

ANNUAL REPORT 2010

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www.streetfootballworld.org



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WELCOME

A MESSAGE FROM THE CEO

Around the world and across generations, football has been lauded as the beautiful game. A single perfect pass or soaring goal can ignite passion around the world. But we see a beauty that goes even deeper.

The best—and most beautiful—football games are played by teams with talented players in the right positions who are all focused on one single achievement: winning. We believe that this same principle applies to solving global social problems.

streetfootballworld has created an innovative way to bring the right players—non-governmental organisations, corporations, governments, academics and innovators—together onto a single team, working collectively toward a common goal.

We all have the responsibility to make change happen, but no single initiative can solve the world's complex problems. From transforming the lives of young people on the ground to influencing international policy, everyone has a role to play and a unique strength to lend to the effort.



streetfootballworld is dedicated to co-ordinating a model of international co-operation, in which people and organisations adopt the roles that are best suited to them and work together for greater impact. Although each organisation has its own entry point for addressing a tangle of social issues, every player shares a vision of a better world and a deep-rooted desire to bring that vision to life.

The key to uniting players from different sectors and countries is finding a common language. For streetfootballworld, that language is the world's most-loved sport: football. And it's working. We are assembling an all-star team that already includes the streetfootballworld network, football governing bodies, corporations, foundations and international agencies. As our network members drive social change within their communities, they are joined by an international, cross-sectoral team that directly supports their efforts and champions their approach at the global level. streetfootballworld amplifies local voices so they can be heard around the world, and the grassroots organisations that empower young people are themselves empowered.

streetfootballworld network members gain resources while businesses and governments create meaningful corporate social responsibility programmes and investment opportunities. streetfootballworld connects grassroots initiatives to expertise and funding and brings strong partners together to create a political influence that cannot be ignored. International policies must be informed by local expertise. The global collaboration helps avoid fragmented interventions to ensure that local communities and young people reap the greatest benefit possible.

This was a year of major achievements. We put Development through Football on the global agenda by integrating the Football for Hope Centres and Festival 2010 into one of the biggest events on earth: the FIFA World Cup™. We helped give young people a voice through our partnership with Sony. Organisations such as Ashoka and the Schwab Foundation recognised the value of our work. We believe this is only the beginning. It's been an extraordinary year, and there is much more to come.

We know that change happens locally. In the years ahead, we will stay focused on shifting the paradigm of development by bringing a diverse set of players together to support sustainable change on a global level. After all, it takes a team to win a game.

Frans Ogerbeek

OUR VISION

streetfootballworld believes in a world of equal opportunities and the need for collaboration to achieve this vision.

THE STREETFOOTBALLWORLD NETWORK: SUCCESSFUL APPROACHES ON THE GROUND

At the end of 2010, the streetfootballworld network consisted of 83 organisations that use football to address social issues in their communities. From landmine education in Cambodia to HIV/AIDS education in South Africa, from fighting homelessness in the UK to integrating refugees in Australia, these independent local organisations worked with 400,000 young people around the world in 2010.

streetfootballworld supports network members by offering them opportunities to share knowledge and expertise in order to improve their existing programmes—or even create new approaches to dealing with social challenges.

In 2010, streetfootballworld began to focus concretely on enabling network members to become hubs for development: strong organisations that are not only able to demonstrate their effectiveness and scale their programmes, but also involve and train other organisations to exponentially increase their combined reach and overall impact.

STREETFOOTBALLWORLD'S PARTNERS: BROADENING THE MOVEMENT

streetfootballworld works with partners from governments and intergovernmental agencies, corporations, foundations, non-governmental organisations and the football industry. Despite their diversity, all streetfootballworld's partners share two characteristics: a desire to change the world and a passion for football.

streetfootballworld's goal for 2015:

100 hubs that reach out to 2,000,000 disadvantaged young people.

streetfootballworld helps them identify their place on the pitch, consulting on and implementing tailor-made approaches to investment. streetfootballworld also identifies opportunities for partners to shine a global spotlight on the incredible power of local programmes in communities around the world.

A PERSONAL TOUCH

streetfootballworld has carefully developed the streetfootballworld network for nearly a decade. Through regular assessments and an emphasis on personal contact, streetfootballworld's in-depth knowledge about these organisations and the field of Development through Football as a whole is unrivalled. This insight is necessary for the success of streetfootballworld's programmes and consultancy work. A combination of personal relationships and a shared vision ensures that global investments have the right impact on the ground.

