



TOGETHER WE INSPIRE



CONTENTS

Forewords	5
Scort Foundation	9
Young Coach Education Programme	10
The Football Club Social Alliance	13
Concept	17
Projects	23
Project Development	41
Impact 2007-2015	42
Partners	45
Ambassadors	50
Balance Sheet	54
Income Statement	55
Appendix to Financial Statement	56
Report of the Statutory Auditor	59
Board of Directors	61
Imprint	65



FOREWORDS

GIGI OERI

Next year, the Scort Foundation will be celebrating its tenth anniversary. A good moment to reflect on the progress of the Corporate Social Responsibility in the European football clubs. A lot has happened since.

When the Scort Foundation started, the football clubs in Britain were considered role models as they already counted on operative foundations and community departments. On the European continent however, sustainable community work off the pitch, was not very common at the time. This has since changed. Now, most European clubs have their own structure with similar activities. We find targeted local or even global initiatives and fully-fledged CSR-departments. The football community has realized that social engagement is beneficial for the clubs' culture.

This is also reflected in newly established networks like, the European Football Development Network (EFDN) and the European Club Association (ECA). The Football Club Social Alliance (FCSA) cooperates with both networks. Therefore, I am happy

to see the recognition that our foundation and its FCSA partnership programme enjoy on a global level.

Looking back on the past years, promoting the clubs' social engagement, has been the right approach. Football clubs, single-handedly or in collaboration, can achieve a lot. Using their core expertise, they can reach and support increasingly more young people in need.

Therefore we will continue striving for our mission to empower young people through sport to create hope for their future.

Gigi Oeri
President



FOREWORDS

MARC-ANDRÉ BUCHWALDER

On an annual basis, the Football Club Social Alliance (FCSA), works in selected regions to educate and empower a new group of Young Coaches – guiding them in this process for one year. Despite the fact that football seems to be the predominant factor, leadership skills as well as social skills, are the main elements of the educational programmes. This led 2015 to teaching Young Coaches in Colombia about how to protect vulnerable children, in areas of poverty, from the danger of the downward spiral of urban violence and drugs.

Hence, the key impact of our work with the FCSA-clubs is reached by educating young adults, who are committed to the support of children. Through sport and play they create a safe environment and achieve their child-friendly development.

The various conflicts around Europe, and the so-called “refugee-crisis”, create a lot of tension within our communities. It is therefore a logical step for us, for the upcoming years, to focus on those regions out of which many people are forced to leave their homes.

Most of these people, however, are not seeking refuge in central Europe. They end up as internally displaced people or seek refuge in the

neighbouring countries of their home. This of course is putting the host communities under a lot of pressure as well.

We are prepared to respond to the imminent danger of societal tension around these communities, through our programme, that has for many years proven to be a very successful tool in bringing together young people from different backgrounds. We are going to be more flexible with the implementation of our programme as well as more intensively building on our existing networks. Through this, we believe that we can significantly support the individual psycho-social development of young refugees. This is going to be another very inspiring year.

My sincere thanks go to all our partners and sponsors as well as our board of directors and my staff for their fabulous work.

Marc-André Buchwalder
CEO



SCORT FOUNDATION

The Scort Foundation is an organisation committed to the idea of a world where children can play sports despite difficult conditions, and have role models who inspire them.

The main role of the Scort Foundation is the development and administration of the Football Club Social Alliance (FCSA). The foundation initiated this partnership of professional football clubs in 2007 and hereby created as, “first mover”, an innovative concept of how professional football clubs can get sustainably engaged in international development work on a long-term basis.

Together with its partners, the foundation develops education programmes focusing on young adults already working with underprivileged children in different social programmes. Through this initiative, Young Coaches are taught how play can be used as a tool in their work to tackle social challenges such as inclusion, conflict resolution or health protection. To meet these goals, the foundation is active in the following areas:

- Scort builds networks and cooperations in the field of international development cooperation through sports/football.
- Scort develops training programmes for young people who implement sports activities for underprivileged children and who support their development by acting as social role models.

- Scort coordinates the collaboration of the professional football clubs of the FCSA and builds partnerships to support the projects.
- Scort sensitises and consults different stakeholders on Corporate Social Responsibility in the field of professional football.

A team of experts in sports, economic and social sciences, politics and communications, staffs Scort’s team, and develops all project and training concepts of the Football Club Social Alliance. In addition, the foundation also raises awareness and encourages the exchange of ideas in the field of sports/football for development.

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

Besides working alongside the professional football clubs, Scort also cooperates closely with both governmental and non-governmental organisations.

