Each and every year with streetfootballworld feels very special. 2016, again, was extraordinary in its own right. It was not only time for the largest football for good encounter ever in Lyon, France, it was also a reunion 10 years after our very first global gathering at the streetfootballworld festival 06 in Berlin, Germany. In addition, and beyond the numeric and symbolic it was historic: after the huge organisational shift in 2014 when we decided to embark on a journey that would require us all to think and act beyond our immediate responsibilities within our individual organisations and communities.

I still well remember the moment when we unanimously and wholeheartedly accepted the challenge to not “only” be successful as organisations or as a network of organisations, but that we believed in the potential of collectively investing in building a sustainable and resilient football for good ecosystem.

It was a big decision that implies responsibilities and risks beyond the daily challenges that already often seem insurmountable. It was a bet on the future, accepting the uncertainty of the new and taking on the foreseeable doubts and scepticism by those stuck in the status quo of cemented inequalities. We decided, however, that we were mature and solid enough to reach for the stars, make the impossible possible, walk our talk, brave this massive step and take our vision to the street and change the world through football.

The incredible days of celebration in Lyon certainly lived up to these historic times. Let me take you back for a moment: remember the opening, the song, the tears and the smiles, the dancing, the wonderful encounters with inspirational people from all corners of the world... Even now, as I write these words, reliving this experience puts a big smile on my face.

This report reflects in further detail the maturity of our organisations and the network as a whole and gives a glimpse of how the pieces of the ecosystem puzzle begin to come together, slotting in perfectly as an ever more complete picture emerges. We could already feel the breeze of the third half and Common Goal in our faces. I am confident that they will be the winds of change in 2017.

There are no words to express the level of respect and appreciation I feel for all of you and the gratitude I have to be part of this movement. I can’t believe I am saying this, but it’s just the beginning. So, buckle up!

With warmest regards, yours in football for good,

Jürgen Griesbeck,
streetfootballworld Founder & CEO
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1. Introduction
1.1. MISSION AND APPROACH

streetfootballworld is the world’s leading organisation in the field of football for good, bridging the gap between community organisations, who use football to change lives, and partners who believe in their potential to change the world.

Over the past 15 years, the organisation has assembled and supported a global network of 119 football for good organisations changing the lives of 2.5 million people in 78 countries. streetfootballworld’s impact has been recognised with a variety of awards from prestigious organisations, such as Laureus, UEFA and the World Economic Forum.

OUR MISSION
To change the world through football.

OUR APPROACH
In order to create global change, you need to start locally. We believe that social impact means different things to different communities. That is why we support a wide range of local initiatives that make a real difference to the lives of millions of young people the world over.

1.2. SCOPE OF THE REPORT

The streetfootballworld Annual Report 2016 showcases three main aspects of the work accomplished during the period January 2016 - December 2016:

• Activities led by streetfootballworld in the reporting period.
• Impact of streetfootballworld activities on the organisations belonging to the streetfootballworld network, with a special focus on visibility, resources and knowledge exchange.
• Collective impact of the organisations that are part of the streetfootballworld network.
Our Solution

All over the world, community organisations are using football as a force for good. On the pitch, these organisations teach disadvantaged young people about fair play, inclusion and respect. Off the pitch, they leverage the universal passion for football to keep them there.

streetfootballworld would not exist without these organisations. But we are not one of these organisations. We operate on a different level.

2.1. THE PROBLEM WE ADDRESS

Hundreds of organisations across the globe are using football to improve life in their communities. They have proven that football can be an effective tool in addressing a number of social challenges. These organisations often face similar challenges, including lack of sustainable resources or visibility to showcase their work. They are also working towards similar goals and could easily benefit from each other’s experience and expertise in the field.

streetfootballworld was founded in 2002 acknowledging that, although it was evident expertise was in place at a local level, there was a lack of collaboration between these organisations and, by extension, very few opportunities for mutual learning and knowledge exchange. In addition, these organisations face a daily struggle of chasing funds, engaging supporters and gaining recognition for their work.

streetfootballworld has a profound admiration and respect for the work that these organisations are doing and we have set ourselves the goal of amplifying their impact by supporting them in four main areas: resources, exchange, knowledge and visibility.

On the other side of the pitch there are numerous individuals and partners from a variety of fields who believe in the power of football to change the world but, very often, lack the information and knowledge about how they can help best.

Our role? To engage everyone in the game and create a sustainable ecosystem that enables us to achieve our collective mission: Changing the world through football.

How do we do it?

2.2. OUR THREE-FOLD SOLUTION APPROACH

streetfootballworld has thus identified the need to provide a platform where all interested parties can participate in and contribute to the field of football for good and develop a sustainable environment that enables local organisations to amplify their impact. How? Through our three-fold solution approach:

A. Network Development: Developing a quality seal
B. Generating Funding and Resources for the Field: Bridging partners with community organisations & jointly implementing programmes
C. Innovation & Sustainability: Engaging the world of football and prompting a systemic contribution from the industry

2.2.1. WORK PERFORMED (OUTPUT) AND DIRECT TARGET

Our work is based on the conviction that the expertise is on the ground and that local organisations know best how to address local problems.

Our main target group consists of community organisations that have a strong track record in using football as a force for good. It is our belief that by empowering these organisations, they will amplify their impact in the community. This is where our three-fold solution approach comes into play.

A. NETWORK DEVELOPMENT: DEVELOPING A QUALITY SEAL

Over the past 15 years, we have established and developed a network of community organisations working in the field of football for good. Organisations that join the streetfootballworld network share a number of values, a work culture and quality standards.

In order to become part of the network, organisations apply and undergo an evaluation process that assesses their organisational strength, the quality of their programmes, the value they will potentially bring to the network and the benefits they can reap from it. By becoming part of the streetfootballworld network, our members benefit from gaining access to funds, increasing their visibility and being presented with opportunities to share knowledge and expertise.

Every year, streetfootballworld receives and evaluates a number of applications from organisations interested in joining the network. In addition, streetfootballworld actively sources organisations working in countries with no current network members or with an expertise valuable to the rest of the network. The overall aim is to enlarge the network at a rate of 10% each year. By increasing the number of members, streetfootballworld aims at strengthening the network, increasing the collective knowledge, creating opportunities for exchange and cooperation between organisations working in the field, and supporting local organisations in their ongoing programmes.

B. GENERATING FUNDING AND RESOURCES FOR THE FIELD: BRIDGING PARTNERS WITH COMMUNITY ORGANISATIONS & JOINTLY IMPLEMENTING PROGRAMMES

We have a 15-year track record in designing and implementing social impact strategies for some of the biggest names across sectors.

In order to support our network members we actively seek for opportunities to connect them with public, corporate and individual donors. They believe in the power of football to change lives but often need guidance on where they can contribute best.

We design solutions to simultaneously achieve our partners’ CSR objectives and bring social change to people in need. Based on a collaborative process with our partners, we explore
and align their strategy, mission and objectives, their preferred contribution to the Sustainable Development Goals, and their preferred Geographic Area (3) with a product that can best achieve our partners’ goals.

C. INNOVATION & SUSTAINABILITY ENGAGING THE WORLD OF FOOTBALL AND CREATING A SYSTEMIC CONTRIBUTION FROM THE INDUSTRY

At the core of streetfootballworld’s mission is the desire to develop an ecosystem that enables organisations working in the field to have access to the resources and expertise they require in order to amplify their impact and reach their full potential.

In order to achieve this goal streetfootballworld works in collaboration with a number of stakeholders from the football industry, corporate world, public institutions and football for good field to bring innovative solutions to the field and develop a systemic approach to support the work of local organisations worldwide.