A MODEL FOR THE FUTURE:

A WHOLE THAT IS GREATER THAN THE SUM OF ITS PARTS

At the heart of every collaboration are the communities themselves. The way forward starts with local solutions—moving from the bottom up, rather than from the top down. streetfootballworld's philosophy represents a shift in traditional thinking and an innovative way of addressing global challenges.

streetfootballworld's collaborative approach of bringing together diverse sectors of society around a common goal can and should be replicated. Football is a powerful tool for uniting individuals and organisations around a cause, but it's not the only one.

CHANGING THE WORLD

Capacity development helps local organisations have a greater impact on young people.

Network development strengthens organisations and regions, which in turn strengthens the movement as a whole.

Partnership development puts the right organisations in the right places to support work on the ground and on a global level.

Advocacy puts a successful approach on an international stage.

“We value streetfootballworld’s unique understanding of the full potential not only of football, but also of global partnerships, and look forward to expanding our combined reach in the years to come.”

Roy White, Human Resources, Global Sales and Marketing, Sony Corporation



CAPACITY DEVELOPMENT

Change happens locally. One of streetfootballworld's highest priorities is to support capacity development in streetfootballworld network members so that they can enhance existing programmes or create new ones to address the changing needs of their communities.

In 2010, streetfootballworld assisted network members in improving and expanding their work with young people through initiatives ranging from fundraising workshops to football training. Sixty-eight network members took part in at least one of five major capacity development programmes this year.

ADIDAS EXCHANGE PROGRAMME

In 2010, 84 organisations—including 62 streetfootballworld network members—across five continents participated in the adidas Exchange Programme, part of the FIFA Partners' CSR Programme. streetfootballworld worked with adidas, FIFA, and the streetfootballworld network to design a unique programme that combines capacity development workshops with training for football coaches.

Representatives of local organisations set the agenda for their region, suggesting the capacities they wanted to build. Workshops included monitoring and evaluation in the Middle East, fundraising in West Africa and the Middle East, and youth leadership development in America and India. Professional training in football coaching was also provided by Coerver Coaching in order to give coaches—many of whom lack experience and training—the ability to make their football programmes as engaging as possible for young people.

The network's response to the adidas Exchange Programme was overwhelmingly positive, and the programme will be continued in 2011.

“What we have learned here will help us to foster leadership qualities in young people in Cambodia, which will be important for them to lead their country into better times.”

Stephen Sonderman, Country Director of Spirit of Soccer, on the adidas Exchange Programme

FOOTBALL FOR HOPE CENTRES

'20 Centres for 2010' was the official campaign of the 2010 FIFA World Cup™ in South Africa. The programme is part of Football for Hope, an initiative led by streetfootballworld and FIFA to promote social development through football. Football for Hope Centres combine public health, education and football facilities in disadvantaged communities across Africa. In 2010, three centres were opened in Kenya, Namibia and Mali.

The centres illustrate the power of streetfootballworld's focus on developmental hubs. The World Cup provided a unique opportunity for streetfootballworld to accelerate the creation of hubs in a specific region.

Throughout the year, streetfootballworld and FIFA worked with Centre Host organisations to examine their development plans and help them make their centre an integral part of their growth strategy. Centre Hosts focused on social impact and developing the capacity required for programmes that can be expanded and adapted according to the needs of the community. Partners such as Comic Relief, the Jacobs Foundation and the Open Society Foundation offered funding and support to Centre Hosts in their quest for sustainable development.

All eleven Centre Hosts came together in Nairobi at the end of 2010 for the fourth Centre Host Workshop. The focus of the event was on shared learning, collaboration and capacity development. The overall theme was how to become 'learning organisations'—organisations which embed learning into their daily work and effectively use, share and increase their knowledge and capacity.

The workshop also connected Centre Hosts who wanted to learn from each other and enrich their programmes. Grassroot Soccer and Special Olympics Namibia collaborated on developing Grassroot Soccer's Skillz for Life curriculum for young people with disabilities, while Grassroot Soccer turned to MYSA for help in developing a literacy curriculum. Espérance and Kick4Life began planning an exchange late in 2010 to help Espérance gain insight into working with street children in Rwanda.

