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# FOREWORDS

## GIGI OERI

Concrete experiences on the ground in our projects have always been of greatest importance to me. However, as digitalisation continues to gain significance in our world, we, as a foundation, strive to stay up-to-date and make use of emerging technological tools for our projects. Thanks to the implementation of digital solutions we were able to effectively manage the COVID-19 pandemic and consistently provide learning opportunities to young people in the field of sport and development. In the past year, we were able to further leverage the potential of using digital tools to promote peace and education through sport in an effective and sustainable way.

I am proud and pleased with Scort's digital transformation, the resumption of project activities and the implementation of the first international Young Coach Education in a hybrid format - combining on-site and online modules. This education took us to Colombia - a country marked by ongoing insecurity, violence, and persecution. At the same time, it is a country where newly trained Young Coaches are now highly committed to protecting children and promoting solidarity and positive perspectives through sport.

Moreover, the restart of our disability football programme in its full scope after the pandemic-related interruption has been of great importance to me. The promotion of inclusion is a core

objective of the foundation, pursued with a lot of heart and commitment by the Scort team. Thus, I am very pleased that numerous children and youth with a disability can fully benefit from our programme again.

I would like to thank the entire team for their unremitting efforts to support young people in their challenges and thus contribute to sustainable development and peace through sports.

Furthermore, I would like to take this opportunity to extend my gratitude to Marc-André Buchwalder, who stepped down as CEO at the end of last year, for his long-standing dedication to the Scort Foundation. I wish him every success and all the best for his future.

Gigi Oeri  
President



# FOREWORDS

## JULIA LAMBRECHT & TANYA RÜTTI

Promoting education and peace through sports is what the Scort Foundation team has been dedicated to for many years. Our commitment primarily aims to create a safe learning environment for disadvantaged children, enabling them to open up, develop, learn life skills and overcome traumatic experiences. In light of the unsettling events in 2022, our approach has not lost any relevance. The precarious situation in Ukraine and other crises worldwide are affecting the well-being of countless children, which deeply concerns us.

These events, however, also strengthen our commitment to further develop two core areas of our work. Firstly, in collaboration with partner organisations, we promote the use of sports in the context of forced displacement. Sports activities can have much more meaning to young people seeking protection than simply being a leisure activity: It can improve their integration, sense of safety, and overall well-being. Secondly, we advocate for child online protection in sports and raise awareness about internet-related risks. This way, we support sports organisations in ensuring the safety of children not only on the pitch but also in the digital world. With regards to world events, we will continue to dedicate ourselves to these core areas of work in the future.

The impact of our engagement in the past year motivates us to continue advancing the work of the foundation with our fantastic team. As the new Co-CEOs of the Scort Foundation, we would like to express our gratitude to all project partners, supporters, our board members and the entire Scort team for their excellent co-operation and support of our activities.

With warm regards,  
yours sincerely,

*J. Lambrecht*      *T. Rütli*

Julia Lambrecht and Tanya Rütli  
Co-CEOs



# SCORT FOUNDATION

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

Scort's engagement in sport for development, where sport is used as a tool to achieve various social, health, and other locally relevant goals, includes the following areas of activity:

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

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

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

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

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

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



# SUSTAINABLE DEVELOPMENT GOALS

## WHAT ARE THE SUSTAINABLE DEVELOPMENT GOALS?

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

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

For instance, Scort's Young Coach Education provides equal access to education and to tools promoting inclusion and peace for both women and men active in the field of sport for development. At the same time, a regional network of like-minded individuals working in the same field is created, strengthening local and transnational structures, and fostering new partnerships.

Moreover, Scort puts a high value on close co-operation with local and international organisations. This collaborative approach allows for resource sharing and knowledge exchanges, enabling continuous development and optimisation of the education programme.

## WHAT SDGS DO WE CONTRIBUTE TO?

**GOAL 3:** Ensure healthy lives and promote wellbeing for all at all ages

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

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

**GOAL 10:** Reduce inequality within and among countries

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

**GOAL 17:** Strengthen the means of implementation and revitalise the Global Partnerships for Sustainable Development





# ADVOCACY

Scort is closely co-operating with a variety of partner organisations to jointly overcome social challenges. In 2022, special emphasis was put on global co-operations with the International Telecommunication Union (ITU) on Child Online Protection, as well as on Sport for Protection with the UN Refugee Agency (UNHCR) and the IOC Olympic Refuge Foundation.

## CHILD ONLINE PROTECTION

While most child protection concepts of organisations or institutions offering sport activities address risks in the real world, only a few include protective measures for online risks. Often the fact that children are exposed to abuse, exploitation, and violence both in the real and online world is overlooked. But negative online experiences can be just as damaging and detrimental to a child's development.

