

Evaluation Report – SUG – August 30th 2009

Cross Cultures Project Association (CCPA)/ Open Fun Football Schools



Material used for assessment:

- Screening OFFS/CCPA
- Application/ Evaluation FFH
- Fact sheets Foča 09
- Membership Application
- website <http://www.ccpa.dk/>, (last update March 2009) changemakers:
<http://www.changemakers.com/node/3237>, uefa:
<http://www.uefa.com/uefa/news/Kind%3D524288/newsId%3D213597.html>
- Sustainability Report 2006/2007
- further material (documents/reports/print material)

1. Summary/assessment of organisational information

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- Mr Allan Hansen – President, Danish Football Association – ahan@post.dbunet.dk –
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Basic facts:

CCPA (Cross Cultures Project Association) is a humanitarian non-profit association with no affiliation to political, cultural or religious groups, based in Copenhagen, Denmark, with local branch offices in the various countries where Open Football Schools are implemented. The programme was founded by Anders Levinson in 1999 after heading the UN emergency operation in the central and north-eastern part of Bosnia during the Bosnian War to run a children's grassroots football programme as a peace-building intervention in Bosnia-Herzegovina. With this experience and his football background (as a former football player and coach), Levinson developed grassroots football programmes – The Open Fun Football Schools programme and the Street Sport & Popular Club programme – as an efficient reconciliation and conflict management tool. Open Fun Football Schools use joyful games and the "fun football concept" as a tool to promote the process of democracy, peace, stability and social cohesion. It brings teachers, leaders, trainers, and children from different ethnic and social backgrounds to work together and, through its programmes, educates hundreds of qualified coaches from football clubs and teachers from elementary schools.

Starting out in war-torn Bosnia and Herzegovina, OFFS has expanded its activities within the last years to other countries in regions like the Balkans, Trans Caucasus, and Middle East (i.e. Croatia, Serbia & Kosovo, Montenegro, FYR Macedonia in Western Balkan, Armenia, Azerbaijan and Georgia in

Caucasus, Moldova and Iraq, Lebanon, Syria and Jordan in the Middle East (the two latter currently phased out).

Vision/mission:

Vision

Use joyful games and the pedagogical “fun-football-concept” as a tool to stimulate the process of democracy, peace, stability and social cohesion in South Eastern Europe by re-establishing friendships and sports co-operation between otherwise antagonistic population groups and divided communities.

Mission

CCPA exists for the purpose of developing, participating in as well as implementing projects cutting across cultural lines, which have as their main objective the promotion of reconciliation and integration among people through dialogue and collaboration.

Location of operation:

OFFS is run as national programmes in Western Balkan (Bosnia-Herzegovina, Croatia, Serbia, Montenegro, Kosovo, Macedonia), Caucasus (Armenia, Azerbaijan, Georgia), Moldova and the Middle East (Lebanon, Syria, Iraq).

Target group:

children and adults living in divided communities due to ethnic, religious, social, economic, cultural or other differences. The target groups / direct beneficiaries of CCPA’s sport programmes are:

- 1) girls and boys between 7-11 years including children from refugee, internal displaced and returnee families, orphans and children with special needs (minimum of 30% need to be girls)
- 2) their parents
- 3) local male and female volunteers to attend volunteer training and subsequently work as leaders, coaches and assistants in OFFS programmes
- 4) Municipalities and local football clubs

Method of recruitment

CCPA’s activities are organised in accordance with the regional strategy aiming at facilitating a) cross boundary cooperation (between nations) and b) cross entity cooperation (between antagonistic population groups inside the country).

All seminars for instructors, leaders and coaches need to be in accordance with the so-called „twin-city approach“.

Recruitment of the children: through the local primary schools, football clubs, local organisations. Particular emphasis is put on the involvement of children (and parents) from refugee, internal displaced and returnee families, orphans and children with special needs.

Number of participants

Since beginning in 1998: 225,000 children in Balkan, Caucasus and Middle East have participated in local OFFS activities, 22,000 volunteers have been trained as OFFS coaches or leaders

In 2009: 30,400 children participated in local OFFS activities, 2,963 volunteers were trained as OFFS coaches or leaders. Another 2,250 local volunteers worked as coach assistants during the activities. Additionally: approx. 5,000 parents attended workshop activities in Balkan and Caucasus run by CCPA volunteers.

(no systematic data exists currently for regular participants in CCPA’s Street Sport programme) for more numbers and figures see Sustainability Report 2007

Thematic field(s) addressed:

- Health Promotion
- Peacebuilding
- Anti-discrimination & Social Integration
- Environment (new)

Main activities of organisation, programmes, projects:

CCPA's sport programmes have three main pillars:

- 1) Open Fun Football Schools (OFFS) and Street sport for boys and girls from 7 – 11 years old (Organisation of events like Football Cups/tournaments, Fun Football Festivals, Street Sport and School Sport events)
- 2) Regional meetings, seminars and workshops for volunteers/staff/parents (1. Cross Cultures/OFFS staff training 2. OFFS volunteer training 3. Street Sport volunteer training 4. Cross Cultures external network activities)
- 3) Provision of equipment for children's grassroots sport activities.