FOOTBALL FOR HOPE CENTRES IN 2010

- 01 Cape Town, South Africa:** Grassroot Soccer 1-year anniversary December 5
- 02 Nairobi, Kenya:** Mathare Youth Sports Association opened September 4
- 03 Windhoek, Namibia:** Special Olympics Namibia opened September 25
- 04 Baguinéda, Mali:** Association Malienne pour la Promotion de la Jeune Fille et de la Femme opened December 4
- 05 Kigali, Rwanda:** Espérance in progress
- 06 Cape Coast, Ghana:** Play Soccer Ghana in progress
- 07 Maseru, Lesotho:** Kick4Life in progress
- 08 Mogalakwena, South Africa:** South African Red Cross Society in progress
- 09 Edendale, South Africa:** WhizzKids United in progress
- 10 Qwa Qwa, South Africa:** loveLife in progress



A. Work session at the Centre Host Workshop in Kenya
 B. Khayelitsha Football for Hope Centre, South Africa
 C. Baguinéda Football for Hope Centre, Mali
 D. Inaugurating the new soccer pitch at Katura Football for Hope Centre, Namibia
 E. The Mathare Football for Hope Centre in Kenya in April 2010

“We have to bring this kind of thing back to our communities and we have to focus on the stories that matter to people—it’s great that these kids focus on what is important to their community.”

Lungisiwe Sithole, Khayelitsha resident, about Siyakhona South Africa

SIYAKHONA

In collaboration with Sony and FIFA, streetfootballworld created Siyakhona (‘we can do it’ in Zulu and Xhosa), part of the FIFA Partners’ CSR Programme. Siyakhona aims to empower young people from disadvantaged communities by offering them media training and technology that will improve their prospects for the future and help them share their stories with the world. The global project brings technology, training and football together for social change.

Equipped with media skills and tools, young people were able to document their stories: their lives, their communities, and what football means to them. Two young people from each organisation at Festival 2010 took part in the global Siyakhona programme, learning how to take photographs that illustrate their daily lives. Each delegation chose its two favourite images, which were then displayed and voted on at the Football for Hope Festival 2010. Lerato Mkhwanazi of Altus Sport Vuma, part of the Team South Africa delegation, won first prize.

The images and training gave participants a voice; it also gave their organisations a rich portfolio that demonstrates their achievements and the realities of their communities to potential funders and the broader public.



SIYAKHONA SOUTH AFRICA

In South Africa, a separate Siyakhona project was up and running, with young people from the townships of Khayelitsha, Cape Town and Alexandra, Johannesburg gaining extensive media training in photography and video. The results were astounding: a film about xenophobia by young people working at the Khayelitsha Football for Hope Centre motivated the community to hold a peaceful march through Khayelitsha. The demonstration protested recent local xenophobic attacks. A film by the young journalists of Alexandra tackled the township’s rat problem, which posed serious health hazards to inhabitants. After the screening, the community took action with a three-day environmental clean-up campaign that united citizens and local governments.

By training young people in citizen journalism, Siyakhona empowers them to take control of their lives with a marketable skill. It also enables them to lead social change in their communities, simply by helping them tell the stories of who they are and where they live. Through Siyakhona, the general public can see the world through the lens of young people in disadvantaged communities.

SONY LEADERSHIP DEVELOPMENT AND EUROPEAN GRADUATE PROGRAMMES

streetfootballworld also worked with Sony to shape the company’s Leadership Development and European Graduate Programmes (LDP, EGP). The Sony EGP teamed promising young Sony employees with three streetfootballworld network members to help the organisations develop and implement income-generating initiatives, thereby lessening their dependence on grants and donations. Moving the Goalposts (Kenya) developed a social enterprise to provide affordable sanitary pads to African girls, Society Empowerment Project (Kenya) worked on an enterprise that organises football competitions for local companies, and Dads Against Drugs (England) received support for its Football & Freedom fashion line.

In the Sony LDP, 15 of Sony Europe’s best senior managers worked with another three streetfootballworld network members to support them in building their capacity in areas including communication, fundraising, marketing and management. Both programmes provided network members with insight and expertise while allowing Sony employees to think differently, gain experience and exercise leadership skills. The programmes were a hit on all sides: after learning about the work of their network partners, Sony senior managers were already looking into booking flights to visit the organisations on their own time and budget. Both the LDP and the EGP will be offered again in 2011.



The winning picture of the Siyakhona Photography Contest, shot by Lerato Mkhwanazi from network member Altus Sport Vuma in South Africa.

NETWORK DEVELOPMENT

The streetfootballworld network consists of over 80 organisations around the world, from Argentina to Zimbabwe. While they each work in their own communities and languages, addressing the unique social challenges that affect young people in their areas, a strong network enables them to learn from each other and apply that knowledge to their own programmes.

Regional networks allow network members to promote their collective approach, showing the success not only of their own work but also of Development through Football in other local communities. Strong organisations can have stronger regional voices, which in turn results in a powerful global impact—all of which improves the future for young people.