Digital technologies are a common tool nowadays, and many sports organisations use online media and social networks when interacting and communicating with children. It is therefore crucial to be aware of online risks and to provide the best possible protection.

Since 2020, Scort together with its strategic partner ITU, has been raising awareness among sports organisations about online risks and promoting safe digital media use. In 2022, recommendations were developed to support sports organisations in integrating online safety into their protection concepts and providing a safe space for children in sports. In addition to the publication of the recommendations, panel discussions and workshops were organised with the aim of further advancing awareness on the topic.

## EXPLORE THE RECOMMENDATIONS



# ADVOCACY



## PROTECTION AND WELL-BEING THROUGH SPORT

For years, worldwide the number of people fleeing war, conflicts and persecution has been increasing. The majority are children and young adults for whom sports can play an important role in coping with their difficult life situations. Sports provide a meaningful leisure activity, help deal with trauma, and facilitate social connections. Moreover, it can strengthen social cohesion in host communities, reduce social tensions, and promote integration.

For these reasons, Scort has been strengthening its commitment to protect and promote the well-being of young refugees through sports (Sport for Protection) since the start of its partnership with UNHCR in 2017. The education programmes are increasingly focused on young refugees, and through advocacy work, Scort promotes an understanding of Sport for Protection. This includes presentations at various events and participation in international working groups.

During the first UNHCR Global Refugee Forum (GRF) in December 2019, Scort joined the “Sport for Refugee Coalition” (SfRC) which unites over 80 entities, ranging from grassroots clubs and civil society organisations to governments and sports federations. The coalition members have collectively pledged to improve the living conditions of refugees, displaced and stateless people through sport.

Since 2021, Scort has been leading the coalition as a co-convenor, together with UNHCR and the IOC Olympic Refugee Foundation, and contributes to its strategic and operational development. As a co-convenor, Scort ensures regular sharing, exchange, and discussion of best practices and challenges in Sport for Protection projects among coalition members. The aim is to increase the efficiency of activities and contribute to the shared commitment of empowering those seeking protection through sport by the GRF 2023. Therefore, stories of success were collected in 2022 and the work of the coalition has been shared. In addition, several webinars were held on topics such as psychosocial support through sport and resource mobilisation for Sport for Protection projects. By making the webinars available to a public outside the coalition, a greater exchange and awareness on the topic could be generated among experts from various fields such as development co-operation, business, sports, and the social sector.





# PROJECTS OF THE FOOTBALL CLUB SOCIAL ALLIANCE

## WHAT IS THE ALLIANCE?

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

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

## WHAT DOES THE ALLIANCE ACHIEVE?

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

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

# AMBASSADORS



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

**URSULA REY-KRAYER, FC BASEL 1893**

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



**RUDI VÖLLER, BAYER 04 LEVERKUSEN**

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



**JAN DELAY, SV WERDER BREMEN**



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

**MARTIN MAX, FC SCHALKE 04**



"Football is a game of the head, heart, and gut. You need to have a broad vision, support your team with passion, and often act intuitively. The Football Club Social Alliance helps children and young people worldwide to develop precisely these skills: playing football with openness, an international perspective and heart and soul."

**THOMAS STIPSITS, FK AUSTRIA WIEN**

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



**NIKO BUNGERT, 1. FSV MAINZ 05**



# YOUNG COACH EDUCATION

## WHAT ARE THE EDUCATION AIMS?

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

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

## WHO ARE THE YOUNG COACHES?

The target group of the Alliance's projects are young people who live in crisis and former conflict regions. Many deliver social activities for underprivileged children in their communities. They might be teachers, NGO staff, sports coaches or social workers. Local partner organisations select the Young Coaches for the programmes according to the following criteria:

- Young adults between 18 to 28 years of age
- Participants already working with children on a voluntary or professional basis
- Commitment to participate in the entire programme and to implement sport activities with a strong social focus on offering activities to underprivileged children
- Enthusiasm for sport and interest in football

The education puts a strong emphasis on creating a multiplier effect, whereby the Young Coaches pass on their acquired knowledge to additional Peer Young Coaches. This ensures that the initial training has a far greater reach and sustained impact. Taking all projects between 2007 and 2022 into account, it can be stated that the average multiplier effect is 1:6. This means that for each Young Coach trained, there are 6 so-called "Peer Young Coaches" feeding off their knowledge and working with even more children.

## WHERE IS THE EDUCATION TAKING PLACE?

The programmes are implemented in the countries of the participants. This creates the most authentic and sustainable experience, as the Young Coaches work in their own environment and under similar conditions to their daily activities.



