

Annual Report 2015
Swiss Academy for Development

Employment and Youth





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 ZEWÖ.



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A Time of Change

It remains to be seen whether 2015 will one day be viewed as having been beneficial for SAD. What is certain is that it was a time of change, or even a time of transformation. The Foundation Board underwent some changes and the organisation's leadership changed hands as well. As a result, it was necessary to look at the strategic orientation – not with the aim of throwing out the previous one but rather to refresh it.

The implementation of the strategic vision falls – significantly – in 2016: the year in which SAD celebrates its 25th anniversary. It was founded in 1991 by Fridolin Kissling and Peter Atteslander. With this anniversary, SAD is both young and old. It has constantly renewed itself and proved that it is possible to survive even as a small organisation. It can justifiably look back with pride, but it would be a real mistake if it confined itself to history.

Instead, it is necessary to look to the future. Many of the tasks remain the same. That is particularly true with regard to ensuring the financial security of SAD's activities, which continues to pose new challenges. The content of projects is closely related to this. With a view to the large movement of refugees, the selected field of activity is clear: structures in countries and areas in crisis. Working on them and sustainably shaping them is what we do. In particular, so that the young people in those areas see opportunities for themselves.

Hans Peter Fagagnini
President of the Foundation Board

Youth and Employment



Last July, I took over from Niklaus Eggenberger as Executive Director of SAD. I am delighted to be a part of this dynamic team, and to make a contribution to disadvantaged children in Switzerland and abroad through sport and play-based projects.

The creation of employment opportunities for young people is at the heart of our 2015 Annual Report. There are around 1.2 billion young people between 15 and 24 years old on the planet. At least 75 million of them are unemployed. This figure makes up half of the total of all unemployed people. The International Labour Organization (ILO) estimates that another 600 million jobs need to be created by 2020 for young people reaching working age. These figures are both impressive and worrying.

Many countries have recognised the problem of youth unemployment as one of their main challenges. Unfortunately, there is still a lack of viable solutions and approaches. With our projects in Egypt and Myanmar, we are tackling these difficulties. In Egypt, we are piloting an initiative – the Youth Innovation Fund – that creates employment opportunities for young people from socioeconomically disadvantaged backgrounds while making a contribution to environmental sustainability.

The link between social and economic development, and environmental sustainability, will increasingly influence the future of international development cooperation. The post-2015 development agenda, which was adopted by the United Nations last autumn, makes sustainability the focus of the programme. The 17 global targets on environmental, social and economic sustainability apply until 2030.

The aim of this universal agenda is to guide national and international action with a focus on people, planet, welfare, peace and partnership. It promotes sustainable, transformative action that improves the lives of everyone. The rights of children and young people form the normative basis upon which the Sustainable Development Goals will build.

In 2016, the year in which we also celebrate 25 years of existence, we are beginning with a new strategy. This paper, which was developed in accordance with the UN Sustainable Development Goals, provides the cornerstone for our work over the next three years. We will continue to work with children and young people and will focus even more strongly on sport and play as a tool for development. We will concentrate on the topics of health, education and employment. In the meantime, I hope you find this report inspirational. Thank you for your interest.

Marc Probst
Executive Director

Projects



① **kontakt-citoyenneté / Switzerland**
Promoting innovative integration projects



② **conTAKT-net.ch / Switzerland**
Online help for integration



③ **Empowering Youth 4 Business / Myanmar**
Training for young entrepreneurs



④ **Mehr Space for Sport / Ethiopia, Kenya, Togo, Namibia**
Sport and play based education for young people



⑤ **Move 4 New Horizons / Nepal**
Schooling and vocational training through sport and play



⑥ **Move & Improve / India**
Sport and play based early childhood development



⑦ **Women on the Move / South Sudan**
Sport against trauma



⑧ **Youth Innovation Fund Egypt / Egypt**
Helping disadvantaged young people to help themselves



⑨ **sportanddev.org / international**
The information hub for sport and development



2015



-  Youth and Education
-  Youth and Employment
-  Youth and Health
-  Youth and Integration

“The problem is the international companies that have been crowding into the country since 2010,” says Thant Zin Oo. “On the one hand, the opening of the country is a huge opportunity for us. But on the other hand we have to compete with businesses from China, Thailand and Vietnam.” The 30-year-old from Myanmar set up a company with friends five years ago. The four business partners were working in the same furniture factory when they made the decision to set up

“On the one hand, the opening of the country is a huge opportunity for us. But on the other hand we have to compete with businesses from China, Thailand and Vietnam.”

Deco Art Interior Design. The company produces interior fittings for restaurants, shops and gyms, as well as made-to-measure furniture for children’s rooms and living rooms.

Myanmar – a Booming Country

The four young entrepreneurs made the most of Myanmar’s social change, which began with parliamentary elections in autumn 2010. After decades of political and social isolation, the southeast Asian country set itself on the road to reform. Multinationals flocked to this economic foothold – they wanted to be part of it when the next Asian Tiger emerged. Despite the economic boom, and growth of 8.5 percent in 2014, the country faces serious challenges. Almost 40 percent of 25 – 64 year-olds are without regular paid work. A quarter of Myanmar’s 54 million people face a daily struggle to survive. For young people, the step from school to work often does not work out. They remain unemployed, or choose the path of migrating to neighbouring countries for work.

