

Annual Report 2014

Swiss Academy for Development



Sport and play

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Swiss Academy for Development

The Swiss Academy for Development (SAD) is a practice-oriented research institute that promotes development opportunities for children and young people who experience rapid and often conflictual processes of change, and encourages their participation in society.

At the interface between science and practice, SAD develops and tests new approaches and methods. It generates practice-oriented knowledge through

applied studies, monitoring and evaluation projects and its own operational pilot projects. SAD passes on this practical knowledge to organisations, who generate a multiplier effect both in Switzerland and abroad.

SAD was founded in 1991 as a non-profit foundation with its head office in Biel, and is not affiliated to any political or religious group. SAD is certified by ZEWO.





Full of opportunities and risks

Almost every day, the media shows us the risks many development workers face, and how they keep on going despite epidemics and violence. Their focus is clear: the wellbeing of the population creates both an aim and the determination to stand firm in the face of difficulties. These extremely engaged workers are occupied by the endeavour to guide people to a better phase in their lives. The thing driving them may be of a private nature, or it may simply come from seeking meaning in life. Either way, they should be highly commended, even if projects seem modest compared to the scale of the problems.

However, concrete work in a clearly defined area is better than big programmes that ultimately aren't implemented. Concrete cooperation with local groups and organisations is also better than extensive theoretical analysis that nobody follows. As William Easterly says in his book *White Man's Burden*, a response to Jeffrey Sachs, "The right plan is to have no plan". Even so-called small projects require serious preparation and, therefore, planning.

Our annual report once again brings together examples of projects planned "bottom-up" rather than "top-down". This is the typical way of working for SAD. It shows – in small areas – how a desire to do good can have a sustainable impact on a bigger area. If we can raise interest at the same time, we can implement more projects.

In early 2015, Niklaus Eggenberger, our Executive Director, will be taking on a new mission at the Swiss Agency for Development and Cooperation. It was with regret that the Foundation Board heard this news. From the word go, Eggenberger has been completely committed, and a careful, through and thoroughly smart leader and manager of project work. His services cannot be praised highly enough, the more so as he was in demand as a keynote speaker at important international conferences. We wish him satisfaction at his new workplace, and as many opportunities as possible to seize real chances and to use them for development.

Noticing and managing risks, with the aim of noting opportunities for one's own work, is not a new way of working, but it is a well-tested one which suits SAD perfectly. To this effect, we can look back at 2014 with satisfaction. More than enough opportunities are available for 2015; one just needs to seize them without ignoring the unavoidable risks.

Hans Peter Fagagnini
President of the Foundation Board



2014 – a year like no other

On 6 April, the international community celebrated the first UN International Day of Sport for Development and Peace. It started small, around ten years ago, but the now sizeable international community that uses sport and play for the achievement of development goals has obtained the recognition it deserves. SAD has been present since the beginning, and has made a real contribution to the development of this community. This is recognisable not least by the fact that "sportanddev.org" – the sport and development exchange platform launched and operated by SAD – plays the role of official mouthpiece for the community on 6 April.

I joined SAD in 2003, the year of the first International Conference on Sport, Development and Peace in Magglingen, which we co-organised. I asked myself what sport could have to do with development. I politely turned down the offer to take over the new field at SAD. However, as I was, at the time, developing cooperation with organisations in Iran, I was tasked with the implementation of SAD's first project in this field, a sport and play-based psychosocial intervention for traumatised children in Bam, south-western Iran, which had been hit by an earthquake. The impressions that I came away with each time I visited our professionally-led sport classes in the camps for homeless people stayed with me. Is sport actually more than just physical activity to do your own health some good? "I saw it with my own eyes" isn't enough for SAD though. New approaches in particular must be reviewed in terms of efficacy before they are spread. This is particularly important because of the scarcity of available resources. And it is also SAD's mission.

Since 2003, in the context of various studies and operative pilot projects that are steered by stringent monitoring and evaluation systems, SAD has investigated the effectiveness of sport and play in addressing various issues in international cooperation. These include psychosocial rehabilitation following humanitarian disasters, conflict transformation, social and cultural integration, and preparing disadvantaged children and young people for (re-)integration into mainstream schooling, or the job market. In 2011, SAD won the UNICEF Sport for Education Award for the last of these. SAD has also twice been nominated for the World Innovation Summit for Education (WISE) Award, and once for the Peace and Sport Award in 2013.

After twelve incredibly enriching but also incredibly intensive years, eight of them as Executive Director, I will be leaving SAD in early 2015. Looking back over everything achieved together as a team, with our local and international partners, and with our donors, makes me feel very proud. SAD is now an internationally renowned and demanded partner, not only in the field of sport and development. This annual report is evidence of that. I am very thankful for the trust in SAD and our team over the years, and really hope that my successor will receive the same support that I have been able to enjoy for all this time.

Niklaus Eggenberger
Executive Director

Projects

2014



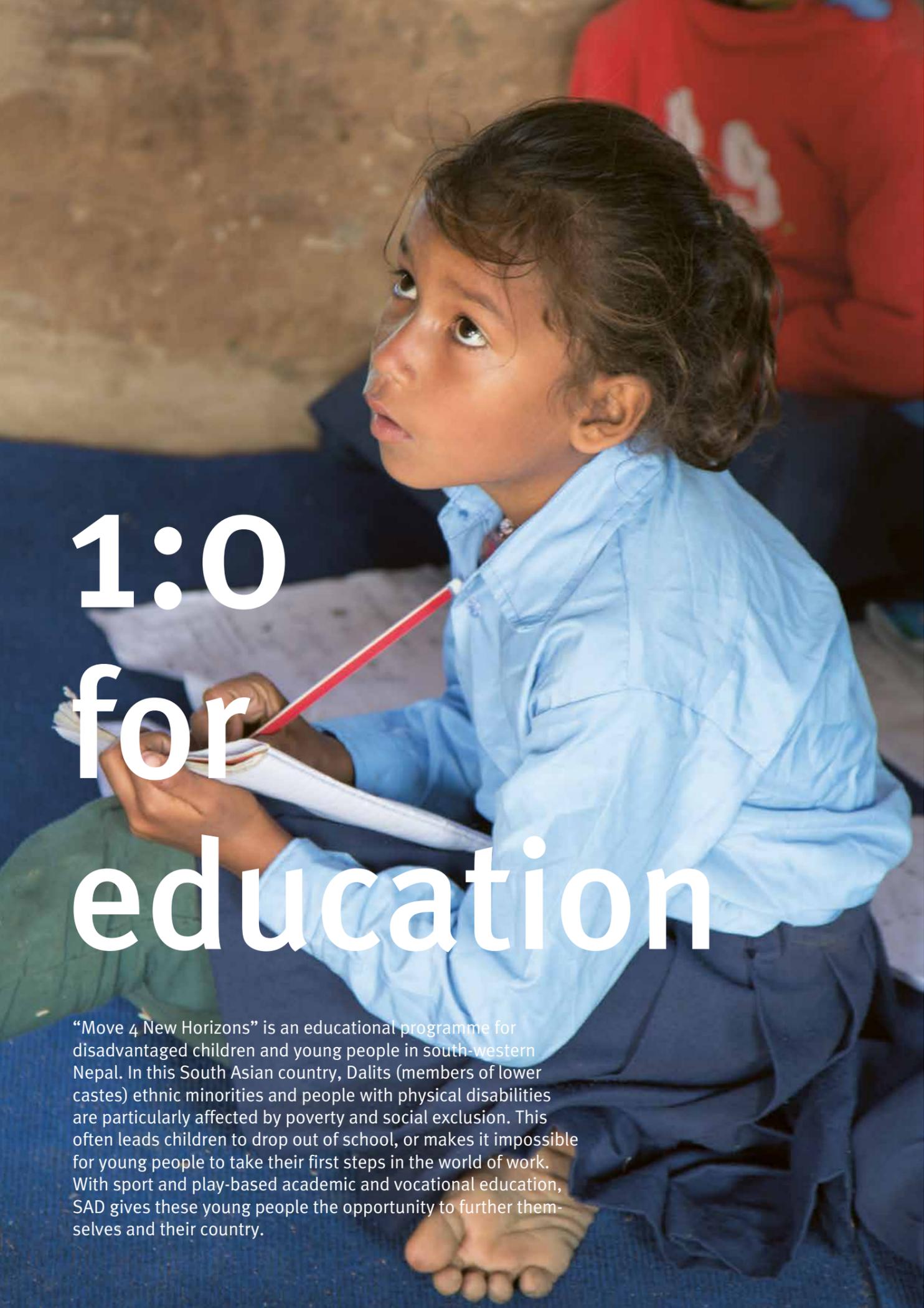
- ① **kontakt-citoyenneté/Switzerland**
A competition for innovative integration projects
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- ② **conTAKT-net.ch/Switzerland**
A website to help with integration
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- ③ **Evaluation of the 100 Hours to Success programme/Morocco**
How effective is vocational training for young job-seekers?
|||
- ④ **Integration through sport in Hungary/Hungary**
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- ⑥ **Taqeem Evaluation Council/MENA-region**
How can youth employment be promoted effectively?
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Moving Together/international
A handbook for using sport after catastrophes
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≡	Youth and education
	Youth and employment
//	Youth and psychosocial wellbeing
//	Youth and integration