2.2.2. INTENDED RESULTS FOR DIRECT AND INDIRECT TARGET GROUPS

streetfootballworld’s work has an impact on two levels: It first affects our direct target group (A) – the community organisations with whom we partner up. They, in turn, address the challenges faced by the participants in their projects, who belong to our indirect target group (B).

1. IMPACT ON DIRECT TARGET GROUP A:

COMMUNITY ORGANISATIONS

Our work impacts community organisations in the following manner:

• Increased international visibility which can be a useful tool for accessing new partners and improving the organisation’s reputation.
• Greater opportunities for exchange, enabling organisations to learn from each other and share best practices.
• Increased access to funding by engaging public and private partners and bridging them with network members.

2. IMPACT ON INDIRECT TARGET GROUP B:

PARTICIPANT BENEFICIARIES

The benefits gained by direct target group A inadvertently affect indirect target group B. The simple fact is that, with more resources, organisations can:

• Change more lives, as they are able to increase the number of programmes and participants.
• Affect greater change on a community-wide scale, through the provision of sustainable and long-term aid.
• Provide more safe spaces through specifically designed projects and resources dedicated to infrastructure.

II. OUR SOLUTION

II. OUR SOLUTION

2.2.3. PRESENTATION OF THE IMPACT LOGIC

- A) NETWORK DEVELOPMENT
  - Developing a quality seal
- B) FUNDING & RESOURCES FOR THE FIELD
  - Bridging partners with community organisations
- C) INNOVATION & SUSTAINABILITY
  - Engaging the world of football
  - Creating systemic funding contribution from the industry

DIRECT TARGET GROUP A: COMMUNITY ORGANISATIONS

- Increased visibility & improved reputation
- Increased resources
- Increased knowledge & expertise

INDIRECT TARGET GROUP B: PARTICIPANT BENEFICIARIES

- More safe spaces
- Change in the community
- More lives changed
2.3. OUR QUALITY SEAL

Every year, streetfootballworld aims to enlarge its network by 10%. To do so, we welcome organisations from across the globe to apply to become new network members.

The application process to become a new network member consists of a number of procedures and steps that enable streetfootballworld to evaluate and assess whether the applicant meets the quality standards of our network. Our quality seal is based upon these standards and is the basic principle for network membership.

How do we assess quality?

streetfootballworld’s quality standards are based on three main focus areas: organisational strength, programme quality, and network value. Each one of these focus areas includes a number of criteria that enables streetfootballworld to evaluate the organisations that want to become part of the network.

The following graphics present the different steps of the application process, give an overview of the different criteria used to evaluate potential new network members, the decision-making process and human resources involved, as well as the mechanisms that enable streetfootballworld to follow up on the journey of our network members.

2.3.1. 5-STEP APPLICATION PROCESS

1. ELIGIBILITY CHECK
   Eligibility Questionnaire and supporting documents to evaluate the mandatory criteria. If mandatory criteria is met we will issue a preliminary evaluation report.

2. SCREENING
   In-depth interview on the mission, vision, potential, shortcomings, and expectations for the future. If we find that the organisation wholly adheres to our criteria, we will formally invite them to apply to become a network member.

3. FINAL APPLICATION
   Membership Application Questionnaire and consultation with external references. With the information and documents provided in the Membership Application Questionnaire, we will complete a Membership Evaluation Report.

4. EVALUATION
   If the revision of the membership Evaluation Report results in a positive outcome, we will recommend the organisation for membership to our network board.

5. FINAL DECISION
   The network board, which consists of five elected network member representatives, will revise the recommendation and conduct a final vote on the organisation’s acceptance into the streetfootballworld network. A positive final decision results in:

II. OUR SOLUTION

2.3.2. NETWORK QUALITY STANDARDS AND ELIGIBILITY CRITERIA

1. ORGANISATIONAL STRENGTH
   - GOVERNANCE
     - Legal status
     - History/years of existence
   - OBJECTIVES
     - Community advancement
     - Sustainable development goals
   - HUMAN RESOURCES
     - Human resources
     - Gender balance
   - SUSTAINABILITY
     - Annual turnover
     - Resources
   - TRANSPARENCY
     - Organisational practice
     - Accounting and reporting
   - INFRASTRUCTURE
     - Office and facilities
   - COMMUNICATION
     - Website
     - Social media platforms

2. PROGRAMME QUALITY
   - BENEFICIARIES
     - Target group
     - Number of beneficiaries
     - Gender balance
     - Inclusivity
   - YOUTH LEADERSHIP
     - Opportunities
   - HUMAN RESOURCES
     - Human resources
     - Gender balance
   - SUSTAINABILITY
     - Annual turnover
   - TRANSPARENCY
     - Organisational practice
     - Accounting and reporting
   - INFRASTRUCTURE
     - Office and facilities
   - COMMUNICATION
     - Website
     - Social media platforms

3. NETWORK VALUE
   - NETWORKING
     - Commitment to networking
   - CONTRIBUTIONS
     - Expertise
     - Geographic area
     - Achievements
   - GOVERNANCE
     - Legal status
     - History/years of existence
   - OBJECTIVES
     - Community advancement
     - Sustainable development goals
   - HUMAN RESOURCES
     - Human resources
     - Gender balance
   - SUSTAINABILITY
     - Annual turnover
   - TRANSPARENCY
     - Organisational practice
     - Accounting and reporting
   - INFRASTRUCTURE
     - Office and facilities
   - COMMUNICATION
     - Website
     - Social media platforms

II. OUR SOLUTION
2.3.3. 2-LEVEL DECISION-MAKING PROCESS

**LEVEL 1**

**STREETFOOTBALLWORLD EXPERT TEAM**
- Conducts eligibility check and invites organizations to apply
- Conducts site visits and interviews with potential network members
- Evaluates all of the membership criteria
- Consults organisations working on similar social issues or in similar region
- Consults external references that have been proposed by the potential network member

**LEVEL 2**

**NETWORK BOARD**
- Revises the recommendations by the streetfootballworld expert team
- Conducts quarterly meetings to discuss application and evaluation of potential network members
- Issues final decision

*THE STREETFOOTBALLWORLD NETWORK BOARD*

The streetfootballworld network board has been in place since 2005 and consists of five streetfootballworld network member representatives, elected to the board every two years. After the elections, streetfootballworld holds a transitional board meeting when the previous board hands over leadership to the one succeeding it – which, in this case, is the future board for the electoral period 2017/2018, elected at the last streetfootballworld General Assembly in 2016.

The network board is responsible for keeping streetfootballworld’s mission aligned with the missions and goals of the streetfootballworld network and for approving new network members.

2.3.4. HOW WE MAINTAIN QUALITY

**APPLICATION PROCESS**

Application process to become a network member that ensures a quality standard

**FIELD VISITS**

Field visits to our network members’ headquarters and to projects on the ground

**FOLLOW UP & EVALUATION OF SPECIFIC PROJECTS**

Follow up & M&E of the projects that we implement jointly with our network member

**MEMBER PROFILE UPDATE (MPU)**

Annual evaluation and revision of our network members’ profiles
III. RESOURCES, WORK PERFORMED AND RESULTS DURING THE REPORTING PERIOD

3. RESOURCES, WORK PERFORMED AND RESULTS DURING THE YEAR 2016

### 3.1. RESOURCES

In 2016, a total sum of 6,446,854 € was invested into football for good programmes steered by streetfootballworld. These funds came from:

- Football Industry: 4,339,550 €
- Public Partners: 1,360,742 €
- Corporate Partners: 675,424 €
- Other Donors (private donations, foundations, etc.): 71,138 €

The following graphic provides an overview of the overall funding scheme streetfootballworld employs, and explains how the funds invested by our partners were used in 2016.