Self-employment as the Only Opportunity

Deco Art Interior Design is in an industrial zone just outside Yangon. The company produces around-the-clock on the two floors of their premises. It is cramped and the air is dusty. The

company’s four founders share the work. Two partners deal with production, another is responsible for purchasing, logistics and finances. Thant Zin Oo manages the company and does the marketing. For these young economists, the economic development is both a blessing and a curse. “In my old job as an employee, I had no future prospects. I saw the opening of the country as an opportunity to start my own business.” His success shows he was right. *Deco Art* started out as a four-man business and they now have 30 employees. In particular, the company gives work to young people from rural areas. Thant Zin Oo explains with some pride, “The country’s opening and growth brought a real need for interior fittings. As a company, we have been able to benefit from that, and to grow continually.” At the same time, growth means an increase in competition. *Deco Art* works with simple materials, mainly plywood and chipboard. “We have trouble finding high-quality raw materials, for example, fittings, such as hinges for cupboard doors or fixation elements for table legs. There, the international companies with their imported goods have a clear advantage.” As the

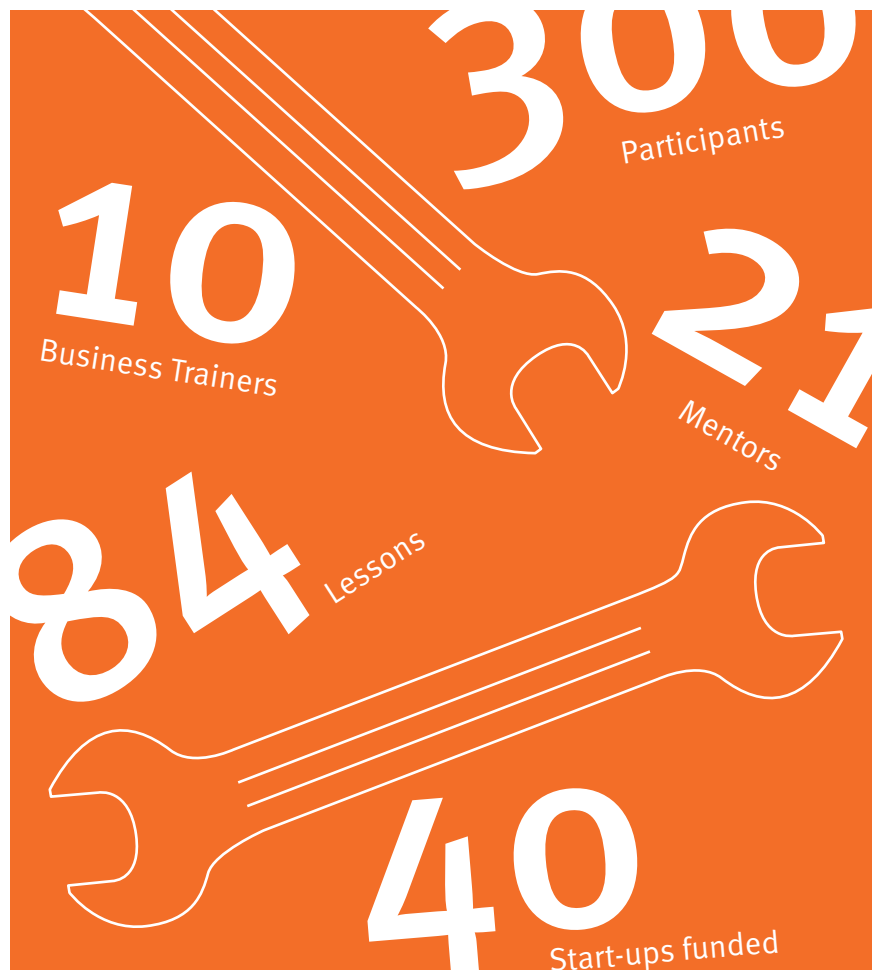
person responsible for personnel management, Thant Zin struggles with high staff turnover. He has trouble finding well-trained specialists, and

From a four-man business to 30 employees: Deco Art mainly employs young people from rural areas.

keeping them long-term. In addition, the competitive environment means that the need for marketing and more sales has increased. Even though he studied economics, Thant Zin Oo lacks experience. “I notice that I just don’t have the necessary knowledge for managing a business professionally. We don’t have a clear strategy, we lack internal processes and structures. Our marketing falls short compared to our competitors. For example, we only find new clients by word-of-mouth.”

SAD Training for Young Entrepreneurs

Thant Zin heard about Empowering Youth 4 Business (EY4B) from a close friend. SAD provides training for young



entrepreneurs in partnership with the local Centre for Vocational Training (CVT) in Yangon. In interactive courses, the young people learn how to start a business, or how to optimise an existing small company. They develop their own business ideas and improve their

The young people benefit from the experience of established small business owners in a mentoring programme.

economic knowledge, for example in the areas of bookkeeping, marketing and market analysis. In strategy games and group work, the young people reinforce their social skills. People who finish the course with a feasible business idea also receive start-up funding. SAD has adapted the programme to the educational level of the young people, and to the needs of the local market. It trains local people as trainers so that they can run the courses independently. It has also set up a mentoring

programme that puts the young people in direct contact with established small business owners so that they can benefit from their experience. The project is evaluated continually with regard to all target groups, so that it can improve continually. The results of the evaluation form the basis of future enterprise development programmes in Myanmar and internationally.

Creativity and Strategy against Competition

In summer 2015, Thant Zin Oo attended the EY4B course. Even before the course had finished he started overhauling his business model. He formulated a vision and a mission statement. "The well-structured modules on strategic aspects of business leadership were very helpful. Together with other participants, I developed a business plan. That meant I could put what I learnt into action straight away." Thant Zin found the playful method particularly instructive, for example, the ILO Start and Improve your Business game (see pictures). He was also interested in the module on personnel management. He learnt how important directives are for personnel management and how

to recruit new staff, as well as how to write job adverts and employment contracts. "Now I know that I can use incentives to retain staff, for example, social security, health insurance or supplements for working nights or at the weekend."