YOUNG COACH EDUCATION PROGRAMME

SWITZERLAND / GERMANY 2007-15

60 Young Coaches (disability football)
> 250 children

KOSOVO 2008/09

41 Young Coaches
> 1,200 children

ISRAEL & PALESTINE 2007 & 2010/11

16 Young Coaches
> 1,050 children

SUDAN 2009/10

25 Young Coaches
> 1,250 children

SRI LANKA 2011/12 & 2013

56 Young Coaches
> 3,500 children

UGANDA 2012/13

30 Young Coaches
> 1,600 children

INDIA 2013/14

29 Young Coaches
> 6,300 children

INDONESIA 2014/15

34 Young Coaches
> 9,900 children

COLOMBIA 2015/16

35 Young Coaches
> 7,700 children



THE FOOTBALL CLUB SOCIAL ALLIANCE

WHAT IS THE ALLIANCE?

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

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

WHAT DOES THE ALLIANCE ACHIEVE?

Our Young Coaches receive expert knowledge on how to use attractive football activities to improve living conditions for the most vulnerable in their communities – the children.

A fundamental element is to create opportunities for underprivileged children to participate in play and sport. Sport activities foster their self-esteem and offer them vital new perspectives. Through play, trust can be built and problems can be tackled.

LEARNING FROM ROLE MODELS

Role models influence any human’s development. Professional European football clubs are highly respected and much valued all around the world, and their staff, symbolise the high quality and globally-accepted expertise the clubs stand for. During the education programmes, they serve as instructors, persons of trust and role models.

The majority of the participating club instructors work either as academy coaches or as project leaders at the clubs’ community departments or foundations/trusts.

For the Young Coaches they are important instructors, mentors and persons of trust who teach them football specific knowledge as well as comprehensive skills in the social field.

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

MUTUAL BENEFIT

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

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

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

Among each other, the instructors from the different clubs use their joint missions to share best practice on different approaches and projects within their clubs. This way, they also start developing new ideas.



“The best moment was when the children were running onto the pitch, looking at us as if we were from another planet. It was very interesting to reach these kids and to play football with them – to see them practice while they hadn’t had the opportunity to do sports before.”

MICHAEL ARENDS, INSTRUCTOR SV WERDER BREMEN



“Our Young Coaches have to combine their knowledge, with the knowledge we give them, and pass it on. Ideally, they will become head of a whole network so that many others can benefit as well.

They know about their problems and topics, so they need the self-confidence to feel certain that they can do something about it.”

PATRICK HAIDBAUER, INSTRUCTOR FK AUSTRIA WIEN



“My primary goal is always straightforward: preparation, education, transfer of the entire 3-pillars concept to the Young Coaches. The second goal is to have the children benefit from it, and to always have them build more and stronger bridges to football and sport.”

WILLY SCHMID, INSTRUCTOR FC BASEL 1893



VIDEO LINK
FCSA instructors talk about their experiences



CONCEPT

WHAT IS THE PROGRAMME'S AIM?

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

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

1. ...how to offer attractive, safe and age-appropriate football activities (e.g. fun games, festivals);
2. ...how to apply play/football to address locally relevant topics (e.g. conflict management, inclusion, malaria prevention);
3. ...life and soft skills, such as children's rights, inclusion, conflict resolution, health.

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

WHERE ARE THE PROJECTS TAKING PLACE?

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

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



WHAT IS THE CHRONOLOGICAL DESIGN OF THE PROGRAMMES?

Three phases define the Alliance projects: project development (6-9 months), project implementation (9-12 months) and monitoring/evaluation (during and after the project). The project implementation phase is divided into three to four training modules.

WHO SUPPORTS THE PROGRAMMES?

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

SCORT is responsible for project management, acquisition and coordination of partners, fund-raising, reporting, accounting, monitoring and evaluation and makes a financial contribution to the project.

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

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

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

SPONSORS cover further local and international project costs, complementing to the own share of Scort, clubs and local partners.

WHO CONDUCTS THE PROGRAMMES?

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

1ST PILLAR

COACHING SKILLS

Convey technical and organisational skills in the field of grass-roots/children's football

e.g. basic football techniques, organisation of football festivals/tournaments/training sessions etc.

International Instructors of the Clubs

2ND PILLAR

LEADERSHIP

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 etc.

International Instructors of the Clubs

3RD PILLAR

LIFE & SOFT SKILLS

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 etc.

Experts of Local Partner Organisations and Scort Staff

FOOTBALL DEVELOPMENT

DEVELOPMENT THROUGH FOOTBALL

WHAT IS THE PROGRAMME'S CONTENT?

