

MEETING YOUTH WHERE THEY ARE

ANNUAL REPORT 2021



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Photography courtesy of SWB Staff, Balasz Gardi, Al Milligan, and Mike Woitalla.

This report is for the fiscal year starting August 1, 2020 and ending July 31, 2021.



FROM OUR ED & PRESIDENT

Dear Friends,

The average soccer player spends more than 95% of the game without the ball. A match's outcome relies much less on what you do when you have the ball and everyone is watching, and much more on what you do without it, when you think no one is watching. You communicate, you create space, you listen, and you defend. You find ways, seen and unseen, to be there for your teammates.

This was our charge in fiscal year 2021. In the face of a persistent pandemic, widespread individual and collective grief, upended routines, virtual and hybrid school, and so much more, we recognized that our traditional planning processes would fall short. We had to take each season as it came, meeting each moment with empathy and openness to change. We listened and responded, providing direct support, referrals, and resources to meet the needs of those we serve. We actively contributed to the building of resilience in the schools and communities we work, adapting to new protocols and bridging gaps of language and access.

Meeting youth - and all people - where they are is a subtle but important distinction in the way that we prioritized and made decisions throughout this year. We did not throw precedent and plans to the wind and start from scratch, instead we elevated our creativity, activated our best listening, and resisted the fear of failure. We approached uncertainty with confidence, believing in our ability to solve problems together.

In this report, we celebrate the resiliency of our staff, who navigated ever-changing limitations to safely deliver tens of thousands of program activity hours to over 2,300 core program participants. We lift up the perseverance of coaches who invested in the

individual needs of every participant through countless mentoring moments. We highlight our deepened commitment to gender equity through our USA Global Goal 5 Accelerator program, which increased girls' participation and leadership, and through the Coaching Boys Into Men curriculum, which equipped young men with skills to combat gender-based violence. And in the face of travel limitations, we spotlight the launch and expansion of our 13 hyper-local leagues, providing over 170 teams with accessible, healthy competition.

While the virtual workplace may have its limitations, we leveraged its ability to unify our staff across geographies to expand our training, learning, and collaboration. This included the implementation of a Racial Justice and Anti-Racism conversation series that elevated new equity priorities. Additionally, we undertook an internal compensation benchmarking process to examine the relationship between our global North and global South pay structures, expanded participation in budgeting, and adopted new compensation guidelines. Lastly, we held a microscope to our hiring practices and created new leadership pathways for veteran participants and coaches.

We could not have approached this time of transition from a place of strength if not for our community of supporters, partners, and friends. Thank you to everyone who invested in our work and who supported our team along the way.

With Admiration,

Mary Connor Tammy Reder

Mary Connor, Co-Founder & Executive Director
Tammy Reder, President, Board of Directors

WHO WE SERVE

PARTICIPANT NUMBERS

2,340

REGISTERED PROGRAM
PARTICIPANTS IN FY 2021



GENDER IDENTITY:
55% MALE - 45% FEMALE



REGION OF ORIGIN:
38.2% CENTRAL & S. AMERICA
41.5% E. AFRICA • 20.3% OTHER



67

COUNTRIES
REPRESENTED

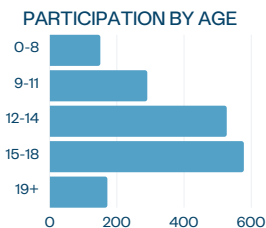
45

LANGUAGES
SPOKEN



94.9%

AVG. HIGH SCHOOL
GRADUATION RATE



Soccer Without Borders delivered year-round programming in Boston, Colorado, Maryland, Nicaragua, Oakland, Seattle, and Uganda.

REFLECTING THE COMMUNITIES WE SERVE



Black Lives Matter
We love and respect the
black lives of our
participants, coaches,
staff, alumni, and those
all around the world.



Watch our entire statement
to the SWB Community on
Black Lives Matter.