## WHAT IS THE EDUCATION DESIGN AND CONTENT?

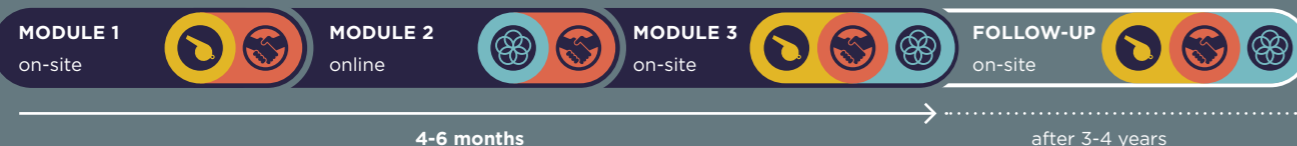
The Young Coach Education follows a pre-designed curriculum that can be flexibly adapted to meet the local needs and is implemented across 3 modules. Since 2022, this implementation has been carried out in a hybrid format (see figure below): Two of the 3 modules are conducted on-site for 5 to 6 days. During the on-site modules, a strong focus is placed on practical learning, in order to make optimal use of the FCSA instructors' expertise and to provide Young Coaches with first tools.

Between the two on-site modules, Young Coaches are expected to apply what they have learned in their communities and to independently complete additional topics for 10 to 12 weeks through an online learning platform. In addition, live webinars provide a space for mutual learning and maintain the engagement and motivation of Young Coaches between the on-site modules.

The content of the training is based on the three-pillar principle (see figure above), which complement and build on each other. The content is also provided in a workbook and translated into the language of the project region. This applies for the online module as well.

Interactive and illustrative learning is at the core of the entire education. The learnings are immediately put into practice during the on-site modules and then deepened through learning units in the online module. Instructors initially show solutions, but increasingly demand creative problem-solving strategies from the Young Coaches, which are worked out in groups on-site or in online study groups.

To assess the learning progress of Young Coaches and provide them with appropriate feedback, they are evaluated in all modules. On-site, the trainings and events with children provide opportunities for observational assessments. In the online module, they must pass quizzes to demonstrate that they have understood the learning content and can apply it to their work with children.



## WHO IMPLEMENTS AND SUPPORTS THE EDUCATION?

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

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

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

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

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

## WHO FINANCES THE EDUCATION?

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



# SUSTAINABILITY

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

## ADDED VALUE

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

## SHARED FUNDING

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

## TAILORED EDUCATION

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

## DISTINCT PARTICIPANT SELECTION

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

## MONITORING AND EVALUATION

All projects are monitored and evaluated from the beginning. Learnings are captured and feed into enhancing the ongoing sustainability of current and future projects. The activities of the Young Coaches are monitored for up to three years after the projects and evaluated with annual surveys.

## MULTIPLIER EFFECT

The Young Coaches are trained and encouraged to pass on their newly acquired knowledge to so-called Peer Young Coaches. This way, not only additional people benefit from the training, but also more children are reached by structured sports activities. At the same time, it ensures the long-term existence of such activities.

## CONTINUED DEVELOPMENT

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



# PROJECT COLOMBIA II

More than 50 years of conflict between armed groups, drug cartels and the military have left deep wounds in Colombia. Despite the peace agreement in 2016, violence continues in various regions and leads to the displacement of thousands of people. The number of internally displaced persons amounts to 8 million, with children and young people being particularly affected. Additionally, Colombia is also confronted with the humanitarian challenge of approximately 1.7 million Venezuelan refugees who are fleeing persistent insecurity, violence and persecution in their homeland.

To offer the affected population, and children in particular, protection and an alternative to their violent reality, through sport, the Football Club Social Alliance, in collaboration with the local partner organisations, the UN Refugee Agency (UNHCR) and Fútbol Con Corazón, educated 41 young adults to become children's football coaches and role models. The new combination of two face-to-face modules and one online module was valued extremely positively by the participants: 95% said that the online module was useful as it allowed them to explore topics from the face-to-face modules in greater depth.

Throughout the education, the Young Coaches learned how they can convey positive values such as acceptance, openness and tolerance through sports and how to be a person of trust for the children. Together with their Peer Young Coaches, they now offer regular sports activities to over 4,600 children, while almost three quarters of them involve refugees and asylum-seeking children.



