td>39,878</td>
<td>62,513</td>
</tr>
<tr>
<td>Project Sri Lanka</td>
<td>0</td>
<td>14,067</td>
</tr>
<tr>
<td>Project Uganda</td>
<td>0</td>
<td>14,124</td>
</tr>
<tr>
<td><strong>Total short-term provisions</strong></td>
<td>194,079</td>
<td>171,499</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>16,996</td>
<td>48,344</td>
</tr>
<tr>
<td>Deferrals</td>
<td>8,255</td>
<td>9,318</td>
</tr>
<tr>
<td><strong>Total short-term liabilities</strong></td>
<td>219,330</td>
<td>225,161</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial foundation capital</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>89,007</td>
<td>57,630</td>
</tr>
<tr>
<td>Annual profit</td>
<td>8,877</td>
<td>31,577</td>
</tr>
<tr>
<td><strong>Total net earnings</strong></td>
<td>97,884</td>
<td>89,007</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>127,884</td>
<td>119,007</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>346,414</td>
<td>344,168</td>
</tr>
</tbody>
</table>
### Grants and Donations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>870,000</td>
<td>950,000</td>
</tr>
</tbody>
</table>

### Personnel Expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-254,488</td>
<td>-260,491</td>
</tr>
</tbody>
</table>

### Gross Profit

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>615,532</td>
<td>689,509</td>
</tr>
</tbody>
</table>

### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance, repair, replacements</td>
<td>-74,702</td>
<td>-76,534</td>
</tr>
<tr>
<td>Company car and other transportation expenses</td>
<td>-20,120</td>
<td>-25,824</td>
</tr>
<tr>
<td>Insurances, claims</td>
<td>-3,758</td>
<td>-7,481</td>
</tr>
<tr>
<td>Energy expenses</td>
<td>-5,822</td>
<td>-5,314</td>
</tr>
<tr>
<td>Management expenses</td>
<td>-58,924</td>
<td>-63,308</td>
</tr>
<tr>
<td>Advertising expenses</td>
<td>-36,016</td>
<td>-77,658</td>
</tr>
<tr>
<td>Travel expenses, customer care</td>
<td>-9,985</td>
<td>-9,640</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>-317</td>
<td>-1,025</td>
</tr>
<tr>
<td>Depreciation of tangible assets</td>
<td>-13,940</td>
<td>-22,961</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>-292,673</td>
<td>-289,759</td>
</tr>
</tbody>
</table>

### Operating Result 1 (before project results)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>382,859</td>
<td>395,754</td>
</tr>
</tbody>
</table>

#### Project non-self-sustaining (overhead)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Football Club Social Alliance (FCSA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>101</td>
<td>917</td>
</tr>
<tr>
<td>Expenses</td>
<td>-374,884</td>
<td>-365,094</td>
</tr>
<tr>
<td>Total Project non-self-sustaining</td>
<td>-374,783</td>
<td>-364,177</td>
</tr>
</tbody>
</table>

### Projects self-sustaining

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Disability Football</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, income, reversed provisions</td>
<td>83,607</td>
<td>87,769</td>
</tr>
<tr>
<td>Project expenses</td>
<td>-43,739</td>
<td>-35,256</td>
</tr>
<tr>
<td>Provisions</td>
<td>-39,678</td>
<td>-62,513</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Sri Lanka</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, income, reversed provisions</td>
<td>14,067</td>
<td>20,107</td>
</tr>
<tr>
<td>Project expenses</td>
<td>-38,665</td>
<td>-6,040</td>
</tr>
<tr>
<td>Provisions</td>
<td>0</td>
<td>-14,124</td>
</tr>
<tr>
<td>Allocation</td>
<td>24,598</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Uganda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, income, reversed provisions</td>
<td>14,124</td>
<td>72,243</td>
</tr>
<tr>
<td>Project expenses</td>
<td>-16,267</td>
<td>56,119</td>
</tr>
<tr>
<td>Provisions</td>
<td>0</td>
<td>-14,124</td>
</tr>
<tr>
<td>Allocation</td>
<td>2,143</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Project expenses</td>
<td>-14,868</td>
<td>0</td>
</tr>
<tr>
<td>Provisions</td>
<td>14,868</td>
<td>0</td>
</tr>
<tr>
<td>Allocation</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

