Report on the

Football for Hope Forum

Vanderbijlpark, South Africa

June 23-25 2009

Organised by FIFA and streetfootballworld
Foreword

This report documents the first ever Football for Hope Forum, a milestone for the Football for Hope movement.

This publication presents and disseminates the lessons learned and challenges that emerged from the sessions. In this way we hope to offer a better understanding of the Football for Hope movement and its affiliated organisations. The variety of topics addressed during the forum and the input from many different practitioners and other stakeholders present at the event, combined with the outcomes of each discussion, will contribute to a clearer definition of the future of the Football for Hope movement.

Finally, this report has been produced to promote one of the forum’s core objectives, which goes far beyond the organisation of the event itself: to encourage and inspire networking and action among all relevant stakeholders and therefore help the movement and its constituents progress in the years to come.

We would like to thank all presenters and participants for their contribution to the Football for Hope Forum 2009.

Enjoy!

Federico Addiechi  Jürgen Griesbeck
Head of FIFA CSR  Managing Director, streetfootballworld

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From June 23-25 2009 the first Football for Hope Forum took place in Vanderbijlpark, South Africa. With a particular focus on Africa, the Football for Hope Forum 2009 brought together the world’s leading professionals in the use of football for social development: from grassroots organisations working at the community level to sports governing bodies, global corporations, development institutions and many others.

The forum consisted of thematic workshops and practical training sessions, thought-provoking panel debates, ad hoc working sessions and formal and informal networking activity, as well as a field visit to Finetown to the Play Soccer Programme. Attendance at a FIFA Confederations Cup match completed the Football for Hope Forum 2009.

**Facts & Figures**

- 161 participants
- 113 organisations and institutions represented
- 38 countries represented
- 3 days of workshops, panel discussions and training
Summary of outcomes

The Football for Hope Forum was a unique opportunity for participants to engage with professionals from very diverse backgrounds. What follows is a condensed summary of the most important topics and issues covered throughout the various sessions, including recommended follow-up actions.

The team players of today are the team captains of tomorrow, and that is why it was essential to look at the role of football in school enrolment and complementary education and to recognise the importance of leadership development. One of the key messages delivered by participants was the decisive role of peer mentoring. The benefits of shared learning were stressed and underlined by the motto: lift as you climb, teach what you learn. It was emphasised that development opportunities must be equally shared between boys and girls.

The issues of HIV and AIDS and gender equality are often linked and are of crucial importance, especially in Africa. In the relevant workshops it was recognised that since football attracts both men and women it creates an important space for dialogue that can be taken advantage of. Football has a role to play in HIV and AIDS prevention, yet awareness-raising activities are not enough. The main goal of such efforts must be to build the skills that can change behaviour. The need to create special programmes with girls and not just for girls was recognised. This means that leadership opportunities must also be developed to promote positive female role models.

Perhaps nothing demonstrates the impact of football so clearly and dramatically as the idea of two sides of a conflict brought together by the power of the game. During the sessions on peacebuilding, speakers pointed out that football has the power to humanise – an enemy becomes a human being when you face him or her on the field. The game can be used in areas that have been affected by conflict to eradicate old memories infiltrated by hatred, and create new, positive ones in their place.

The idea of working in partnerships is one of Football for Hope’s priorities. Two different workshops were dedicated to different levels of partnership, from the local to the global. Participants concluded that forming new partnerships requires perseverance, but in the end sharing is winning – opening up to each other helps to achieve more. Finding the right match and cooperating with decision-makers will help take Football for Hope forward.

The significant work accomplished needs to be communicated effectively to the outside world to reach its full potential. This means working with the media or as part of the monitoring and evaluation (M&E) of programmes and activities. Training session attendees learned how essential it is to be clear and simple in communication. The Football for Hope movement can successfully be used by organisations to gain more credibility and leverage with the media; by speaking with one voice we can be louder than a hundred people shouting separately.

The Football for Hope Forum was dedicated to exploring ways to strengthen the role football plays in social development. The next chapters give an overview of each of the panel discussions and workshops.

“This forum is fantastic. I met so many interesting people who gave me confidence that I am not alone with the issues my organisation faces every day. Where else would I get the chance to meet the United Nations and the FIFA President from my small corner of Kenya? We have all been brought together by the Football for Hope Forum.”