From the overall funding, 4,395,335€ (68%) were directly transferred to our network member organisations in the following different ways:

- Funds transferred by streetfootballworld to finance network members’ ongoing programmes
- Funds sourced through streetfootballworld but transferred directly by our partners to the network members (programme support)

An amount of 2,051,519 € (32% of the overall funding) was allocated to the three main activities run by streetfootballworld: (1) Network Development, (2) Funding & Resources for the Field (project implementation) and (3) Innovation & Sustainability. In 2016, this funding has supported the streetfootballworld network to reach more than 2.5 million people worldwide, of which 2.3 million are youth and more than 40% are female.
3.2. WORK PERFORMED (OUTPUTS) DURING THE REPORTING PERIOD

**NETWORK DEVELOPMENTS**

- 100% of network members approved new network regulations
- New network board elected during the General Assembly 2016
- Launch of the youth council representing the voice of youth from across the network

**GROWTH OF THE NETWORK**

- +11 new members joined our network in 2016
- 10% global growth
- 119 network members in 2016
- 78 countries

**OPPORTUNITIES FOR EXCHANGE**

- General Assembly 2016: in 2016 the entire network came together to learn, exchange and align their objectives with a shared vision and understanding of the future of football for good
- Festival 16: brought together 70 delegations & 500 participants from across the world
- The Youth Forum 2016: united young leaders from 85 countries
- Football for Good Summit 2016: more than 100 senior level representatives gathered to discuss the future of football for good

**STREETFOOTBALLWORLD PROJECTS IN 2016**

- 23 projects implemented in 2016

**BY FUNDING SECTOR**

- Public funding (15 projects)
- Football industry (5 projects)
- Corporate partners (3 projects)

**BY FUNDING AMOUNT**

- 5 projects with funding under 100,000€
- 15 projects with funding between 100,000€–500,000€
- 3 projects with funding over 500,000€

**IMPLEMENTATION COUNTRIES OF STREETFOOTBALLWORLD PROJECTS IN 2016**

- +4 network members in Europe
- +1 network member in the Middle East
- +2 network members in Africa
- +3 network members in Latin America
- +1 network member in Asia

*Not including programme support transferred directly by our partners to our network members*
1. **ENLARGING THE NETWORK**

In the year 2016 streetfootballworld welcomed 11 new network members. They span four of the five streetfootballworld regions with organisations from Asia (1), Africa (2), Europe (4), Latin America (3) and the Middle East (1).

**ASIA – PACIFIC**

*FundLife International, Philippines*

FundLife International, founded in 2012, is an innovative non-profit organisation, delivering experiential education to children and youth from severely marginalised and displaced communities. Football for Life, FundLife’s flagship programme, was first launched in 2014 in the Philippines after the super typhoon Haiyan struck and caused over one million children to be displaced and 7,000 casualties across the country. Initially a play therapy intervention, it has evolved into a community-based holistic educational programme which uses football as a powerful engagement tool. Using a sustainable behavioural change model, the programme encourages children and youth to identify and pursue their dreams, as well as providing access to opportunities and a path to break from the cycle of inter-generational poverty and dependence.

**AFRICA**

*Football to Develop Destitute (FODEDE), Liberia*

FODEDE works to strengthen football-based social and developmental initiatives that transform the lives of disadvantaged men and women. The organisation’s aim is to increase the number of opportunities available to them, and to promote an environment of social change through football. FODEDE also seeks support for innovative and sustainable sports education and entrepreneurship programmes worldwide as a strategy for social change, where underprivileged youth, especially women and girls, are empowered, healthy and free from violence. In addition, the organisation promotes awareness about street football through partnership and workshops, and is in the vanguard of harnessing the talent of underprivileged people.

**GEORGES MALAIKA FOUNDATION, DR CONGO**

The Georges Malika Foundation is a grassroots non-profit that empowers Congolese girls and their communities through education, health and sports programmes. GMF works toward providing quality education to girls through the Malika School. Malika School offers an accredited school education with the goal of building the leadership capacity of each student so that she will enact change in her community and the DRC. Alongside the Malika School and the construction of wells, GMF generates community impact through the Kalebuka Football for Hope Centre. The centre provides youth in the community with the tools so they can improve the quality of their lives and achieve self-sufficiency.

**EUROPE**

*Balon Mundial, Italy*

Balon Mundial is an Italian non-profit organisation, created to support and improve football and sport as tools for social inclusion. Its football-based programmes tackle ethnic and gender inequality, combat exclusion and challenge social barriers. Balon Mundial uses football as a medium to actively support migrants in the leadership building process to become responsible community leaders. Besides its annual tournament, during the year Balon Mundial also works with refugee teams and promotes networking. These ongoing projects are focused on linking football team activities to the community building process. Balon Mundial aims at empowering both established leaders and young leaders in the sensitive work of responding to the community desires, needs and aspirations, while creating relationships with local institutions in order to propose sports activities.

**CHAMPIONS OHNE GRENZEN (CHOg), Germany**

In 2012, CHAMPIONS OHNE GRENZEN (CHOg) was founded to provide support for newcomers as well as establish a welcoming and lasting culture of diversity. CHOg promotes exchange and communication, and identifies overlooked fields of action in refugee policies. It regards sports, particularly football, as an excellent means of affirmative action for sustainable desegregation of any marginalised social group. CHOg holds weekly football practices with around 200 attendees who would otherwise have difficulty accessing football organisations in Germany. These trainings are free and open to any gender. They are also followed by voluntary consulting sessions, or a “tea circle,” where participants have the opportunity to receive guidance on how to navigate life in their new country.

**FOTBAL PRO ROZVOJ, CZECH REPUBLIC**

Fotbal Pro Rozvoj is an educational programme and awareness-raising campaign organised by the INEX-Association for voluntary activities. Since 2006, Fotbal Pro Rozvoj has cooperated with youth organisations and other non-formal educational institutions to create united football for good programmes for at-risk children and young people in the Czech Republic. Fotbal Pro Rozvoj implements the football3 methodology and seeks inspiration from all over the world, particularly from its main programme partner, Mathare Youth Sports Association (Nairobi, Kenya). The organisation is driven by its desire to develop the life skills of children through football and connect groups of people from different social and cultural backgrounds. Age, gender and skin colour do not matter. It’s all about kicking the ball for a better world.

**POLICY CENTER FOR ROMA AND MINORITIES (PCRM), ROMANIA**

Established in 2008 in Romania, Policy Center for Roma and Minorities (PCRM) is a non-profit, non-governmental think tank. PCRM aims to solve issues concerning the social inclusion of Roma and other ethnic minorities through programmes that mobilise people to become active citizens of their society. Currently, the PCRM runs projects and programmes that are aimed toward children and women in their ‘Alternative education’ and ‘Mothers‘ club’ programmes. ‘Mothers club’ facilitates active citizenship of Roma and non-Roma women to pressure local authorities into addressing issues within the community. ‘Alternative education’ focuses on providing safe spaces for children so that they may excel and utilizes sport to improve discipline, team work and self-esteem. The work of PCRM aims to not only stimulate youth and women to be engaged citizens but to actively participate in social inclusion.
**LATIN AMERICA**

Fútbol Más, Chile

Fútbol Más uses football to promote the development of resilience in young people living in disadvantaged environments. Through its sport training programmes, the organisation aims to strengthen life skills and improve social capital. It serves as a protective entity and mitigates the negative impact of ongoing exposure to factors ranging from delinquency to normalised violence to dysfunctional family systems. Fútbol Más’ programmes are implemented in the heart of the communities in which they operate and are taught by a pair of professional trainers (one with a social background and one with a sports background). Its work is based on and guided by the values of respect, joy, creativity, responsibility and team work.