The programme gave Thant Zin Oo the entrepreneurial knowledge required to better position *Deco Art*. After the course, he employed an accountant to introduce a billing system and get a better overview of income and expenditure. Thant Zin also developed a business plan and intensified marketing activities. He set up a Facebook page, got a brochure printed and is now

"We provide the highest quality and workmanship with every single plank, nail and component."

setting up a network of shop-owners. And what does he want in the future? "The biggest risks at the moment are high rents and inadequate water and electricity supplies." The electricity cuts out every day. To deal with these

In 2010, Thant Zin Oo (2nd from left) founded the interior fittings company *Deco Art Interior Design* with three friends. The company produces interior fittings for restaurants, shops and gyms. While his partners deal with production and logistics, Thant Zin Oo takes responsibility for personnel management and marketing. On the SAD course Empowering Youth 4 Business, he increased his business know-how with the aim of professionalising *Deco Art's* structures and processes.





The opening up of Myanmar's political and economic climate is an opportunity for many young entrepreneurs. Thant Zin Oo and his partners have been able to skilfully make use of the country's economic growth with *Deco Art*. Since 2010, their workforce has increased from four people to 30. In particular, disadvantaged young people from rural areas have benefitted from the company creating more jobs. On the SAD course, he has acquired knowledge and strategies for retaining staff long-term.



In the ILO Start and Improve your Business Game, people participating in the SAD training courses set up a hat business that produces paper hats. The winner is not the person who produces the most hats but rather the person who navigates the challenges of the world of business most effectively. The young people learn to deal with fluctuating paper prices and the needs of different target groups. They monitor their budgets and plan marketing activities to increase or diversify sales by using expensive pinking shears to make luxury hats for a sophisticated clientele.

Significant Barriers for Young Female Entrepreneurs

Hin U Phyu is 26-years-old, and took over her father's Chinese restaurant last year. The business has seven members of staff including Hin U Phyu's father.

The young restaurateur is happy that she can count on his support, because the barriers for the business's success are even higher for her as a woman than they were for him. Hin U Phyu isn't referring to her customers, who still like visiting the restaurant. She explained that it is instead because it is difficult for a woman when she needs papers from the public authorities.

If she goes with her father, she notices how the government employees favour men over women. Women have to stand back and wait, or they won't be taken seriously. Hin U Phyu has a similar problem with her employees. If she asks them to do something, they might nod their heads but then not do it. That never happened to her father. Hin U Phyu has now solved the problem by using incentives to reward employees who do their work conscientiously. She gives them t-shirts or cinema tickets.

At the SAD courses, Hin U Phyu met other young female entrepreneurs who are in a similar situation. She has realised how important networks can be. On the one hand, she can learn from other people's experiences, and on the other, she can share her knowledge. That is why she was happy to contribute her story to SAD's teaching materials.

One of the course modules focuses specifically on the challenges facing young female entrepreneurs, presenting opportunities and possible solutions. Young business women get the floor and can talk about their working day and how they deal with or resolve gender-specific problems.



problems, Thant Zin wants to further refine the business plan, enlarge the company and import fittings directly from abroad. "In the future I would like to be an importer for furniture accessories here in Myanmar."



Projekt
Empowering Youth 4 Business – Promoting young entrepreneurs and small businesses in Myanmar

Dauer
2015 – 2018

Partnerinnen und Partner
Centre for Vocational Training (CVT);
Puma Energy Foundation, Canton Bern,
Hirschmann Foundation, Canton St. Gallen,
Canton Glarus

Green for Business

INNOVATION

VALUE
FOR THE
CUSTOMERS

VALUE
FOR THE
ENVIRONMENT

GREEN
ENTREPRENEUR

Youth unemployment and climate change are putting Egypt's future at risk. Many young people lack prospects and opportunities. SAD supports disadvantaged young people in developing their own start-ups. Sustainability is at the centre of this project. With a lot of creativity and personal initiative, the young people don't just establish economically viable business ideas but also take responsibility for the environment.

ENVIRONMENT
=
LIFE SUPPORT
SYSTEM

INCOME
PROFIT

Haged, Salua and Madani live in Al-Minya, a provincial town in Egypt, on the west coast of the river Nile. To earn a bit of money, they started looking through the municipal waste together for recyclable materials. The woman and two men collect plastic, metal, paper and cardboard, and prepare the ma-

Nahed from Cairo set herself the goal of opening a small shop selling Nubian handicrafts.

terials for sale to a big recycling plant. All three of them took part in the Youth Innovation Fund Egypt (YIFE) course. Another participant was 25-year-old Nahed from Cairo, who set herself the goal of opening a small shop selling Nubian handicrafts. She wants to revive Nubian culture. Its roots go all the way back to Ancient Egypt. "By working with mainly recycled materials, these ethnic minority women are able to earn their own money," explained Nahed. "In order to sell enough, it is important that the accessories are authentic. At the same time, we'd like to give them a modern touch."

Hamed, Salua and Madani recycle waste such as plastic, metal, paper and cardboard, and prepare it for sale to a recycling plant. Unfortunately, the business wasn't making any money, which is why they took part in SAD's training. They were able to optimise their business idea and were selected for start-up funding. The three young business people used the money to buy machinery to compress the rubbish. That way they can save transport costs, work more efficiently and do something good for the environment at the same time.

A Project for Disadvantaged Young People

YIFE is a joint project of SAD and the local NGO Alashanek ya Balady (AYB). The project is aimed at unemployed young people from socioeconomically disadvantaged families in Cairo and Al-Minya. Like Nahed, many of the participants have had a business idea for a long time. They just don't have the knowledge and capital required for putting it into action. Others are already self-employed because of the lack of employed positions available – like Haged, Salua and Madani. They don't have the know-how to run their businesses profitably either. YIFE provides these young people with the practical knowledge they need.

Unemployment Robs Young People of a Future

It is not just by chance that the YIFE participants attach great importance to recycling. In fact, environmental sustainability is central to the project. The aim is to address two of the biggest challenges facing Egypt at once: youth unemployment and climate change. The country has one of the world's highest youth unemployment figures.