THE NETWORK GATHERS IN JOHANNESBURG

2010 saw many instances of network members strengthening their collective approach. On July 6th, three quarters of all streetfootballworld network members came together in Johannesburg, South Africa, for the streetfootballworld network General Assembly. Following presentations and lively debates, members voiced their approval and support for the values and strategies of streetfootballworld and the streetfootballworld network, endorsing streetfootballworld's vision for the future and its ability to steer the process toward a better world. In the future, network members will have an even greater role to play in streetfootballworld's operations.

A milestone within a milestone, the network also voted for the first democratically elected Network Board. Seventy-two of 82 network members submitted votes personally or by post.

FOOTBALL FOR HOPE FESTIVAL 2010

The General Assembly took place during the Football for Hope Festival 2010, an official event of the 2010 FIFA World Cup South Africa™ that celebrated the power of football for social change.

The festival brought 32 teams of young people from disadvantaged communities across the world to Johannesburg, South Africa for a festival of education, culture and football. The event was organised by streetfootballworld, FIFA, the 2010 FIFA World Cup Organising Committee South Africa and the City of Johannesburg.

The festival was a once-in-a-lifetime opportunity for young participants. It included a week of cultural activities followed by a week-long special tournament using the football3 methodology: with mixed teams of boys and girls and no referees, the emphasis was on dialogue and fair play. Disagreements on the pitch were resolved through dialogue between players – a method proved to encourage personal development and mutual understanding. Mathare Youth Sports Association (MYSA) from Kenya won the tournament. Spirit of Soccer from Cambodia received the biggest honour, in a vote by the delegations themselves for the coveted Fair Play Award. The Football for Hope event was a highlight of a four-year cycle of collaboration with FIFA that is already set to continue until the end of 2014.

FORGING NEW BONDS AT FESTIVAL 2010

Having brought together 43 network members to participate in one of the world's biggest sporting events, streetfootballworld ensured that the leaders of each organisation had a range of formal and informal moments to meet and learn from each other. In interviews and questionnaires, delegation leaders said that the opportunity to meet, learn and network with other delegations and potential partners was one of the highlights of the festival. Many network members remained in contact after the event, capitalising on each others' expertise. For instance, MYSA (Kenya) is advising Colombianitos (Colombia) on incorporating environmental clean-ups into its programmes, The Peres Center for Peace (Israel/Palestinian Authority) and The Kids League (Uganda) continue to exchange on conflict resolution, and Sport dans la Ville (France) and Diambars (Senegal) now share a youth exchange programme. Several organisations have also begun using the football3 methodology from the festival, and have received support and guidance from members who have experience with the method.

“The programmes that are part of the streetfootballworld network are the essence of what football can do to advance social and human development.”

Joseph S. Blatter, President, FIFA



The streetfootballworld network at the General Assembly in Johannesburg.



“The way the General Assembly was conducted truly reflected the spirit of streetfootballworld. We share a vision, even controversial issues are addressed in a fair play manner, and it's the cause that unites us.”

Vladimir Borković, Network Director, streetfootballworld



On and off the pitch

In 2010, streetfootballworld and network member Street League worked together to create a booklet entitled 'On and Off the Pitch: Football for the Social Integration of Young People in Europe'. Street League employees visited fellow network members Sport Against Racism Ireland (Ireland), Sport dans la Ville (France) and Open Fun Football Schools (Bosnia and Herzegovina), profiling the organisations and sharing expertise. The project was supported by the Council of Europe and UEFA.

The strong sense of unity and togetherness created by the Football for Hope Festival quite literally saved a life in 2010. Upon returning home, Sengvy Rydam, the captain of the Cambodian delegation that took home the Fair Play Award, was diagnosed with a fatal heart condition. Network member Spirit of Soccer immediately pledged to raise the money for a life-saving operation and, with streetfootballworld's help, engaged the streetfootballworld network and supporters. The response was immediate. Within a month over \$8000 was raised to get Sengvy to Vietnam for surgery; he has now fully recovered.

"From the bottom of my heart, my body and my soul, I want to thank each of you for giving my life back to me."

Sengvy Rydam



Discussions at the Latin American network member meeting in Buenos Aires, Argentina

REGIONAL DEVELOPMENT

streetfootballworld also provided several opportunities throughout the year for regions to develop strong networks. In collaboration with the German Technical Cooperation (GTZ), streetfootballworld brought its five Kenyan network members to workshops in May and October that offered fundraising and marketing training and actively supported the formation of a Kenyan network. Through the co-operation, all five network members were granted funds for programme development, human resources and events into 2012. As a result of the workshops, the organisations are building a regional network that will have a direct relationship with governmental organisations in Kenya.