Margaret Balawa, Moving the Goalposts, Kenya
Topics discussed at the Football for Hope Forum 2009

Podium discussion
- Developing partnerships between NGOs, foundations and the private sector
- Promoting social development and football talent? Dreams and realities
- The legacy of the 2010 FIFA World Cup™ for Africa

Workshops
- Football’s contribution towards achieving sustainable HIV/AIDS prevention in Africa
- Enhancing school enrolment and complementary education through football
- Challenging taboos and empowering girls and young women to achieve their goals through football
- Peacebuilding through football: successes and limitations
- Organisational sustainability through leadership development
- International learning partnerships: cooperation in Development through Football
- Success through partnerships: cooperation between NGOs, football associations and public authorities in Development through Football
- Monitoring and evaluation: demonstrating the impact

Trainings
- Fundraising techniques
- Working with media: how do we “tell our story”?
- Social networks and communities of practice on the internet
- The 11+ - a complete warm-up to prevent injuries
Developing partnerships between NGOs, foundations and the private sector

Panel discussion

Discussion points
- What kind of cooperation models exist between NGOs and the private sector in the Development through Football field?
- What are private businesses looking for when developing their CSR (Corporate Social Responsibility) Department and what do they expect of their partners?
- What do NGOs need in order to benefit from partnerships at local level?
- What are the potential risks for both sides when NGOs and the private sector collaborate?

Summary
In a lively discussion, the panelists presented the various types of partnerships they are familiar with and the most important aspects surrounding them. Representatives of NGOs described key points that had led to some of their successful partnerships with the private and corporate sector. Two FIFA Partners, Sony and adidas, joined the Jacobs Foundation in explaining their perspectives on a sustainable and meaningful partnership model, based largely on their experience with streetfootballworld and its network members.

The audience was excited to observe the clear shift in the way corporations approach social responsibility, moving from charitable sponsorship to initiatives that are built on an equal basis with the partner organisation and which seek to engage the entire company and its employees.

The controversial issue of which principles should take precedence within a partnership were debated: the donor’s strategic plans, which are often coupled with impracticable funding frameworks, or the NGO’s core needs and mission.

In all cases the following key assumptions were identified as necessary for an efficient, sustainable partnership that has true potential to create a positive impact on various levels and in various directions: the need for clear communication prior to the establishment of and during any partnership, the involvement of the donor in all stages of collaboration, the establishment of a trust-based relationship, and a good knowledge of each side’s character.

Panelists
Klaus Filbry (adidas)
Kirk Friedrich (Grassroot Soccer)
Maria Elvira Garavito (Colombianitos)
Bernd Ebersold (Jacobs Foundation)
Matthew Lang (Sony South Africa)

Moderator
Vladimir Borković (streetfootballworld)
Promoting social development and football talent? Dreams and realities

Panel discussion

Discussion points
• How do NGOs manage the expectations of children involved in their football-based programmes?
• Do dreams of playing professional football have a place in Football for Hope’s area of work?

Summary
It quickly became clear in the animated discussion how complex this topic is. Conclusions in favour of one or the other side cannot be reached. It is just as important to preserve children’s dreams, including those of becoming the next big football star or at least being able to live a comfortable life by playing football, as it is to constantly inform, protect and remind them of the risks and drawbacks, such as the enormous competition on the way to the top, exploitation, injuries and other challenges.

Representing FIFA, Jérôme Champagne explained the continuous efforts in achieving equilibrium and a safety net for young people in or on the verge of entering professional football, confirming that the trafficking of mainly young African and South American footballers by illegal agents remains a serious problem; during the 59th FIFA Congress, Joseph S. Blatter had even referred to the issue as slavery. The NGO voices on the panel, amplified through the experiences of Defensores del Chaco (Argentina), Culture Foot Solidaire (France) and Diambars (Senegal) made clear the important role that the human and social development of young participants has in every aspect of their respective programmes.

All organisations understand the importance of children’s dreams, treating them with honesty and respect, and at the same time working hard to provide the tools needed for a young person to develop into a healthy personality and to live a decent life. Finally, all panelists agreed that responsibility must be equally shared among all the core stakeholders: national associations, professional clubs, football academies and organisations that use football as a tool in their daily work.
The social legacy of the 2010 FIFA World Cup™ for Africa

Panel discussion

Discussion point
• What does the 2010 FIFA World Cup™ legacy mean for South Africa and other countries in Africa?