According to the International Labour Organization (ILO), at 38.9 percent Egypt's youth unemployment rate is three times higher than the unemployment rate for adults. Without a job, it

They don't have the money to have an independent life or to start a family.

is hard for young people to find their place in society. They don't have the money to have an independent life or to start a family.

Climate Change Puts Jobs and Lives at Risk

With its dry, hot climate, Egypt is particularly affected by environmental risks. On the one hand, the country is threatened with the loss of arable land, settlement areas and industrial zones due to rising sea-levels. On the other hand, Egypt gets 95 percent of its drinking water from the Nile and uses 90 percent of the fresh water available. These figures are horrifyingly high. Any degradation in the available water,





Teams selected for funding



Individually coached teams



Business plan competitions



whether due to poor rains, increased evaporation, or contamination by pesticides or sewage, would be fatal. In addition, refuse disposal is inadequate, the air is polluted and agriculture is not very sustainable. Future prospects are bleak. The Egyptian minister for the environment expects that millions of jobs will be lost in tourism and agriculture in the future if the environment continues to change at its current rate. Decreasing agricultural production will also lead to rising food prices. Heat and dirty water will cost between 100 and 1,000 more people their lives per year.

Training for Ecological Business Management

The premise of the Youth Innovation Fund Egypt is that youth unemployment and environmental change are closely related. Prosperity needs a stable climate and a functioning ecosystem. And 'green', sustainable businesses generate jobs. The young

The Egyptian ministry for environment expects that millions of jobs will be lost if environmental change continues at its present rate.

participants of the month-long course are encouraged to set up their own profitable projects that take into account environmentally sustainable production methods. In the course modules, they learn an entrepreneurial approach to handicrafts. They learn how to set prices, put together a business plan and think creatively. For Haged, Salua and Madani, it became clear that they would be able to manage their company's finances better if they systematically record income and outgoings. The participants gained the knowledge required for turning an environmental problem into a business idea, or for optimising an existing company with regard to an environmental problem, like Haged, Salua, Madani and Nahed who use recycling and upcycling. Other possibilities include energy and water efficient production methods and clean technologies. During the course, Hossein and Yunis, two young cattle breeders from Al-Minya, developed the idea of using cow dung to produce biogas. Top-down teaching is kept to a minimum on the course thanks to an interactive approach. The young people strengthen their social skills

such as communication and problem-solving strategies in group work and mutual exchange.

Start-up Funding and Mentoring to Create Independence

The participatory approach was key to course planning – and for the whole programme. Tailoring the content of the course to the participants' real needs had top priority. After a test run, the course was reduced from

On the course, Hossein and Yunis developed the idea of using cow dung to produce biogas.

three months to one month, and the teaching blocks were shortened. It was difficult for female course participants in particular to attend the whole course because of family commitments.

As well as the course, YIFE also offers mentoring. At business plan competitions participants are able to present their business ideas to a panel of professionals. These representatives of the Egyptian government, the private sector, civil society and development organisations select the most promising projects, which YIFE will support. The aim of the mentoring is to support the young people as they develop their project ideas and to advise them during the start-up phase.

Haged, Salua and Madani presented their recycling project to the panel. Their business idea impressed the experts. They received a start-up grant, which they want to use to buy a

“With the waste compressor we will save transport costs and do something for the environment at the same time.”

compressor: “That way we can press the rubbish and transport far more with the same number of trips. We'll be able to work more efficiently, save transport costs and do something for the environment at the same time.” It would be hard to sum up the idea behind the YIFE project any better than that.



Project

Youth Innovation Fund Egypt – Helping disadvantaged young people in Egypt to help themselves

Duration

2014 – 2017

Partners

Alashanek ya Balady (AYB); U.W. Linsi-Stiftung, Foundation for the Third Millennium, Sawiris Foundation for Social Development (SFSD), Canton of Bern, Migros-Hilfsfonds, Paul Schiller Stiftung

Sport and Development 2.0



sportanddev.org stands at the centre of a vibrant community of global NGOs, governments, sports federations and others interested in sport and development. Founded in 2003, it has played an important role in shaping the sector's character during a time when the number of organisations involved has grown exponentially. Beginning as an online database of organisations, the website operated by SAD is now the go-to place for information on sport and development.



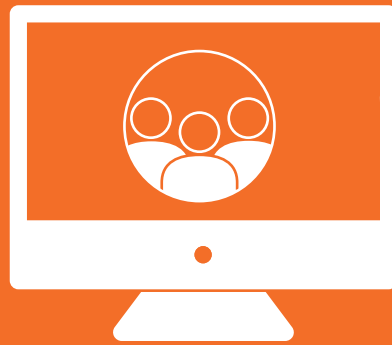
Followers on Twitter



Followers on Facebook



Team players on sportanddev.org



Organisations on sportanddev.org



Newsletters



Articles



Large white numbers scattered across the orange background: 7980, 4379, 5897, 637, 155, 1301.

“We know that being active as players, leaders and volunteers can help girls develop employability skills they don’t learn at school. Our goal is to have a more inclusive, just and peaceful world where girls’ and women’s human rights are realised and protected.” Cocky

“The platform is the only place where researchers, practitioners and those that are interested can read about the sector; where all those things come together.”

Van Dam is monitoring and evaluation coordinator at Moving The Goalposts (MTG), an NGO working in Kilifi and Kwale County, Kenya. The region suffers from high levels of poverty, affecting women and girls in particular. Early pregnancies, high dropout rates from school and HIV/AIDS trap many in a cycle of poverty.

Moving The Goalposts uses football to help more than 5,000 young women and girls per year to develop life skills. The sport provides an entry point for learning. Topics include reproductive health, human rights and economic empowerment. MTG supports participants in launching small businesses, going back to school, starting income generating activities and forming savings groups.