1:0 for education

“Move 4 New Horizons” is an educational programme for disadvantaged children and young people in south-western Nepal. In this South Asian country, Dalits (members of lower castes) ethnic minorities and people with physical disabilities are particularly affected by poverty and social exclusion. This often leads children to drop out of school, or makes it impossible for young people to take their first steps in the world of work. With sport and play-based academic and vocational education, SAD gives these young people the opportunity to further themselves and their country.

At the age of nine, Chandra* dropped out of school. His parents didn't have the funds to pay school fees and to buy school supplies. Chandra started working at the village market, and he quickly forgot what he had learnt at school. As a Dalit and a school dropout, Chandra is part of a majority in his region. 80 percent of Dalits in the Dang district of south-western Nepal have not completed primary school. In comparison, over 75 percent of Nepalese people have completed primary school nation-wide. Members of the lowest castes are excluded from many sectors of society in Nepal. Often, Dalits are forbidden from entering temples, in some

80 percent of Dalit in the Dang district have not completed primary school.

restaurants they have to wash their own plates and, until recently, they were completely barred from entering school-rooms. They had to follow classes from the corridor. Dalits are also restricted in their choice of jobs. Because of their status as “untouchables”, they cannot do any jobs where they would come into close contact with members of higher castes. As a result of this systematic discrimination, Dalit are strongly affected by poverty. Many young people lack future prospects. They seek their fortune by migrating, and offer themselves for employment in neighbouring India or in the Gulf States.

Holistic, sustainable education

With “Move 4 New Horizons”, an education programme for marginalised children and young people, SAD – in partnership with the Nepalese Dalit Welfare Organisation (DWO) – ensures that children like Chandra find their way back to school. In a nine-month, non-formal education programme, children between six and twelve who never went to school or have had a break from mainstream school are helped or given catch-up classes. In addition to this, special pre-school classes are offered for particularly disadvantaged three to five-year-olds. Teachers trained by SAD and by local specialists support the small children in their all-round development, and provide optimum preparation for their passage into mainstream schooling. Vocational training for young people up to the age of 22 ensures the continuum of education. The marginalised young people are able

to develop professional prospects, and to learn the necessary skills. In addition to the education offered, SAD and the DWO have developed 20 meeting places. In the so-called Child Clubs, the children who participated in the non-formal education classes can continue to meet after they have begun mainstream schooling. They can provide mutual help with homework. In the Youth Clubs, the young people participating in the vocational courses can meet up and organise games tournaments, cultural events or sensitisation campaigns together. In parallel, the mothers of children participating in the non-formal education classes meet in savings and credit groups. In addition to providing knowledge of book-keeping, these groups ensure, above all, the children's long-term school attendance. Until today 1,300 children and young people have been participating in the activities of the 20 Child and Youth Clubs. More than 400 mothers earn their own money thanks to the savings and credit groups.

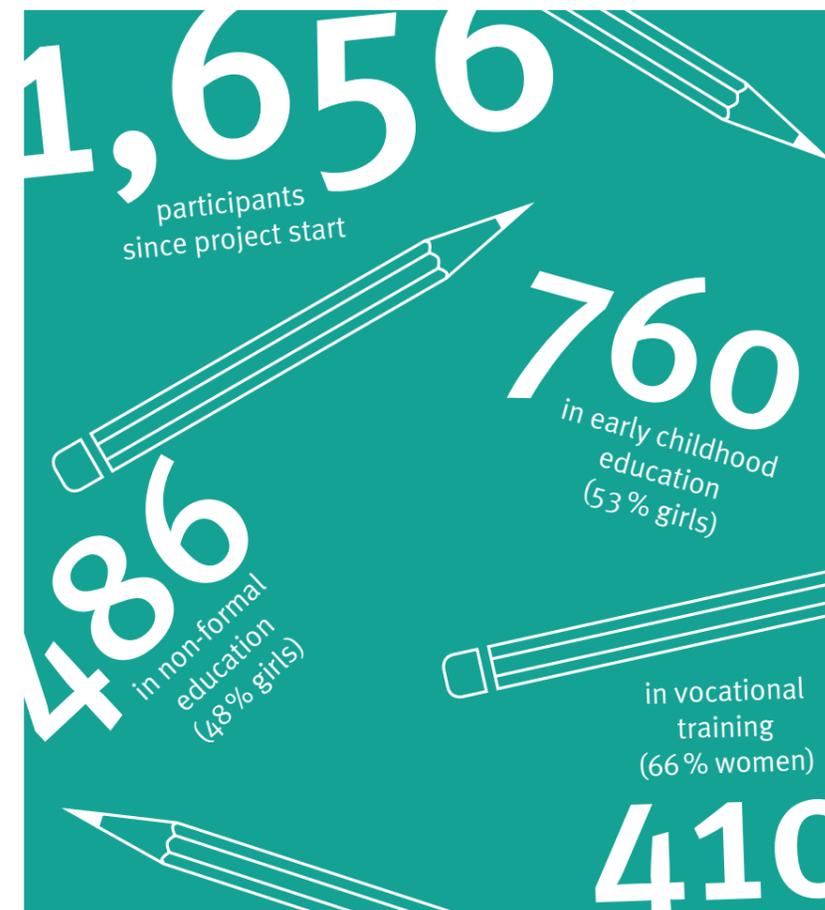
Sport and play for body and soul

At all levels, “Move 4 New Horizons” includes a sport and play-based

element. Sport and play are not, first and foremost, a way of letting off steam, which gives the young people

“First, we thought that sport activities and games are just for fun.”

the opportunity to relax and unwind during break times. Sport and play are to a far greater extent an integral part of the lessons. “First, we thought that sport activities and games are just for fun,” said Narayani, a soon-to-be seamstress from one of the vocational classes. “Later, we realised that each game is related to our lives or an aspect of business.” SAD's sport and play-based educational offer is based on scientific research showing that body and soul do not operate independently from each other. The opposite is true: an under-developed ability to move also limits intellect. Movement improves blood-flow to muscles and the brain, thereby also increasing mental capacity. Furthermore, through sport and play the children and young people develop



social skills, such as working together in a group, or the ability to resolve conflicts. And they are supported emotionally. They learn to deal with disappointment and aggression, and experience contentment and motivation.