STAFF & VOLUNTEER NUMBERS

TOTAL STAFF AND
VOLUNTEERS IN FY 2021

454



STAFF GENDER IDENTITY:
52% FEMALE • 48% MALE



COACHES:
40% SWB Alumni

17

COUNTRIES
REPRESENTED BY STAFF



43

MONTHS, AVG.
COACH TENURE

90%
STAFF
RETENTION RATE



197

YOUTH
EMPLOYEES



WHAT WE DO



OUR MISSION

is to use soccer as a vehicle for positive change, providing under-served youth with a toolkit to overcome obstacles to growth, inclusion, and personal success.



OUR VISION

is a more inclusive and equitable world where all young people have the opportunity to reach their full potential.

SCHOOL-YEAR PROGRAMS

Our school-year programs take place during and after school and on weekends. Each site and cohort's calendar and activities are adapted to best fit participant and partner needs. Our holistic, team-based program model combines soccer, education, and community-building activities up to 6 days per week, over 30 weeks per year.

46

SCHOOL YEAR
PROGRAMS

SUMMER PROGRAMS

Our summer programs do not only enrich participants with specially-designed soccer activities and academic support, but they are also an important means of battling isolation and language loss. In partnership with schools and communities, these programs are 4-5 days per week over a 4-6 week period.

20

SUMMER
PROGRAMS

LEAGUES

Our leagues and tournaments operate year-round and are not about lifting trophies. Instead, they are designed to promote social inclusion, building cross-cultural understanding and strengthening empathy, regardless of skill level, economic status, gender identity, cultural background and more!

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LEAGUES

CAMPS

Our camps are an intensive version of our holistic program, packaged into a week of fun that is sure to bring wide smiles and big fun to all those who participate! Each camp is tailored to the specific needs of the community and include activities that benefit the 'whole person'.

12

CAMPS



PROGRAM IMPACT

MEETING YOUTH WHERE THEY ARE

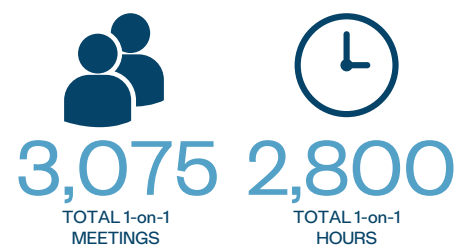
Soccer Without Borders programs are designed with an approach which, on the surface, may seem quite simple, yet is absolutely fundamental to youth development: we meet our participants where they are.

Our participants come to us from a number of diverse backgrounds and situations. Whether it may include personal trauma, challenging circumstances at home, or something altogether different, these are variables that are beyond our control. What we can control, though, is the quality of the environment we create, the resources we provide, the preparedness of our staff, and the way we engage and empathize with those we serve.

The Covid-19 pandemic taught the world many things and, for us, maybe the greatest lesson was a reminder that this was never really about soccer. We have always been in business of creating belonging. Belonging is a basic human need; without it, young people can feel isolated and lost.

Soccer Without Borders' coaches utilize a variety of tools and strategies to make sure that every participant feels seen, connected, and valued. This commitment didn't change during the pandemic, only our circumstances did. Coaches kept participants engaged through individual and team activities online, on the phone, by text, through drop-offs, and through social media, making sure that no one felt alone.

As activities moved from the virtual space back to the field in pods and teams, SWB coaches held onto this individual mentoring focus, taking extra time to check in, follow up, give space, and invite feedback. We continue to combat isolation by creating belonging every day and by meeting participants where they are.



92%
TRUST THEIR COACHES



98%
FEEL SAFE AT SWB



+17%
INCREASE IN SELF MANAGEMENT



Mini-Podcast
Listen to SWB Coaches share stories of creating belonging during the pandemic.



SPOTLIGHT: GENDER EQUITY

USA GLOBAL GOAL 5 ACCELERATOR

Despite tremendous progress in the USA since the passage of Title IX in 1972, by the age of 14 girls still drop out of sports at 2x the rate of boys. Girls of color in urban centers are also TWICE as likely to drop out of sports as suburban Caucasian girls. Only 27% of youth sport coaches in the U.S. are female and 32% of girls say that boys have made them feel uncomfortable about playing sports.