Fundación Rafa Márquez, Mexico

Fundación Rafa Márquez was created in July 2005 after a fundraising event called ‘Football Clinics Rafa Márquez’. The organisation started out with the intention of tackling crime in Mexico by providing better living options for young people based in marginalized communities. Today, it continues to keep people out of alcoholism, drug abuse and child prostitution. Guided by the values of integrity, honesty, respect and trust, Fundación Rafa Márquez runs a host of football-based programmes aimed at keeping kids in school, promoting employment opportunities and breaking the cycle of poverty.

Fútbol con Corazón, Colombia

FCC is a non-profit organisation based in Colombia that uses football to help vulnerable communities overcome problems related to poverty and exclusion. FCC engages youth through value-based after-school programmes and a constructivist learning model that uses a football-based curriculum to guide participants to develop values and life skills, while promoting a culture of peace and non-violence. Alongside their work with youth, FCC works with the local community to enable a sustainable impact through the approaches of: direct operation, franchising and consulting. These approaches have created FCC’s business units, which are responsible for the expansion of its impact through a sustainable strategy.

**MIDDLE EAST**

American Near East Refugee Aid (ANERA), Lebanon

ANERA is a leading development NGO that addresses the development and humanitarian needs of Palestinians and other marginalized communities in Gaza, the West bank, and Lebanon. ANERA works with local institutions to become effective and more self-reliant in serving their communities. ANERA currently works in the sectors of education, health, water, agriculture, emergency and community development through an array of projects and programmes. ANERA reaches the region’s most vulnerable people and works with community partners to learn about the needs of the communities in which they work; thanks to this, the programmes that are delivered make a lasting difference.

**PROVIDING OPPORTUNITIES TO LEARN AND EXCHANGE**

2016 was a special year for the streetfootballworld network which culminated in the summer with three major events hosted by streetfootballworld in collaboration with Sport dans la Ville. These events brought together the network, providing opportunities for learning and exchange to different groups within the network across age-brackets and roles:

1. **Festival 16** – with the overriding aim of impacting the lives of young participants from all network member organisations and countries;

2. **Youth Forum** – to engage and empower Young Leaders from network member organisations;

3. **Football for Good Summit** – to provide opportunities for networking and exchange to the senior-level representatives of network member organisations, with a special focus on technology, employability and social integration.

**III. RESOURCES, WORK PERFORMED AND RESULTS DURING THE REPORTING PERIOD**
Festival 16 was the largest-ever gathering of the streetfootballworld network, featuring delegations, young leaders and senior representatives from 90 network members. This wide representation was crucial for the event’s lofty goals: making a blueprint for the future of both the network and the field of football for good, and establishing opportunities for future collaboration. At the core of discussions was the theme of strengthening cooperation and working together towards a common goal in order to increase the impact of football for good globally.

The importance of the festival exceeded the impact it had on the individual attending participants. During one of the most important worldwide sports events, the UEFA EURO 2016, public and corporate partners from the football industry and beyond came to witness the impact of football for good and reaffirm their commitment to social responsibility and the field of football for good.

Individual commitment to a group effort, that is what makes a team work. Festival 16 was a successful event. We all came as individuals on day one and we left as a family on day ten.

Azeez Zussuf,
Young Leader, SARI, Ireland

2 YOUTH FORUM

The Youth Forum 2016 brought together 86 Young Leaders aged 18–32 from network member organisations around the world. The event took place in parallel to Festival 16 from 28th June – 7th July and was hosted by streetfootballworld in collaboration with Sport dans la Ville with the support of the German Federal Foreign Office (Auswärtiges Amt).

The overriding aim of the Youth Forum 2016 was to empower the Young Leaders participating and provide them with the tools to:

• Understand the global dimension of today’s challenges, engage with innovative solutions and projects to drive social change, and undertake action to respond to global crises,
• Serve as role models for other young people from around the world who would be following their advice and expertise during Festival 16 and inspire them to follow a similar path,
• Tackle local problems and drive change at a community level by implementing programmes following their return from the festival,
• Confront ongoing conflicts based on cultural differences by promoting dialogue and cultural diplomacy through football-based programmes,
• Develop a common voice on how the next generation of community leaders can use football to create positive social change and ensure that their voices are heard by the leading organisations in football for good gathered in Lyon and beyond.

The Youth Forum included a number of different components to enable the young leaders to learn, network and initiate projects in collaboration with other participants. As it took place in parallel to Festival 16, the 86 young leaders were able to put the knowledge and skills they acquired into practice by supporting the implementation of the festival and playing a key role during the football3 tournament.

3 FOOTBALL FOR GOOD SUMMIT

streetfootballworld’s Football for Good Summit 2016 united 100 representatives from leading international organisations with sport for development programmes in order to examine the potential of sport to promote social inclusion, foster cultural understanding and increase sustainable development. The event took place in parallel to Festival 16 and was supported by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The Football for Good Summit 2016 focussed on:

• Defining the specific role of sport for development programmes in tackling today’s global challenges,
• Developing a global strategy based on best practice in the field of sport for development and football for good, in particular,
• Strengthening international and regional cooperation,
• Engaging stakeholders, including the private and public sectors, government bodies, and civil society.

AGENDA

From a growing refugee crisis to a widening digital divide to a surge in youth unemployment, the world is facing a range of pressing social issues. Against the backdrop of Festival 16, the Football for Good Summit 2016 explored the potential for football-based programmes to drive social change around the world, focusing on three topics:

• Football and technology: using the power of technology to support football for good
• Increasing youth employability through football-based programmes
• The role of sport for development in the refugee crisis

ELECTION OF THE YOUTH COUNCIL

The Youth Forum marked a historic step in the development of the streetfootballworld network when, on 1st July, Young Leaders of network member organisations from around the globe elected the first Youth Council. The five Youth Council members committed to serve for a period of two years and to advise the streetfootballworld network board on how to better support the young people within the network.

The new Youth Council members bring diversity in terms of geography – they represent five different continents – and in the way they address social issues through football-based programmes.

The role of the Youth Council members is to represent the voices of their generation to streetfootballworld’s network board, the streetfootballworld team, and the outside world. They will also promote networking and exchange at a youth level; provide advice to streetfootballworld in the development and implementation of their programmes; and support other processes such as fundraising, communication and project implementation in their regions and beyond.

YOUTH COUNCIL 2016–18

Iesha Moustafa – SARI (Ireland)
Adam Ahmat Adam – Soccer in the Streets (USA)
Maccio Al-Hamwi – Football United (Australia)
Anthony Gitei Gathuru – TYSF (Kenya)
Cristian Camilo Rojas Velásquez – Tiempo de Juego (Colombia)
3. GENERAL ASSEMBLY 2016
The General Assembly 2016 took place on 3rd July 2016 during Festival 16 on the premises of Sport dans la Ville. Central elements of the assembly included:

- The adoption of the revised statutes and by-laws
- The presentation of the first Youth Council, elected at the Youth Forum two days before the General Assembly
- The election of the new network board
- A look ahead at how to further develop the field

The meeting brought together 90 experts with hundreds of years of collective experience. Over the course of the day they shared their respective visions for the future of the game: a future in which boys and girls are treated as equals on the pitch. A future in which everyone has access to safe places to play. And a future in which social purpose is embedded at the heart of the football industry.