Early childhood development: Imaginary journeys and concentration

In the early childhood development classes, the small children practice their fine motor skills – for example, hand-eye coordination – in guided play activities. At the same time, in free play

they practice coordination and balance, and improve their physical health. With

“Since he has been attending the early childhood development classes, Suman cries far less and hardly has tantrums anymore.”

targeted tasks, they improve their language and listening skills, and become

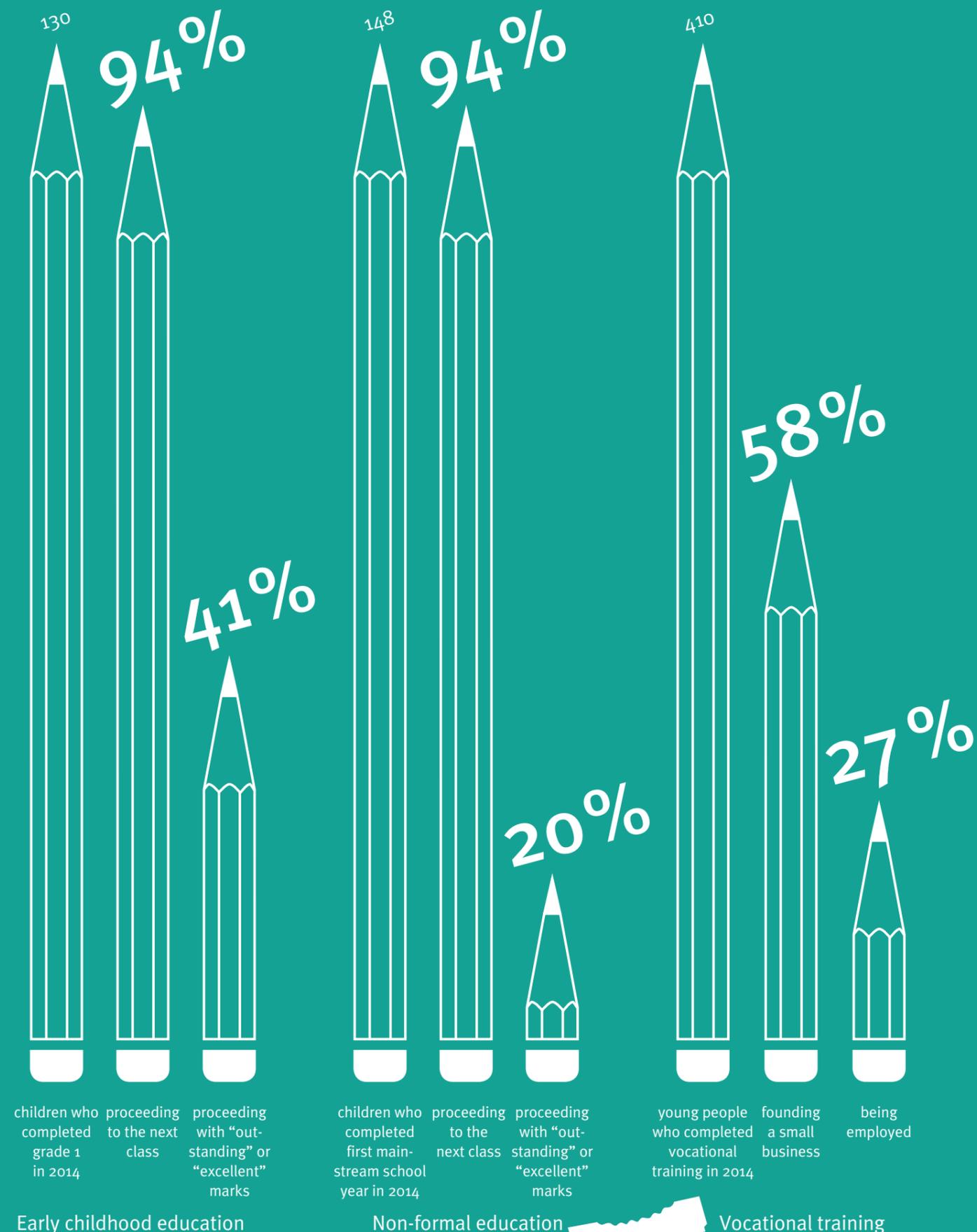
confident with pre-maths concepts. For example, they compare the size of different quantities, or sort animals in groups.

Three-year-old Suman* attends one of the 15 “Move 4 New Horizons” early childhood development classes. Before, he accompanied his parents when they went to work in a quarry. His mum says that since he has been attending school, he cries far less and hardly has tantrums anymore. He gets on well with the other children at the school. And he always washes his hands before meals. He learnt that at school.



On their imaginary journeys the three to five year olds of the early childhood education classes go to the forest, visit a relative in the neighbouring village or go fishing. They balance on bridges, step over a sleeping monkey, avoid getting stuck in a swamp by stepping on safe places, open a secret door by hitting it with a ball and jump bravely over a snake. In doing so, the children practise in a playful way and, with few aids, their fine and gross motor skills are improved and they learn how to follow instructions and concentrate on a task.

What have we achieved in 2014?





With “Crossing the river” arithmetic becomes a game for the children of the non-formal education classes. A “river” is marked with a rope and filled with numbers. According to their school level the students jump on a number or on a combination of numbers which adds up to a sum, a difference, a product or a quotient. For instance, touching 2 and 3 amounts to 5 or the combination of 2 and 4 multiplies to 8.



Non-formal education: Have fun learning to count

In the non-formal education classes, there are often children from the most severely disadvantaged families. They do not have the money to send their children to school, or a bad event led to school drop-out. Eleven-year-old Binita* attends one of the ten non-formal education classes. Her mother left her behind when she married another man. Binita’s father works as a day labourer and cannot look after his children. So Binita and her younger sister live with their grandmother. She

“I thought that after the training I would go and look for a job, but then I learned how to start a small business by myself.”

likes going to school, and is always the first there in the morning. Her teacher explains how actively the eleven-year-old takes part in classes, and how studious and interested she is. The lessons in the non-formal education classes also combine content-based learning goals with a playful approach.

It’s not just counting, reading and writing that are on the timetable. The children also learn English, and the Latin alphabet. The integrated sport and play activities turn learning into an interactive, varied process.

Vocational training: Learning for life

21-year-old Nanjit* has been physically disabled since birth. Because of his disability, he was often mocked and excluded. When he couldn’t find work after finishing school, he signed up for the six-month vocational training course offered by “Move 4 New Horizons”. Here, as a prospective mobile phone repairman, he didn’t just learn subject-specific skills, but also basic entrepreneurial and life skills, for example, communication, negotiation skills and problem-solving. “Here, I developed the dream of creating a small mobile phone repair shop,” said Nanjit. “I thought that after the training I would go and look for a job, but then I learned how to start a small business by myself.” Mobile phone repair is just one of 21 areas in which “Move 4 New Horizons” offers courses. Other popular professions taught are motorbike mechanic, driver, seamstress/tailor and beautician. While

the subject-specific classes are divided by job, the young people learn entrepreneurial skills and life skills in mixed classes. Sport and play are also a central component of the lessons for this age group. Through role-play activities, the young people learn how business people should behave in certain situations, for example. And in games, they practice teamwork, decision-making processes and time management, and develop their self-confidence.

And what are Chandra, Suman, Binita and Nanjit doing now?