A Place of Identity

Moving the Goalposts is part of the global sport and development sector, which has grown in recognition and number over the past two decades. The first high level conference on the topic took place in 2003 in Magglingen, Switzerland, and there was a call for an online meeting place for the commu-

“I followed Next Step Conference in 2014. That was interesting for us because our director was in a panel. It’s great; if you’re not able to be part of it, you can still follow.”

nity. sportanddev.org was born. SAD, one of the conference organisers, was entrusted with operating the initiative from its office in Biel.

sportanddev.org has since become a sport and development success story. It began as a simple online database of organisations and is now the sector’s leading learning resource, networking platform and knowledge hub. In the last five years, the number of unique visitors has quadrupled, and, since May 2014, content has also been offered in French. sportanddev.org produces a fortnightly newsletter to highlight key developments in the sector and, by the end of 2015, had published 155 in total. More than 650 organisations and 6,000 individuals (“Team Players”) are now registered on the website. As Cocky explains: “The platform is the only place where researchers, practitioners and those that are interested can read about the sector; where all those things come together. I think sportanddev has become the best – the one and only platform that brings everything and everyone together”.

Supporting a Community

It is now widely recognised that sport and development organisations, though divided by geography, share common aims. In the thirteen years since its inception, sportanddev.org has been central to creating this sense of community. The initiative has opened communication channels and facilitated discussions to drive the sector forward.

Being community driven, sportanddev.org encourages others to take the lead. They can highlight their work, share knowledge and make decisions on content. Cocky is a contributor: “We think it’s important to let people know what we’re doing and for me the platform is one of the best places to do that.” Cocky mentions the importance of sportanddev.org in providing “valuable information” when she was learning about the sector but still regularly visits for news, resources and manuals. She has also used the online messaging system to communicate with others: “I have been contacted quite a few times by people who are interested in the work that MTG is doing. Also, people who were looking for me found me through the platform”.

Information and Communication Leading to Action

sportanddev.org is not implementing projects, but creates impact by providing services to those that do. Knowledge shared has led to readers improving their understanding of how to run successful programmes.

Organisations have been able to build partnerships and more effectively carry out advocacy work because of the ability to connect online. Over the years, sportanddev.org has expanded the list of services it provides. It now includes live streaming of conferences, enabling a global audience to access presentations and workshops. “I followed Next Step in 2014”, explains Cocky. “That was interesting for us because our director was in a panel. It’s great; if you’re not able to be part of it, you can still follow.”

Moving the Sector Forward

The sportanddev.org Operating Team stands as a neutral facilitator of conversation, but is not a bystander. The sport and development community appreciates it for its knowledge of the sector. It is often employed as a consultant and takes part in international policy discussion groups. sportanddev.org is, for example, a founding member of the International Safeguard-

“One of the latest development on sportanddev.org is the section on the safeguarding of children which is also the latest development in the sector.”

ding Children in Sport Working Group, along with UNICEF, UK Sport and others. “One of the latest development on sportanddev.org is the section on the safeguarding of children which is also the latest development in the sector,” explains Cocky. “This is really important. We should find a way to get people in the field more involved.” sportanddev.org has highlighted the topic in detail through an article series, a toolkit and pages encouraging users to learn more. The working group finalised a set of safeguards for international implementation in 2014 and sportanddev.org Executive Director Jutta Engelhardt helped launch them at the Beyond Sport Summit in Johannesburg. Moving The Goalposts has led by example in incorporating safeguarding measures into its programming. It won the first UNICEF Safeguarding Children in Sport Award in 2015.

In the last two years, there has also been a lot of discussion about the post-2015 development agenda, culminating in the launch of the 17



Under the heading “Connect”, individuals and organisations can register and create their own profiles. This allows them to access a wide range of actors in sport and development. A messaging system allows them to contact other members (“Team Players”). In addition, they can publish articles on sportanddev.org.

Sustainable Development Goals. The agenda includes mention of the importance of sport. This was a key topic on sportanddev.org from 2013 onwards, with an e-Debate, an article series and numerous commentaries published. 2016 is crucial for both the

The Sustainable Development Goals were a key topic on sportanddev.org, with an e-Debate, an article series and numerous commentaries published.

sport and development sector and the international community as a whole. The sector has matured at a time when the world aligns its priorities with the post-2030 Sustainable Development Agenda. sportanddev.org’s importance will continue to increase as it supports the sector’s work in helping achieve the Sustainable Development Goals, through giving organisations like Moving The Goalposts a voice and a platform for learning.



Project
sportanddev.org – International platform on sport and development

Duration
Since 2003

Partners
German Federal Ministry for Economic Cooperation and Development (BMZ)/ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Commonwealth Secretariat, International Sport and Culture Association (ISCA), Laureus Sport for Good Foundation, Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF), Reach Out to Asia (ROTA), Union of European Football Associations (UEFA)

Other Projects



kontakt-citoyenneté

Promoting Intercultural Cooperation

kontakt-citoyenneté – a Migros Culture Percentage and the Federal Commission on Migration programme – supports people with initiative who want to work together to actively promote cultural integration in Switzerland. The programme supports individuals with good project ideas with finances and specialist knowledge. SAD is in charge of the implementation of the programme and advises project groups on putting their ideas into practice.