Our education programme follows a predetermined curriculum consisting of three pillars (see figure above). A workbook clearly outlines all educational content, translated into the participants' local language.

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

All Young Coaches are required to pass a skills-based assessment at the end of every module in order to demonstrate their ability to put what they have learned into practice. This also enables the instructors to observe the learning process, to provide relevant feedback and to adapt the content of the programme, if necessary.

Between the modules, the Young Coaches, have to fulfil different tasks independently back home. Stories of success as well as experiences with problems will then be discussed during the next training module.

PROJECT STRUCTURE

9 month

Modul 1 (1 Week)
 + First Aid Course

⚽ **Football** (> 40 hours)

Modul 2 (1 Week)

⚽ **Football & football festival** (> 40 hours)

Modul 3: (1 Week)

WHAT MAKES THE PROGRAMMES SUSTAINABLE?

Sustainability is realised through the following programme framework.

Sustainable Project Development:

- Analysis of local situation (security, social aspects, added value)
- Cooperation with a network of pre-evaluated local partners
- Distinct selection criteria for participants
- Shared-Funding-Principle (Scort, clubs, international and local sponsors)

Sustainable Education Process:

- 3-4 education modules with the same group of participants
- Specialised and highly qualified instructors on behalf of the Alliance, local partners and Scort
- Regular practical assessments to monitor and review the learning process
- Independent practical work between modules
- Focus on individual personality development as well as leadership and problem solving skills
- Continuous feedback and monitoring by Alliance instructors
- Curriculum and workbook, adaptation of content according to local situation and needs (feedback talks)

Sustainable Project Results:

- Projects end when participants are able to apply newly learned skills and to develop and lead sport and development activities independently
- Monitoring of success

HOW DO WE EVALUATE THE PROGRAMMES?

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

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

Individual projects are evaluated externally with a varying focus of the evaluation depending on the specialisation of the evaluating party. We use the results in order to generally develop the projects and to design potential follow-up initiatives.

HOW ARE THE PROGRAMMES FINANCED?

Scort is responsible for the funding of all projects, which are organised by the foundation and conducted by the Football Club Social Alliance. The project financing is based on Scort's Shared-Funding-Principle, which means that different project partners and sponsors contribute their share according to their core strategies and capabilities. Sponsorship can be provided monetary or in-kind.

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

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

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



YOUNG COACHES

Target group of the Alliance projects are young women and men who already conduct social programmes (e.g. conflict resolution/prevention, WASH, inclusion, HIV prevention) for underprivileged children in their communities. Through the Young Coach programme, they gain the capacity to introduce sport and football even more effectively within their own activities. By offering attractive programmes to children and using their enthusiasm for sport, the Young Coaches will be able to convey any important social topic to the kids.

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

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

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

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

The Alliance's projects focus on the holistic and sustainable promotion of the Young Coaches and their self-esteem. During this process, the instructors also motivate them to pass on their acquired knowledge to further interested people and, thus, to act as multipliers in their community. Taking all projects between 2007 and 2015 into account, it can be stated that the average multiplier effect is 1:5, meaning that every Young Coach passes on his or her new skills to five so called "Peer Young Coaches".



COLOMBIA

Colombia is strongly shaped by armed conflicts, illegal drug trade and organised crime. The Young Coach Education Programme supports the country's ongoing and long-awaited peace building process and addresses young people who work in their communities in conflict resolution and prevention programmes for children at risk.

The project's first two education modules took place in July and October 2015 in Barbosa, near Medellín (second biggest city located in the highlands of Antioquia). The 35 participating Young Coaches come from eleven different districts all over the country. They were nominated by six local aid organisations and institutions, which have been running long-term social programmes to support the peace development in Colombia.

The close cooperation between the instructors of the Football Club Social Alliance, Scort and the local partner organisations made it possible to optimally combine football-relevant content with socially relevant knowledge, such as, violence prevention or child protection. The Young Coaches now apply the knowledge and skills in their work in deprived areas and conflict regions by acting as strong role models for the children. Within their work they use football as a tool to offer opportunities for vulnerable children to play, and through the various games, they learn how to deal with conflicts and how to escape from urban violence and avoid criminal gangs.