41

Young Coaches



56%

Females



1:2

Multiplier Effect



87

Peer Young Coaches



>4,600

Benefiting Children



# COLOMBIA II



## MY STORY DISNEY

Disney is from an indigenous community called Chijurephan, that was displaced due to armed conflict. Her community is facing many challenges, but through football Disney offers activities for the children in which they can learn and have fun. This is her story:

*"My name is Disney, I come from an indigenous community called Chijurephan - in English it means 'a place by the rivers'. When I was little, armed groups drove us out of our homeland, so we became internally displaced and had to look for shelters. This has led to many problems, but through mutual support in my community we found a way to survive.*

*I started coaching because I want to keep the children away from the armed groups since they often recruit girls and boys. Through football they can be part of something else. At the beginning of my activities, I did not get much support from my community. They said, 'Why are you playing football as a woman? You should be doing something else, playing football is for men.' I replied, 'It's my life, it's my will, and I will do whatever I want with my life and my time.'*

*My dream is to study physical education at university to gain more knowledge about how to coach children. I was enrolled once before, but unfortunately, I did not have the resources to continue.*

*When I was selected to participate in the Young Coach Education, it caught me by complete surprise. I was doing the training activities on my own without exactly knowing how to do it. When I got the call and heard that I was selected, I thought, 'Oh my God, I have been waiting for something like this!'. This course has given me a lot of knowledge and resources about training with children and has encouraged me to do even better. Now I also get more recognition from my community and have already been able to involve five Peer Young Coaches. Especially working with people from different cultural backgrounds helps me to become a better leader, not only for my community, but for everyone around me."*



# DISABILITY FOOTBALL

For 15 years, Scort and the Football Club Social Alliance have organised football programmes for children and youth with a disability, which aim to promote participation, personal development, and integration in the society. The Alliance's disability football programme is comprised of two core elements: the Tandem Young Coach Education and the Special Youth Camp.

The **Tandem Young Coach Education** is a unique programme which targets young persons with and without a disability who are interested in getting involved in disability football as a coach. During the education, one person with a disability (Young Coach) and one person without a disability (Tandem Partner) build a so-called "Tandem". Led by an experienced team of instructors, these Tandems learn to become coaches in disability football while continuously working together. This creates a process of mutual learning which ensures added value for both parties: With the support of their Tandem Partner, the Young Coaches learn to take on more responsibility. At the same time, the Tandem Partners gain practical experience in the area of inclusion.

The Tandems are nominated from the clubs' inclusion and disability football teams, or within the catchment area of the respective club. The partnership with the DFL Foundation and the DFB Foundation Sepp Herberger since 2019 made the education available to an even larger target group. So far, around 17 Tandems outside the FCSA network have benefited from the education and contribute to the strengthening of structures and networks in disability and inclusive football.

After the education, the Tandems return to their clubs in order to actively plan and implement training sessions on a regular basis.

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

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

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





# PROJECT CENTRAL EUROPE

After two years of interruption, the complete disability football programme, with the Tandem Young Coach Education and the Special Youth Camp, could again take place in 2022.

For the first time, the Tandem Young Coach Education was implemented at the training facilities of the FCSA partner club 1. FSV Mainz 05 whose MEWA Arena provided a spectacular and unique infrastructure for all participants. In addition to the 5 Tandems from the FCSA clubs, 7 further Tandems active in various inclusion teams of the German Regional Football Associations were nominated through the DFB Foundation Sepp Herberger and the DFL Foundation. During the one-week training, consisting of theoretical and practical units, the participants learned in their Tandem how to prepare and conduct training sessions for children with disabilities. With the acquired knowledge, they could then lead parts or entire training sessions at their local clubs.

During the Special Youth Camp, the newly trained Tandems could immediately assume their role as coaches. They independently prepared and conducted training sessions for the children with disabilities who belonged to the teams of the participating clubs. In addition to these training sessions, the participants of the Special Youth Camp could enjoy a diverse leisure programme, including a visit to the zoo, an adventurous afternoon at the climbing forest and a stadium tour at FC Basel.



24

Young Coaches  
(50% with a disability)



12

Tandems



17%

Females



# PROJECT CENTRAL EUROPE



## OUR STORY DAE CHEOL & MATTHIAS

Matthias (Tandem Partner) and Dae Cheol (Young Coach) already knew each other prior to the Tandem Young Coach Education and have run training sessions together at their club SV Werder Bremen. However, the education has helped them to newly define their roles as coaches. Now, Dae Cheol takes over the lead in the training sessions, while Matthias is supporting him. Both are enthusiastic about the change in perspectives.

**Dae Cheol (Young Coach):** *So, for me this Tandem Education is a completely new experience, something I've never done before. I came to Werder through a carer at my workplace. I used to be a player before I realised I can be more than just that. I can take on a task with more responsibilities. I've been at Werder for a total of four years and there I'm also working with Matthias already. In those four years a lot has developed: I've become more courageous; I started instructing sessions.*

**Matthias (Tandem Partner):** *Yes, exactly. We are already coaching a team together and we have our tasks or our clear distribution of roles. Now, since the Education, I see it in a way that Dae Cheol is more the coach, and I am actually more in the background. I find it incredibly exciting to delegate more responsibility and for Dae Cheol to take over the lead in the training sessions.*

**Dae Cheol:** *Yes, that's why it was important to me to learn where the trainer stands, how the trainer sets up trainings and, above all, what responsibility I have as a coach. Of course, I am aware that I am a coach, but I still have to work a bit on what tasks and responsibilities I have as a trainer and how to deal with it better.*