Summary
While FIFA has supported humanitarian activities and made charitable donations in the past, it has now moved to a more pro-active and committed socially responsible approach towards its legacy. This is why the Football for Hope Centres, which are based on long-term partnerships, have become a central aspect of the legacy and are meant to have multiple positive effects on communities. In the case of Football for Hope Centre Host Special Olympics Namibia, this will not only mean increased partnerships and vital infrastructure, but also newly created jobs and the potential for more meaningful cooperation with the government.

In any project, the central idea is to provide the tools to help Africa progress by itself in sectors such as tourism, health, employment and sport. As for the local communities, which is where many of the actual social problems are directly dealt with, there is the need for horizontal development that is harmoniously aligned with the Football for Hope movement.

From the movement’s perspective, it is necessary to join forces to achieve as broad an effect as possible and avoid competing against one or more of the potential stakeholders, such as governments, the LOC, FIFA, international cooperation agencies, football associations, etc.

Panelists
Kelly Mkhonto (Sport and Recreation South Africa)
Federico Addiechi (FIFA)
Greg Fredericks (Organising Committee 2010 FIFA World Cup/African Legacy Programme)
Jürgen Griesbeck (streetfootballworld)
Charles Nyambe (Special Olympics Africa)

Moderator
Carol Manana (South African radio and TV presenter)
Football’s contribution to achieving sustainable HIV/AIDS prevention in Africa

Workshop session

Discussion points
- What lessons have been learnt and what recommendations can be made on how to design the HIV/AIDS-related health promotion activities and campaigns that are most likely to achieve long-lasting effects?
- What are the obstacles encountered in the field? How can they be overcome?

Session overview
Both sessions were attended by a diverse group of participants representing community-based organisations, donor agencies and private corporations.

In his presentation, Marcus McGilvray explained how WhizzKids United engages young people by using football to teach life skills designed to enhance HIV prevention. The WhizzKids programme and its success heavily rely on the use of effective peer education and the creation of the youth-friendly WKU Health Academies. Both are integral components that link HIV prevention and treatment services for young people.

The second presentation shared with attendees how UNAIDS has been supporting an expanded response to AIDS and how it works with groups on the ground in more than 80 countries worldwide.

In one group activity, participants discussed the social drivers of the HIV pandemic in Africa and the challenges behind preventing transmission of HIV. In a second activity, a case study was examined. The participants discussed a real life scenario of a young girl aiming to complete her education and her sexual relationship with an older, married man willing to pay for her education. This scenario was identified as a common reality in many African countries.

Key outcomes/recommendations
The discussions after the group activities led to following main points:
- Knowledge of HIV risks is not enough to prevent transmission among young people
- Enabling young people to make healthy decisions and adopt healthy behaviours is the key to prevention
- Football can be used as an effective medium to attract young people and bring them together to access new skills and opportunities to lead a healthy life

Presenters
Bathsheba Okwenje (UNAIDS Regional Office South Africa)
Marcus McGilvray (Whizz Kids United/Africaid, South Africa)

Facilitator
Paola Peacock Friedrich (Football for Hope)
Enhancing school enrolment and complementary education through football

Workshop session

**Discussion points**

- How can football-based programmes be effective in motivating vulnerable children to stay in school and strive for a better and secure future?
- How can football-based programmes be best integrated into formal education systems?
- What major initiatives can be created or developed through collaborative partnerships between the Football for Hope movement and formal education systems?

**Session overview**

Education is a focal point in most, if not all, football-based programmes. Presenters in this session described a variety of approaches – from “open air classrooms” and after-school tutoring to cooperation with the formal education system and broad advocacy campaigns – that contribute to the promotion of both formal and informal, or complementary, education.

Participants divided into three groups and engaged in discussions guided by the three main questions of the workshop. The groups then presented their practical recommendations to the other participants.