35

Young Coaches



34%

Females



1:4

Multiplier Effect



>7,700

Benefiting Children



96%

Attendance Quota



COLOMBIA



OUR STORY JAMES ZULUAGA & ELIANA HERRERA

James, a human rights activist in Medellín, and Eliana, an educator in anti-personal mines protection, are implementing programmes for children at risk. Here's their story:

JAMES: I grew up with a single mother and 7 siblings in the mountainous "Comuna 13" in Medellín, situated by the waste dump. I often hung out in the streets with other fatherless boys looking for things to do. Many ended up in criminal groups and 90% of them were killed. My mother was working day and night and thanks to her I entered primary school. There I also joined social and cultural activities, which took me on a more positive path. In Comuna 13, there are invisible demarcation lines between gang zones, which divide the community. You can be killed just for crossing them. However, we discovered that football lowered the rivalries. People crossed the lines and the games enabled social gathering. Out of this, we initiated a school for vulnerable youth and kids in Comuna 13, which remains one of the most affected communities by the armed conflict.

ELIANA: James initiated a sports school called "Tejiendo Talentos" joined his work in 2014. Our school focusses especially on kids at risk.

JAMES: We don't have funding and working with these kids is not easy. They come from a difficult background. They arrive in ripped clothes and flip-flops, and sometimes they haven't eaten for the whole day.

ELIANA: But they often have an over boarding, sometimes violent energy. It's important that they focus their energy on playing. We use football as a tool to work with them and teach them to deal with conflicts. We want to contribute to the peace building process in Colombia at a local level and work on the solution of small conflicts that potentially grow and affect the whole population.

JAMES: We managed to help a lot of youth and children through football so that they don't enter criminal gangs, get sexually abused or consume drugs. I love what I learned as a Young Coach. It has changed my way of thinking and acting. I now talk in a positive way to kids and introduce new activities and techniques to this community. I believe that in each training I now bring a lot of joy to each boy and girl. It has become very important to offer the children moments of pleasure and fun. These moments are essential for them, as they will stay with them for their whole life and help them grow as a person.



INDONESIA

At the end of April 2015, the last of three education modules of the project in Indonesia took place in Bandung on East Java. Besides the football and coaching related topics, its focus was on the Young Coaches' sensitisation on environmental issues, thanks to the cooperation with Greenpeace. All Young Coaches successfully completed the programme and received their certificate at the end of the module. Since then, they have been applying their acquired skills in social and sports programmes of their NGOs and have been working with children and youths from urban as well as remote areas in nine Indonesian provinces.

At the end of November 2015, the Young Coaches could already sustainably promote their activities and thanks to the support of sponsors educate 60 additional women and men from various regions of the country to become Peer Young Coaches. They successfully took on their new role as instructors and initiated their colleagues and friends into children's football during four-day trainings on Java and in Papua. Additionally, the education included social themes like HIV and drug prevention or inclusion. For the final training day on 1st December 2015, the Young Coaches and their peers organised children's football festivals commemorating World Aids Day and promoting anti-stigma, tolerance and prevention.



34

Young Coaches



32%

Females



1:7

Multiplier Effect



>9,900

Benefiting Children



94%

Attendance Quota



INDONESIA

MY STORY RINTO LEWEN



Rinto was nominated for the Young Coach programme by the Indonesian ASA Foundation. Right from the start of the education, he was inspired to practically use the know-how and become a leader for children and peers.

I grew up on one of the very small Maluku islands. Due to regional conflicts my family moved to safer places and finally to Ambon which is the capital of the province. There I could study and graduate in physical education.

At the university I got to know ASA Foundation, which later asked me to join Scort and the FCSA education programme. I said yes, even though I had no experience in football.

After module 1 with the Alliance I was very enthusiastic and initiated football trainings in Ambon. I faced a lot of problems because I lacked coaching and management experience. Too many children were interested and I didn't know how to handle them all.

Then I studied the FCSA workbook and different techniques and I got plenty of advice from the instructors during module 2, on how to train and motivate the kids. I became better and better. Then I started a football school in a different part of Maluku. There were very few other schools and the children were so motivated, they signed up

in crowds. I couldn't handle so many and shared my coaching knowledge with peers to reach more children and increase our impact. Now we are four Young Coaches and do activities with 80 children. But there are still many more who want to come, so I have to make a selection.

I am grateful for this Young Coach education. It has changed my life. It made me more confident, I improved my communication skills so much, and can convince others to join and work with me. I feel more respected.



NORTHERN IRELAND

In 2015, a network and exchange project between the FCSA and the Irish Football Association (IFA) was carried out over five visits in a mutual collaboration of all FCSA member clubs. The cooperation started in spring 2015 and aimed to exchange knowledge and best practice in order to support IFA's Football For All initiatives.

The conflict in Northern Ireland between the 1960s and 1990s – commonly referred to as “The Troubles” – has undermined the country's inner cohesion. The society is still internally divided to a large part and the peace-building process has yet to be completed. In this context, the work that the IFA is doing with its Football Development department is fundamentally important.