Duration
2011 – 2017

Partners
kontakt-citoyenneté is programme run by 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), Tripartite Agglomeration Conference (TAK), Forum for the Integration of Migrants (FIMM) Switzerland

2015

- Conclusion – and positive evaluation – of the support programme in 2014/15
- Extension of SAD's mandate for a third round of the project



conTAKT-net.ch

Information on Intercultural Daily Life

conTAKT-net.ch, a Migros Culture Percentage programme, provides municipalities, 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 municipality with ease, as well as promote 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



- 2015**
- Launch of conTAKT-net.ch websites in the Cantons of Obwalden and Nidwalden, and in Wallisellen
 - Continuation of the project in Oberrösgen
 - Beginning of project implementation in the municipality of Glarus Süd and in the Canton of Ticino



Duration
2014 – 2015

Partners
German Federal Ministry for Economic Cooperation and Development (BMZ)/ Gesellschaft für Internationale Zusammenarbeit, GIZ



- 2015**
- Advising on the inclusion of sport and development schemes in the relevant country programmes of German development policy
 - Identifying governmental and non-governmental partners in the relevant countries
 - Defining the steps necessary to achieving the aims of the regional project

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 the regional project More Space for Sport – 1,000 Chances for Africa in multiple African countries. It combines sport and play-based education with formal and informal training. Plans include building and improving sporting infrastructure, implementing training measures, raising public awareness of sport and play-based education, and promoting the sustainable management of new sports facilities. GIZ has employed SAD to examine under what circumstances, and with which partners, the project can be implemented in Ethiopia, Kenya, Togo and Namibia.

Move 4 New Horizons

Holistic Education for Disadvantaged Children and Young People in Nepal

In Nepal, Dalits (members of the lowest 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 Move 4 New Horizons (M4NH), SAD and the local Dalit Welfare Organisation (DWO) give these young people a chance in life. In preschool classes, children aged between three and five are encouraged in their general development. Informal classes support children between six and twelve who have never been to school, or who have had a break from school, to take the step back into mainstream education. In vocational courses, young people develop their career prospects and acquire business know-how. SAD’s sport and play based approach is a common theme throughout all the levels of education.



Duration
2008 – 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



- 2015**
- Holistic support for 760 preschool children
 - Basic education in informal school classes for 489 children
 - Theoretical and practical professional education for 587 young adults



Duration
2015 – 2018

Partners
Centre for Rural Education
and Development Action
(CREDA), U.W. Linsi-
Stiftung, Canton Bern

2015

- Project activities began with a participative planning workshop
- Selection and mobilisation of target municipalities, and recruiting of project workers
- First advanced training sessions on topics such as project planning, monitoring and evaluation, sustainability planning and holistic early-years support through sport and play
- Adaptation of SAD's sport and play-based curriculum to the local context



Move & Improve

Sport and Play-based Support for Disadvantaged Children in India

Every fifth child in India drops out of primary school. In particular, members of the lower castes struggle with school. Early-years support, which demonstrably increases educational attainment, is mainly used by better-off families. However, it is disadvantaged children who would benefit the most. With Move & Improve, SAD gets these boys and girls into preschool, thereby laying the foundations for successful completion of schooling. In cooperation with the local partner organisation, the Centre for Rural Education and Development Action (CREDA), SAD has developed early childhood development classes in 50 villages in the Mirzapur district. In these classes, children develop the skills they will need for school through sport and play. For example, they learn how important handwashing is for health, and they get a feel for quantities and sizes in a playful way.

Women on the Move

Psychosocial Interventions for Traumatized Women in South Sudan

40 years of civil war and further conflict that has happened since 2013 have left South Sudan's population traumatised. Women in particular suffer from the effects of war, abuse, alcoholism and domestic violence. That is why SAD and local NGO South Sudan Psychosocial Program (SSPP) launched the Women on the Move project. With sport and play, SAD helps the participants to better cope with their past and their day-to-day lives. The women get their self-confidence back through football, team games and singing. They use the social networks that develop in the playgrounds to set up their own businesses, as well as savings and credit groups. The Women on the Move don't just get the ball moving but also their own futures.



Duration
2012 – 2016

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

2015

- Participation of 1,072 women and 224 men in awareness-raising campaigns on themes such as alcoholism and dealing with trauma
- Founding of 46 income groups and 41 savings and credit groups
- Training local coaches in overcoming trauma through sport and play
- Workshops with SSPP project workers, e.g. on data analysis



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.

United Nations Youth Association Switzerland – Annual conference 2015 27 – 29 February 2015, Lausanne/CH

In the UN Youth Association Switzerland, students and youth associations focus on the United Nations. In teams, they run simulations of UN conferences, and enter into political dialogue. At the annual conference, SAD gave a keynote speech on sport as a tool for international social development, which is also used by the UN.

1st Convention of the International School Sport Federation 17 – 20 March 2015, Doha/QA

The International School Sport Federation (ISF) Convention was attended by ISF members, representatives from sports ministries and experts from

the world of sport. In discussions and workshops, they developed the ISF's Vision2030. In a keynote speech, SAD explained how sport can be used internationally as a tool for education and health.

Commonwealth Sport & Post-2015 Forum 25 – 26 June 2015, London/GB

At the international forum, the relationship between sport and development and the newly defined UN development agenda was discussed. How and where can sport contribute to reaching the goals? In the opening presentation, SAD outlined the contributions of the sport and development sector to the third sustainable development goal: 'Ensure healthy lives and promote wellbeing for people at all ages'. In the closing speech, SAD summarised the key conclusions of the conference.

Leveraging the Olympic Games for Building Sport Organisations' Capacity 2 July 2015, London/UK

This one day event took place at Brunel University. Key stakeholders from various Olympic and Paralympic organisations presented, as well as academics and sport leaders. The programme focused on a number of topics related to sports governance and the legacy of different Olympic Games. SAD attended and live streamed the event on sportanddev.org.

14th FEPSAC European Sport Psychology Congress 14 – 19 July 2015, Bern/CH

The aim of the 14th congress of the European Federation of Sport Psychology (FEPSAC) was to discuss knowledge on sport psychology, and to make it possible to share ideas and scientific findings. SAD presented its experiences and findings in the area of sport and development at the workshop 'Sport as a Tool for Social Change'.

The Beyond Sport Summit and Awards 19 – 21 October 2015, London/UK

The theme of this annual event was “Beyond the Divide” – reflecting on recent global events, it explored how sport can be used to address conflict, reduce ignorance, and bridge religious, racial, ethnic and economic gaps in society. Panelists included politicians, sports stars, NGOs and federations. SAD attended and provided article coverage before, during and after the event on sportanddev.org.