CCPA's approach to community-based sport programmes actively engages a number of local stakeholders which all uphold a function. This stakeholder approach puts the child in the centre and brings all stakeholders in to play in the "Children's Grassroots Football Universe" (www.ccpa.dk/cc).

Use of football:

The Open Fun Football Schools

Open Fun Football Schools are used as a tool to bring people from divided communities together. In situations where the communication between different ethnic and social groups is broken down a special pedagogical fun-football-concept is used as a 'driver'. CCPA's OFFS programme and Street Sport programme is community-based by nature, based on the commitment of local volunteers, local football clubs and communities. Each local Open Fun Football School lasts 5 days and comprises a minimum of 200 boys and girls from 7 - 11 years old, 15 voluntary coaches and 12 coach assistants. Furthermore, follow-up activities are organised by staff and local volunteers on regular basis.

All activities are organised in accordance with CCPA's **basic values and principles:**

- a. The sport activities should promote grassroots football for all.
- b. The activities should in particular promote female participation in football of all levels - minimum 25% participants of players, coaches, leaders and officials.
- c. The activities should show social responsibility. Correspondingly all activities are organized in a manner that secure diversity to among others ethnic, social, religious and political background.
- d. Voluntary coaches and leaders should organize the football activities.
- e. All coaches and leaders must as a minimum, have completed CCPA's education programmes for OFFS coaches or Street Sport masters.
- f. The activities should be democratic and transparent in their local anchoring.

All activities are carried out in accordance with the twin-city approach: to ensure communication and mobility across dividing community lines, each OFFS to be organised must involve the commitment from minimum two municipalities and two-three local sport clubs or primary schools representing different communities (a letter of agreement to be signed). The regional volunteer seminars are conducted at regional level and need to be attended by volunteers from different countries in the region.

All the activities are implemented throughout the year i.e. streetmaster training, street sport instructor training, club seminars, local street sport activities on weekly basis.

Regional volunteer seminars are held from May-July. The local five-day OFFS events are implemented in August. Follow-up fun football activities are held in Autumn e.g. Nov 14 on World Diabetic Day and fun football festivals. Week long staff seminars and one-day girls' football networking seminars are held during the year. Regional OFFS Instructor seminars are held usually between January and May.

In several countries (e.g. Croatia, Armenia, Georgia) a supplementary training course has been developed by the FA's to offer coaches an official C-license training additional to the OFFS training.

Administration/management & infrastructure:

Administration

Board with nine members (including Mr Allan Hansen, President for the Danish Football Association and Ms Karen Espelund for the Football Association of Norway) governs the CCPA in collaboration with the managing director and founder of CCPA, Mr Anders Levinsen.

Staff/Volunteers

Full-time staff: 25

part-time staff: 142 OFFS instructors, 253 street sport masters

volunteers: In 2009: 2,963 local volunteers on CCPA-seminars and additionally 2,250 volunteers assisted in organising local OFFS activities, every summer CCPA recruits approximately 5,000 local volunteers for training and organisation of OFFS activities for children from May-Nov.

Participation of the youth in the decision-making process

CCPA promotes the recruitment of young local volunteers for OFFS training and for being responsible for the organisation and implementation of local OFFS activities. In 2008 40-50 % of the local volunteers trained were below the age of 30 years (in total 1041 persons). In addition local assistants are recruited to help with the implementation of the projects and they are usually between 16 – 25 years old. The participation of women is strongly promoted and in 2008 34% of volunteers trained in Balkan was female and in Caucasus the female participation among volunteers trained reached 22%.

Infrastructure

Owned:

- Office vehicles by most local branch offices in the field and by the headquarter – one car/office.
- Office equipment for 13 offices.
- Manuals and training materials for leader & coach education, for OFFS instructors, for Street Sport masters
- Primary school teaching material on climate and environment issues (www.thingstalk.net)
- new sports equipment is donated each year by Nike (through Mercy Corps) and UEFA and distributed by CCPA to local clubs and/or primary schools and municipalities through its sport programmes

Rented:

- OFFS Offices: 1 head office in Denmark, regional offices in Sarajevo and Tbilisi plus national OFFS branch offices in Sarajevo, Zagreb, Belgrade, Skopje, Tbilisi, Baghdad and Beirut.
- OFFS offices are integrated in the Grassroots departments of the National Football Associations in Yerevan, Chisinau and Baku.
- Seminar facilities: Accommodation and meeting room facilities are rented at local hotels or institutions
- Sport facilities: Local partners and national football associations provide access for local sport facilities for free

Partners & funding:

Yearly operational budget/turnover

Key Data:		
	2008	2009 (planned)
Income	€ 2,550,000	€ 2,500,000
Expenditure	€ 2,230,000	€ 2,600,000
Reserves (months)	€ 10,000	€ 60,000 (1 Month)

external audited financial report for 2008 from Deloitte available as well as the budget report 2009

Accounting/Controlling

CCPA's field offices carry out accounting and book-keeping on a day-to-day basis. CCPA headquarter carries out financial controlling and funds distribution and external audit of CCPA's financial accounting is conducted on annual basis by Deloitte.