SAD’s innovative education programme made the path from the village market back to school possible for Chandra. When his parents heard about “Move 4 New Horizons”, they signed him up for the non-formal education classes. At the beginning, Chandra wasn’t very enthusiastic about going back to school. But playful learning helped him to find his motivation again. Now, he’s in the fifth grade of mainstream school and would like to become a teacher himself. The situation has improved for Suman’s family too. Since he’s been attending early childhood development



In the game “labyrinth” a “cat”, a “mouse” and a facilitator are chosen from the students of the vocational training classes. All other participants form a human grid by holding each other’s hand. Now the “cat” chases the “mouse” through the corridors. At the command of the facilitator, the participants turn around 90 degrees preventing the “cat” from catching the “mouse”. Afterwards the young people reflect on the game: which strategy was pursued by the “cat”? At which point could the “mouse” have behaved in a cleverer way? And they reconnect their insights with their everyday work: what could the “cat” represent in a business environment? How could the “mouse’s” strategy be applied in a competitive business environment?

classes, his parents have been able to find better-paid work in a chocolate factory. They wouldn’t have been allowed to take children with them there. Binita, who lives with her sister

Binita’s grandmother is very proud that she finished first grade with the best marks.

and their grandmother, has been going to mainstream school for a year now. Her grandmother is very proud that she finished first grade with the best marks. And Nanjit’s mobile phone shop is going well. He earns a living, and has even been able to diversify. In addition to repairing mobile phones, he also offers a music service in his shop. For around three cents per song, Nanjit loads music onto his customers’ phones, which has been a real hit.

* Name changed



Project
“Move 4 New Horizons” – a holistic educational approach for disadvantaged children and youth in Nepal

Duration
2012 – 2015

Partners
Dalit Welfare Organisation (DWO); Reach out to Asia (ROTA), U.W. Linsi-Stiftung, Canton Bern, Hirschmann Foundation, Canton Basel-Stadt, Migros-Hilfsfonds, Beyond Sport, Christian Bachschuster Foundation

Sport against trauma



“Women on the Move” is a project for women in South Sudan, who are suffering from the effects of war, displacement and violence. In partnership with local NGO South Sudan Psychosocial Program (SSPP), SAD supports affected women in dealing with traumatic experiences, offers psychosocial support and promotes the development of social groups. Sport and play activities serve not just as a framework and an incentive but are, rather, a way of dealing with the past and with daily life.

“When I discovered ‘Women on the Move’, I began talking to other women. I realised that they struggle with similar difficulties to me. That helped me to better deal with my own problems.” Esther* is 28 years old, married and the mother of five children. She is one of the 668 women currently participating in “Women on the Move”. Twice a week, she meets other women at the Kaetep playground, one of the eight project playgrounds in Kajo-Keji County, close to the Ugandan border. On the sandy ground, that only has grass during the rainy season, the women play football under the supervision of a trainer. The SAD-trained play leader doesn’t just focus on passing and dribbling, but focuses on play activities that help the women to deal with experiences of violence, and with the challenges of daily life.

Women are particularly affected by the effects of war and violence

2014 was the third year of South Sudanese independence. But nearly 40 years of war of secession, and the flare-up of a new conflict since late 2013, have left their mark on the population. Women are particularly affected by war, displacement and domestic violence. Two-thirds of the “Women on the Move” participants are victims of physical violence. Over ten percent of them have been abused sexually, and before the project began, over 80 percent were suffering from post-traumatic stress disorders, such as problems sleeping, anxiety and physical pain. It can be deduced that the real figure is far higher. This is because there is a taboo surrounding violent experiences, and it is difficult for many to talk about them. Esther was subjected to violence by her alcoholic husband. After the birth of their first child, he began drinking, and looking after his family less and less. Full responsibility for food, medical care, clothing and childcare fell to Esther. “I was completely unprepared for this situation. He stopped me from sleeping, hit me, and wouldn’t let me eat or go to the doctor.” Despite the threatening situation, Esther made an effort to concentrate on bringing up the children. She sought support at the church, and the local women’s group. When she heard about “Women on the Move”, she didn’t hesitate long: “When I heard about a project that wanted to help women through sport and play, I signed up straight away.” Alcohol problems are common in South Sudan. Many men and women try to drown their despair, fear of existing,

and painful past in alcohol. Often, problems of addiction and pent-up frustration result in domestic violence.

“My husband stopped me from sleeping, hit me, and wouldn’t let me eat or go to the doctor.”

“Women on the Move” takes this situation into account – SSPP provides general advisors and therapists, who can work with individuals, families and whole communities. In addition to regular group advice sessions, affected people can also request individual discussions or family therapy. At public events, which are often attended by community decision-makers, people are also made aware of themes such as domestic violence, HIV/AIDS, child rights and alcoholism. In 2014, over 1,000 people made use of the events and advice.

The sports ground as a school for life

At the heart of “Women on the Move”, alongside the psychological advice, are the sport and play activities: foot-

ball, netball, traditional dance, singing, role-play and skill-based games. It is clear that the women aren’t helped by simply having a ball and a sports ground made available and being told to play. Working with traumatised women requires a gentle approach, and appropriate training of the sports trainers. SAD and SSPP select coaches carefully, and teach them the basic principles of working in a trauma-sensitive manner. In their training, the play leaders learn what trauma is, how it manifests, and how they can deal with it as coaches. They learn to create a safe, protective atmosphere and to build trust with and between the affected people, because only mutual

“The traumatised women aren’t helped by simply having a ball available and being told to play.”

support makes it possible for the traumatised women to develop confidence, to describe their feelings, and to regain control of their actions. In addition, the coaches help the women to recognise their strengths and to develop future



Who are the “Women on the Move”?



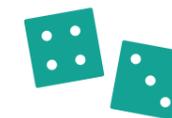
Two thirds of the “Women on the Move” are between 18 and 25. The youngest participant being 13, the oldest 60.

90% of the “Women on the Move” have children. On average, every mother has three children.

68% of the “Women on the Move” have completed primary school. 30% have finished secondary school.

78% of the “Women on the Move” have lost close family member or friends during war. Almost half of the women saw someone being killed or badly hurt.

96% of the “Women on the Move” experienced acts of sexual and gender-based violence. 62% experienced physical and 11% sexual violence.



In the game “human knot” the participants form a circle, reach out their arms to the centre, close their eyes and walk towards the centre. Each participant’s hand has to grab someone else’s, so that the participants’ arms form a knot. They try to form a circle again by disentangling their arms without separating hands. Teamwork is essential for loosening the “human knot”. The women have to communicate with each other and solve the problem collectively.

prospects. “Here at the playground I learnt to work in a group, to resolve conflict and to communicate well,” said Alice*. For the 32-year-old participant,

“What men can do, women have been able to do for a long time.”

“Women on the Move” is a place for learning, much of which she can apply to her daily life. “We respect each other here, not like before, when women gossiped about each other. That’s why I didn’t talk about my problems before, and why I couldn’t imagine talking about them. Through the discussions and games, I’ve found the strength to deal with my family problems and to make important decisions.”

Something that shows how “Women on the Move” promotes team spirit and increases women’s confidence is the chosen sport. At all the playgrounds, the participants decided to play football, even though women’s football is taboo in South Sudan. Or perhaps because football isn’t considered as being for women. “What men can do, women have been able to do for a long time,” said Josephine*, one of the play

leaders. “Football is a good example of that. Before, it was forbidden for women to play football, and now it is the ‘Women on the Move’ participants’ favourite sport. Slowly but surely, things are changing.”