PRESENTATION OF THE YOUTH COUNCIL
The General Assembly 2016 kicked off with the presentation of the recently elected Youth Council, which was instated to represent the voices of the network’s youth towards streetfootballworld’s network board, the streetfootballworld team and the outside world. The members of the Youth Council gave a short insight into their work and thanked everyone for the opportunity to become closely involved in the future of football for good.

ELECTION OF THE NETWORK BOARD
One of the focal points of the General Assembly was the election of the new network board. Current members of the network board began with a few words about their involvement as network board members and their work within streetfootballworld.

Votes were collected and counted electing the new streetfootballworld network board for 2017-2018 as follows:

- Anne Bunde-Birouste (Football United, Australia)
- Fatuma Abdulkadir Adan (Horn Of Africa Development Initiative, Kenya)
- Limor Hadar Levi (Mifalot, Israel)
- Yianny Ioannou (TackleAfrica, UK)
- Esteban Reyes (Fundación Tiempo de Juego, Colombia)

DISCUSSING THE FUTURE OF FOOTBALL FOR GOOD
After discussing the developments and achievements of 2015-2016, streetfootballworld CEO Jürgen Griesbeck gave an outlook for 2017-2018, introducing projects and initiatives aimed at further developing the football for good ecosystem. He stressed that football for good was on the brink of an exciting new era which would be marked by offering sustainable solutions to the field. The need to do so had been collectively ascertained through dialogue within the network during the course of 2016 and has sparked the incubation of ventures due to be launched in 2017. Their main goal besides providing sustainable sources of funding would be to create platforms for all members of the field to contribute, engaging its stakeholders from three areas: members of the football industry, individual donors and football fans. Some of the developments introduced to the network were: the third Half, Common Goal and Supporters Club.

4. INCREASING VISIBILITY OF THE NETWORK: OUR FOOTBALL FOR GOOD AMBASSADORS
In the year 2016 streetfootballworld welcomed its very first Global Ambassadors: Megan Rapinoe, US Women’s National Team & Seattle Reign FC Midfielder and Juan Mata, Spanish National Team & Manchester United Midfielder

In their roles as ambassadors Rapinoe and Mata pledged to raise awareness on the other side of the game and to use their renown to shine a light on how and why streetfootballworld uses football to tackle social challenges ranging from refugee integration to gender equality.

JUAN MATA
Juan Mata plays for Manchester United and the Spain national team. He became streetfootballworld’s first global ambassador in 2016. Originally from Spain, he has played football at some of the biggest clubs in the world and is one of just two players in history to hold the Champions League, Europa League, World Cup, and the European Championship titles simultaneously. Juan has been vocal in his belief that professional footballers should leverage their influence to drive positive change.

“I can just try to help as many people as I can, and I found that the best way of doing that is through streetfootballworld. As a global ambassador, I really have the opportunity to contribute to the world of football for good and help unite different people under one common goal.”

MEGAN RAPINOE
Seattle Reign FC star Megan Rapinoe has taken another major step in her quest for equality and human rights by becoming a global ambassador for streetfootballworld.

The position allows Megan to combine her love of football with her passionate advocacy work in order to promote social change globally. She is enthusiastic about creating new opportunities for young people through the power of the game.

“Our football for good is in the incredible reach and experience of their network.”

“Now more than ever we need to work together to tackle the challenges that young people are facing in excluded and marginalised communities. streetfootballworld’s real power is in the incredible reach and experience of their network.”
The table below gives an overview of all projects implemented during the reporting year in cooperation with our partners and network members. The following pages present a selection of case studies of projects implemented by streetfootballworld in the year 2016. Some of the projects presented are initiatives that were started or will be finalised before and after the reporting period.

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<th>SECTOR</th>
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<td>Asia</td>
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<td>Sports Promotion Capacity Building workshop in South Asia</td>
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<td>Middle East</td>
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<td>Europe</td>
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<td>Europe</td>
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<td>Global</td>
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<td>Global</td>
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<td>Football for Good Summit 2016</td>
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<tr>
<td>Europe</td>
<td>2016</td>
<td>Lange Nacht der Ideen – AKBP Forum of the German Federal Foreign Office</td>
<td>German Federal Foreign Office (AA)</td>
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<tr>
<td>Europe</td>
<td>2015-2017</td>
<td>Team Up for NEETs! Innovation for Youth Employability</td>
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<td>EU Study: Sport’s contribution to the employability of young people in the context of the Europe 2020 strategy</td>
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<td>Europe</td>
<td>2016</td>
<td>Hello Festival: Football for All</td>
<td>German Federal Foreign Office (AA) and Zalando</td>
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<tr>
<td>Global</td>
<td>since 2007</td>
<td>Football for Hope Programme Support</td>
<td>FIFA</td>
<td>Education, employability, environment, gender equality, health, peacebuilding, social integration, youth leadership</td>
</tr>
<tr>
<td>Global</td>
<td>since 2009</td>
<td>Football for Hope adidas Exchange Programme</td>
<td>FIFA and adidas</td>
<td>Youth leadership, education</td>
</tr>
<tr>
<td>Africa</td>
<td>since 2008</td>
<td>Football for Hope Centres Africa</td>
<td>FIFA</td>
<td>Education, employability, environment, gender equality, health, peacebuilding, social integration, youth leadership</td>
</tr>
<tr>
<td>Global</td>
<td>2016</td>
<td>Festival 16</td>
<td>UEFA Foundation for Children (main partner)</td>
<td>Education, employability, gender equality, social integration, youth leadership</td>
</tr>
<tr>
<td>Europe</td>
<td>2016-2017</td>
<td>Refugee Programme Support</td>
<td>UEFA Foundation for Children</td>
<td>Social integration</td>
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<td>Global</td>
<td>2015-2016</td>
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<tr>
<td>Europe</td>
<td>2016</td>
<td>Field in a Box™</td>
<td>FedEx and UEFA Foundation for Children</td>
<td>Education, social integration, youth leadership</td>
</tr>
<tr>
<td>Europe</td>
<td>2015-2017</td>
<td>football3 bewegt</td>
<td>The Coca Cola Foundation</td>
<td>Education, gender equality, health, social integration, youth leadership</td>
</tr>
</tbody>
</table>
The conflict in Syria is raging, with no signs of abating. As of November 2014, 10.9 million Syrians have been displaced within and outside Syria, including over 3.3 million refugees across Lebanon, Jordan, Iraq, Turkey and Egypt. According to the United Nations, children represent over 52 percent of the refugee population. In total, Jordan now hosts over 620,000 Syrian refugees.

The scale and protracted nature of the Syrian crisis is challenging the ability of host governments and the international community to meet the continuing need for essential humanitarian assistance. To address these challenges, streetfootballworld and a group of local implementing partners joined forces in 2012 and continue to implement efforts fostering medium and long-term resilience in affected individuals, households, communities and institutions in Jordanian communities and camps hosting refugees. With a two-year pilot serving as a proof-of-concept, the approach has been scaled and adapted to the needs of host communities – emphasising sustainable social integration and gender equality.

The current project targets over 9000 young boys and girls. Through a combination of seminars and activities, 250 voluntary coaches are trained with a ratio of 66% Syrians & 34% Jordanians and female participants making up a third of the group. In addition to weekly football and sports trainings for children and teenagers aged 5 to 15 in Za’atari Camp and in the region of Al-Mafraq and Al-Ramtha, the project also looks to implement 10 football festivals including thematic workshops in Za’atari and northern host communities. In addition, equipment and kit will be distributed to children at festivals and coaches during seminars.