**Matthias:** *There was so much for us to take out of the Tandem Education and the Special Youth Camp. We could not only learn from the theoretical sessions and the inputs from the instructors but also by observing the other Tandems during their sessions and seeing how they organise and adapt their exercises.*

**Dae Cheol:** *I am proud of what we have learnt during this programme and that we were able to offer something special to the children during the Special Youth Camp. I felt like they have had real fun during all of the exercises. If we can keep this up back home in Bremen, I think we'll eventually do it in our sleep.*

**Matthias:** *I am speechless. I had a change in perspective in Mainz and during the Special Youth Camp again. I also believe that the children had so much fun during the camp. They of course came to Basel full of expectations, especially after they saw the programme. To be able to fulfill their expectations is just brilliant.*

# MONITORING & EVALUATION

## WHY DOES SCORT MONITOR & EVALUATE ACTIVITIES?

Monitoring & Evaluation (M&E) forms an integral part of the way Scort operates. It allows progress to be monitored, learning to be captured, and projects to be enhanced.

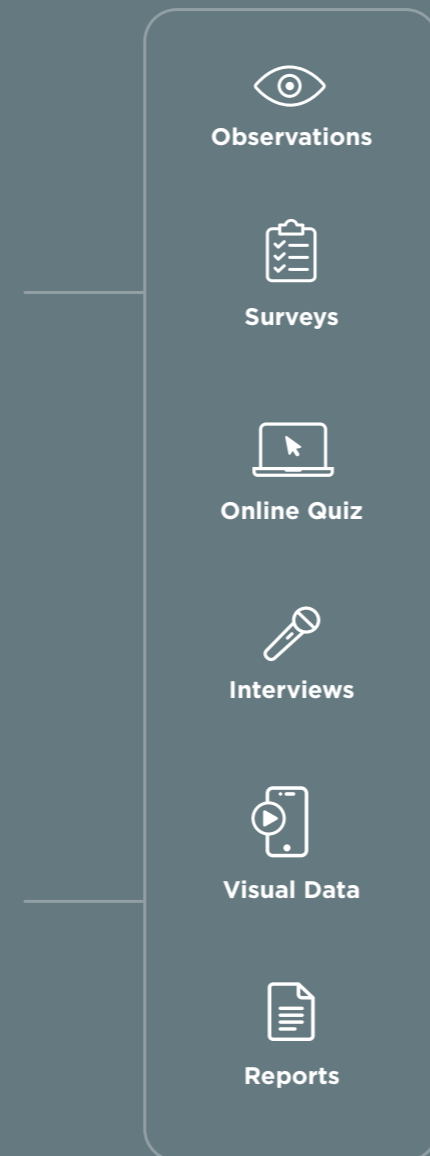
## WHAT IS INVOLVED IN THE M&E?

Monitoring is carried out by instructors, Scort staff and local project partners. In-person or online assessments during the respective modules provide the project team with information about the Young Coaches' skills and overall development. An annual survey is sent out to the Young Coaches for three years post project to track progress and help learn if a Follow-up Education would be beneficial.

During site visits to the regular activities of Young Coaches, Scort conducts drawing exercises with children under 12 and interviews with children aged 12+ to better understand their experience of attending such activities.

In addition to conducting M&E to understand programme impact, Scort also builds the capacity of Young Coaches to measure and assess the impact of their own activities. Introductions to M&E are delivered as part of an online module and also in-person during Follow-up Educations.

### METHODS



### IMPACT AREAS

#### DIRECT IMPACT



Young Coaches (direct beneficiaries) experience an holistic education merging sporting and locally relevant non-sporting topics. This builds on the existing coaching and leadership capacity of the Young Coaches and gives them fresh ideas, methods and approaches for using sport as a tool to promote life & soft skills, and tackle issues within their community.

#### INDIRECT IMPACT



The Young Coaches and their activities have a positive impact on children's well-being. The benefits can be divided into three core levels: Individual (e.g. cognitive, emotional, physical), relational (e.g. social skills, co-operation, integration, play), and institutional (e.g. discipline, norms and values, individual/group identity, communication skills, risk avoidance).

The benefits captured above form part of a much larger framework.



# COLOMBIA | FOLLOW-UP

In 2015/2016, Scort and the FCSA educated 30 Young Coaches in Colombia. The education enhanced their capacity to deliver football and educational activities as an effective medium to promote peace and well-being. Fast forward 6 years to 2022, Scort and the FCSA returned to Colombia to conduct a Follow-up in collaboration with Fundación Colombianitos. The Follow-up involved an impact assessment of the initial education as well as a needs-based refresher education.