Across the continent in West Africa, streetfootballworld supported the development of another regional network. Following initial informal talks at the Football for Hope Forum 2009, all 13 network members from nine countries in the region worked together after hours during the adidas Exchange Programme in Ghana to consolidate a formal network. Learning about football training and fundraising during the day, they gathered in the evenings with streetfootballworld representatives to create a Steering Committee and an action plan which includes a collective approach to capacity development, resources and policy change.

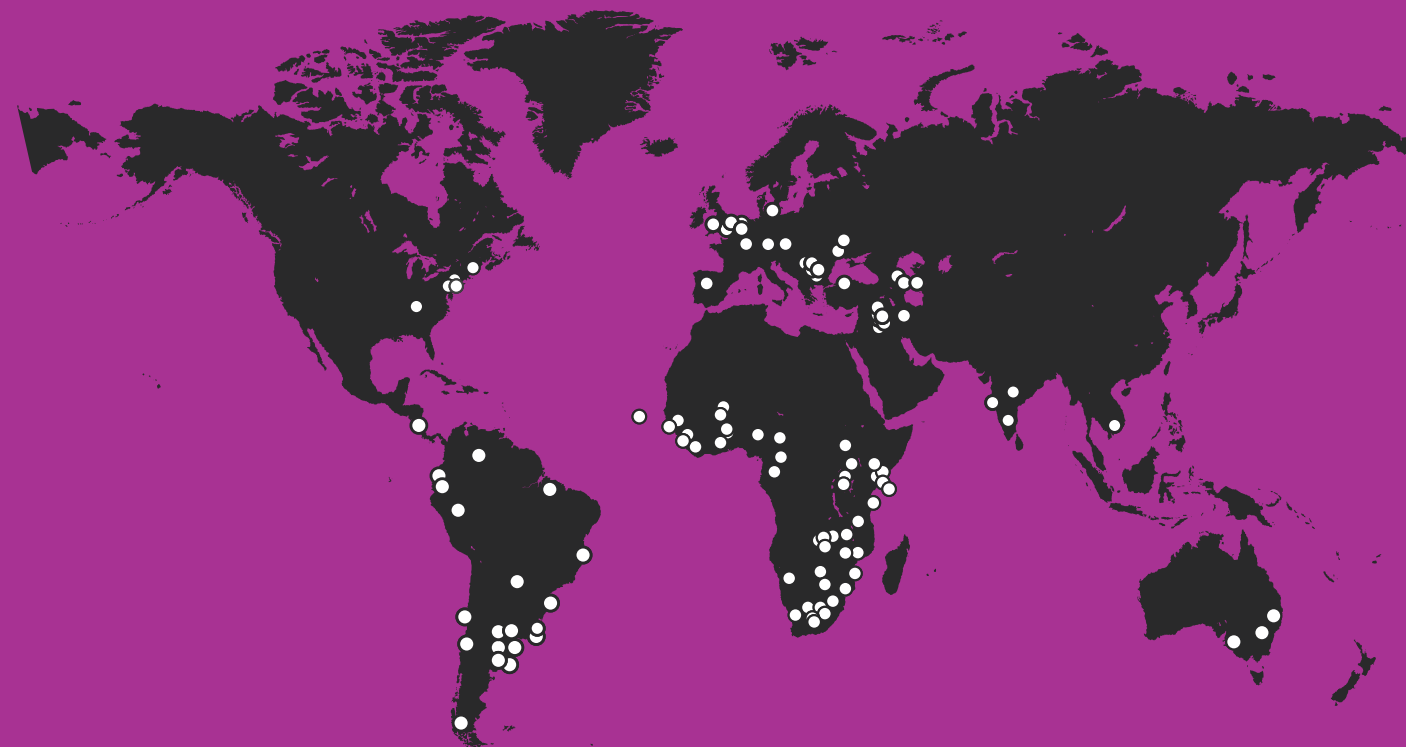
In the long-established network in Latin America, 20 streetfootballworld network members have been working closely with each other for years, presenting a united voice across the continent. The largest regional event of the year was held in Buenos Aires, Argentina by Fu.De., streetfootballworld's regional coordinator. The week began with an annual meeting for all 20 Latin American network members to agree on priorities for the network in 2011 and in the lead-up to 2014, when Brazil will host the World Cup.

The event was followed by another Fu.De initiative: the first Latin American Congress on Football for Social Change. The congress brought network members and industry leaders such as the IDB, Avina, FIFA and Nike together to discuss co-operation and next steps in the region. With its solid sense of identity and focus on results, the Latin American network is a strong example of the power of regional collaboration.