OBJECTIVES:
• The project will contribute to building peaceful relations between Jordanian host communities and refugees through networking and community-building activities;
• The project targets refugees in their difficult daily environment and aims to decrease risk of conflict between refugees and their Jordanian hosts;
• The project aims to train both Syrian and Jordanian volunteers to use and teach the methodology - acting as multipliers and contributing to a local dialogue between people;
• Young boys and girls will multiply the project’s methodology as peace ambassadors throughout their communities.
**WASH CAPACITY BUILDING**

Diseases caused by a lack of good sanitation and hygiene are a constant problem in East Africa. Access to clean water, adequate sanitation and proper hygiene are the main factors contributing to the increase in sustainable national development. With growing urban poverty, water shortages and a lacking water infrastructure, it has been difficult to provide an environment suitable to meet basic human needs. Only 30% of the population in sub-Saharan Africa has access to improved sanitation. As a result, diarrhoea caused by poor sanitation and hygiene is the second biggest killer of children in Africa, taking more young lives than malaria and HIV/AIDS.

To address these challenges, streetfootballworld has joined forces with WASH United Africa to train at least 200 staff members and young volunteers from local sport for development organisations in delivering effective play-based interventions on healthy sanitation and hygiene behaviour. The project is being carried out in 10 locations, where WASH United Africa works to change the attitudes on the subject, facilitating behavioural changes within the targeted communities.

The primary focus for WASH United Africa is the development of a toolkit enabling social workers, sports coaches and teachers to implement developed sanitation and hygiene measures. This will consist of a playbook with detailed, illustrated instructions for each game and activity, as well as different materials that help facilitate the games and activities. The approach of the project aims at reaching a sustainable, cost-effective methodology that can be passed on through Master Trainers without further involvement of WASH United Africa or streetfootballworld.

**OBJECTIVES:**

- To expand the pedagogical methodologies to include an MHM component;
- To adapt the existing pedagogical methodologies and content of the WASH toolkit to fit the context and requirements of Kenyan schools;
- Three football events will shine a spotlight on the WASH topic and serve as a platform for workshops and the activation of stakeholders, and will also train local staff how to implement the methods that are being conducted;
- Weekly interventions will distribute and promote the methods in the target regions;
- Learning forums will bring together relevant decision-makers from the Kenyan government and civil society to push the WASH agenda in Kenya.
INCLUSIVE SPORTS PROMOTION IN SOUTH ASIA FUNDING PROGRAMME

In 2016, streetfootballworld welcomed community organisations from the Indian sub-continent to apply for the ‘South Asia Sport Promotion Funding Programme’ provided by the German Federal Foreign Office. This programme benefits new or already existing sport-based community development projects as well as peer-to-peer exchanges that foster knowledge transfer and collaborative learning between organisations, with the aim to deliver relevant and impactful projects to empower marginalised youth.

streetfootballworld evaluated the submitted project proposals and subsequently recommended the allocation of German Federal Foreign Office funds to the projects that promised the greatest impact in the development field. In total, the Foreign Office invested €400,000 to support 13 projects in four different countries in the region.

THE PROJECTS IMPLEMENTED BY 7 STREETFOOTBALLWORLD NETWORK MEMBERS FOCUS ON:

- Promoting youth leadership, strengthening employability, fighting gender inequality and/or addressing health related issues;
- Supporting infrastructure projects that increase the organisations’ capacity to deliver their programmes while simultaneously contributing to employment and local economic activity.

OBJECTIVES:

- Support the development of reliable sports programmes for young people in the sub-Asian continent;
- Empower marginalised youth and promote their development as community leaders through sport;
- Enable community organisations in the Indian sub-continent to develop new projects, build their capacity and strengthen their cooperation with other organisations and stakeholders in the region;
- Raise awareness and promote the important role that sport plays in creating social change throughout the region;
- Increase networking and exchange between sport and development organisations, encouraging the development of joint projects.
FOOTBALL FOR PEACE AND RECONCILIATION IN COLOMBIA

The bloody and armed conflict has cost the lives of 220,000 people and has left Colombia with five million displaced persons, making it the country with the greatest number of IDPs. Many children have been armed at young ages and have been deprived of a normal childhood. Through an attempted reconciliation process within Colombian society, a transition is taking place to reintegrate former combatants into civilian life.

The project aims to create inspiring examples and best practices that can be shared through public discourse, while promoting a culture of peace and reconciliation in the country. This can support efforts of sustainable peacebuilding in Colombia. In cooperation with government programmes and objectives, the project connects the "reinsertados" with ACR – National Agency for Reinserted – and victims with "Unidad de Victimas" – National Agency for Victims of the conflict.

The project will contribute to the peaceful coexistence of former Revolutionary Armed Forces of F.A.R.C. and civilian victims of the Colombian civil war in and through sport. Targeted sporting activities between these groups will support psycho-emotional reconciliation and mutual interpersonal understanding. Focusing on social cohesion, peacebuilding, life skills acquisition and community development, young people will be empowered to act as multipliers and peacemakers in their respective communities and stand together for social cohesion on the football field.

OBJECTIVES:
• To build successful scalable strategies for peacebuilding actions in Colombia;
• Use "football for development" to generate reconciliation between victims and reintegrated citizens, while empowering them to develop a life project and formal skills to become community leaders and work for their communities;
• Share knowledge with the national Football for Peace network and replicate the project at a national level after its pilot. Create a national message of peace, reconciliation and forgiveness.
Lebanon’s refugee crisis, now in its fifth year, has surpassed the worst predictions made. The country now has the highest refugee-to-host population ratio in the world, hosting nearly 1.2 million registered refugees. About 28% of these refugees are between 10-24 years old. An increasing scarcity of basic public services such as education, health care and protection, housing, water and waste management has further intensified social tensions between Syrian refugees and host communities. Since children are especially vulnerable to abuse and exploitation, they need social interaction, education, positive experiences and opportunities to play to ensure their healthy physical and mental development.

To address these challenges, streetfootballworld has joined forces with UEFA Foundation for Children to build the capacity of youth, coaches and community organisations through sports, and football, in particular. This bottom-up, grassroots approach to community stabilisation and social cohesion will use sports as a platform to provide Lebanon’s hardest-to-reach children with access to inclusive football trainings and offer activities to Lebanon’s refugee population on a weekly basis. The age breakdown is as follows: children from 4th to 8th grade will be football training participants and youth aged 18 and above will be trained as volunteer coaches.

OBJECTIVES:

• Reach the most marginalised children and youth in Lebanon, mainly underprivileged Lebanese, Syrian refugees, Palestinian refugees from Lebanon (PRL) and Palestinian refugees from Syria (PRS), including girls, in the regions most affected by the crisis (mainly refugee camps and settlements in the North and the area around Beirut).
• Identify and build the capacity of 120 young coaches in football methodology and complementary skills development that include life skills, communication and conflict management on and off the pitch;
• Empower and train 4,000 at-risk children through inclusive, communal football trainings and events that foster social cohesion and integration within host communities;
• Create an enhanced network of grassroots sports structures in Lebanon through the involvement of Lebanese NGOs, local organisations and sports clubs in regional knowledge-sharing platforms and events;
• Sensitize the general public and promote the important role of Football for social cohesion through the project, events and related media reports.
Today UNHCR estimates that over 1,500,000 people in Ukraine have been internally displaced due to the on-going conflicts in Crimea and Eastern Ukraine, of which almost 200,000 are children. The on-going separatist conflicts have caused a general split in the population in terms of political loyalties towards Ukraine or Russia.

As a result of the conflict, a large number of families lack access to sustainable livelihoods. Unemployment rates are high and there exists a general lack of housing facilities, employment opportunities, and basic utilities and supplies, where neither authorities nor local organisations and volunteers are equipped to meet the challenges. IDP children are particularly vulnerable and at risk. Many suffer from trauma and stress due to their exposure to violent conflict, lacking a stable and secure daily life.

