OUR MISSION: We use soccer as a vehicle for positive change, providing under-served youth a toolkit for growth, inclusion and personal success. We run community-led, year-round youth development programs and camps in the USA and abroad. At every level, we prioritize a **focus on the whole person** and a **process-oriented** approach, while investing in local input to ensure **authenticity**. Our five main program activities provide consistency and structure across programs, while also maintaining the flexibility necessary to be relevant across borders.

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Dear Friends,

So often throughout the year, I am asked the one-two punch of non-profit questions: what exactly does Soccer Without Borders do and why do you do it? I am immediately curious. I wonder if this person, like me, has experienced the power of a team to guide young people as they navigate adolescence, and grow into adulthood. Perhaps this person knows life in the margins, and can connect with the way that SWB engages populations too often overlooked. Perhaps the inquirer would best understand SWB for the way it brings together people from more than 40 countries each year, inspired by a shared passion and mobilized by the desire to achieve their goals. Each time, as I respond, I am reminded that impact is all about perspective.

As we close the door on 2011, we are proud to share with you this Annual Report, which highlights the efforts of those who give life to our mission around the world. Piecing together this snapshot of what we do and why, we have included a range of perspectives to give a voice to our programs. Ostensibly, SWB implements a team-based model that engages under-served youth through five core activities which facilitate the development of crucial life-skills. This I hope you’ll find we explain clearly.

As you read, though, I encourage you to take a few minutes to hear these perspectives, reading between the lines. There, I think you’ll find that the way SWB affects lives is farther-reaching than any field, any activity, any workshop, or any statistic. The impact of SWB is best understood through the experiences of those whom we serve, and the many who provide this service.

With that in mind, thank you to all of you who have made the evolution and expansion of SWB in 2011 possible through your time, creativity, generosity, and attention. We look forward to providing expanded program opportunities, particularly in our Domestic Programs, and to deepening our impact and the means by which we measure it, in the coming year.

Mary McVeigh
Executive Director
“SWB to me is a place of respect, honesty and loyalty. It is more than a soccer club, it is a place where youth come together as one to play the sport that they love. While playing side by side, they encounter a few of life’s greatest gifts: friendship, knowledge of self, and of course happiness.”

-- Ye-Htet Soe, former player & current assistant coach, SWB Oakland

“I love the organization because it arrived at a difficult time in my life and helped me to overcome that situation and look at life with more happiness. As a participant, I developed my ideas in the office . . . and my skills on the field. I learned to love how wonderful soccer is.”

-- Hassell Chavez Bustamante, former player & current assistant coach, SWB Granada

Perspectives: SWB Graduates Return as Coaches
2011 At A Glance

December: Earned recognition from Oakland, CA mayor Jean Quan for outstanding service to immigrant populations.

June: Hosted the 1st Annual City Cup tournament to celebrate World Refugee Day in Brooklyn, NY.

April: Began a seasonal program for the refugee and immigrant community in Greeley, CO, SWB’s 4th domestic program.

November: Baltimore Director Jill Pardini was awarded a fellowship from the Open Society Institute to work full-time for SWB.

December: Opened East Coast Headquarters in Boston, MA.

August & December: Began programming with two camps in Glendale and Anaheim, CA with the IRC in LA and the Tiyya Foundation.

1304 SWB program participants

26,152 volunteer hours

SWB youth and staff came from 41 countries

An average of 14 hours/week of free programs available to core program participants
October: Collaborated with the US Embassy in Guatemala as former US Women’s National Team members visited SWB participants.

Continued planning 2012 coaches clinics and workshops for women’s soccer with the US Embassy staff in Cairo.

November: Won the worldwide Nike Girl Effect Challenge hosted by Global Giving, securing funding for SWB Granada, Nicaragua for 2012 from the Nike Foundation.

May: Opened the 2nd SWB office/community space in Uganda, serving an additional 100 youth.