The joint project provided first hand support to the IFA and helped to create and consolidate a networking process among the football clubs of both organisations.

The education programme was divided into four modules of two to three days, with each module covering a different topic:

- Module 1 (March 2015): Disability Football
- Module 2 (June 2015): Working with Youths at Risk
- Module 3 (September 2015): Women's and Girls' Football
- Module 4 (October 2015): Club and Volunteer Development
- Final Visit (December 2015): IFA's Annual Football Development Conference

The programme brought together participants with various professional, social and cultural backgrounds coming from local clubs and schools of different parts of Northern Ireland. They took part in the interactive theoretical and practical sessions in Belfast and in Derry/Londonderry.





NORTHERN IRELAND



INTERVIEW WITH KEITH GIBSON (FOOTBALL DEVELOPMENT MANAGER, IRISH FOOTBALL ASSOCIATION)

SCORT: How did the recent performance of the Northern Irish national team affect the country's football culture and your work in particular?

KEITH GIBSON: Well, it certainly lifts the country and everyone is really happy to see the national team qualify for the European Championship 2016. That's fantastic both from a fan point of view and as an employee of the IFA. Everyone sees that now is a good time to be involved with Northern Ireland football.

SCORT: Yet, it was you who approached the FCSA last year. What were your reasons to initiate this project?

KEITH GIBSON: Really, a lot of what we are doing in the IFA Development Department is about social outreach, reaching out to groups that are marginalised, to people that don't get many opportunities. That fitted very well with what the FCSA is doing, promising a really good match-up. We are living in post-conflict conditions here and are still having huge gaps within our local communities. We wanted to see how your international experts address such problems and how they use football for that.

SCORT: Would you say that the project succeeded?

KEITH GIBSON: Yes, the whole year has been fantastic. The wealth of experience and the standard of coaches that the FCSA have brought in have had a big local impact. A lot of local clubs, schools and coaches got engaged and enjoyed both the practical and theoretical sessions that the FCSA guys put on. They took a lot away with them.

SCORT: An IFA disability football group also took part in the 9th Special Youth Camp in Basel in July 2015. What was your delegation's feedback?

KEITH GIBSON: Everyone said that it was absolutely fantastic. The kids and their parents had a truly amazing experience that they might never have in their life again. There are now more and more kids being attracted to be part of the group as a result of the positivity that those kids had brought home. And not just the kids – the staff members who went there were absolutely blown away as well.



SWITZERLAND/ GERMANY

In 2015, again, a disability football programme was conducted. Twelve young individuals, six of whom with a mental and/or physical disability, were educated as coaches in disability football during the “Tandem Young Coach Education” in spring. Thanks to the education, the participants can now get engaged within their clubs as coaches or assistant coaches.

Two guest clubs (Manchester United FC and Hapoel Tel Aviv/Mifalot) as well as the Bavarian Football Association took part along with the FCSA member clubs FC Basel 1893, SV Werder Bremen and Queens Park Rangers FC. They were invited to promote the education programme externally and to give other European clubs an understanding of its idea. As a result, the education was conducted in German and English for the first time as a bilingual, intercultural programme.

In the summer of 2015, some 50 children and youth with a disability travelled to the Special Youth Camp in Basel. During the one-week football and recreational camp, the six participant groups from Switzerland, Germany, England and Northern Ireland had the opportunity to gain new experience, far away from home.

Both the education as well as the Special Youth Camp, focused on providing individual support and development to the participants. Social integration and inclusion was strengthened through joint activities for young individuals with and without disability.



12

Young Coaches



6

Tandems
(50% with special abilities)



>250

Benefiting Children
(with special abilities)



95%

Attendance Quota



SWITZERLAND/ GERMANY



OUR STORY JACQUELINE ZABEL & PATRICK COLDEWEY

Jacqueline and Patrick are both involved with the disability football group of SV Werder Bremen. Together, they completed the education as well as the Special Youth Camp and are now active Young Coaches.

PATRICK: I have always been crazy for football but I had never been able to participate in a club because people had advised against it for various reasons. Four years ago, I got to know the disability football team of Werder Bremen and I have been a part of it ever since.

JACQUELINE: I did my school internship with the CSR Management department of Werder Bremen and came to know and love the disability team. Since then, I voluntarily support the coaching staff every Thursday.

PATRICK: I wanted to stay in the team but at some point I was getting too old to be a player. So I was asked if I wanted to take part in the education programme. That was the perfect solution for me because I can stay a part of the team – simply as a coach now and not as a player.