The Global Goal 5 Accelerator was created to close these gaps. Building on the [East Africa Accelerator](#) and with support from Together Rising and the Bettinger Family, in November 2020 we launched the USA Global Goal 5 Accelerator to increase girls' participation, engagement, and leadership across all Soccer Without Borders USA hubs.

The Accelerator included 11 cohort members across nine program sites from California, Colorado, Maryland, and Massachusetts. Over the course of 9 months, cohort members completed in-depth site assessments, learned new strategies for recruitment, retention, monitoring & evaluation, and leadership development, and worked to implement Gender Action Plans to address their most pressing needs.



90%

reported increase of visibility of girls programs and female coaches



80%

reported greater financial and material investment in girls programming



80%

of programs have increased the number of girls served



70%

of programs have increased attendance and/or retention of girls



UN Sustainable Development Goal #5, Gender Equality, was the inspiration for the name of the Accelerator.

[Read the full report](#) to learn more about the Accelerator process and successes, and learn more about our next Accelerators in Latin America and King County, WA [on our website](#).



GENDER EQUITY (CONTINUED)

BREAKING BARRIERS

The adidas Breaking Barriers campaign aims to change the future of sport for women and girls across Europe. Alongside Women Win and streetfootballworld, Soccer Without Borders served as an expert partner to support the design of the Breaking Barriers program and training of Champions, female-identified coaches working in sport for development across Europe.

Breaking Barriers is designed to address the cultural stigmas and systemic inequalities that women and girls face in sport every day on the pitch, on the sidelines, and in organizations. The cohort-based learning model brings together organizational leaders and coaches to build their own individualized action plans toward a more gender inclusive organization.

Participating organizations include Balon Mundial, CAIS, Cross Cultures, Cruyff Foundation, GAME, La Rotllana, Street League, Trenuj Bycie Dobrym, RheinFlanke, and more.

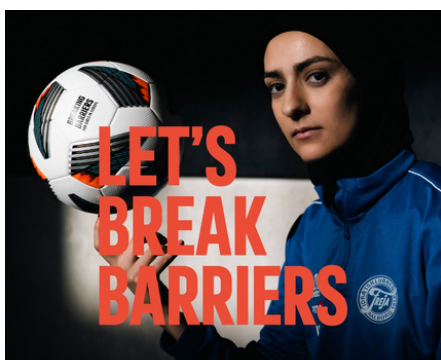


Photo: <https://www.adidas.co.uk/breakingbarriers>

COACHING BOYS INTO MEN

In Spring 2021, SWB Boston implemented the FUTURES Without Violence program Coaching Boys into Men (CBIM). This evidence-based curriculum is designed to inspire coaches to teach young male athletes healthy relationship skills and that violence never equals strength.

This pivotal program was made possible by a Youth Development Fund Violence Prevention grant from the City of Boston. As a part of this grant, SWB teamed up with FUTURES to train over 25 coaches in the curriculum.

The CBIM program includes 12 weeks of conversations facilitated by coaches on topics ranging from insulting language and personal responsibility to understanding consent.

Due to the great success of the curriculum, we have implemented the CBIM curriculum both in the local communities we serve as well as at other SWB hubs such as SWB Uganda.





SPOTLIGHT: SOCIAL INCLUSION

MIXED GENDER YOUTH LEAGUE

Fútbol Sin Fronteras (FSF) Nicaragua has been serving girls in Granada for over 13 years, providing leagues, clinics, community events, and academic support. After the launch of the Liga de Menores Mixtas (Mixed Youth League), those services were extended to even more youth in the Granada area. With support from the Boreiko Family, this new endeavor serves the youngest girls and boys in Nicaragua for whom there are very few leagues and opportunities for game play.

The new league formally launched on June 12, 2021 and hosts games every Saturday morning for both U8 and U12 participants. Through this, FSF has brought together the entire community in Granada and has created a supportive space where boys and girls can play soccer while their family and community members watch. Perhaps most importantly, though, this mixed league has become a space where young people learn the importance of social inclusion and gender equity through sport.