In 2011, the Latin American network will stage its fourth regional festival in Colombia.

streetfootballworld aims to ensure that capacity development programmes and events for network members are structured in a way that foster regional and international network development alongside the project's stated goals.

THE STREETFOOTBALLWORLD NETWORK



STRENGTHENING ORGANISATIONS AROUND THE WORLD

The streetfootballworld network interconnects and strengthens organisations that use the unique potential of football to transform the lives and communities of disadvantaged individuals around the world. In 2010, 83 network members were active in 56 countries worldwide.

Working in the areas of education, employability, environmental protection, gender equality, health prevention, peace building, social integration and youth leadership, network members tackle the most pressing social challenges in their communities. Through the streetfootballworld network they strengthen their organisations by learning from each other, gain access to new funding opportunities and receive global recognition for their work.

New members in 2010

City Soccer in the Community	USA
Dream A Dream	India
Mifalot Chinuch	Israel, Jordan, Palestinian Authority
Project GOAL	USA
Southern Sudan Youth Sports Association	Sudan
Sport in Action	Zambia
Start Again	UK

Total members: 83

PARTNERSHIPS

With the network growing stronger both regionally and as a whole in 2010, streetfootballworld continued to build partnerships designed to bring Development through Football into the heart of influential institutions in both the private and the public sector. An emphasis on multi-stakeholder partnerships connected corporations and international bodies alike and encouraged them to work together to amplify the impact of the network.

Representatives from streetfootballworld network member Grassroot Soccer, the Inter-American Development Bank, the Jacobs Foundation and the German Ministry for Economic Co-operation and Development joined streetfootballworld for a panel discussion at the South African Embassy in Berlin, Germany in May. The event, entitled 'World Cup 2010: Kicking off Sustainable Development', focused on maximising long-term impact in Africa with the Football for Hope Centres. Each representative spoke about his or her organisation's role in reaching the shared goal: working with local organisations to create a solid, sustainable legacy across the continent.

A pilot version of UNITED was launched by streetfootballworld in 2010. The online platform will connect streetfootballworld network members to the general public, enabling individuals around the world to learn about and donate to network members. UNITED can also serve as a platform for corporate social responsibility campaigns that raise funds for organisations, allowing them to increase their impact in their communities. Partners were eager to endorse the innovation: Avina, LGT Philanthropy, Ashoka and McKinsey & Company provided seed funding and consultancy services to develop and launch UNITED, while Sony and adidas offered value-in-kind. Sony and McKinsey & Company also activated employees to take part in the pilot.

streetfootballworld and FIFA brought home two awards in 2010 for Football for Hope: the Philanthropy and Cooperation through Sports Trophy at the Global Sports Forum and the Best Peace Project from an International Sports Federation Award from Peace and Sport.

UNITED will continue to develop in 2011 as the world's only online donation platform for Development through Football.

streetfootballworld and its approach has been championed by many partners, both externally and internally. A meeting of 14 Managing Directors within Sony Europe resulted in each individual committing to support streetfootballworld's organisational development. A presentation of 350,000€ was made to streetfootballworld shortly thereafter.



“UNITED is a place where everyone can meet—those who share a passion for the game and those who want to contribute to the positive development of young people. Your investment in UNITED supports football which can change the world.”

Marko Marin, German national player



SETTING THE AGENDA

streetfootballworld celebrated several major achievements in terms of putting Development through Football on the international agenda. Two joint programmes with FIFA brought the power of football for social change into the FIFA World Cup™ for the very first time: the Football for Hope Festival 2010 was an official World Cup event, and 20 Centres for 2010 was the tournament's official campaign.

No single event in the football world garners as much global attention as the World Cup, and this year, streetfootballworld was able to take network members into the heart of the action and the attention. Over 200 separate television, online, radio and print reports on the Football for Hope Festival 2010 appeared in a total of 34 countries.

streetfootballworld also brought Development through Football to the Inter-American Development Bank (IDB). After channelling nearly \$300,000 from the IDB and FIFA to Development through Football projects through Football for Hope, streetfootballworld moved on to design the sport component of a \$14 million project by Costa Rica and the IDB geared toward violence prevention. The programme will create community hubs that include Development through Sport programmes.

In anticipation of the U-20 World Cup in Colombia in 2011, streetfootballworld also advised the IDB, FIFA and Coca-Cola on how to best implement the hub concept in Bogotá and Cali, two host cities.

The hub concept proved popular with Sony, whose Chairman Sir Howard Stringer visited the Khayelitsha Football for Hope Centre in July. Moved by his experience, he immediately issued the challenge

of using the approach to reach millions of young people—a task that precisely fits streetfootballworld's goal for 2015.