JACQUELINE: What I liked most? Well, in fact I liked all of it, the whole week was a highlight for me.

PATRICK: I found it awesome that people from all over Europe came to the education and to the camp. It was very interesting to hear that other countries have been offering football for people with disabilities much longer, and to see what they do differently.

JACQUELINE: I run the “younger group” every Thursday with around 15 kids. It’s always nice to see them smile when they have fun in the practice sessions.

PATRICK: I run the “older group” every week together with two other coaches. I will keep doing this for sure and will keep being involved as a football coach.

JACQUELINE: The Young Coach Education is a great opportunity for everyone, who wants to get involved in disability football.

PATRICK: I will definitely recommend this education because people with a physical or a learning disability can be coaches as well!



PROJECT DEVELOPMENT

As a result of the political developments worldwide, the Football Club Social Alliance has decided to set the focus of its activities in 2016 on refugees in Europe and the Middle East.

UKRAINE

In addition to being one of the largest countries in Europe, Ukraine is also among its poorest. The outbreak of the armed conflict in 2014 has caused a deep crisis. Thousands have died and more than two million people are displaced – the majority within Ukraine. Integration of refugees into the host communities is important to avoid social tensions at community level.

The Young Coach Education Programme in Ukraine 2016 will target both internally displaced people (IDPs) and residents. Together they become proactive leaders and get inspired to offer regular sport activities for children. The programme is aimed to add to already existing humanitarian actions focussing on social cohesion in a fragile society.

JORDAN

Despite its difficult geographical position in a crisis region, Jordan has for many decades pursued an open arms policy to refugees. However, at present it is facing major social and infrastructural challenges owing to the influx of refugees from neighbouring Syria. Over 10% of the Jordanian population are Syrian refugees. Half of them are children and young adults. Many suffer psychosocial trauma and post-traumatic stress disorder.

The Young Coach Education Programme will aim to be implemented in refugee camps and host communities. Young women and men will be educated to create safe, structured and friendly environments for children to play with the goal to enhance resilience and facilitate emotional and social stabilisation. Bringing together Jordanian and Syrian Young Coaches in our programme will foster peaceful encounters and dialogue – first amongst them and then amongst the children they reach out to. Jointly the Young Coaches will work towards safe, viable and peaceful living conditions for the conflict-affected and vulnerable people, reducing fragility and preventing conflicts.

IMPACT 2007-2015



252
Instructor Missions



1,670
Days Absence of Instructors
from Clubs



35,647 h
Educational Value



326
Certified
Young Coaches



1,529
Peer
Young Coaches



>33,100
Benefiting Children



1:5
Multiplier Effect



30%
Females



PARTNERS

AFFILIATE PARTNER OF THE ALLIANCE



SELECTED FOOTBALL PARTNERS SINCE 2007





SELECTED PARTNERS AND SUPPORTERS SINCE 2007



Project Partners and Supporters





“The work of the Scort Foundation and the Football Club Social Alliance clearly proves how experts of professional football clubs can pass on the principles of fair play to young people.”

**PROF. DR. NORBERT MÜLLER, VICE PRESIDENT OF
THE INTERNATIONAL FAIR PLAY COMMITTEE**

“The Premier League has worked with the Scort Foundation and its Football Club Social Alliance for a number of years, with a number of our clubs working with them in Sri Lanka, India and Sudan. Their knowledge, experience and professionalism really sets them apart as they plan, execute and report on each project, and as they continually strive for new ways to improve and adapt what they deliver. The proof of all of this is in the success of each of their initiatives.”

**TIM VINE,
HEAD OF PUBLIC AFFAIRS PREMIER LEAGUE**

“The Football Club Social Alliance focuses on the education of youth as coaches and role models strengthening local communities and consciously fostering social development in an exceptional way. Linking football clubs, governmental and non-governmental organisations the initiative is a great example of multi-stakeholder partnership providing for concrete action towards development and peace.”

**WILFRIED LEMKE, SPECIAL ADVISER TO THE UNITED NATIONS
SECRETARY-GENERAL ON SPORT FOR DEVELOPMENT AND PEACE**

AMBASSADORS



“Queens Park Rangers FC is a club that has Community values as part of its DNA, founded by members of the local community here in London in 1882. We are committed to creating opportunities for people to fulfil their potential, to be part of a wider European Alliance of Football Clubs with common values means we can work in partnership to improve the quality of life of those individuals who need the most help. We look forward to playing our part.”