The assessment made apparent that the initial education 2015/2016 has had a sustained impact beyond the 30 coaches who had been trained, with many Young Coaches still coaching and passing on their knowledge and experience to additional peers (Peer Young Coaches). The assessment showed that 83% of the active Young Coaches incorporate educational topics or messages in their activities. Many noted that they teach values (e.g. honesty, respect, and empathy), soft skills (e.g. communication, problem solving), health promotion (e.g. healthy eating), and promote peaceful co-existence.

An integral part of the impact assessment are site visits to the communities of several Young Coaches. Observations and interviews during their regular football activities highlighted how Young Coaches provide children with a safe space where they can learn football skills and non-football-related values, can be challenged in a positive way, and experience individual and collective success.

As part of the 4-day refresher education, Young Coaches and a selection of their peers, came together for a workshop in Cartagena. Here, they recapped football techniques, educational games, learnt tips for working with children with disabilities and were introduced to practical steps they could take to monitor and evaluate their activities.



**30**

Young Coaches



**73%**

are still active



**251**

Peer Young Coaches



**>14,600**

Benefiting Children



# COLOMBIA I FOLLOW-UP



## MY STORY JARBI

*"I am from Barbosa in Colombia. I grew up with four younger siblings. Growing up, drugs were a constant challenge in my family as well as in my circle of friends. But I was lucky for having a dream – becoming a professional football player. This dream has helped me to stay away from drugs. Unfortunately, an eye injury forced me to step away from the playing side of football and find an alternative way to live my passion of professional football. At that point, I made the decision to become a professional referee.*

*This was, however, not without its challenges. People were doubting my abilities and kept telling me that I can't do it – due to my eye injury. I was determined to prove them wrong! I worked twice as hard as any other person and in the end I did it – I became a professional referee. However, when I got to referee the games in higher leagues, I struggled because of my eye. This led me to coaching and I established my own team in my community. I want to be able to give the children in my community the opportunity to have the same dream as I used to have, to be a professional football player, but most importantly, I want them to be nice people who have good values.*

*The things that you [the FCSA] taught me, helped me with my coaching and as a result my community. Another important point of the Young Coach Education is the possibility to share experiences and challenges with other likeminded people. We not only learn the technical part of coaching football but also the soft skills in teaching. The exchange with fellow Young Coaches and Scort was also the reason why the Follow-up Education was so beneficial for me. I also liked the different methods of impact measurement, such as the drawing exercise.*

*The learnings make it possible for us Young Coaches to create activities that benefit our children. Through our activities, children experience a daily routine and they learn values that help them navigate in society. Whenever I meet any of my former students, they are very thankful. They share their successes and how their life has been positively influenced by their participation in my activities."*

# PROJECT LOCATIONS

## CENTRAL EUROPE

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

## COLOMBIA I & II

71 Young Coaches  
> 19,200 children

## INDIA

29 Young Coaches  
> 9,400 children

## INDONESIA

34 Young Coaches  
> 12,400 children

## ISRAEL & PALESTINE

16 Young Coaches  
> 1,400 children

## JORDAN

36 Young Coaches  
> 1,700 children

## KOSOVO

41 Young Coaches  
> 1,200 children

## LEBANON

31 Young Coaches  
> 5,400 children

## MEXICO

41 Young Coaches  
> 7,900 children

## RWANDA

85 Young Coaches  
> 6,400 children

## SRI LANKA

56 Young Coaches  
> 4,300 children

## SUDAN

25 Young Coaches  
> 1,200 children

## TANZANIA

41 Young Coaches  
> 5,700 children

## UGANDA

30 Young Coaches  
> 12,500 children

## UKRAINE

39 Young Coaches  
> 20,800 children

## VIETNAM

33 Young Coaches  
> 2,700 children



# IMPACT SINCE 2007



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

**18** LOCATIONS where the FCSA has been active

**130** LOCAL ORGANISATIONS who nominated participants

**432** MISSIONS carried out by the instructors

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

**30%** FEMALES participated on average at the programmes

**6** PEER YOUNG COACHES on average are educated by one Young Coach

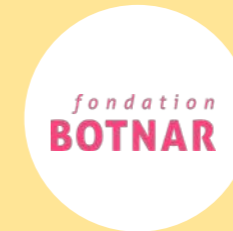
**4'248** YOUNG LEADERS (Young Coaches & Peer Young Coaches) have benefited from the programmes