On an international scale, streetfootballworld was once again involved in the Clinton Global Initiative (CGI). The Inter-American Development Bank invited an exclusive group of 20 individuals to discuss Development through Sport and its importance to the CGI's mission of concretely addressing urgent social issues. The next step is the creation of an Action Network, a small group of CGI members who meet throughout the year to share ideas and best practice and explore potential partnerships.

Continuing its close relationship with the German government, streetfootballworld was asked to accompany the German Minister for Foreign Affairs and a delegation of more than 60 people on a trip to Brazil. streetfootballworld facilitated a field visit to a local organisation working in the field of Development through Football. The trip marked the beginning of a collaboration between the ministry's international school programme and streetfootballworld network members. streetfootballworld also hosted Doris Pack, Member of the European Parliament and Chair of the Committee on Culture and Education, on a visit to South Africa during the World Cup. Ms. Pack visited the Khayelitsha Football for Hope Centre and the Football for Hope Festival 2010 site, and joined streetfootballworld CEO Jürgen Griesbeck at the Development Bank of Southern Africa.

Around the world and in a variety of sectors, streetfootballworld is showing major decision-makers the power of the streetfootballworld network and encouraging them to put Development through Football on a global agenda.

“The IDB believes in the power of football to mobilise the private and non-profit sectors to have a positive impact on young people. Together with streetfootballworld we will use our specialised knowledge and experience to offer children and youth opportunities to develop.”

Luis Alberto Moreno, President, Inter-American Development Bank

INTERNAL INFRASTRUCTURE

Fostering social change through global collaboration is a complex, demanding, long-term process. In 2010, streetfootballworld identified a need to develop internally in order to prepare to meet oncoming challenges.

True to its core approach, streetfootballworld sought a collaborative effort from the right players: an international staff and a panel of external advisers including representatives from McKinsey & Company, LGT, Ashoka, Sony and the Kellogg Foundation, along with Witness founder Gillian Caldwell and several entrepreneurs. streetfootballworld is proud to count these individuals and organisations as partners who not only understand the pressing need for streetfootballworld to enter into a new realm of planning, but are also highly motivated and engaged in the process.

Throughout the year, streetfootballworld received internal feedback and expert analysis on strategic development. The process culminated in a retreat, where streetfootballworld senior management and several external partners collaborated on refining streetfootballworld's goals. The result was a five-year strategic plan with measurable benchmarks and controlling processes to guide the organisation on its quest to improve the lives of young people around the world. streetfootballworld will streamline its work by incorporating regional satellites more closely into one unified global team.

In July, streetfootballworld CEO Jürgen Griesbeck was one of 25 Ashoka Fellows selected for the Ashoka Globalizer initiative. The programme identified the most effective international social entrepreneurs within its network of fellows in order to help them expand their impact. In 2011, streetfootballworld will benefit from strategic, financial and intellectual support for its goal of maximizing impact by making the most of existing networks.

Jürgen was also one of only four finalists for the Schwab Foundation's Social Entrepreneur of the Year in Germany. He reached the final round for the second time in 2010 based on streetfootballworld's innovation, sustainability and direct social impact.

“These programmes reach young people directly in their neighbourhoods where the support is most needed.”

Doris Pack, Member of the European Parliament



In 2010, streetfootballworld continued to build its international presence, establishing streetfootballworld UK and streetfootballworld Brazil. Charity status was granted to existing offices in South Africa and the United States.

FOOTBALL FOR SUSTAINABLE CHANGE

The field of Development through Football is notably multifaceted, with approaches varying according to local conditions. Some network members use football as a tool to attract young people to wider programmes; others use an adapted version of the game to deliver social messages directly on the pitch.

The beautiful game can be used to teach participants the value of fair play and respect, to bring cultures together after years of conflict, to help participants understand HIV/AIDS, to empower young people to take control of their lives, and much more. In every community, the method is adapted to local challenges and needs.

A very important tenet of Development through Football is that individuals and communities can best identify the most appropriate solutions for the issues they face. Sustainable change can only happen locally, through community ownership and engagement. However, international collaboration and peer-to-peer exchange have the power to enhance local development through global partnerships. Transparency at all levels is required in order to achieve communication across local and global channels.

QUALITY ASSURANCE

streetfootballworld and the streetfootballworld network believe that scientific assessment that proves the effectiveness and impact of Development through Football programmes must accompany the hundreds of personal testimonies of young people around the world who have changed their lives through football. Monitoring and evaluation are necessary in order to fully understand the power of the approach and to improve programmes.