**Key outcomes/recommendations**

Amongst others, the following examples of best practice were identified in using football-based programmes to motivate disadvantaged children to stay in school and improve their performance:

- Involve positive role models in programmes as peer educators and one-on-one mentors, especially former or current footballers
- Create empowerment opportunities for participants (e.g. employment, leadership responsibilities)
- Create an element of healthy competition as extra incentive (e.g. use of scoreboards)
- Use breakthrough events to promote innovative ideas/change (e.g. international programmes, field trips, camps, etc.)
- Provide incentives such as food, equipment, trips and tournaments

Looking into how football-based programmes can be effectively integrated into formal education systems, workshop participants agreed on certain steps that would help achieve this:

- Reach out to policy makers and legislators, including teachers unions, departments of education, etc.
- Provide capacity building support for schools in delivering football-based activities and provide incentives for teachers. Train university students to assist with programme delivery and curriculum implementation

In the third and last part of the workshop, initiatives were identified that could be developed through partnerships between Football for Hope and formal education systems, including:

- Create vetting and training programme for ambassadors
- Develop Football for Hope events into sustainable programmes, e.g. festivals into youth leadership programmes
- Develop an interactive and football-based education gaming programme that could be delivered as video games, web-based games, board games, etc.
- Produce a toolkit and resource guide for teachers/coaches to use football as a tool for social development
- The necessity of holding another local and regional collaborative forum focused on this subject was expressed

**Challenges**

The following challenges to successfully enhancing school enrolment and complementary education through football were identified in the workshop:
• Keeping secondary school students in school and reaching out-of-school youth
• Convincing children that educational achievement does not conflict with sporting achievement and progress
• Football coaches lacking expertise in development; teachers lacking expertise in football
• Icons and role models sending wrong messages on and off the field

• Balancing the mission with the need for youth employment opportunities

**Presenters**
Sibulele Sibaca (Play Soccer South Africa)
Maria Mora (FC Barcelona Foundation)
Alex Stark (Global Campaign for Education)

**Facilitator**
Tony Williams (streetfootballworld)
Challenging taboos and empowering girls and young women to achieve their goals through football

Workshop session

Discussion points
• How can football-based programmes challenge gender-based taboos/discrimination and support girls to achieve their goals within the community?
• What are effective models for overcoming the existing barriers (health issues, education, political and economic empowerment) while still respecting the local culture and traditions?

Session overview
The introductory presentations included information on the background of the speakers, practical examples from their organisations and reflections on the two discussion points.

Several participants related their experiences and familiarity with co-ed teams without special programmes for girls as well as “boys only” and “girls only” teams, giving further insight into the subject of managing programmes for girls and women.

Girls’ programmes need models to overcome existing barriers. AMPJF in Mali has established support committees, two-thirds of which consist of mothers. This is particularly important since parents are often reluctant to let girls participate in sport programmes due to financial, social, cultural and infrastructural reasons.

Key outcomes/recommendations
Football-based programmes can help girls achieve their goals within the community. It is crucial to bear in mind the specific requirements for successful retention of girls and women in the programmes. Football can be an effective tool in the empowerment of women and girls in the development of confidence, self-esteem, team and leadership skills, as well as in challenging macho culture. There are several examples of good practice in Africa and all over the world, whose models can be shared and adapted.

The critical success factors that emerged for football-based programmes for girls and women were:
• Actively involving parents and families, especially mothers
• Engaging community leaders and support networks of female role models
• Protecting girls from any kind of abuse, primarily of a sexual kind. To accomplish this it is necessary to have relevant policies in place and focus enough attention on the issue of the sex trade as a source of income for families of participants. Moreover, it is crucial for the girls to have someone they can confide in and who can provide psychological support
• Sustaining the participation of girls by providing opportunities for them to get involved in all stages of the programme (e.g. as coaches, referees, administrators). This means creating programmes with girls, not just for girls, and ensuring there are female role models within the organisation, such as former participants/peer educators

On the subject of “girls only” special programmes and co-ed programmes, the following conclusions were reached:
• Creating “girls only” programmes can be beneficial under certain conditions because girls often feel more comfortable playing and learning in such an environment; these programmes must run alongside and on an equal level with the boys’ programmes
• In general, mixed teams (boys and girls) are easier to implement with younger participants; adolescence creates a change in the response and acceptance of such activities

Presenters
Anita White (International Council of Sport Science and Physical Education) (ICSSPE)
Souadou Diabaté (Association Malienne pour la Promotion de la Jeune Fille et de la Femme, AMPJF)

Facilitator
Christophe Mailliet (streetfootballworld)
Peacebuilding through football: practical applications

Workshop session

Discussion points

• What are the different approaches to using football for peacebuilding?
• How can perceptions between opposing groups/persons change?
• What are the challenges in using football for peacebuilding? How can lasting messages of peace/reconciliation/conflict resolution be conveyed through football activities?
• How can activities affect the larger community and not just the participants?