BALTIMORE'S SUMMER EXPANSION

In the summer of 2021, SWB expanded its partnership with Baltimore County Public Schools to bring soccer programming to five of their ESOL (English for Speakers of Other Languages) summer high school programs.

Summer school programs are essential to prevent learning and language loss, as newcomer youth often live in environments with few or no English speakers in the household, making it harder to regain those skills when school starts in the Fall. SWB Coaches employ fun and creative techniques to incorporate English language learning into soccer activities, ensuring that players are learning, having fun, and building confidence as they prepare for the upcoming school year.

Regardless of one's age, gender, or skill level, all participants in this summer program get to play together and get to be a part of an inclusive, accepting community.





LEADING THE WAY



WORLD FOOTBALL SUMMIT

(Nov 23, 2020) SWB Co-Founder and Executive Director Mary Connor moderated a roundtable discussion on gender equality and diversity in sport at the World Football Summit. Connor and the panelists spoke about where gender equity in soccer stands now, where it has room to grow, and how it can evolve from within to attain that growth.



GLOBAL SPORTS WEEK

(Feb 23, 2021) Catherine "Mina" Kabanyana, Sr. Program Coordinator SWB Uganda, joined a panel discussion on Global Goal 5 during Global Sports Week Paris, the first multi-country platform for sport. Mary Connor co-moderated the panel: "Grassroots Impact for Global Goal 5: Gender Equality in Sport for Development." The panel, presented by adidas, focused upon the event's pillars of equality and power.



FEMALE ATHLETE CONFERENCE

(Jun 10, 2021) Mary Connor presented at the Female Athlete Conference: Strategies for Health and Performance, hosted by Boston Children's Hospital. Part of the Coaching category, Connor's presentation was entitled "The Accelerator Model: How to Build Girls Athletic Programs" and included lessons learned from SWB's Global Goal 5 Accelerator.



BEYOND SPORT

(Nov 13, 2020) Catherine "Mina" Kabanyana sat down for an interview at the Beyond Sport house after the Girls program at SWB Uganda won the Collective Impact Award for Gender Equality. Additionally, in early July 2021, SWB's Finance and Program Associate Warshan Hussin was invited to speak at the Beyond Sport Diversity Conference. Warshan shared about his experience as a former refugee and how Soccer Without Borders provided a safe and supportive space during a time of uncertainty.

USA HUB HIGHLIGHTS



SWB MARYLAND

Worked to combat summer language loss by expanding programming across Baltimore County, offering daily ESOL-integrated soccer to English language learners at five high schools.

Received a \$60,000 grant from the Abell Foundation to support the High School Enrichment Program. This grant expanded programming to reach up to 100 high school students.



VISIT OUR WEBSITE FOR EVEN MORE SWB HUB HIGHLIGHTS!

SWB BOSTON

Successfully organized their own "Stronger Together" marathon as a result of the 2020 NYC Marathon cancellation. Runners completed 104.8 laps around a track in support of SWB!

Launched a new clinic series serving refugee youth in Springfield, MA in partnership with Jewish Family Services, laying the groundwork for future growth in Western and Central Mass.

SWB COLORADO

Created Girl's Leadership Clubs in SWB Colorado's two main cities, Aurora and Greeley, in response to the need to create an intentional space for girls and pathways for leadership skill development.

Was featured on 9news, a local Denver-area news station, for a segment entitled "Word of Thanks" where the mission of SWB was shared to an audience of tens of thousands across Colorado.

SWB OAKLAND

In partnership with Oakland Unified School District, expanded its support for unaccompanied immigrant youth, providing new mentoring and educational opportunities.

Alumnus Mohamed Alghaithi, featured as a Students Rising Above scholar by CBS News-Bay Area. Not only was he recognized for the soccer skills honed at SWB, but also his love for studying science.

SWB SEATTLE

Expanded partnership with Seattle United to support coach training and visioning for the King County Play Equity Accelerator to be launched in FY22.

Received funding for a third year of programming at Seattle World School through the Families, Education, Preschool and Promise Levy, serving 71 high school-aged newcomer youth.