From team mates to business partners

In light of the success of the one-year pilot phase of “Women on the Move”, in 2014, SAD and its partner SSPP decided to extend the project by three years. At the participants’ request, the programme now also includes activities that help to ensure a basic standard of living. The women use the social groups and friendships developed through “Women on the Move” to develop their business ideas in groups. SAD and SSPP

“Before, it was forbidden for women to play football, and now it is the ‘Women on the Move’ participants’ favourite sport.”

support the women through training sessions, and the development of saving and credit groups. At the end of

2014, 203 women had made 29 groups and were generating their own income as seamstresses, pig farmers or corn sellers. Rejoice* founded a small business with three women. The 37-year-old has been taking part in “Women on the Move” activities for

“With her business partners, Rejoice now sells food such as fish, sugar and cooking oil at the village market.”

almost three years now. Before, she was struggling with serious alcohol problems, and even brewed her own beer at home. “My husband and I spent all our money on alcohol, and couldn’t afford to buy food or pay the children’s school fees anymore.” Since then, thanks to training sessions and discussions with other women, Rejoice has been able to alter her behaviour. “Discussing experiences with other women, and the games relevant to daily life really helped me. I didn’t just change myself – my relationship with my husband and the harmony in my family have improved too.” Together with



Sport and play means also to dance, sing and tell stories. That way, delicate topics can be tackled in a playful manner and traumatic experiences digested. In one of their self-composed songs, the “Women on the Move” use football to fight for more gender equality: “Now the ball is here to be kicked, open your mind women, wake up and kick the ball as a sign of your equality with men!”

her three business partners, Rejoice now sells food such as fish, sugar and cooking oil at the local market. Rejoice is enthusiastic when she talks about her business. Finally her and her husband can afford to send their children to school again, and to buy sufficient food and clothes. “I hope that ‘Women on the Move’ will continue for many years, that I’ll earn lots of money from my business and that I’ll never miss any of the training sessions.”

* Name changed



Project
“Women on the Move” – psychosocial support for traumatised women in South Sudan

Duration
2012 – 2016

Partners
South Sudan Psychosocial Program (SSPP); JTI Foundation, Canton Bern, Stanley Thomas Johnson Foundation

Moving Together



Together with three renowned partner organisations, SAD has published a handbook for humanitarian aid workers in disaster zones. The handbook, which is called “Moving Together”, explains how, through sport and play, people can be helped back to normal daily life following a disaster. In this interview, co-author Jutta Engelhardt explains how the handbook came into being, and why sport can help traumatised people.



Jutta Engelhardt is a member of the management team at SAD, executive director of “sportanddev.org” and co-author of “Moving Together”.

What is the idea behind “Moving Together”?

The handbook is an answer to the question of how survivors of (natural) disasters can be helped back to normal daily life. Our experiences in South Sudan and Iran demonstrate that sport and play really help traumatised people to escape isolation. Playful groups increase the sense of community and lead to increased exchange and mutual support between affected people. At the same time, these people improve their physical fitness through movement as well. In the handbook, we develop a concept that combines the psychosocial support that is currently offered post-disaster with a sport and play component. The manual is aimed at humanitarian aid workers on the ground, who

“Sport and play really help traumatised people to escape isolation.”

are in direct contact with the victims of disasters. Volunteer and professional aid workers are often very well trained in offering psychosocial support to affected people. However, they are un-

ware of the positive effects of sport and, up until now, have only used physical activity as a hobby, or not at all. The handbook explains how and why sport and play activities should be implemented in order to facilitate the path back to normal daily life for traumatised people.

“Until now, aid workers have only used sport as a hobby.”

It provides aid workers with extremely practical, clear guidance for using sport and play as a fully fledged form of psychosocial intervention.

Alongside SAD, the Technical University of Munich, the International Federation of Red Cross and Red Crescent Societies and the International Council of Sport Science and Physical Education co-wrote the handbook. How did this collaboration come about?

All four organisations are experts when it comes to play-based concepts for disaster relief. The International Council of Sport Science and Physical Education organises an annual seminar for social

workers and other workers who provide disaster relief. At a seminar called “Communities in Crisis”, people new to the field learn how human suffering can be reduced post-disaster using sport and play. All the organisations involved in “Moving Together” took part in the seminar, spreading their specialist knowledge through workshops and presentations. On the basis of this event, the idea of a handbook to meaningfully support potential experts in their work emerged. The different backgrounds of the four organisations proved to be really beneficial to the development of a theoretically solid, extremely practical handbook. SAD was able to contribute its thoroughly researched experience in disaster relief. Its experience was essential on the issue of how to meaningfully implement, survey and evaluate sport and play-based interventions in the field.

How is the content of the handbook structured?

“Moving Together” is divided into three sections. The first, theoretical, section uses simple examples to explain the handbook’s underlying concepts. In the second chapter, there is an activity

plan that can be implemented directly. Through specific examples, specialists learn what sport and play-based interventions are like in practice. This section serves as a basis for aid workers to adapt their interventions to the situation on the ground. The third section helps with the implementation of projects and the particular challenges of sport and play-based disaster opera-

“The handbook helps to continually improve the effectiveness of disaster operations.”

tions. Evaluation of results is essential to this. In classic individual therapy, improvements to the wellbeing of individual victims of catastrophe are measured. In sport-based interventions, emphasis must be on the use of group methods and instruments for the measurement of success. The handbook also shows how important it is to investigate the sense and aim of interventions during their implementation. That way, weaknesses of programmes can be identified, and efficacy continually improved.

What real help does “Moving Together” offer me as someone involved in humanitarian interventions?

The theoretical component explains the concept of sport and play-based psychosocial interventions. The question of how human interaction and personal wellbeing can be restored after a disaster is answered. The handbook demonstrates that in addition to biological and social factors, psychosocial factors such as belief in one’s own skills are of immense importance to affected people. It is not until a person believes that they can change a difficult situation that they have the possibility of once again having a healthy, happy life. Disasters and traumatic experiences can destroy this basic confidence and lead to victims becoming apathetic and listless. Sport and play activities make it possible – in

“Only people who believe that they can change a difficult situation have a chance.”

a safe environment with clear rules – for people to experience the fact that it is possible to act. The practice-oriented

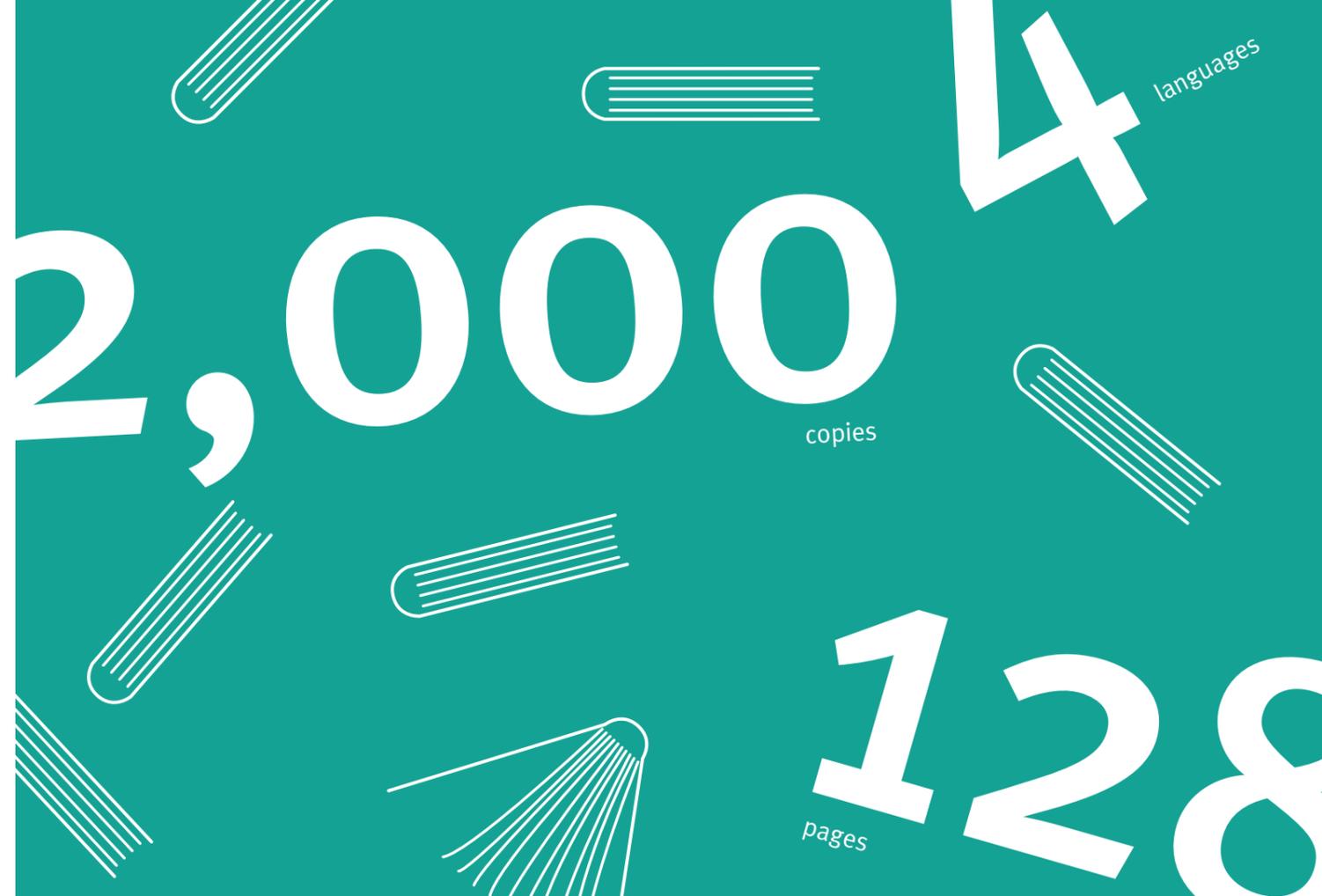
chapter of the handbook supports aid workers in making such insight possible for victims. They learn to simplify local games, or to express a message. For