Session overview

In this workshop speakers and audience members deliberated over approaches to using football for peacebuilding, addressing the importance of community and individual engagement. From Colombia to Bosnia, from Rwanda to Palestine, people representing a great number of countries shared their experience and practical examples, discussing opportunities and outreach strategies.

Key outcomes/recommendations

Football serves as a tool for peacebuilding not only amongst the participants themselves but also in the wider community. The values of football promote respect and trust, helping to break down barriers of prejudice and intolerance. The common understanding, and with it the common language of football, unites everyone involved and changes perceptions, attitudes and behaviours. At the end, a reconciliation between two rival groups can take place.

Bringing people together is not always easy and involves a level of trust that coaches, as role models, can best bring about. The importance of coaches and their capacities in conflict resolution skills is paramount. Football can help promote community-wide changes in attitude and behaviour in conflicting parties by unifying them in a familiar setting and highlighting the common values of the game.

The following approaches and activities were illustrated and discussed in the workshop:

• Unifying conflicting groups into a single team and breaking down differences/prejudices in order to humanise the enemy
• Sharing the universal language/understanding of football, i.e. shared values, rules and regulations, to build trust
• Creating new memories through football activities by sharing experiences and keepsakes
• Uniting parents/whole communities through the participants’ football activities
• Involving the wider community by direct participation, i.e. showcasing conflict resolution through football-based theatre, where the audience acts as the refereeing party and rules on consensus
• Empowering community leaders such as teachers and coaches by building their capacity in applying peace-principled football activities in their daily lives
• Promoting messages of peace and sensitising the wider community to the perils of war and the importance of peace, e.g. through war amputee football
• Highlighting the importance of respect, fair play and conflict resolution by giving scores to the implementation of these values in football activities
• Discussing within the team, building up team spirit

Presenters

Anita Schmidt (Capacity Building for Sport, Change and Peace)
Albert Mustapha (Single Leg Amputee Sports Club Sierra Leone)
Bassam Aramin (Al Quds Association for Democracy and Dialogue)
Gal Peleg (Peres Center for Peace)

Facilitator

Madleen Noreisch (FIFA Corporate Social Responsibility)
Organisational sustainability through leadership development

Workshop session

Discussion points
• How can the gap between organisational sustainability and leadership development be closed?
• What are the benefits for young people and organisations?

Session overview
The workshop began with the presenters sharing their personal stories. The workshop continued with group work, where participants and presenters searched for answers to the two discussion points.

Key outcomes/recommendations
Qualified staff is one of an organisation’s main needs and most valuable assets. Resources to sustain staff and to develop new potential leaders are often scarce. Participants recommended the following measures to improve leadership capacity:
• Coordinated partnerships with local universities
• Transfer of best practice and mentoring through successful and experienced organisations
• Create modules that can be individually tailored for local relevance
• Establish a leadership accreditation structure, which could be delivered on many levels, from a youth leadership award to a full masters programme
• Create a list of employment opportunities through football and develop partnerships within each one to create internships and work experience opportunities for young people
• Build positive social networks of young people working and learning together through an online education programme

Participants identified the most important benefits for both the young people and organisations of successfully recruiting, training and retaining talented young leaders.

Benefits for participating young people:
• Continuum of leadership
• Creates a culture of responsibility and empowerment
• Constant development of future organisational and community leadership
• Employment opportunities
• Specialised education in Development through Football

Benefits for organisations:
• Progressive pathways to success
• Increased credibility for investment
• Captures and transfers best practice
• Peer mentoring
• Constant flow of new opportunities and experiences

Presenters
Peter Karanja (Mathare Youth Sports Association)
Denver Hendricks (University of South Africa/International Centre for Sports Studies)

Facilitator
Vladimir Borković (streetfootballworld)
International learning partnerships: Cooperation in Development through Football

Workshop session

Discussion points

- What philosophy can create lasting learning partnerships? What are the differences between international learning partnerships and normal exchange programmes?
- What are the challenges of international partnerships?
- What additional benefits are there to gain?