January: Coaches from SWB Granada and SWB Sololá helped run programming at the 6th annual Campamento in Santa Ana, El Salvador in conjunction with ASAPROSAR and Magicians Without Borders.

“I continue to understand that a coach is like a parent, watching what the kids are doing, each one personally, and seeing how they are growing positively.”

-- Raphael Murumbi (left), Director, SWB Kampala
What We Do: 5 Activities

**SOCcer Play & Instruction**
- 2-3 sessions per week
- 90+ minutes per session

**Leadership & Workshops**
- 2-3 topics per season

**Cultural Exchange**
- Ongoing

**Team-Building**
- 1-2 hours per week

**Civic Engagement**
- 1 project per season
What We Do: Programs

“I like that the program teaches her how to interact with other girls, to raise self esteem and games to develop her mind. It’s healthy too. It helps with the girls’ growth. I want my daughter to grow and become a survivor as a person and girl.”

-Ofelia del Socorro Guadamuz Alvarez, mother of a participant, SWB Granada

SWB Core Programs offer activities
3-5 days per week, on and off the field
40+ weeks per year, 90+ minutes per session
2011 Highlights

- Added under-14 boys team
- Participated in an event in conjunction with the 7th Annual Mayor's International Festival
- Established seven new partnerships to carry out programming and increase the number of coaches, mentors, tutors, and volunteers

By the Numbers

Participants attendance rate was 83%

Team members originated from 9 different countries and spoke 8 distinct first languages

6 different press outlets featured SWB Baltimore, including NPR and the Baltimore Sun

Looking Ahead: 2012 and Beyond

- Add a part-time Academic Director through Coach Across America and summer internships
- Launch an eight member Advisory Board
- Create programming for girls

“We feel safe around them. We feel like we can ask them any question we want. Everything we want to know, we come to them and they help us. It’s kind of like a family.”

-- Glory B., SWB Baltimore participant, age 16, on his team and coaches
Core Program

“It is home. Everybody in here is my family. We laugh together, we eat together, we’re mad together, and we win together.” – Soung L., SWB Oakland participant, age 15

Founded In: 2007
Program Location: Oakland, CA, USA
Population Served: Newcomer Refugee and Immigrant Youth
Participant/Coach Ratio: 14/1
Youth Served: 85

OAKLAND, CA, USA

2011 Highlights

- Began year-round program for middle school youth, with high school participants as coaches/mentors
- Formed a partnership with Albany-Berkeley SC, allowing SWB to expand from 2 to 4 teams
- Won two ACCYSL championships, with undefeated seasons in both the U-16 and U-19 boys age groups
- Expanded summer work opportunities for older participants through 5 summer camps

By the Numbers

- Teams visited 5 State Parks on fieldtrips
- Youth represented 22 different countries
- 13 girls played on their first-ever team
- 95% high school graduation rate for participants

Looking Ahead: 2012 and Beyond

- Expand counseling services for 11th/12th grade participants
- Offer more coaching opportunities for high-school aged youth
GRANADA, NICARAGUA

2011 Highlights

• Expanded from 2 to 3 teams

• Hosted the Global Peace Games in Managua to celebrate the International Day of Peace

• Increased connections with families through house visits, open houses, and parent participation

• Partnered with US Embassy to complete clinics and coaching courses in four Nicaraguan cities

By the Numbers

286.5 hours in team-building activities

39 girls completed their first-ever SWB seasons

Participation points were exchanged for 2,160 items, ranging from soccer gear to school supplies

Looking Ahead: 2012 and Beyond

• Further develop scholarship program and implement graduation program

• Increase community outreach efforts throughout the city of Granada and the country

• Hire on-site coordinator

“I love SWB. It is the greatest thing that exists for girls here in Granada.” -- Katherine B. E., SWB Granada participant, age 11

Founded In: 2006
Program Location: Granada, Nicaragua
Population Served: Girls (ages 7-19)
Participant/Coach Ratio: 12/1
Youth Served: 108
Core Program