Communities in Crisis – Inclusive Development through Sport 2 – 7 November 2015, Rheinsberg/DE

This practice-oriented conference showed how sport and movement can be used to support people as they rebuild their villages and towns that have been destroyed by crises. SAD contributed with a talk on the responsibilities of a sport and play trainer in a crisis zone, and a practical exercise for conference participants.

Peace and Sport Forum 25 – 27 November 2015, Monaco/MC

The 8th Peace and Sport conference brought together representatives of the international sport and development community. Stakeholders from politics, sports organisations and NGOs, as well as sport leaders, discussed how sport can contribute to peacekeeping. SAD moderated a workshop on measuring the impact of projects in the field of sport and development, and was a panellist at the final panel discussion.

Publications

Women on the Move – Trauma- informed Interventions Based on Sport and Play

This two-part handbook describes the sport and play-based interventions that SAD developed for the Women on the Move project. It provides coaches with the basics of a trauma-informed approach and includes concrete examples of activities. Although they were developed for women traumatised by war and violence in South Sudan, the recommendations and suggestions can also be used with other target groups in other crisis regions.

Learning through Play Toolkit – Sport and Play-based Early Childhood Development. Toolkit for Facilitators

With the project Move 4 New Horizons, SAD gave disadvantaged children in Nepal the opportunity to successfully make the late transition into primary school thanks to early-years support. The ‘Learning through Play’ handbook is aimed at teachers, and brings together tried-and-tested early-years sport and play activities.

Business Knowledge and Vision – Promoting Employability and Entrepreneurship through Experiential Learning and Sport

The ‘Business Knowledge and Vision’ handbook was developed as teaching material for the Move 4 New Horizons project’s vocational classes. With the fundamentals of business management, accounting, marketing and market analysis, it prepares young people for the world of work. The handbook also deals with topics such as family planning and reproductive health. It uses sport and play-based learning.



All publications are available in English. You can either download them from SAD’s website, or order printed versions from info@sad.ch, free of charge.

Balance Sheet

	31.12.15 CHF	31.12.14 CHF
Assets		
Current assets		
Cash and cash equivalents	1,115,008	1,595,483
Trade receivables	198,098	83,195
Other current receivables	10,976	6,628
Accrued income and prepaid expenses	13,050	35,923
Total current assets	1,337,132	1,721,229
Fixed assets	6,403	12,802
Total assets	1,343,535	1,734,031
Liabilities		
Current liabilities		
Trade payables	34,938	28,140
Other current payables	16,109	39,812
Accruals	43,690	60,450
Total current liabilities	94,737	128,402
Funds (special-purpose funds)	937,000	1,221,900
Capital of the organisation		
Capital paid-in	107,000	107,000
Acquired free capital	164,798	211,729
Free funds	40,000	65,000
Total capital of the organisation	311,798	383,729
Total liabilities	1,343,535	1,734,031

Notes

SAD's annual financial statement for the 2015 reporting period shows revenue of CHF 1,458,395. The account closed with a loss of CHF 46,931, which is mainly due to exchange rate losses and the change in management.

Statement of Operations

Revenue is comprised of project contributions of CHF 1,388,796, the contribution of SAD's host city (Biel/Bienne), general donations and

other income. Regarding expenses, CHF 705,507 was allocated to direct project costs. Fundraising expenses were 8.2 percent and administration expenses were 8.4 percent.

Balance Sheet

The current assets line of CHF 1,337,132 is comprised of funds held in cash, in postal accounts and in bank accounts, as well as receivables, accrued income and prepaid expenses. The deprecia-

ted residual value of the IT infrastructure is CHF 6,401. This is balanced by trade payables and other current payables amounting to CHF 94,737 and contributions of CHF 937,000 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.

Statement of Operations

	2015 CHF	2014 CHF
Revenue		
Total project contributions	1,388,796	1,794,399
Contribution of host town	66,995	76,980
General donations and other income	2,604	30,103
Total revenue	1,458,395	1,901,482
Direct project expenses	705,507	558,897
Personnel expenses		
Wages and salaries	750,730	777,238
Social security costs	125,707	127,543
Other personnel expenses	20,489	26,332
Total personnel expenses	896,926	931,113
Operating expenses		
Building costs	122,509	122,398
Repairs and maintenance	14,070	20,879
Depreciation tangible assets	5,935	6,339
Insurance, levies	3,505	2,910
Administrative expenses	17,381	18,465
Public relations	12,684	13,053
Other operating expenses	345	0
Total operating expenses	176,429	184,044
Operating result w/o financial result and fund result	-320,467	227,428
Financial result	-36,364	20,238
Annual result before fund result	-356,831	247,666
Changes in special-purpose funds	284,900	-222,900
Changes in free funds	25,000	0
Changes in free reserves	-46,931	24,766
Surplus after allocation	0	0

Number of Staff

In 2015, SAD had an average of 8.9 full-time positions.

Unpaid Work

In 2015, the members of SAD's Foundation Board worked unpaid for around 450 hours.

Audit and Approval by the Foundation Board

The 2015 accounts were prepared in accordance with the Swiss GAAP FER (Kern-FER and FER 21) recommendations for charitable organisations.

They were audited by the auditing firm BDO AG and approved by the Foundation Board on 7 April 2016. SAD can provide a copy of the audit report.