### Total projects self-sustaining

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Total Income Statement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8,077</td>
<td>31,577</td>
</tr>
</tbody>
</table>
1. Groundwork and 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 is located at Gartenstrasse 56 (c/o Sebag Privatbank AG, Basel, Switzerland.

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 gifts, 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 of the Board of Directors
Pierino Lardi  Vice President and Member of the Board of Directors
Pierre Jaccoud  Member of the Board of Directors
Dr. Michael Kessler  Member of the Board of Directors
Adolf Ogi  Member of the Board of Directors until 18.10.2013
Peter Knäbel  Member of the Board of Directors as of 18.10.2013

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 at the Board, although re-election is permitted. The President can be elected for life. In the 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.

At the meeting of the Boards of Directors held on 18 October 2013 Mr Ogi has announced his retirement as a member of the Board. His successor is Mr Peter Knäbel, technical Director of Swiss Football Federation SFV. The change of board members will be effective in the commercial registry as of 2014.

All members of the Board work in a voluntary capacity. Reimbursement of expenses generated in the context of their mandate is permitted.

Statutory Auditors

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

Supervisory Authority

Swiss Supervisory Board for Foundations, Schwamendingen 2, 3003 Bern

Tax Exemption

The foundation fulfils the criteria for tax exemption according to Swiss Law (§ 66 Bst. 5d G & Art. 56 Bst. 6d DBG).

2. Accounting and Evaluation Fundamentals

The annual financial statement was created according to the regulations of the Swiss Obligation Law. The evaluation of current assets as well as liabilities occurs at the market value of the balance sheet reference date.

The fixed assets are balanced at no more than the acquisition values less the necessary write-offs. The write-offs occur at book value at the rate of 20% for mobile assets and 40% for IT and office machines as well as for intangible value.

Contributions for current projects not yet spent are accounted within the provisions. Project costs not yet covered by project related contributions are being activated for multi-year projects respectively covered at the completion of a project by non-specifically earmarked donations.

After the completion of a project, excess earnings are used for similar projects or accredited to the general unallocated earnings. The personnel costs of the operating expenses are shown in the project costs.

3. Unrecorded Liabilities under Lease Commitments (Art. 663b Ziff. 3 OR)

A lease contract exists with Mercedes-Benz Financial Services Schweiz AG until September 2017 with a residual debt of CHF 32’465.25.

4. Explanation of the main position of the Financial Statement

In 2013 Gisela Oeri donated CHF 870’000 on behalf of the foundation.

5. Risk Assessment

As per its purpose, the foundation does not operate as a for-profit business and is therefore not required to complete a risk assessment according to Art. 633b ZW. 12 OR.
Bericht der Revisionsstelle zur eingeschränkten Revision an den Stiftungsrat der Scort Foundation Basel


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


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

Philipp Bingert Leonardo Bloise
Revisionsexperte Leitender Revisor

Basel, 1. April 2014
In Uganda, we celebrated the successful closure of the Young Coach education programme, and with the newly launched projects in Sri Lanka and India, the youngest partner clubs of The Football Club Social Alliance, FK Austria Wien and Queens Park Rangers F.C., participated for the first time in the Alliance’s programmes. With a lot of enthusiasm, they immediately brought their experience to the projects while confidently investing a lot of energy into them. Together with the clubs from Bremen, Leverkusen and Basel, they are unique alliances for social engagement – and that’s what helps our Young Coaches!