“SWB is for everyone, and it does not separate people. It just brings them together. It does not say, ‘Let’s put these ones here from Congo, and these ones from Uganda over there.’ Here, all the people from other countries are one.”
-- Aaron, SWB Kampala participant, age 11

KAMPALA, UGANDA

2011 Highlights

• Opened SWB office/community center in the Nsambya neighborhood of Kampala
• Expanded local staff from 2 to 6
• Began programming for out-of-school youth
• Established Sunday league for children in Nsambya

By the Numbers

Kampala coaches hailed from 4 countries

120 girls and women played in the SWB Kampala Women’s World Cup

Program leaders facilitated 90 hours of weekly activities

Looking Ahead: 2012 and Beyond

• Broaden programming for girls in Kampala
• Expand evening office activity offerings
• Extend monitoring capabilities, including participant profiles
• Offer formal coaches trainings to staff

Founded In: 2007
Program Location: Kampala, Uganda
Population Served: Refugee Youth and Ugandan Nationals
Participant/Coach Ratio: 18/1
Youth Served: 245
Seasonal Programs

**Greeley, CO, USA**
- Founded In: 2011
- Population Served: Refugee Youth
- Youth Served: 105

- Served more than 100 refugee youth, largely from Burma and Somalia
- Offered a mentoring program to connect younger participants with high school-aged youth leaders from their community

**New York, NY, USA**
- Founded In: 2008
- Population Served: Refugee Youth
- Youth Served: 45

- Engaged participants through weekend soccer, in partnership with International Rescue Committee tutoring program
- Held the 1st annual “City Cup” with more than 75 refugee families joining for tournament-style play, team-building activities, and skills-clinics

**Sololá, Guatemala**
- Founded In: 2009
- Population Served: Indigenous Youth and Girls
- Youth Served: 150

- Shifted focus to engaging girls
- Offered more than 10 hours/week of girl-specific soccer practices, academic support and team-building activities
- Engaged more than 100 indigenous youth in surrounding villages, in addition to 50 within Sololá

**SWB Seasonal Programs**
- offer activities
- 1-2 days/week
- 20+ weeks/year
Camps

SWB Camps utilize condensed versions of our year-round program activities, and offer programming during key periods of transition and down-time for underserved youth.

2011 camps featured the following elements:

**SOCCER**
- Technical training
- Tactical training
- Physical training
- Small-sided games
- Soccer Olympics

**WORKSHOPS**
- Nutrition
- Hydration
- Conflict resolution
- Yoga
- Dance

**TEAM-BUILDING**
- Name games
- Cooperative games
- Leadership opportunities
- Scavenger hunts
- Team challenges

**CULTURE EXCHANGE**
- Multi-national participants
- International coaches
- Home-stays
- Peer-to-peer discussions
- Cross-cultural pen pals

SWB Camps offer underserved youth 12+ hours of activities per week.
Santa Ana, El Salvador
January
1 week, 60 hours
25 youth served

Sololá, Guatemala
March
1 week, 30 hours
70 youth served, 11 coaches trained
11 Volunteer Coaches from 8 NCAA programs

Glendale and Anaheim, CA, USA
August, December
2 weeks, 30 hours
105 youth served

Granada, Nicaragua
January, May, July
3 weeks, 90 hours
170 youth served, 10 coaches trained
56 Volunteer Coaches from 18 NCAA programs, 10 high schools

Oakland and San Jose, CA, USA
July, August
5 weeks, 100 hours
204 youth served, 12 coaches trained

# of Youth Served, and # of SWB Camps by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tr>
<td>Youth Served</td>
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**Executive and Administrative Team**
Ben Gucciardi
Mary McVeigh
Karima Modjadidi
Laila Nossier
Jill Pardini
Myra Sack
Lindsey Whitford