**>113'600** CHILDREN are directly benefiting from their activities and mentor support



# PARTNERS

## STRATEGIC PARTNERS



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

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





SELECTED PARTNERS SINCE 2007



**308**

Project Partners and Supporters



# BALANCE SHEET

	31 DEC 2022	31 DEC 2021
	CHF	CHF
<b>ASSETS</b>		
Cash & cash equivalents	1,254,403	1,485,743
Other accounts receivable	9,240	11,675
Accruals	-	3'328
<b>TOTAL CURRENT ASSETS</b>	<b>1,263,643</b>	<b>1,500,746</b>
Tangible assets	9,400	14,160
<b>TOTAL NON-CURRENT ASSETS</b>	<b>9,400</b>	<b>14,160</b>
<b>TOTAL ASSETS</b>	<b>1,273,043</b>	<b>1,514,906</b>
<b>LIABILITIES</b>		
Accounts payable	2,845	1,524
Other current liabilities	7,934	6,026
Deferrals	5,900	5,550
Projects overall	321,322	333,621
Projectes upscaling	364,782	466,416
Evaluation	-	28,321
Project Disability Football	123,947	111,124
Project Ukraine	-	5,570
Project Colombia	-	16,923
Project Ethiopia	-	16,292
Total short-term provisions of uncompleted projects	810,051	978,267
<b>TOTAL SHORT-TERM LIABILITIES</b>	<b>826,729</b>	<b>991,367</b>
Foundation capital	523,539	443,460
Annual result	-77,224	80,079
<b>TOTAL EQUITY</b>	<b>446,315</b>	<b>523,539</b>
<b>TOTAL LIABILITIES</b>	<b>1,273,043</b>	<b>1,514,906</b>

# INCOME STATEMENT

	1 JAN - 31 DEC 2022	1 JAN - 31 DEC 2021
	CHF	CHF
Contributions	800,000	875,000
Other income	3,160	2,809
<b>CONTRIBUTIONS AND OTHER INCOME</b>	<b>803,160</b>	<b>877,809</b>
Grants Programme FCSEA	75,767	61,539
Invoiced services	10,075	28,174
Reversed provisions	161,040	69,648
Cost coverage projects overall	18,523	-
Cost coverage projects upscaling	87,271	-
<b>INCOME PROGRAMME FCSEA</b>	<b>352,676</b>	<b>159,361</b>
<b>NET PROCEEDS</b>	<b>1,155,836</b>	<b>1,037,170</b>
Personnel cost	-430,292	-445,858
Travel expenses	-95,657	-5,111
Project costs	-99,777	-21,616
Project balancing, formation of provisions	-118,617	-89,945
<b>COSTS PROGRAMME FCSEA</b>	<b>-744,343</b>	<b>-562,530</b>
<b>GROSS PROFIT</b>	<b>411,494</b>	<b>474,640</b>
<b>PERSONNEL EXPENSES</b>	<b>-321,496</b>	<b>-231,879</b>
Premises	-85,622	-78,025
Maintenance, repair, replacements	-926	-953
Company car, other transportation expenses	-2,895	-2,927
Insurances, fees, charges	-3,197	-3,539
Administration and IT expenses	-55,939	-58,359
Public relations and marketing expenses	-10,305	-9,047
<b>OTHER OPERATING EXPENSES</b>	<b>-158,884</b>	<b>-152,850</b>
<b>DEPRECIATION OF TANGIBLE ASSETS</b>	<b>-4,760</b>	<b>-7,846</b>
<b>FINANCIAL RESULT</b>	<b>-3,578</b>	<b>-1,986</b>
<b>TOTAL INCOME STATEMENT</b>	<b>-77,224</b>	<b>80,079</b>

# APPENDIX TO THE FINANCIAL STATEMENT 2022

## 1. ORGANISATION

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

### PURPOSE OF THE FOUNDATION

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

The foundation publicly calls for donations.

### LOCATION

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

### FOUNDATION ASSETS

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

## BOARD OF DIRECTORS

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

- Gigi Oeri, President
- Pierino Lardi, Vice President
- Pierre Jaccoud, Member of the Board of Directors
- Claudio Sulser, Member of the Board of Directors
- Jean-Paul Brigger, Member of the Board of Directors
- Pascal Naef, Member and Delegate to the Board of Directors

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

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

All members of the Board work in a voluntary capacity. Expenses can be reimbursed.

## STATUTORY AUDITORS

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

## SUPERVISORY AUTHORITY

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

## TAX EXEMPTION

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

## 2. BOOKKEEPING AND ACCOUNTING PRINCIPLES

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

The essential financial positions are reported as below:

### CURRENT ASSETS

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

### OTHER ACCOUNTS RECEIVABLE

Other current liabilities are stated at nominal value.

## NON-CURRENT ASSETS

The non-current assets are generally balanced at acquisition or production cost minus necessary write-offs. The write-offs occur at book value, at the rate of 20% for mobile assets and 40% for IT and office hardware. Leased mobile fixed assets and the resulting liabilities are not accounted for.

## LIABILITIES AND PROVISIONS

Liabilities are reported at nominal value.