Session overview

The workshop opened with a description of the concept and a concrete example of an international learning partnership: the cooperation between KICKFAIR and CDI. During the second part of the session participants were asked to discuss the challenges and benefits of such a partnership. At the end of the workshop the input was compared and contrasted with the experience of the presenters.

The topic generated very different expectations and ideas among the participants. The concept of international learning partnerships was unfamiliar to many, and was repeatedly confused with that of exchange programmes. Consequently, in the second session, speakers focussed their presentations specifically on the common concept of their learning partnership for participants to fully understand and discuss the scope of potential benefits and challenges.

Differences between international learning partnerships and other exchange programmes

International learning programmes are unique:

- The partnership is between the organisations as a whole, not between individuals, and includes young people, adults and coaches
- The learning happens on an equal level
- The focus is on the benefit for the respective local communities which stand behind each organisation and participant
- The participants who are selected to travel abroad come from socially disadvantaged areas and are normally excluded from exchange programmes
- In such a partnership, the learning and exchange happens on various levels and addresses a range of topics over a long period of time

Preconditions to engage in a international learning partnership

Organisations must have essential features in common in order to form sustained learning partnerships. These are, as seen in the case of the KICKFAIR/CDI partnership:

a) Two organisations that share a common philosophy on:
   - Humanity and the human nature
   - Education and learning (strengthening strengths)
   - Needs in a globally changing world
   - Football as a framework for learning
b) A common concept of learning which must:
   - Integrate different levels of learning: young people, adults, organisations.
   - Focus on local improvement – mirrored by a global partnership
   - Be integrated into the everyday work of the organisation, be part of the structure and consciousness of each individual
   - Be based on a common topic/language: football
**Challenges**
What challenges occur in an international learning partnership?
- Finding the necessary funds for travel/communications etc.
- Cultural barriers (language, religion, etc.)
- Impatience for success
- Existing values could be challenged on each side
- Power relations between organisations (of different economic backgrounds)
- Partnership is very time- and resource-heavy, and must therefore be accepted as an integral part of each organisation
- Institutionalising the partnership within the organisations’ everyday work, i.e. involving all stakeholders of the NGOs and achieving broad acceptance of the relationship

**Additional benefits**
What benefits, in addition to broadening horizons and language and culture exchange, can be gained from sustained international learning partnerships?
- Breaking new ground in international collaboration
- Gaining recognition on different levels (politics, funders, scientists)
- New ways of funding
- Organic learning of the entire organisation
- Creation of a consciousness that problems are shared globally, through the inclusion of disadvantaged young people and local communities

**Presenters**
Steffi Biester (KICKFAIR e.V.)
Luis Ramirez (Centro para el Desarrollo de la Inteligencia)

**Facilitator**
Katrin Elsemann (streetfootballworld)
Success through partnerships: Cooperation between NGOs, football associations and public authorities in Development through Football

Workshop session

Discussion points
• What cooperation models can be envisaged that would allow all involved parties to benefit from such a partnership?
• What are typical obstacles encountered when working in multi-stakeholder situations?
• How could football associations (FAs) and clubs help strengthen Development through Football on a local level?

Session overview
The introductory presentations included information on the work of the respective organisations, FIFA and Espérance, and focussed on practical examples for partnerships, sharing both positive and negative experiences. The audience’s main interest was the relationship between FIFA and the respective member associations in Africa, and the role that Development through Football and NGOs can play in this FIFA/national FA relationship.

Further insight on relevant experiences for partnerships, especially between clubs/players and NGOs, was given by participants, specifically on how to build and sustain such partnerships successfully. From the perspective of the NGOs, successful examples from bilateral partnerships outnumbered those from multi-stakeholder partnerships.