INTERNATIONAL HUB HIGHLIGHTS



SWB NICARAGUA

Supported by the Tom Pope Memorial Fund and the Girls Rights Project, the [Education & Leadership Program](#) funded 89 primary, secondary, and university scholarships to participants, providing financial, academic, and social-emotional assistance to enable recipients to overcome barriers to success.

Hosted the 14th annual [TEAM Camp](#). The "Trabajando en Equipo Aprendemos Más" (or "working as a team, we learn more") Camp was spread out over several days and brought together hundreds of athletes ranging from elementary to university-aged. The camp had great meaning since in-person programming had been limited due to the Covid-19 pandemic.

Partnered with Plan International and Women Win to conduct the second Sports for Development Camp in Montelimar. The camp was designed to develop girls' leadership skills and train local women coaches. In addition, this year's camp focused on promoting independence, entrepreneurship, and employability.

Earned CONCACAF "D" Licenses for all head coaches. The three month certification process was led by the Nicaraguan Football Federation. SWB Coaches learned the theoretical, socio-emotional, and physical aspects of coaching and continue to be role models and industry leaders in creating opportunities for female leadership in Nicaragua.

SWB UGANDA

Launched the Kampala [community girls' league](#) designed to bring together teams from around the city in a safe space for friendly competition and skill building. Seeing that there was a lack of opportunities for girls under 17, the league was envisioned as a part of her coach action plan in the Global Goal 5 Accelerator.

Was named as one of four recipients of the [Beyond Sport Sport for Gender Equality Collective Impact Award](#). The organizations were chosen to work together to advance UN Global Goal 5: Gender Equality. Beyond Sport provided SWB Uganda with tools and guidance to support efforts to accelerate sustainable social change through sport.

Was represented at the 2021 UEFA Future Leaders in Football Conference by SWB Uganda staff member Jeremiah "Jerry" Lukeka. One of only 20 youth coaches chosen from a global pool of candidates, Jerry shared his expertise on developing coaching skills that tackle challenges in both sport and society as a whole.

Introduced a new English Literacy Curriculum at the Refugee Youth Center in Nsambya. The Level 1 Advanced Class is designed for refugee youth, aged 13-16, originating from Rwanda, Burundi, and D.R. Congo. Additionally, the most advanced classes participated in a debate tournament aimed to improve public speaking, creativity, and self-confidence.

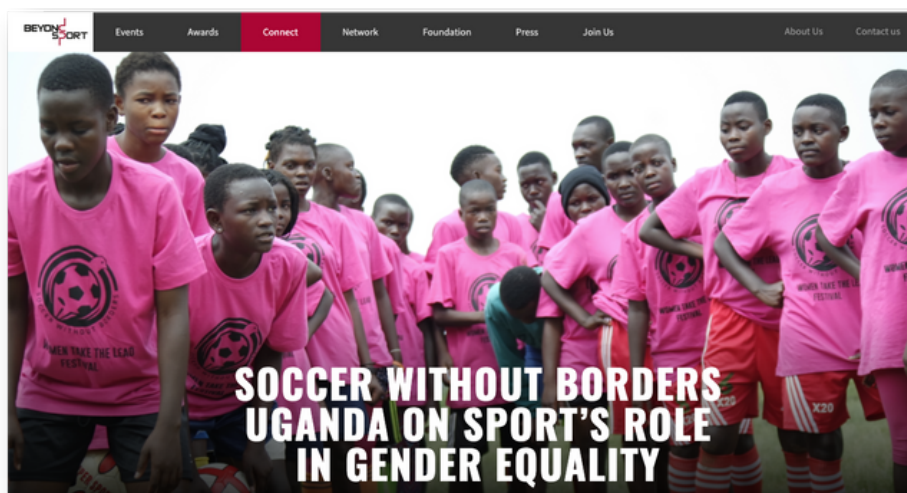
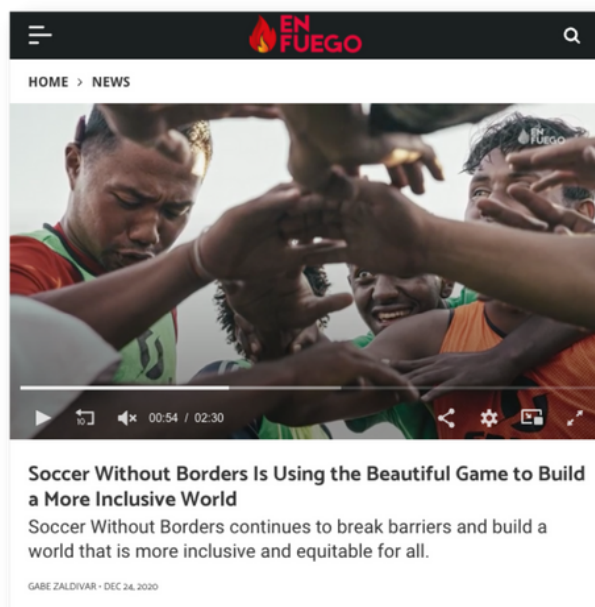
“