Since early 2015, the handbook has been available free of charge from SAD.

example, in sport-based programmes, traditional dance and forms of meditation can be used, or games can be adapted to the life with new disabilities. In all activities, the main focus is always each person’s future-oriented learning and the restoration of emotional and social balance.

Where can I order the handbook?

Since early 2015, an English version of the handbook has been available free of charge both digitally and in print. Anyone who is interested can download it at sad.ch or sportanddev.org, or get a copy directly from SAD. In time, the handbook will also be translated into French, Spanish and Danish. The network of Red Cross and Red Crescent





The activity cards in the middle section of “Moving Together” give directly applicable ideas for using sport and play after disasters. Humanitarian aid workers learn how to adapt local games or how to provide them with a subtext. Thus, besides background information “Moving Together” also offers practical tools to support traumatised people on their way back to a normal everyday life.

organisations is essential for raising awareness of the handbook among humanitarian aid workers around the world. We also highly value the fact that the knowledge in the handbook can be made accessible in training for psychologists and social workers.



Project
“Moving Together” – a handbook for the global use of sport and play in psychosocial interventions

Duration
2012 – 2014

Partners
Red Cross and Red Crescent Reference Centre for Psychosocial Support, International Council of Sport Science and Physical Education, Technical University of Munich; EC Leonardo Funding (European Commission’s Lifelong Learning Programme), UK Sport International, Swiss Red Cross



Other Projects

kontakt-citoyenneté – promoting intercultural cooperation

“kontakt-citoyenneté” – a support programme of Migros Culture Percentage and the Federal Commission on Migration – supports people with initiative who want to work together to actively promote cultural integration in Switzerland. Individuals’ good ideas for projects are supported both financially and with specialist knowledge. SAD is in charge of the implementation of the support programme and advises project groups on putting their ideas into practice.



Duration
2011 – 2015

Partners
“kontakt-citoyenneté” is a support programme of Migros Culture Percentage and the Federal Commission on Migration. Other partner institutions include: Swiss Conference of Integration Authorities (KoFI/COSI), Conference of Integration Delegates (KID), Forum for the Integration of Migrants (FIMM) Switzerland



2014

- 32 new projects are awarded at the kontakt-citoyenneté competition. The projects are supported by SAD.
- Meetings held in Zurich, Biel/Bienne and Chiasso. People who submitted winning project ideas, specialists in integration, and specialists in programme management were able to meet and network.

conTAKT-net.ch – information on intercultural daily life

“conTAKT-net.ch”, a Migros Culture Percentage programme, provides communes, towns, regions and cantons with a set of tools for creating websites to provide practical, everyday information for people who are new to the area, whether they are from a migrant background or not. The information should help people find their feet and integrate into their new commune with ease, as well as promoting the quality of intercultural coexistence. The information pages are useful for anybody who finds themselves in new circumstances. SAD is responsible for operational project management and helps net-groups with the collaborative development of their websites.



Duration
Since 2013

Partner
“conTAKT-net.ch” is a Migros Culture Percentage programme



2014

- Launch of five new “conTAKT-net.ch” websites
- Internal evaluation of the 18 completed conTAKT-net.ch projects
- Addition of two further communes



Duration
2014 – 2015

Partner
International Labour Organization (ILO)



2014

- Development of the research approach, method and tools
- Training of eight Moroccan researchers in qualitative data collection on the ground
- Collection of all data required for the evaluation of the “100 Hours to Success” programme

Evaluation of the 100 Hours to Success programme

The International Labour Organization (ILO) carried out a quantitative and qualitative study of a youth employment programme in Morocco. Between 2009 and 2013, the NGO MEDA provided young Moroccans with vocational training through its “100 Hours to Success” programme. The young people, aged between 15 and 30, attended courses on entrepreneurial, bookkeeping and life skills, with the aim of improving their professional prospects. Youth unemployment in North Africa and the Middle East is consistently high, and studies evaluating the effects of such training opportunities are rare. SAD is responsible for the qualitative components of the evaluation. It investigates the extent to which professional training programmes such as “100 Hours to Success” affect young people’s chances on the job market.

Integration through sport in Hungary

The project uses sport and play for the integration of migrants in Hungary. The active integration of foreigners in local teams helps them to find their feet in a new country and increases the tolerance and openness of the host country towards new arrivals. With this project, SAD and partners bring sports clubs and the migrants of Hungary together. Through active participation in sport, people are offered opportunities for meeting and intercultural exchange in a relaxed atmosphere. This integration is made possible thanks to the targeted training their coaches receive in creating an actively welcoming culture within their sports clubs.



Duration
2013 – 2014

Partners
Szubjektív Értékek Alapítváni, Utopia Civil Association; Swiss Agency for Development and Cooperation/Swiss Contribution



2014

- “Sport and cultural diversity” manual for sports clubs – developed by SAD and the Swiss Federal Institute of Sport Magglingen – adapted to the situation in Hungary; printed version distributed in Hungarian
- Launch of the website befitin.hu/en to provide information on project activities
- Closure of the project with a sports day on the occasion of a national sporting festival



Duration
2013 – 2014

Partner
German Federal Ministry for Economic Cooperation and Development (BMZ)



2014

- Examining whether a sport and play-based education programme in Togo is fit for purpose
- Evaluating and selecting local partner organisations
- Evaluating the target group and the possibilities for getting these people involved in programme planning

More Space for Sport – 1,000 Chances for Africa

The German Federal Ministry for Economic Cooperation and Development (BMZ) and the German Association for International Cooperation (Gesellschaft für Internationale Zusammenarbeit, GIZ) have launched a pilot programme in four countries in Africa. This combines sport and play-based education with informal training. Plans include building and improving sporting infrastructure, implementing training measures, raising public awareness of sport and play-based education, and the sustainable management of new sports facilities. SAD was contracted by the GIZ to examine under what circumstances, and with which partners, the project can be implemented in the pilot country Togo.

sportanddev.org – International Platform on Sport and Development

With over ten years' experience, "sportanddev.org" is the go-to reference for the fast-growing sport and development sector. Around the world, the platform is the most important information centre and communications hub for actors and individuals with an interest in the field. By linking people up, "sportanddev.org" has made a massive contribution to developing the potential of sport for development cooperation. Today, sport is a recognised tool for solving social problems, and is used in fields such as the promotion of peace, overcoming trauma, and education. "sportanddev.org" was founded in November 2003 by SAD, which has been operating it since.