**Domestic Program Team**
*Baltimore City, MD, USA*
Remi Bene
Gina Gabelia
Lena Liberman
Jill Pardini

*Greeley, CO, USA*
Meghan Belaski
Craig Gordon
Abby Smith
Amy Snider

*Los Angeles, CA, USA*
John O'Brien

*New York City, NY, USA*
Karilyn Anderson
Meghan Duesing

**Oakland, CA, USA**
Sergio Davalos
Carlos Flores
Ben Gucciardi
Hamza Hachim
Prospero Herrera
Danny Kim
Shea Morrissey
Rachel Newell
Laila Nossier
Ye-Htet Soe

**International Program Team**
*Granada, Nicaragua*
Veronica Balladares
Anna Barrett
Alex Board
Estephan Bolaños
Zoey Bouchelle
Larkin Brown
Ann Cook
Karen Miguel Espinoza Juarez
Brittany Lane
Humberto José Largaespada
Mary McVeigh

Becky Poskin
Cesar Augusto Morales Rivera
Miranda Rivera
Meg Sanborn
Kevin Cristo Vega Rivera
Myra Sack
Alex Warren
Lindsey Whitford

**Kampala, Uganda**
Courtney Bell
Jacques Bwira
Alison Carney
Travis Dezendorf
Nick Dreher
Sarah Ferrari
Cory Kuklick
Heather Luboff
Oliver Matanda
Jeremiah Lukeka Muwangamo
Byamungu Murumbi
Raphael Murumbi
Adam Nagy
Iga Ronald
Junior Kasereka Shabusha
Ethan Shapiro
Stefan Viragh

**Sololá, Guatemala**
Marisa Boge
Julie Colhoff

**Support Staff**
Leonardo Benitez
Zoey Bouchelle
Dagoberto Fernandez
April Kater
Dave Koken
Alexa Kokinos
Anna Lippi
Chris Markham
Lauren Markham
Susan McVeigh
Lucas Richardson
Katie Stolz
Evan Weiss
Mariel Wilner

“My internship with SWB was an incredible experience. I felt part of something powerful and was able to take away countless invaluable lessons from my time in Guatemala. I can’t begin to describe what a transformative experience it was—everything from experiencing a rich and exciting culture, to doing meaningful work, to forming friendships beyond language barriers and cultural differences—everything about it had such an impact and still greatly affects my life.”

-Ava Murphey, SWB Sololá Intern
SWB Advisory Board

Ann Cook
Associate Head Coach, Pennsylvania State University
Tim Cross
President, YouthBuild International
Manish Doshi
Partner and CFO, Meeta M Doshi DDS; Director of Coaching, El Cerrito FC
Greg Lalas
Editor in Chief, MLSsoccer.com; Founder, Kicking + Screening Soccer Film Festival
Jeff McIntyre
Founder and President, RuffneckScarves
John O’Brien
Former Professional Player, US National and Olympic Teams/AJAX
Bill Price
Founder and President, Driva Solutions
Lissette Rodriguez
Director of Capacity Building, Edna McConnell Clark Foundation
Melissa Roth
Vice President and General Counsel, Global Rescue
Michael Sack
Education Director, Youth Empowerment Services

“What makes Soccer Without Borders unique is the way the love of sport combines with lessons on leadership, empowerment, and teamwork. SWB’s ability to cultivate these essential elements into life lessons, particularly with girls, serves the youth directly involved in their programs and, just as importantly, the communities in which they live and play.”

-- Lissette Rodriguez, Director of Capacity Building, Edna McConnell Clark Foundation and SWB Advisor

Former US National Team standout and SWB advisor John O’Brien builds awareness and support for the growing SWB Los Angeles through events in Pasadena, Carson, Anaheim and Santa Monica.