Thank you

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

Federal government, cantons and municipalities: Federal Commission on Migration FCM · Municipality of Solothurn · Canton Basel-Stadt · Canton Bern · Canton Glarus · Canton St. Gallen · City of Biel/Bienne · **Governments:** German Federal Ministry for Economic Cooperation and Development (BMZ)/Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) · **Foundations:** Christian Bachschuster Stiftung · Hirschmann Foundation · JTI Foundation · Paul Schiller Stiftung · Puma Energy Foundation · Stanley Thomas Johnson Foundation · Foundation for the Third Millennium · U.W. Linsi Stiftung · Sawiris Foundation for Social Development (SFSD) · Reach Out to Asia (ROTA) · Laureus Sport for Good Foundation · Symphasis Foundation · **Businesses:** BDO · GEA AG · Migros-Hilfsfonds · Migros-Kulturprozent · **International organisations and NGOs:** Commonwealth Secretariat · Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) · Union of European Football Associations (UEFA) · International Labour Organization (ILO)/Taqeem Council on Evaluation for Youth Employment · International Sport and Culture Association (ISCA) · United Nations Educational, Scientific and Cultural Organization (UNESCO) · United Nations Development Programme (UNDP) · United Nations Office on Sport for Development and Peace (UNOSDP) · United Nations High Commissioner for Refugees (UNHCR) · **Academic institutions:** Brunel University · Universität Bern · Universität München · Universität Freiburg · Universiteit Gent · University of Kennesaw · University of Tennessee · University of Warwick Members of the Scientific Board (see page 28) · **Implementation partners:** Alashanek ya Balady (AYB) · Centre for Rural Education and Development Action (CREDA) · Center for Vocational Training Myanmar (CVT) · South Sudan Psychosocial Program (SSPP) · Zunzún · **Networks:** Commission for Research Partnership with Developing Countries (KFPE) · Centre for Peacebuilding (KOFF) · International Safeguarding Children in Sport Working Group · International Working Group on Sport, Development and Peace · proFonds – The Umbrella Organization for Philanthropic Organizations in Switzerland · Swiss Network for Education and International Cooperation (RECI) · Wirtschaftskammer Biel-Seeland

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

“We are grateful to SAD for their supportive and effective cooperation. This made progress in our capacity building projects possible. Indeed, we are looking forward to even tighter collaboration in 2016.”

Khin Myat Sandar, Executive Director,
Center for Vocational Training Myanmar

“We very much appreciate the collaboration with SAD. Their strong engagement, vast experience and depth of field knowledge enable an efficient and professional implementation of our project.”

Luzia Kurmann, Project Manager
Migration/Integration, Migros-
Genossenschafts-Bund

“Thanks to the financial and intellectual support of SAD we were able to advance in our purpose to offer better opportunities in life to marginalised and deprived children in Mirzapur district, India.”

Benazeer Fatma, Project Manager,
Move & Improve, India

SAD



Foundation Board

Prof. em. Dr. Hans Peter Fagagnini

Stettlen
President of the Foundation Board
Professor at the University of St. Gallen
Since 2001

Regina Bühlmann

Bern
Vice President of the Foundation Board
Responsible for migration issues
at the Swiss conference of cantonal
education directors
Since 2008

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economiesuisse delegate
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Since 2012

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the University of Zurich and Zurich
University of Applied Sciences
Since 2003

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Merenschwand
Head Global IT Sika Group
Since 2006

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Biel/Bienne
Town Vice Chancellor
Since 2013

Raphael Widmer

Zumikon
CFO Global Business Unit High Voltage
Products, ABB Zurich
Since 2014

Urs Ziswiler

Zurich
Former Swiss Ambassador and head
of Political Division IV of the Federal
Department of Foreign Affairs (FDFA)
Since 2014

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Professor at the Swiss Graduate School of Public Administration (IDHEAP), Lausanne/CH

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Prof. Dr. Gudrun Doll-Tepper

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Dr. Rebekka Ehret

Lecturer at the Migration and Development Cooperation Competence Centre at the University of Applied Sciences and Arts of Lucerne, Institute for Social Work, and the Institute for Sociology at the University of Basel/CH

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Prof. Dr. Udo Steinbach

Director of the German Orient Institute from 1976 to 2006, Hamburg/DE; currently lecturer at the Center for Near and Middle Eastern Studies at the Philipps University of Marburg/DE

Prof. Dr. Fons van de Vijver

Professor of Cultural Psychology at the University of Tilburg/NL and at the University of Queensland in Brisbane/AU, and extraordinary Professor at North-West University/ZA

Head Office

Dr. Niklaus Eggenberger-Argote

Executive Director,
Programme Director
(until May 2015)

Marc Probst

Executive Director,
Programme Director
(from July 2015)

Jutta Engelhardt

Member of the Management Team,
Programme Director

Daniel Matter

Member of the Management Team,
Programme Director

Pia Ammann

Project Officer
(until August 2015)

Anna Coendet

Project Officer

Paul Hunt

Project Officer

Malika Kons

Project Officer

Nadia Delia Lanfranchi

Public Relations Manager

Brigitte Padrock

Finance and Administration

Stephen Reynard

Project Manager
(until September 2015)

Katharina Wespi

Project Officer

Kathleen Woodhouse-Ledermann

Project Officer

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Rajashree Bhattacharyya
Camille Borer
Bradley Castelli
Olivia Falkowitz
Maxime Filliau
Lucas Fournier
Sibylle Freiermuth
Mark Johnson
Grégoire Luisier

During the reporting period, Marc Probst joined SAD. After working together for many years, we had to say goodbye to Niklaus Eggenberger, Pia Ammann and Stephen Reynard. We would like to thank them for their commitment and hard work. As in previous years, several interns gained valuable experience while working with us at SAD. We would like to take this opportunity to thank them for their hard work and support once again.

Imprint

Publisher: SAD

Editing: Nadia Delia Lanfranchi, Paul Hunt,
Angelika Hardegger

Graphic design: Nadia Delia Lanfranchi

Photos: Nadia Delia Lanfranchi,
Daniel Matter, Katharina Wespi,
Kathleen Woodhouse-Ledermann

Translation: Bridget Black,
Angelika Hardegger, Paul Hunt

Printing: Schneider AG, Bern

Print run: 350 German, 400 English

This Annual Report is published in German
and English.

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