[I joined SWB] because it was a place where I knew I could relate to the newcomers there since I was a newcomer once. And just overall they seemed very understanding and helpful in many ways and I was able to play soccer with a great community.

- Roza, SWB Participant

”







OUR BOARDS

BOARD OF DIRECTORS

Tammy M. Reder	(President) Chief Financial Officer, Horizons for Homeless Children
Martha E. Saavedra	(Secretary) Associate Director, Center for African Studies, UC Berkeley
Charlie F. Bustin	(Treasurer) Partner, Douglas C. Lane & Associates
Toaha Ahmad	Wireless Architecture, Microsoft
Gillian R. Cassell-Stiga	Director, Make It Real Foundation
Sara Chehrehsa	Associate General Counsel, General Catalyst
Erin S. Cook	Co-Founder, Authentic
Skye S.J. DeLano	Executive Director, Outride
Christopher Grecco	Founder, Element Market Research
Benjamin L. Gucciardi	Founder, Soccer Without Borders
Ryan K. Hawke	Vice President, Under the Influence Productions
Leila R. Milani	Senior International Policy Advocate, Futures Without Violence
Francisco P.B.R. Queiro	Professor of Economics, Universidade Nova de Lisboa
Michael R. Sack	Senior Fellow, Jobs For The Future

NATIONAL ADVISORY BOARD

Calen Carr	On-Air Host, Major League Soccer
Ann Cook	Associate Head Coach, Penn State Women's Soccer
Tim Cross	President, YouthBuild International
Manish Doshi	Partner & CFO, Meeta M. Doshi DDS
Greg Lalas	Vice President of Content, Major League Soccer
Simon Levett	Retired Accountant, W-League Franchise Owner
Jeff McIntyre	Founder & President, Ruffneck Scarves
Bill Price	President & Founder, Driva Solutions
Lisette Rodriguez	Managing Director, Blue Meridian Partners
Melissa Roth	Vice President & General Counsel, Global Rescue
Chris Sonntag	Managing Director, rEvolution

LOCAL ADVISORY BOARDS

Baltimore

Ali Andrzejewski
Trey Greiser
Eloise Grose
Daniel Solomon
Rosina Koehn
Runit Kumar
Lindsey Monti
Abhishek Yonghang
Matthew Warner

Boston

Abdoulaye Balde
Larkin Brown
Julie Giller
Allison Horwitz
Alanna Hughes
Touriya Kebass
Gabrielle Krause
Saf Momen
Shalini Patel

Natasha Qidwai
Amanda Tan
Mercedes Valdes
Jacoba Van Heugten
Taylor Willey

Colorado

Patrick Berry
Neal Dermer
Zach Kilimann
Elliot Levett
Lisa Taylor
Jasper Verlaan

Oakland

Dan Chamberlain
Andrew Coleman
Mara Decker
Neha Desai
Yohannes Harish
Michael Littleton
Deborah Leland
Drew Williams
Mike Woitalla