Key outcomes/recommendations
Cooperation between NGOs and local/national partners is crucial. Amongst others, the following recommendations were made to NGOs in pursuit of partnerships:
• Find key influencers in the right organisations and develop solid relationships with them
• Use the media for leverage and interest and ensure the outcomes are being achieved and communicated effectively
• Understand the value of ambassadors and clubs
• Work with football federations while also engaging with other stakeholders
• Determination and perseverance: a single try is often not sufficient, keep knocking on doors until you are successful
• Being part of Football for Hope plays a key role in success: reputation, quality, door-opener
• Raise awareness through links to regional and national governments
• Offer something valuable to your partners before you ask for something
• Ask for what they (your partners) can easily offer, e.g. technical expertise
• Get together with other NGOs to form alliances in pursuit of partnerships with football associations and local authorities

Presenters
Cyril Loisel (FIFA Development)
Donatien Nsengimana (Association des Jeunes Sportifs de Kigali “Espérance”)

Facilitator
Jan Lübbering (streetfootballworld)
Monitoring and evaluation: Demonstrating the impact

Workshop session

Discussion points
- What is the basis of the Football for Hope Monitoring & Evaluation (M&E) system?
- What are the first results of the pilot phase of this project?
- What can NGOs active in the field learn from this project for their own M&E strategies?
- What challenges in implementing M&E will NGOs face in the future?

Session overview
The Football for Hope Monitoring & Evaluation system is developed to measure the achievements of football programmes towards the United Nations’ Millennium Development goals. In the first part of the session, Marianne Meier gave a general introduction to the Football for Hope Monitoring & Evaluation pilot project.

In presenting the key findings and learnings of the 14-month pilot phase, a special emphasis was placed on the example of Breakthrough Sports Academy. Malanga Jeff Mposha reported on the experiences and lessons learnt by his organisation and other organisations involved in the pilot phase in Lusaka, Zambia.

In the third part, the participants of the workshop were introduced to different methods and tools for data collection that were utilised during the Football for Hope M&E pilot project. In a group exercise, the strengths and weaknesses of those data collection tools were identified and discussed. The workshop concluded with a round of feedback and an animated open discussion.

Key outcomes/recommendations
NGOs are aware of and open to the need for evaluation and ensuring quality programmes on the ground. Workshop participants agreed that:
- M&E is a crucial part of organisational capacity
- M&E should be integrally built into each organisation as a way to ensure constant learning and healthy growth

Organisations have a strong interest in learning more about M&E. Participants indicated their need for practical and applicable M&E tools as well assistance in integrating these methods into their work. The interest in joining the project run by Football for Hope was clearly stated.

Discussing the challenges in effective monitoring and evaluation practices revealed that there were still considerable difficulties in the measurement of behaviour, and that innovative and alternative methods were not sufficiently integrated in the current M&E processes of organisations using sports for development.

Presenters
Marianne Meier (Swiss Academy for Development)
Malanga Jeff Mposha (Breakthrough Sports Academy)

Facilitator
Thomas Weidner (streetfootballworld)
The 11+- a complete warm-up to prevent injuries

Training session

NGOs and any other organisations that use football for social development must also be aware of the comparably high incidence of injuries in this sport. In order to tap the full potential of football as a tool, it is important to protect the players. This outdoor session was a practical application of “The 11+”, the new injury prevention programme from FIFA’s Medical Assessment and Research Centre (F-MARC).

The programme provides a complete, football-specific warm-up and can easily be integrated into a daily training routine. “The 11+” is divided into three parts: it starts off with running exercises (part I), moves on to six exercises to improve strength, balance, muscle control and core stability (part II), and concludes with further running exercises (part III). Different levels of difficulty increase the programme’s effectiveness and allow individual adaptation of the programme. The warm-up takes approximately 20 minutes to complete.

Studies show very successful results: “The 11+” has been proven to reduce injuries by up to half if performed correctly and regularly. The goal for organisations now is to use this unique programme consistently.

Trainers
Mario Bizzini (FIFA Medical Centre of Excellence)
Katharina Grimm (FIFA Medical Assessment and Research Centre)
Marc Fish (Ambassador for the 2010 FIFA World Cup™)

Working with the media: How do we tell our story?

Training session

This interactive training session featured hands-on examples and was characterised by robust and thought-provoking discussions. Easy guidelines were provided that could be immediately put to use, since no matter at whom the communication is aimed, the principles remain the same.