In 2010, streetfootballworld continued to address a major issue in the field: the lack of a standardised Monitoring and Evaluation (M&E) system that can be used by all network members and partners.

Funding was secured for the collaborative development of an M&E system that can be used across the entire Development through Sport sector, allowing organisations to measure their impact and learn from the results. The process will include consultations with streetfootballworld network members as well as external experts. By embedding an M&E system into their daily work, local organisations will not only be able to monitor their impact, but also to ensure that their growth is sustainable.

A LOOK TO THE FUTURE

The successes of 2010 have shown that a collaborative approach to addressing social issues works. In the years to come, streetfootballworld will capitalise on its unique ability to mobilise the entire football industry toward global social change. In co-operation with partners, streetfootballworld will build and implement innovative tools such as UNITED and the M&E system in order to gain momentum for a world-changing movement.



Together, we will create pathways out of poverty for two million young people by 2015.

FINANCIAL REPORT



STREETFOOTBALLWORLD ENTITIES:

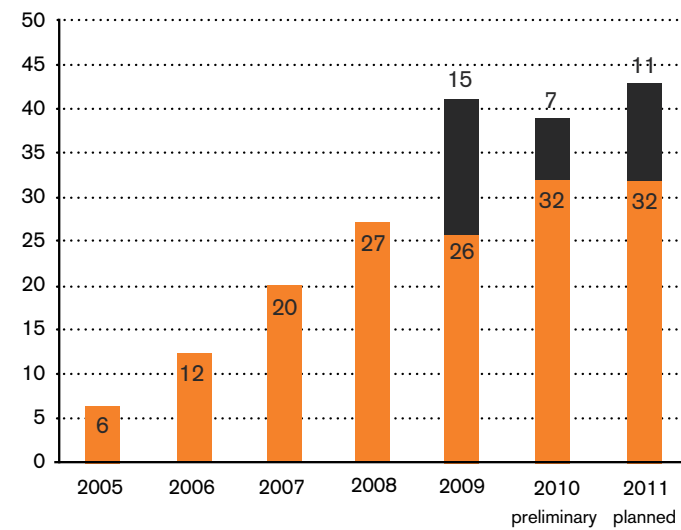
streetfootballworld gGmbH, Germany
 streetfootballworld plus GmbH, Germany
 streetfootballworld South Africa
 streetfootballworld UK
 streetfootballworld USA
 streetfootballworld Brasil



PROFIT AND LOSS STATEMENT streetfootballworld gGmbH	2008	2009	2010 preliminary	2011 planned
(in k€)				
Sport/football confederations	2,155	3,255	5,300	2,986
Governments	290	389	467	668
Corporations/foundations	411	1,028	1,142	2,484
Income	2,856	4,672	6,909	6,138
Personnel costs	-851	-1,029	-1,019	-1,253
Non-personnel/project costs	-2,002	-3,642	-5,887	-4,881
Profit / Loss	3	1	3	4

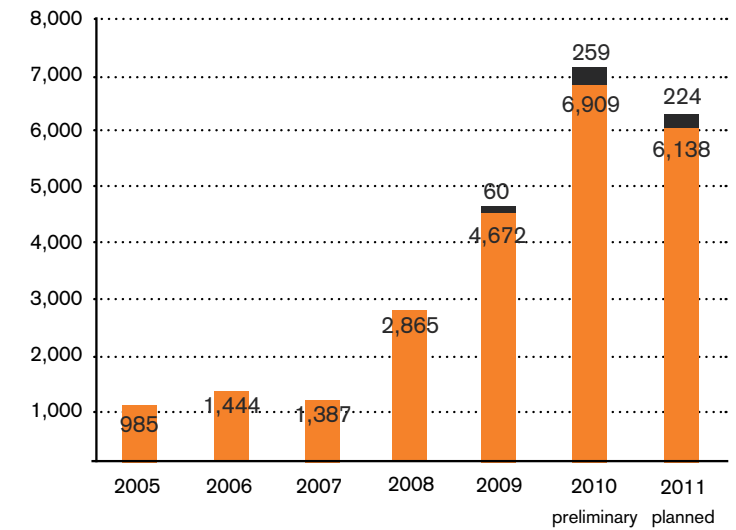
Note: does not include other streetfootballworld entities

PERSONNEL (employees and freelancers)
 (in full-time equivalents at year end)



streetfootballworld gGmbH, Germany
 other streetfootballworld entities

INCOME (consolidated, in k€)



streetfootballworld gGmbH, Germany
 other streetfootballworld entities

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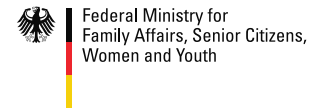


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