Former WUSA midfielder and SWB advisor Ann Cook represents SWB at a clinic and coaching courses in Nicaragua, in partnership with the US Embassy.
## Financial Position

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### Income

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### Expenses

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**Income-Expense = Net Revenue/(Loss)**

$31,895
Partners & Supporters

**Network Memberships**
- Up2Us
- Streetfootballworld

**Organizational In-Kind Support**
- Anna Lippi, CPA
- Coaching Corps
- Global Rescue
- Goodwin Procter
- MetroLacrosse
- Ruffneck Scarves
- Salesforce

**Top 2011 Sponsors**
- Albany-Berkeley Soccer Club
- Angus Held Foundation
- Bellingham Bay Coffee Roasters
- Grand Rapids Crew Juniors
- Kicking and Screening Film Festival
- Laughing Lotus Yoga Center
- Los Angeles Galaxy
- Lutheran Family Services
- Nike Foundation-Girl Effect Fund
- Oakland Fund for Children and Youth
- Oakland Unified School District
- Open Meadows Foundation
- Open Society Foundation
- Semifreddi’s Bakery
- Skidmore Men's and Women's Soccer
- Up2Us
- Valley Presbyterian Hospital, CA
- Warner University

**Top 2011 Supporters**
- The Avrakotos/Warren Family
- The Abbott Family
- The Ball Family
- The Bettinger Family
- The Blanco Family
- The Boge Family
- The Doshi Family
- The Dreher Family
- The Ellis Family
- The Falletta Family
- The Ferrari Family
- The Geffert Family
- The Goldman Family
- The Hafez Family
- The Joslin Family
- The Rosenbluth Family
- The Tantum Family

Julia Blanco at her event “Girls in the Game”, a clinic at the Home Depot Center in partnership with the LA Galaxy, August 2011

“When I (first) heard about Soccer Without Borders, I knew this was a perfect way to for me to get involved and make a difference. The stories about the obstacles faced by teens in Granada were inspirational. SWB is changing the lives of families all over the world.”

– Julia B., SWB Ambassador, age 17
Partners & Supporters

**Domestic Program Partners**

**Baltimore, MD, USA - Core**
- The ASSOCIATED: Jewish Community
- Baltimore Blast
- Baltimore City Community College
- Baltimore City Public School System
- Baltimore Resettlement Center
- Goodnow Community Center
- Goucher College - UMOJA Club
- International Rescue Committee
- Loyola University Maryland
- Maryland Office for Refugees and Asylees
- Morton and Sophia Macht Foundation
- Open Society Institute Baltimore
- Refugee Youth Project
- The Y of Central Maryland

**Greeley, CO, USA - Seasonal**
- CO Storm Academy
- Colorado Rapids Women
- Laura Musser Foundation

**Los Angeles, CA, USA - Camp**
- International Rescue Committee
- Tiyya Foundation

**New York City, NY, USA - Seasonal**
- Brooklyn International High School
- International Rescue Committee

**Oakland, CA, USA - Core and Camp**
- Albany-Berkeley Soccer Club
- Coaching Corps
- International Rescue Committee
- Oakland Fund for Children and Youth
- Oakland International High School
- Oakland Unified School District – Department of Transitional Students and Families
- Refugee Transitions
- Soccer Silicon Valley Community Foundation

**San Jose, CA, USA - Camp**
- Refugee Transitions

**International Program Partners**

**Granada, Nicaragua - Core and Camp**
- Academia de Talentos FIFA sponsored program,
- Euro Café
- Girl Effect Fund, Nike Foundation
- Hotel Con Corazon
- IND – Instituto Nicaragüense de Deportes
- FENIFUT – Football Federation of Nicaragua
- Open Meadows Foundation
- US Embassy in Managua

**Kampala, Uganda - Core**
- HOPE School
- Rainbow House
- Skidmore Men’s and Women’s Soccer
- YARID- Young African Refugee for Integral Development

**Santa Ana, El Salvador - Camp**
- ASAPROSAR
- Magicians Without Borders

**Sololá, Guatemala - Seasonal and Camp**
- ARQUITLAN
- Centro Juvenil Waxaqi
- Colegio Maya
- Pujujil Community Council
- Universidad del Valle de Guatemala

*Painting done by a local Mayan artist, representing SWB in the community, given as a gift to the Sololá program*
“Sport can no longer be considered a luxury within any society but is rather an important investment in the present and future”

--United Nations