The tappers and listeners exercise demonstrated the need to transform ideas into understandable messages in order to beat the so-called curse of knowledge. One person performed a popular tune with knocks on a table. Although all participants knew the song (Happy Birthday to You), they failed to recognise it just by these taps. Without prior knowledge of what was going to be performed, the knocks of this song they were familiar with had no meaning to them. Various practical examples from politics, religion, Hollywood and music were used to illustrate how to effectively tell a story. Good and bad examples of the use of emotion and statistics were also discussed.

Fundamental themes in communication include getting to the core of the idea, being brief and using language carefully. These are all based around three easy steps: get attention, retain interest and turn interest into action.

In order to tell its story effectively, the Football for Hope movement must speak with one voice, not many. Coordinated efforts resonate more strongly.

Trainer
Caj Sohal (BBC Your Game Project)
Social networks and communities of practice: How can the internet strengthen development organisations?

Training session

The group discussed how development organisations can best use the internet, in particular the very interactive applications of Web 2.0, to strengthen their work on different levels: to grow their network, improve their visibility, gain knowledge and inspiration and raise funds. Participants shared experiences of how they use the internet and discussed challenges that they encounter in their own work. The issue of connectivity was central in the discussion. Access to the internet was identified as the biggest challenge in many African countries. The kind of access people have also influences their view on the opportunities offered through the web: those without reliable connections focus mainly on gathering information and improving visibility, while people with high-speed internet also use online fundraising tools successfully and actively network through the internet. Some smaller organisations are not able to take advantage of every option simply due to time; they do not have the capacity to dedicate people entirely to communication platforms.

While there were some sceptical voices on the subject of fundraising via the internet, other participants had managed to raise considerable amounts online. The trend of online funding competitions, where the project with the most votes wins, was seen critically as it excludes organisations that are not in close contact with Europe or the USA, where online votes are much more common than in Africa, for example.

Some websites were highlighted in the training, including www.facebook.com, to grow a network of supporters and friends, as well as www.idealist.org and www.onlinevolunteer.org to find volunteers for development projects.

Trainer
Sarah Bagel (streetfootballworld)

Fundraising techniques

Training session

The focus of this training session was to enhance the understanding of the elements of successful fundraising: know your organisation, know your donor, make the pitch, and create results-based proposals. Participants were asked to apply these elements to their own organisations by defining their identities, thinking about the donors they would want to approach and for what exact purpose. They were exposed to different techniques for approaching donor audiences and learned how to craft SMART (Specific, Measurable, Achievable, Relevant and Timebound) objectives for their respective organisations. Many tips were exchanged including the necessity to believe in your own capacity and make your goals realistic.

The session also provided the basics for writing grants and explained the Football for Hope Programme Support funding mechanisms and application processes.

Trainer
Charlotte Obidairo (Coxswain Social Investment)
140 boys and girls of various age groups play football in Finetown under the auspices of the Play Soccer programme in weekly sessions. In addition to playing football, the children receive basic information about HIV/AIDS prevention and other life skills through a comprehensive curriculum. Football for Hope Forum participants appreciated the opportunity to visit this community south of Johannesburg and to witness this programme first-hand.

Summary
The Play Soccer programme site visit to Finetown was an inspiring opportunity for delegates to see the content of their forum discussions brought to life. It was also a very special occasion for the children as they had the opportunity to play alongside former South African World Cup Captain Lucas Radebe, who was visiting as a FIFA ambassador.

The holistic programme framework incorporates three basic educational components into every session:
• Football skills and technical training delivered through an educational sports science approach
• Health/physical development topics such as HIV/AIDS, malaria, clean water and personal hygiene
• Social development life skills such as fair play, respect for others, gender equity and peaceful solutions

One of the programme’s critical success factors is that many of the coaches are local members of the community. In fact, some of the coaches participated in Play Soccer programmes as children before graduating to become community coaches.

This site visit was a wonderful illustration of development through football in action, empowering children through positive peer education and providing clear pathways towards a life of leadership.

“The visit from FIFA and streetfootballworld is fantastic for the kids and the coaches. Your visit leaves an enormous impact on the kids and the coaches, and it is a fantastic reward for what we are doing. I am feeling proud to be part of the project.”

Kenny Hlabahlaba, Play Soccer coach in Finetown
Football for Hope is a movement that uses the power of the game for social development. It is lead by FIFA and streetfootballworld.