Filmmaker and photographer Joel Sannes, from Basel, Switzerland, accompanied us during our international projects in 2013. That’s where a very professional short documentary originated, which reflects the inter-relations between the Young Coaches and the coaching instructors in a very emotional way. It allows us to review our work as well as to gain an insight of the wishes and goals of our Young Coaches. At the same time, these pictures move and prompt to reach and inspire more young people with our programmes.

The disability football education and the concluding Special Youth Camp were once again especially emotional. Six participating football clubs and several professional players of FC Basel 1893, SV Werder Bremen, Bayer 04 Leverkusen, FK Austria Wien and Queens Park Rangers F.C., who stood up for this alliance or who travel the many miles to empower and educate Young Coaches year after year. The dedication from the clubs is made possible by the excellent staff of the Scart Foundation. With their professional skills, they tirelessly prepare the stage which brings together our partners and therefore benefits all of the committed Young Coaches.

Many thanks to our Board of Directors, who at all times give us their full confidence. This confidence prompts us to continuously advance, to optimize processes and to maximize the success of all our projects.

In 2014 we will conclude the project in India, we will launch new projects and we will assess new project opportunities. We are very pleased that the concept of the Alliance, and therefore the joint support for dedicated young women and men, keeps gaining positive reviews.

We started the new year with the moving impressions from the cinematic documentary. We are looking forward to global partnerships and for further commitments in additional project regions, as well as to learning about the exciting stories evolving out of our engagement with very impressive young people.

Sincerely,
Marc-André Buchwalder
CEO
Scort Partner Companies

deepblue networks
Scort has been closely collaborating with the Hamburg-based agency deepblue networks on marketing and design since 2011. Thanks to its profound experience in working with sports brands and digital media, the agency developed a corporate design, which gives Scort and The Football Club Social Alliance an authentic and professional appearance. The close cooperation between deepblue networks and Scort also resulted in the production of a promotional video which is shown in the stadiums and on the websites of the Alliance’s clubs, as well as on various online platforms. The video demonstrates with a positive spirit the great worldwide achievements of The Football Club Social Alliance.

Cisco Systems and Swisscom
Scort has been in partnership with Cisco Systems (Switzerland) GmbH and Swisscom since 2010. The companies have been supporting Scort Foundation’s communications and data processing infrastructure with their technical expertise and hardware since Scort moved to Basel. In addition, they have renewed the entire communication infrastructure (server, network, telephone system) free of charge.

Job Factory
Scort has been able to rely on the high-class services, customer friendliness and competent advice provided by the Job Factory in Basel since 2010. The firm provides Scort with its printing and IT services at a reduced rate. In addition to being a successful business in the areas of commerce, production and services, Job Factory gives unemployed and unskilled youths and young adults the opportunity to start a career or re-enter the labour market by offering professional traineeships and apprenticeships in various branches and professions.

Project Partners and Supporters

We would like to say a very big thank you to all our partners and supporters for their generous contributions during 2013:

- Batticaloa District Football League, Sri Lanka
- Bayer 04 Leverkusen, Germany
- British Council, England
- Canton Basel-Stadt, Switzerland
- City in the Community, England
- Colaba Municipal Secondary School, India
- Communication AG, Switzerland
- Count Ferdinand von Thun-Hohenstein, Switzerland
- Donneau AG, Switzerland
- Don Bosco Mumbai, India
- Erlebniswelt Lürrach, Germany
- EUROPA-PARK, Germany’s largest adventure park, Germany
- Everton in the Community, England
- FC Basel 1893, Switzerland
- FK Austria Wien, Austria
- Football Federation of Sri Lanka, Sri Lanka
- Fritz Gerber Foundation, Switzerland
- German Embassy Kampala, Uganda
- Holcim (Lanka) Ltd., Sri Lanka
- IVB Disable Self-Help of both Basel, Switzerland
- Joel Foundation, India
- Job Factory, Switzerland
- Joel Sannes, Switzerland
- Kalmunai District Football League, Sri Lanka
- Leher Foundation, India
- Lürrach Youth Hostel, Germany
- Magic Bus, India
- Migros culture percentage, Switzerland