Seattle

Kraig Baker
Ari Biswas
Carlos Enriquez
Chrissy Hilt
Ron Krabill
Shireen Tabrizi
Teresa Towey

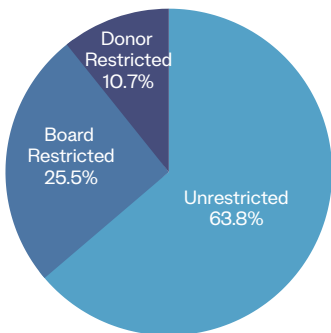


FY2021 FINANCIALS

ASSETS

Total Ending Net Assets: \$1,816,204

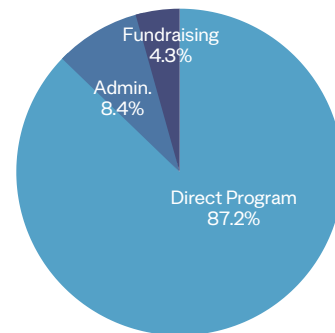
Unrestricted:	\$1,158,018 (63.8%)
Board Restricted:	\$463,000 (25.5%)
Donor Restricted:	\$195,186 (10.7%)



EXPENSES

Total Expenses: \$2,100,403

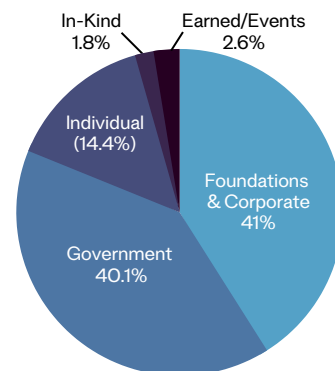
Direct Program:	\$1,831,778 (87.2%)
Administrative:	\$177,277 (8.4%)
Fundraising:	\$91,348 (4.3%)



REVENUES

Total Revenues: \$2,679,564

Foundations & Corporate	\$1,099,096 (41%)
Government	\$1,075,017 (40.1%)
Individual	\$387,173 (14.4%)
Earned/Events	\$68,716 (2.6%)
In-Kind	\$49,562 (1.8%)



***In addition, we recorded \$222,728 of non-operating Revenue through PPP loan forgiveness*

August 1, 2020 - July 31, 2021.

These financials were independently audited by Kevin P. Martin & Associates, P.C., now Cohn Reznick

OUR PARTNERS



Official Uniform Partner



Official Game Ball



THANK YOU!

Merci. Gracias. Danke. Asante.



REGIONAL PARTNERS



BALTIMORE

Abell Foundation
Baltimore Children and Youth Fund
Baltimore City Community College
Baltimore County Public Schools
Baltimore Ravens
Baltimore Women's Giving Circle
BGE
Blaustein Foundation
Crane Foundation
Dick's Sporting Goods
Family League of Baltimore City

France-Merrick Foundation
Harry & Jeannette Weinberg Foundation
JMI Equity
Marion I. & Henry J. Knott Foundation
Maryland Office for Refugees & Asylees
Meyerhoff Family Charitable Funds
Schusterman Foundation
T. Rowe Price Foundation
Venable Foundation
Under Armour

BOSTON

Anna B. Stearns Foundation
Boston Parks and Recreation
New Balance Foundation
Wellington Management Foundation

COLORADO

Angus Held Foundation
ACTION Zone - Aurora Public Schools
Colorado Dept of Human Services
Colorado Health Foundation
Greeley-Evans School District
United Way of Weld County

OAKLAND

Alameda City Behavioral Health Services
Albany Berkeley Soccer Club
California Refugee Programs Bureau
East Bay Asian Youth Center
Hayward Unified School District
Hellman Foundation
La Familia Counseling Services
Oakland Fund for Children & Youth
Oakland International High School
Oakland Unified School District
Olympic Club Foundation
Refugee & Immigrant Transitions

SEATTLE

Kandelia
King County Play Equity Coalition
Seattle World School
Seattle Youth Soccer Association

For a complete list of partners, please visit: soccerwithoutborders.org/partners



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Soccer Without Borders is a 501c-3
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