ANDY SINTON, QUEENS PARK RANGERS FC

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

JAN DELAY, SV WERDER BREMEN



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

FELIX GASSELICH, FK AUSTRIA WIEN

“It is a core mission of FC Basel to engage socially through football. The Football Club Social Alliance uses the uniting power of football to reach out to young people and to help them in their development. They learn to support vulnerable children and by doing this, sustainably overcome barriers. It is a great honour and joy for me to represent this philosophy as ambassador for FC Basel.”

ADRIAN KNUP, FC BASEL 1893



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

RUDI VÖLLER, BAYER 04 LEVERKUSEN



BALANCE SHEET

	31.12.2015
ASSETS	
Cash & cash equivalents	420,871
Other accounts receivable	64,348
Accruals	23,710
TOTAL CURRENT ASSETS	508,928
Tangible assets	18,740
TOTAL NON-CURRENT ASSETS	18,740
TOTAL ASSETS	527,668
LIABILITIES	
Accounts payable	22,303
Other current liabilities	5,134
Deferrals	5,350
Projects overall (not allocated to specific project)	168,221
Project Disability Football	73,128
Total short-term provisions of uncompleted projects	241,349
TOTAL SHORT-TERM LIABILITIES	274,136
Foundation capital	184,824
Annual profit	68,707
TOTAL FOUNDATION CAPITAL	253,532
TOTAL LIABILITIES	527,668

INCOME STATEMENT

	01.01.2015 - 31.12.2015
Contributions	870,000
Other income	2,256
CONTRIBUTIONS AND OTHER INCOME	872,256
Grants	76,400
Invoiced services	38,501
Reversed provisions	6,440
Cost coverage projects overall	38,331
INCOME PROGRAMME FCSA	159,672
NET PROCEEDS	1,031,928
Personnel cost	-319,000
Travel expenses	-68,060
Print material	-1,135
Project costs	-57,699
Project balancing, formation of provisions	-50,534
COSTS PROGRAMME FCSA	-496,429
GROSS PROFIT	535,499
PERSONNEL EXPENSES	-257,447
Premises	-80,897
Maintenance, repair, replacements	-2,027
Company car, other transportations expenses	-11,028
Insurances, fees, charges	-4,912
Management and IT expenses	-57,711
Public relations and marketing expenses	-43,175
OTHER OPERATING EXPENSES	-199,750
DEPRECIATION OF TANGIBLE ASSETS	-7,881
FINANCIAL RESULT	-1,714
TOTAL INCOME STATEMENT	68,707

APPENDIX TO FINANCIAL STATEMENT 2015

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

FOUNDATION ASSETS

The starting capital of the foundation amounted to CHF 30,000.
The foundation's assets can be increased through proceeds as well as through other 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
- Pierino Lardi, Vice-President
- Pierre Jaccoud, Member of the Board of Directors
- Dr. Michael Kessler, Member of the Board of Directors
- Claudio Sulser, Member of the Board of Directors

Claudio Sulser replaces Peter Knäbel in the Board of Directors.

All members of the Board of Directors operate with a joint signature of two.
The Board of Directors decides the term of office of each Director of the Board, although reelection 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 cooptation.

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

The competent supervisory authority is the Swiss Supervisory Board for Foundations, Schwanengasse 2, 3003 Bern

TAX EXEMPTION

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

2. BOOKKEEPING AND ACCOUNTING PRINCIPLES

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

The essential financial positions are reported as below:

Current Assets

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

Other current liabilities

Other current liabilities are stated at nominal value.

Non-current Assets

The non-current assets are generally balanced at acquisition or production cost minus necessary write-offs. The write-offs occur at book value, at the rate of 20% for mobile assets and 40% for IT and office machines.
Leased tangible fixed assets as well as the resulting liabilities are not reported in the balance sheet.

Liabilities and provisions

Liabilities are reported at nominal value.

Donations to current projects not yet spent are accounted within the provisions.
Project costs not yet covered by project related contributions are being activated for multiyear projects respectively covered at the completion of a project by non-specifically earmarked donations. After the completion of a project, excess income is used for similar projects or accredited to the general unallocated earnings. The personnel costs of the operating expenses are shown in the project costs.

Changes in the presentation, structure and valuation

Due to the first-time application of the new commercial bookkeeping and accounting regulations (OR Art. 957 ff.) there is no consistency of presentation and structure. Thus, in accordance with the transition rules applicable to new financial reporting (Art. 2 Abs. 4) the prioryear figures are not listed.