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

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

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

### 3. EXPLANATION OF THE MAIN POSITIONS OF THE FINANCIAL STATEMENT

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

	2022 / CHF	2021 / CHF
<b>3.1. Cash &amp; Cash equivalents</b>		
Cash balances	4'488	26'140
Bank balances	1'249'915	1'459'603
<b>Total Cash &amp; Cash equivalent</b>	<b>1'254'403</b>	<b>1'485'743</b>
<b>3.2. Contributions and Donations</b>		
<b>Contributions covering overhead costs</b>		
Donors known by Scort	<b>800'000</b>	<b>875'000</b>
<b>Donations projects</b>		
Projects overall & Evaluation		
Donors known by Scort	<b>75'767</b>	<b>61'539</b>

### 3.3. Programme Football Club Social Alliance (FCSA) 2022

PROJECT SELF-SUSTAINING	DONATIONS, INCOME & REV. PROVISIONS CHF	EXPENSES CHF	PROVISIONS <sup>1</sup> CHF	ALLOCATED COSTS / INCOME CHF	OFFSETTING (ALLOCATION) <sup>2</sup> CHF	BALANCE CHF
Overall	24'236	-2'002	-	-22'234	-	0
Disability Football	55'767	-42'944	-12'823	-	-	0
Evaluation	46'612	-93'008	-	46'396	-	0
Upscaling	129'955	-46'396	-	-83'559	-	0
Colombia	36'923	-121'149	-	84'226	-	0
Tanzania	-	-21'567	-	21'567	-	0
<b>Total Projects self-sustaining</b>	<b>293'493</b>	<b>-327'066</b>	<b>-12'823</b>	<b>46'396</b>	<b>0</b>	<b>0</b>
<b>FCSA non-self-sustaining</b>	<b>-</b>	<b>-391'667</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-391'667</b>
<b>Total Programme FCSA</b>	<b>293'493</b>	<b>-718'733</b>	<b>-12'823</b>	<b>46'396</b>	<b>0</b>	<b>-391'667</b>

<sup>1</sup>Projects not yet finished

<sup>2</sup>Projects finished

In comparison, the costs of the FCSA programme in 2021 amounted to a total of CHF 403'170. The entire overhead costs of the foundation and FCSA are covered by a private, annual contribution. Therefore, all funds generated through fundraising are used exclusively for direct project expenses. In return, all project expenses must be covered by donations.

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

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

### 5. CONTINGENT LIABILITIES

A bank guarantee of CHF 10,000 has been in place with Scobag Privatbank since December 2022 instead of a rental deposit.

# REPORT OF THE STATUTORY AUDITOR

## Bericht der Revisionsstelle

zur eingeschränkten Revision an den Stiftungsrat der

Scort Foundation

Basel

Als Revisionsstelle haben wir die Jahresrechnung der Scort Foundation bestehend aus Bilanz, Erfolgsrechnung und Anhang auf den Seiten 50 bis 54 für das am 31. Dezember 2022 abgeschlossene Geschäftsjahr geprüft.

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

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

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

PricewaterhouseCoopers AG

Leonardo Bloise

Zugelassener Revisionsexperte  
Leitender Revisor

Niklas Schuebbe

Zugelassener Revisionsexperte

Basel, 19. April 2023

PricewaterhouseCoopers AG, St. Jakobs-Strasse 25, Postfach, 4002 Basel  
Telefon: +41 58 792 51 00, www.pwc.ch

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



# BOARD OF DIRECTORS

## PRESIDENT

**Gigi Oeri**  
Honorary President FC Basel 1893

## VICE PRESIDENT

**Pierino Lardi**  
FIFA Commissioner and UEFA Match Delegate

## BOARD OF DIRECTORS

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

**Avv. Claudio Sulser**  
Lawyer at Sulser Jelmini Padlina e Partner  
Former Swiss National Team Player

**Jean-Paul Brigger**  
Football Manager  
Former FIFA Technical Director  
Former Swiss National Team Player

## DELEGATE OF THE BOARD OF DIRECTORS

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

## HONORARY MEMBER OF THE SCORT FOUNDATION

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



# CODE OF CONDUCT

The Scort Foundation is committed to conduct its work in compliance with the highest legal and ethical standards. To this end, various documents, such as the Code of Conduct and the Child and Data Protection, serve as guidelines.

## CODE OF CONDUCT

Scort employees acknowledge and agree to the foundation's Code of Conduct. The Code of Conduct includes topics such as business ethics, anti-corruption standards, privacy and confidentiality, health and safety, discrimination as well as environmental protection.

## CHILD PROTECTION POLICY

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

## DATA PROTECTION IMPLICATIONS

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

## AWARENESS RAISING

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



# IMPRINT

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 Together we inspire





**TOGETHER WE INSPIRE**

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