OBJECTIVES:

• Contribute to improving the social inclusion and resilience of both IDPs and host communities (urban and rural) in the three target regions of Kharkiv, Dnipropetrovsk and Zaporizhzhya.

• Use innovative and inclusive sport methodologies to strengthen communities and receive Internally Displaced Persons through Open Fun Football Schools, where social activities on a day-to-day basis will facilitate social cohesion, fellowship and integration between IDP children, youth and host communities.

• The project facilitates cross-community collaboration and partnerships between civil society and government stakeholders for improving tolerance, social integration and gender equality in the local communities based on dialogue, democratic cooperation, equality, social responsibility and voluntarism;

• Leverage the gained skills and knowledge through peer-to-peer multipliers;

• Bring IDP children and children from host communities together to play based on inclusive, non-formal methodologies and a set of rules and trainings that facilitate dialogue and tolerance.
Europe’s generation aged between 15 and 24 faces a plethora of structural challenges. This group of roughly 94 million Europeans lives in a fully globalized society which has been hit hard by the effects of the economic crisis. As a result, more than 4.5 million young people are unemployed in the EU today.

There has been a surge of young people not in employment, education or training (NEETs) in the EU which incurs costs, thereby affecting not only the individual but society as a whole. These young people are vulnerable to a wide range of negative social conditions, such as social exclusion, crime, and mental and physical health problems. More than 7 million young people in the EU between 15 and 24 are in this situation, 11% of those, between 18 and 24, are early school leavers.

To address these challenges, streetfootballworld has joined forces with community organisations throughout the continent to launch Team Up for NEETs! – a pan-European project, supported by ERAMUS+ in the framework of Strategic Partnerships for Youth. The project targets youth workers, teachers and NGOs working with young Europeans who are not in education, employment or training (NEETS) equipping them with the skills they need to build new paths towards sustainable livelihoods. Through a combination of non-formal education, sport-based youth work and employability training, the programme offers an innovative approach to this challenge.

Team Up for NEETs! is developed jointly by eight streetfootballworld network member organisations: Sport dans la Ville (France), Albion in the Community (UK), Sport 4 Life (UK), Sport Against Racism Ireland (Ireland), Oltalom Sport Association (Hungary), CAIS (Portugal), RheinFlanke (Germany) and Red Deporte y Cooperación (Spain).

OBJECTIVES:
• Establish project partner organisations as European knowledge hubs to set quality standards in the field of youth employability through sport;
• Create an accessible common European toolkit as a modular solution to transfer impact-measured, successful practices;
• Facilitate Europe-wide continuation of the measures after the funding period;
• Develop a shared Monitoring and Performance Measurement Framework that will track social impact and help assess the collective and individual organisation’s progress against key youth work indicators;
• Create visibility through Multiplier Events using streetfootballworld’s expertise in European mega-events (e.g. as official CSR partner at the UEFA Euro 2016 in France).
The ongoing refugee crisis has caused unimaginable hardship and suffering to children and young adults who have been forced to flee their homes. Throughout their journey towards safer lands, many young refugees have encountered violence, hunger and the numbing reality that the places that they once called home have been left behind.

The proportion of minors among the refugees is significant. In Germany, for example, about a third of the individuals who are currently seeking asylum are minors. In addition to shelter, food and health care, children and youth are in need of social interaction, education, positive experiences and opportunities to play to ensure healthy physical and mental development.

To address these challenges, UEFA Foundation for Children and streetfootballworld have created the Refugee Support Programme which focuses on supporting community organisations in their efforts to provide aid to refugee children and young adults through football-based programmes.

UEFA Foundation for Children supported 23 organisations across Europe with a budget of 1,000,000 EUR. The project was launched in July 2016 through a call for proposals coordinated by streetfootballworld. The project aims to reach up to 32,000 participants across 13 countries (Bosnia & Herzegovina, France, Georgia, Germany, Greece, Hungary, Ireland, Italy, Serbia, Spain, The Netherlands, UK, Ukraine). The Refugee Support Programme mainly targets young participants, where 91% of the programmes funded involve minors.

OBJECTIVES:
• Transfer know-how to organisations and institutions working with migrants, refugees and minority groups;
• Facilitate the work of the organisations, provide positive experiences for refugee children and youth and facilitate integration in the hosting communities;
• Use football3 to facilitate the successful integration of refugees;
• Raise awareness on the refugee crisis and the power of football to provide psychosocial support and facilitate integration;
• Distribute football equipment to organisations working with refugees – during the course of 2016, UEFA Foundation for Children and streetfootballworld distributed over 11,000 pieces of clothing and equipment to 30 football for good organisations across Europe. Organisations have received material such as bibs, footballs, training shorts, jackets, and t-shirts to use within their development projects.
• Present the programme and the work that grassroots organisations are doing on the ground through a photo project led by streetfootballworld. The project aims at showcasing the power of football to empower, give hope and support refugees; portray, humanise, raise awareness and encourage empathy by shifting perceptions of refugees away from a dehumanised mass towards individual lives.
With growing advancements in technology and enhanced global interconnectedness, the impact and speed of communication is facilitating social change. Similarly, the use of sports in fostering global change is not only impacting communication, but technology and social change alike. The world’s tremulous realities have caused a growing group of disadvantaged youth to stir away from contributing positively to their societies.

SAP and streetfootballworld have joined forces to give young people from around the world an opportunity to use their expressed interest in IT and work closely with SAP employees to develop their skills and engage in social impact technology. The project harnesses the insight and potential of young sports enthusiasts aged 16 to 25, allowing them to change the world through football and turn their ideas into apps. It combines the ideas of young players with the IT expertise of SAP developers and designers to advance the football experience.

The KickApp Cup has organised five regional events over the course of 2015 and 2016 in various locations across the world: Sao Leopoldo (Brazil), Bangalore (India), Palo Alto (USA), Budapest (Hungary), and Tel Aviv (Israel). These regional events enabled all regional winning development teams to participate in a final hackathon event during the 2016 European Football Championships in Lyon, France.

The KickApp Cup is an example of the perfect cooperation between economic and social organisations. Through a competition-based process which includes the Design Thinking process, young people took on the role of “Football for Good” experts and helped the SAP developers understand exactly how an app would improve the work of “Football for Good”. The “Football for Good” app could help organisations around the world make their work more efficient, cause better and simpler communication, easily share methods on a common platform and increase organisational visibility and scalability.

OBJECTIVES:
• Inspire youth from disadvantaged backgrounds across five continents to pursue careers in IT;
• Engage SAP staff through an exciting challenge where they can put their skills to the test and learn how football is changing the world;
• Develop app prototypes that can make a lasting contribution to football for social change;
• Enable and inspire collaboration between regional SAP Labs and streetfootballworld network members.
3.3 STREETFOOTBALLWORLD’S IMPACT IN 2016

As previously presented in chapter 2, streetfootballworld’s work has an impact on two levels: it first affects our direct target group (A) - the community organisations with whom we partner up. They, in turn, address the challenges faced by the participants in their projects, who belong to our indirect target group (B).

In order to measure the impact of our work on these two levels, streetfootballworld annually conducts the Member Profile Update (MPU), which consists of an extended questionnaire related to the organisational strength, programme quality and network collaboration. The information collected supports three main processes: 1) ensuring that the quality standards requested during the application process of becoming a network member are maintained over the years; 2) best understanding the needs and challenges of our network members and adapting our programmes accordingly; 3) measuring the impact of streetfootballworld on the two levels described above.