Duration
Since 2003

Partners

Commonwealth Secretariat, German association for international cooperation (Gesellschaft für Internationale Zusammenarbeit), International Sport and Culture Association, La Francophonie, Laureus Sport for Good Foundation, Norwegian Olympic and Paralympic Committee and Confederation of Sports, Union des Associations Européennes de Football (UEFA), UK Sport



2014

- Launch of a French-language version of "sportanddev.org"
- International information hub for the first UN International Day of Sport for Development and Peace on 6 April 2014
- New live streaming service and live broadcast of the Next Step Conference 2014



Duration
Since 2014

Partners

International Labour Organization (ILO), Abdul Latif Jameel Poverty Action Lab (J-PAL), International Initiative for Impact Evaluation (3ie), Silatech, World Bank, American University of Sharjah (AUS), American University of Cairo (AUC), Centre de Recherche en Economie et Statistique (CREST), Issam Fares Institute for Public Policy and International Affairs (IFI), Rheinisch-Westfälisches Institut für Wirtschaftsforschung (RWI)

Taqeem Evaluation Council

SAD is a member of the "Taqeem Evaluation Council", an expert body of the International Labour Organization (ILO) project of the same name. The aim of the "Taqeem" programme is to improve the job prospects of young people in the Middle East and North Africa through generation of knowledge, and political dialogue. The "Taqeem Evaluation Council" is made up of renowned research institutes, international organisations such as the World Bank, and donors. It fulfils a strategic and advisory function within "Taqeem". As a member of the Evaluation Council, SAD makes the link with practice. Thanks to our years of experience in the implementation and evaluation of projects, we have the expertise to adapt theoretical knowledge to the field.



2014

- "Taqeem Evaluation Council" founded
- Definition of strategy, orientation and content
- Selection of pilot countries for political dialogue and the development of action plans

Youth Innovation Fund Egypt

Building on many years of experience in youth research and development in the MENA region, SAD implemented the "Youth Innovation Fund Egypt". This innovative project is based on helping unemployed but potentially economically active young people to help themselves. It gives them the skills needed to implement their own income-generating projects in teams, whilst making use of sustainable local resources, being self-aware, using initiative and participating in civil society.



Duration
2014 – 2017

Partners

Alashanek ya Balady; U.W. Linsi Foundation, Stiftung Drittes Millennium, Saawiris Foundation for Social Development, Canton Bern, Migros-Hilfsfond, Paul Schiller Foundation



2014

- Selection of target neighbourhoods in Cairo; announcement of the project in the neighbourhoods and meetings with important stakeholders
- Development of a training curriculum, and adaptation of this curriculum to the local context using a participatory process
- Development of a monitoring and evaluation system
- Trainer and educator training

Conferences



Sustainability through transfer of knowledge – in 2014, SAD took part in the following national and international events. We presented our knowledge and the latest insights from our project work to interested audiences.

Next Step 2014: Using Sport for Good 10 – 14 February 2014, New Delhi/IN

Next Step is a series of conferences that has existed since 2007. It was started by organisations in the global south. In 2014, the conference was in New Delhi, under the direction of Magic Bus. “sportanddev.org” was a media partner, streamed the conference live, interviewed participants, and held a workshop on “Effective Communications and Use Social Media”.

EMPOWER 2014 27 – 29 March 2014, Doha/QA

EMPOWER is a series of conferences for young people from Qatar. The 2014 topic was sport and youth empowerment. The young attendees from Qatar and surrounding Arab states were brought closer to the concept of sport and

development in plenary debates and workshops. SAD held a workshop on professional opportunities for the future in the field of sport and development.

International Day of Sport for Development and Peace 6 April 2014, international

The first UN International Day of Sport for Development and Peace was on 6 April 2014. Through “sportanddev.org”, SAD played the role of international communications hub, informing the sport and development community of activities taking place internationally, and the background of the day of observance (sportanddev.org/en/news-views/international_day).

Solutions4Work Conference 7 – 8 May 2014, Istanbul/TR

At this conference convened by the World Bank, academics, government representatives, businesses, NGOs and young people were able to enter into an exchange on steps taken in the fight against youth unemployment. In a presentation, SAD stressed the importance

of participative methods in the monitoring and evaluation of such projects.

TECH4DEV International Conference 4 – 6 June 2014, Lausanne/CH

Tech4Dev is a UNESCO-organised conference to discuss the role of innovative technologies in development cooperation work. SAD presented a poster explaining the advantages of communications platforms as development tools.

Sport for Development and Peace International Working Group: Meeting of the Sport and Gender Thematic Working Group 30 June 2014, Geneva/CH

At the meeting of the Sport for Development and Peace International Working Group’s (SDP IWG) Sport and Gender Thematic Working Group, policy recommendations which are now standard in the field of sport and development were developed on gender violence, for governments. SAD presented its insights from the “Women on the Move” project and played an active role in the development of the recommendations.

International meeting of the United Nations Office on Sport for Development and Peace 1 July 2014, Geneva/CH

At the International meeting of the United Nations Office on Sport for Development and Peace (UNOSDP), a discussion was held on the strategic reorientation of the Sport for Development and Peace International Working Group (SDP IWG) under the leadership of the UNOSDP. SAD participated in the discussion on strategy as an expert.

Pro Safe Sport Workshop for Young Athletes 1 September 2014, Berlin/DE

At the project Pro Safe Sport for Young Athletes workshop “Normative Framework, Anti-doping, Discrimination and Equality”, a discussion was held on the normative framework that should apply to sport to protect children and young people from abuse and violence. SAD explained the current research on guidelines for the protection of children and young people in sport.

Global Network on Education and Youth specialist conference 2 – 3 September 2014, Bonn/DE

At the Global Network on Education and Youth conference, the German association for international cooperation (Gesellschaft für Internationale Zusammenarbeit, GIZ) brought together all the people responsible for their international youth programmes. At the conference, the specialists discussed how the passage from childhood to adulthood can best be dealt with. SAD gave the keynote address on sport as a tool for development, and moderated a workshop called “Sport as an instrument for the prevention of HIV/AIDS and violence – advancing children and young people through sport”.

European Association for Sport Management (EASM) conference 2014 9 – 12 September 2014, Coventry/GB

At the EASM conference 2014, the social and commercial impact of sport was discussed. SAD streamed a one-day workshop on sport and development live on the “sportanddev.org” platform.

Sport Matters Conference 29 September 2014, Brisbane/AU

Sport Matters organises workshops, keynote addresses and other activities to give actors in the field of sport and development the opportunity to learn, enhance networks and to further develop professionally. This year’s conference was entitled “Inspire.Unite.Change”. Via Skype, SAD gave a presentation on child rights and gender violence.

Project week at the vocational school for fashion and design in Zurich (BSMG) 29 September – 2 October 2014, Zurich/CH

At irregular intervals, the vocational school for fashion and design in Zurich (BSMG) organises project weeks on specific topics. In 2014, the topic was “Respect”. SAD led a workshop over several days on the topic of intercultural communication. The young people looked at foreign cultures abroad and in Switzerland, and identified causes of, and solutions for, misunderstanding.

MOVE Congress 2014 22 – 25 October 2014, Rome/IT

The International Sport and Culture Association (ISCA) organises the annual MOVE Congress. The event promotes grassroots sport. It brings together politicians, decision-makers, local and international organisations, managers and other people active in the field. SAD took part in the conference and posted a photo diary on “sportanddev.org”.

Communities and Crisis Seminar 22 – 28 October 2014, Rheinsberg/DE

The Communities and Crisis Seminar investigated ways in which victims of natural disasters, terrorist attacks or armed conflicts can use sport and play to deal with their traumatic experiences. SAD held a workshop on “Responsibilities of sport and play project directors in crisis zones”.