3. EXPLANATION OF THE MAIN POSITIONS OF THE FINANCIAL STATEMENT

	2015 / CHF	2014 / CHF			
3.1. Cash & Cash equivalents					
Cash balances	9,440	6,615			
Bank balances	411,371	301,095			
Paypal	60	660			
Total Cash & Cash equivalents	420,871	308,370			
3.2. Contributions covering overhead costs	870,000	890,000			
3.3. Programme Football Club Social Alliance (FCSA) 2015					
PROJECTS SELF-SUSTAINING	DONATIONS, INCOME & REV. PROVISIONS CHF	EXPENSES CHF	PROVISIONS ¹ CHF	ALLOCATED COSTS/ INCOME CHF	BALANCE CHF
not earmarked	38,780	-449	-	-38,331	0
Disability Football	55,000	-42,796	-12,204	-	0
Indonesia	1,906	-17,666	-	15,760	0
Colombia	20,000	-32,472	-	12,472	0
Northern Ireland	5,655	-15,754	-	10,099	0
Total Projects	121,341	-109,137	-12,204	0	0
FCSA non-selfsustaining	-	-336,757	-	-	-336,757
Total Programme FCSA	121,341	-445,895	-12,204	0	-336,757

¹ uncompleted projects

In comparison, the costs of the FCSA programme amounted 2014 to a total of CHF 360'903.

The entire overhead costs of the foundation as well as the FCSA non-self-sustaining (staff and evaluation) are covered by a private, annual contribution. Therefore, all funds generated through fundraising are used exclusively for direct project expenses. In return, all project expenses must be covered by donations.

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

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

5. LIABILITIES UNDER LEASE BUSINESS

	2015 / CHF	2014 / CHF
Unrecorded liabilities under lease commitments with a remaining term of > 1year	15,150	23,808

REPORT OF THE STATUTORY AUDITOR



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

Als Revisionsstelle haben wir die Jahresrechnung der Scort Foundation, bestehend aus Bilanz, Erfolgsrechnung und Anhang (Seiten 54 bis 58), für das am 31. Dezember 2015 abgeschlossene Geschäftsjahr geprüft.

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

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

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

PricewaterhouseCoopers AG


Philippe Bingert
Revisionsexperte
Leitender Revisor


Leonardo Bloise
Revisionsexperte

Münchenstein, 25. März 2015

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BOARD OF DIRECTORS

PRESIDENT

Gigi Oeri
Honorary President FC Basel 1893

VICE PRESIDENT

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

BOARD OF DIRECTORS

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

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

Avv. Claudio Sulser
Lawyer at Sulser Jelmini Padlina e Partner
FIFA Disciplinary Committee Chairman
Former Swiss National Team Player

HONORARY MEMBER OF THE SCORT FOUNDATION

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



**WE SAY THANK YOU TO ALL OUR PARTNERS AND SUPPORTERS
FOR THEIR CONSIDERATE COMMITMENT IN 2015:**

ASA Foundation, Indonesia	ICRC Medellin, Colombia
ATS Buntentor Bremen, Germany	INDER Barbosa, Colombia
Boehringer Ingelheim Indonesia, Indonesia	IVB Behindertenselbsthilfe beider Basel, Switzerland
Brighton & Hove Albion/Albion in the Community, England	Kiwanis Club Wartenberg, Switzerland
Canton Basel-City, Switzerland	Migros Kulturprozent, Switzerland
City Broker, Switzerland	Novartis International AG, Switzerland
Deepblue networks, Germany	Prof. Otto Beisheim Stiftung, Switzerland
Diakonie Katastrophenhilfe, Colombia	Red Fútbol y Paz, Colombia
Erlebniskletterwald Lörrach, Germany	Rumah Cemara, Indonesia
Europa Park GmbH & Co Mack KG, Germany	Sport Department Canton Basel-City, Switzerland
European Club Association (ECA), Switzerland	Stiftung für das behinderte Kind, Switzerland
Football Federation of Bavaria, Germany	Stiftung Laurenz für das Kind, Switzerland
Förderverein der Jugendarbeit des SV Weil 1910 e.V., Germany	Swiss Embassy, COSUDE, Colombia
Fundación Colombianitos, Colombia	Swiss Embassy Jakarta, Indonesia
Graf Ferdinand von Thun-Hohenstein, Switzerland	Swisslos-Fonds Basel-City, Switzerland
Greenpeace Austria and Indonesia	Terre des Hommes Suisse, Colombia
Hapoel Tel Aviv FC/Mifalot, Israel	Uni Papua, Indonesia
	United Nations Office on Sport for Development and Peace, Switzerland



IMPRINT

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PRINT

Jobfactory
www.jobfactory.ch

Printed on FSC certified paper DNS Indigo
(FSC Mix)







TOGETHER WE INSPIRE

WWW.FOOTBALL-ALLIANCE.ORG