The following pages provide an overview of streetfootballworld’s impact. First, on our direct target group, our network members, and secondly the global impact of the network. When the data is presented in percentage of network members, it always refers to the percentage related to the number of network members in 2016: 119.
**III. Resources, Work Performed and Results During the Reporting Period**

### A. Our Impact on Target Group A: 119 Network Members

#### Resources

- **4,395,335 €** Direct Funds to Our Network Members

#### Programme Support

- **79%** Network Members received Programme Support coordinated by StreetFootballWorld in 2016

#### Infrastructure

- **5%** Network Members benefited from Football Infrastructure with the support of StreetFootballWorld

#### Other Programmes

- **108%** Network Members took part in at least one project implemented by StreetFootballWorld in 2016

#### Visibility

- **+200%** Growth of StreetFootballWorld’s Social Media Reach in 2016
  - Facebook: From +7,000 to +21,000 followers in 2016
  - Twitter: From +7,000 to +9,000 followers in 2016

#### Knowledge Exchange & Expertise

#### In 2016 Our Network Members Benefited from the Following Opportunities for Learning & Exchange

- **Football for Good Summit**: 91 network members
- **Youth Forum**: 76 network members
- **Festival 16**: 70 network members

#### What We Need to Improve

- **19%** Organisations would have liked to exchange more knowledge
- **13%** Organisations felt a lack of specific knowledge on M&E or fundraising
- **29%** Of the participants don’t have access to safe spaces to play
- **2%** Network members didn’t see any benefit in being part of StreetFootballWorld Network

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**Football3**

- **89%** Network members are using Football3 as the core of the programmes
- **85%** Network members are confident to deliver Football3 trainings to others
- **92%** Network members would like to gain further expertise in Football3

**Visibility**

- **+200%** Growth of StreetFootballWorld’s Social Media Reach in 2016
B. THE IMPACT OF OUR NETWORK

2,583,423 PEOPLE EMPOWERED

42% FEMALE PARTICIPATION

1,201,190 FEMALE PARTICIPANTS

100% of our organisations have females in their programmes

85% of the organisations actively promote gender equality in their programmes

46% of the network member employees are female

76% ARE ATTENDING REGULAR PROGRAMMES (1,951,875)

92% YOUTH*

336,970 YOUNG LEADERS IN THE NETWORK

78% of the participants (2,013,048) are under 18

87% of organisations (102) are focusing on youth leadership

71% PARTICIPANTS (1,800,489) HAVE ACCESS TO SAFE SPACES TO PLAY

*PARTICIPANTS BELOW THE AGE OF 30

87% of our organisations have females in their programmes

85% of the organisations actively promote gender equality in their programmes

46% of the network member employees are female

76% ARE ATTENDING REGULAR PROGRAMMES (1,951,875)

92% YOUTH*

336,970 YOUNG LEADERS IN THE NETWORK

78% of the participants (2,013,048) are under 18

87% of organisations (102) are focusing on youth leadership

71% PARTICIPANTS (1,800,489) HAVE ACCESS TO SAFE SPACES TO PLAY

*PARTICIPANTS BELOW THE AGE OF 30
**RECOMMENDATIONS FROM OUR NETWORK MEMBERS**

Multiply the events for exchange of knowledge and experiences (festival, forum, etc.) in football3 for our young leaders.

Organizar un Diplomado virtual sobre Deporte para el Desarrollo, que asegure mayor calificación y certificación de los miembros de las organizaciones.

It’s always good when the network can meet as regularly as possible. It’s motivating and uplifting when we are together - particularly when success stories are shared.

I think it could be productive to create more networking opportunities for organisations with similar models and missions. It can be very meaningful to share experiences, mistakes, and best practices with other organisations without any agenda of impressing a potential funder. Additionally, it’s very helpful to have streetfootballworld’s assistance in identifying and attracting funding opportunities.

As ever, we would like to see membership contingent on having a working child protection policy in place and more focus placed on improving the standard of coaching and football programming across the network.

Create common platform, to share ideas (e.g. Facebook group).

Create more networking forums and meetings.

Aportar metodologias de nivelacion de juego en eventos y festivales de Futbol 3, brindando equiparacion de oportunidades a todos los equipos y jugadores participantes.

We believe that creating working groups around specific topics, such as peacebuilding, could be very useful for many member organisations.

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To encourage further cooperation among partners, we recommend increased networking opportunities and events to bring people together to share ideas on how to move forward and learn from each other. The North American and Caribbean Members’ strategy meeting was very impactful and any more opportunities of that nature would be helpful.

Maior número de festivais e intercâmbios durante o ano.

Capacity building in M&E and impact measurement; how to do case studies; and take great pictures.

Maior número de festivais e intercâmbios durante o ano.

Organizar un Diplomado virtual sobre Deporte para el Desarrollo, que asegure mayor calificación y certificación de los miembros de las organizaciones.

Compete por studende de nivelacion y equiparacion de oportunidades a todos los equipos y jugadores participantes.

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A LOOK AHEAD

Since 2002, streetfootballworld has developed and maintained a global network of community organisations that have a proven track record in the field of football for good. As a core part of our mission, we have worked to bridge our network members with local, regional and international partners that, like us, believe that global change starts with local impact.

4.1. COMMON GOAL

The commercialisation of football has worn its cultural fabric so thin that people are starting to question what the game stands for. In response, streetfootballworld developed the movement Common Goal, an initiative aimed at building a future in which the world’s favourite sport becomes the world’s greatest catalyst for social change.

The idea is simple. Members of the football industry, like football coaches and players, pledge 1% of their salaries to a Common Goal fund. This money is allocated to high-impact, football-based charities from the streetfootballworld network that advance the UN Sustainable Development Goals.

Over time, Common Goal is intended to become an industry-wide movement, where the pledge becomes the norm not only for players and managers, but also clubs, leagues and associations.

Common Goal also appeals to the general public (football fans, in particular) to get involved and support a movement set to revolutionise the game they love.

4.2. THE THIRD HALF

The third half is an adventure football travel company with a social purpose. The initiative offers 7-14 day football-themed trips to groups or individual travellers aged 16+, who want to experience new countries and cultures while learning about global citizenship and making a difference. Customers live and play the game like the locals from Brazilian beaches or the streets of Belfast. Profits from every trip are invested into local host NGOs allowing them to reach more underserved youth.

4.3. SUPPORTERS CLUB

The Supporters Club is a philanthropic association dedicated to helping fund a wide range of programmes, enabling streetfootballworld to advance its global mission of harnessing the power of football for good and creating impactful social change. While an investment in the future of football offers its own rewards, members of Supporters Club also receive a variety of access and opportunities acknowledging their special relationship with streetfootballworld.

Over the last decade, we have seen our network members growing their impact in the field. However, we have also acknowledged that, at a structural level, nothing has really changed. Together with our network members, we still face challenges to access to different funding opportunities and we cannot offer sustainable solutions for all of our network members.

In 2016, we felt the time was ripe to confront these challenges at a structural level. The last 15 years have shown us the great impact that football can have all over the world. And we have also learnt that “changing the world through football” requires a fundamental change in the funding structure of the movement and a collective effort that goes beyond our network. Only by developing a sustainable ecosystem for the field, we will succeed in maximising the potential of football for good. With these ideas in mind, and understanding the challenges and needs of our network members, in the General Assembly 2016 we decided to take the mandate and challenge to embark in the development of three new ventures: Common Goal, the third half and Supporters Club. As presented in July 2016, these three ventures will be further developed and launched in 2017.
IT TAKES A TEAM

THIS YEAR’S ACCOMPLISHMENTS WOULDN’T HAVE BEEN POSSIBLE WITHOUT THE SUPPORT OF OUR PARTNERS
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