Beyond Sport 28 – 30 October 2014, Johannesburg/ZA

At the Beyond Sport conference, new safeguards on protection of children and young people were officially presented by South African women’s

footballer Amanda Dlamini. On behalf of the International Working Group on Safeguarding Children in Sport, SAD supported UNICEF and Brunel University in leading a workshop on child rights and child protection in sport.

ILO and J-PAL Executive Education Course 16 – 20 November 2014, Sharjah/AE

The Abdul Latif Jameel Poverty Action Lab (J-PAL) and International Labour Organization (ILO) evaluation course was aimed at executives in international cooperation. During a five-day course, they improved their understanding of rigorous impact evaluation and learnt to implement their own evaluations. SAD led a practice group in which participants were able to apply their newly acquired knowledge to practical examples.

Le sport, moteur pour l’éducation 16 December, Paris/FR

This one-off conference was organised by Horizon Sport. Discussions were held on sport as a tool for education. SAD participated and reported on the event at “sportanddev.org”.

Balance sheet

	31/12/14 CHF	31/12/13 CHF
Assets		
Current assets		
Cash and cash equivalents	1,595,483	1,344,436
Trade receivables	83,195	77,365
Other current receivables	6,628	4,425
Accruals and deferred expenses	35,923	60,010
Total current assets	1,721,229	1,486,236
Fixed assets	12,802	3
Total Assets	1,734,031	1,486,239
Equity and liabilities		
Current liabilities		
Trade payables	28,140	37,348
Other current payables	39,812	0
Accruals	60,450	83,928
Total current liabilities	128,402	121,276
Non-current liabilities	0	7,000
Funds (appropriated funds)	1,221,900	999,000
Equity		
Paid-in capital	107,000	107,000
Free reserves	211,729	186,963
Non-appropriated funds	65,000	65,000
Total equity	383,729	358,963
Total equity and liabilities	1,734,031	1,486,239

Notes on the finances

SAD's operating account for the 2014 reporting period shows revenues of CHF 1,901,482. The account closed with a positive cash flow of CHF 24,766.

Operating account

Revenue is comprised of project contributions of CHF 1,794,399 (plus 9.1 percent year-on-year), the location grant from the town of Biel/Bienne and donations and contributions that are not tied to specific projects. CHF 558,897 of total costs was alloca-

ted to direct project costs. Fundraising costs amount to 5.1 percent; administrative costs are 6.1 percent.

Balance sheet

The current assets line of CHF 1,721,229 is comprised of funds held in cash, in postal accounts and in bank accounts as well as accounts receivable and pre-paid expenses. In 2014, the whole IT infrastructure had to be renewed; the residual value of this investment amounts to CHF 12,800. This is balanced

by trade payables and other short-term liabilities (2013: shown under trade payables), deferred income of CHF 128,402 and contributions of CHF 1,221,900 that are tied to specific projects. This is the result of project work that has not yet been carried out. There are no further liabilities.

Volunteer work

In 2014, the members of SAD's Foundation Board worked unpaid for around 420 hours.

Profit and loss account

	2014 CHF	2013 CHF
Income		
Project contributions	1,794,399	1,645,022
Contribution of host town	76,980	77,000
Other income	30,103	32,557
Total income	1,901,482	1,754,579
Direct project expenses	558,897	465,852
Personnel expenses		
Wages and salaries	777,238	681,107
Social security costs	127,543	108,716
Other personnel expenses	26,332	20,303
Total personnel expenses	931,113	810,126
Operating expenses		
Building costs	122,398	108,020
Repairs and maintenance	20,879	23,065
Depreciation fixed assets	6,339	549
Insurance, levies	2,910	3,308
Energy and waste disposal	0	12,057
Administration and IT	18,465	26,214
Public relations	13,053	33,548
Total operating expenses	184,044	206,761
Operating expenses w/o financial result and changes in funds	227,428	271,840
Financial result	20,238	-3,035
Annual result before changes in funds	247,666	268,805
Changes in earmarked funds	-222,900	-193,000
Changes in non-earmarked funds	0	0
Changes in free reserves	24,766	75,805
Surplus after allocation	0	0

Audit and approval by the Foundation Board

The 2014 accounts were prepared in accordance with the Swiss GAAP FER (Kern-FER and FER 21) specialist recommendations on accounting for charitable organisations. They were audited by the auditing firm BDO AG and approved by the Foundation Board on 23 March 2015. SAD can provide a copy of the audit report.

Thank you

We would like to thank our partners for their financial commitment. It is their generous support that makes our work possible.*

Canton Basel-Stadt
Canton Bern
Christian Bachschuster Stiftung
Commonwealth Secretariat
Commune of Solothurn
Federal Commission on Migration (FCM)
Foundation for the Third Millennium
German Association for International Cooperation (GIZ)
German Federal Ministry for Economic Cooperation and Development (BMZ)
Hirschmann Foundation
International Council of Sport Science and Physical Education (ICSSPE)
International Labour Organization (ILO)
International Sport and Culture Association (ISCA)
International Working Group of Safeguarding Children in Sport
JTI Foundation
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Lotteriefonds Kanton Glarus
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Migros-Hilfsfonds
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Norwegian Olympic and Paralympic Committee and Confederation of Sports
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Reach Out to Asia (ROTA)
Sawiris Foundation for Social Development (SFSD)
Stanley Thomas Johnson Foundation
Swiss Agency for Development and Cooperation (SDC)
Swiss Network for Education and International Cooperation (RECI)
Swiss Red Cross
Switzerland's contribution to the enlarged EU
Town of Biel/Bienne
U.W. Linsi Stiftung
UK Sport
UNICEF UK
Union of European Football Associations (UEFA)
University of Warwick, Coventry
Zunzún

* Donors who made a contribution of CHF 1,000 or more are listed.

“SAD has openly shared a tremendous amount of knowledge and experience, as well as providing guidance and capacity development to our team. This is really an unparalleled, unprecedented working relationship among Alashanek ya Baladi’s partnerships.”

Mohamed El-Kamel, Managing Director
Alashanek ya Balady

“We have benefited from SAD’s long experience in the area of youth development, as well as their commitment to rigorous analysis, data collection, assessment and evaluation. That has gone a long way towards improving our understanding of the evidence base for ‘what works’.”

Drew Gardiner, Technical Officer of the
ILO’s Youth Employment Programme

“SAD treats us as equals and we plan together. We always have the possibility of contributing our own ideas and experiences. That’s why we value our partnership with SAD.”

Kenneth Godi Elia, Geschäftsführer
South Sudan Psychosocial Program

SAD



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Since 2001

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Since 2003

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Since 2006

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Since 2013

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Fons van de Vijver

Professor of Cultural Psychology at the University of Tilburg/NL and extraordinary Professor at North-West University/ZA

Head Office

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Executive Director,
Programme Director

Jutta Engelhardt

Member of the Management Team,
Programme Director

Helen Fielding

Member of the Management Team,
Programme Director
(until 30 November 2014)

Daniel Matter

Member of the Management Team,
Programme Director

Pia Ammann

Project Officer

Anna Coendet

Project Officer

Paul Hunt

Project Officer

Malika Kons

Project Officer

Nadia Delia Lanfranchi

Public Relations Manager
(from 1 February 2014)

Brigitte Padrock

Finance and Administration

Stephen Reynard

Project Manager

Ashley Roque

Project Officer

Natalie Rüfenacht

Public Relations Manager
(until 31 January 2014)

Katharina Wespi

Project Officer

During the reporting period, Nadia Delia Lanfranchi and Ashley Roque joined SAD. After working together for many years, we had to say goodbye to Helen Fielding and Natalie Rüfenacht. We would like to thank them for their commitment and for everything they contributed to SAD. As in previous years, SAD welcomed several interns, who gained valuable experience whilst working with us. We would like to take this opportunity to thank them once again.

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