Main Partners:

UEFA (financial and material support, promotion towards national football associations, political support)

Norway Football Association financial support, seated in CCPA Board, political support

Danish Football Association seated in CCPA Board, political support, capacity-building and training,

National Football Associations in the programme countries financial support, political support, access to facilities

Ministries of Youth and Sport in the programme countries political and financial support

Ministries of Foreign Affairs in Sweden, Denmark and Norway financial support

Nike/Mercy Corps, Novo Nordisk, SOCAR, StatoilHydro, Villum Kann Rasmussen Foundation, Rockwool Foundation CSR-partners and private foundations providing financial and material support

Approx. 300 Local Municipalities Financial support, access to facilities

Hundreds of local private donors/sponsors Local financial support

Integration into other community development programmes

CCPA works closely with the National Football Associations in all the programme countries as integrated part of their grassroots port-folio. Further in some countries (i.e. Armenia) tripartite agreements with the FA and Ministry of Educations have been entered with the purpose to promote the children's' sport activities – the OFFS approach - within the official curriculum for primary school classes 3-5 grade.

In total 293 municipalities, 403 football clubs and 393 primary schools were engaged as partners in the 138 OFFS implemented during 2008 in Balkan and Caucasus

Other networks/organisations

- partner in the Danish-based project "Network for Sport & Development"– www.net-sd.org
- member of the Danish-based Mandela Centre – www.mandelacenter.dk
- part of changemaker.com and sportanddev.org

- CCPA maintains comprehensive informal networks of volunteers, sport organisations, sport politicians, practitioners, community representatives, media etc. in all the countries they work in. CCPA plans to take steps to formalise these networks in the coming years e.g. by establishing a global CCPA Friends' Association

Impact/M&E

Good Practice

- strong field experience and know-how in post-conflict communities
- vast network of specialists, partners, volunteers, ministers, donors and football associates across several countries
- partnership and cooperation with the established football structures in the respective countries (national and Regional Football Associations and the local football clubs)
- the multiple stakeholder approach – the so-called Children's Grassroots Football Universe with the purpose to build a local sustainable platform where stakeholder's of different background can meet and bond while discussing children's welfare and future

Impact

- mobilisation of local volunteers and an active engagement of local football clubs, parents, authorities and sponsors in children's sport activities.
- significant increase in clubs and teams organising football on a day-to-day basis
- successful promotion of Girls' football and girls volunteering activities
- Community-based platforms of stakeholders in children's sport (clubs, schools, parents, ministries of sport and youth) are formed and sustained in many locations.
- stimulation of strong interest in the primary education section
- integration of the OFFS concept into the formal School Sport curricula for primary school classes

M&E-Tools

- Field data collected by instructors according to CCPA standards for annual reporting
- Annual spin-off survey conducted by local OFFS volunteers
- Quarterly reports by field offices describing progress, new opportunities and results achieved.
- Annual regional strategic OFFS staff seminars re. organisational and strategic development of OFFS programmes
- pilot project in 2009 to develop an appropriate field monitoring and evaluation system for Street Sport programmes. Outcomes not available yet.

Ultimate Vision – future plans/objectives

- CCPA in close cooperation with national football associations and local partners want to lead a global OFFS & grassroots football movement promoting equality, anti-discrimination and peaceful co-existence among children living in post-conflict communities on all the world's continents
- by end 2010 they aim to have completed the transfer of all OFFS activities, networks and organisations to sustainable structures in all partner counties in Europe (except Kosovo)
- plans to expand concept to non-UEFA countries (e.g. Africa)

PR/Media/Communication

Relationship with the media

- All the branch offices maintain network contacts among local and national media and through the years close collaborations are established with media partners in many countries
- the 138 local OFFS events stimulated more than 350 newspaper articles, 430 TV-features and 580 radio features

Media material:

- a film crew was sent by the UEFA to visit CCPA's activities in Bosnia-Herzegovina in order to produce four audio-visual features on the OFFS programme.

- In 2006 the children's movie "The Football School – heading for peace" was produced based on the OFFS programme – the film received two awards in Switzerland and Japan during 2006/2007 (see CCPA's 2006 Sustainability Report, p. 58)
- Promotional material, flyers and manuals are produced every year for the OFFS activities by the local branch offices.

Fundraising/marketing plan

- Fundraising Manual for the organisations and several training sessions on fundraising implemented internally for local staff
- development of a complex sustainability approach encompassing three dimensions: Social responsibility, civil society and organisation/financing (see CCPA's 2007 Report p. 9)
- development of a comprehensive strategy for fundraising based on local funding, international bilateral and multilateral funding and donations from private businesses and foundations (see fundraising strategy described in CCPA's Sustainability Report 2006, p. 18 and CCPA's 2007 report p. 43ff).

Awards

1998: The Michael Laudrup Award

1999: The Danish Peace Prize

2000: The Pioneering Prize

2001: UEFA Special Contribution Award – Gold Medal

2002: UEFA Charity Cheque

2002: Gerlev Sports Prize

2003: The Danish National Team's Charity Cheque

2004: Honoured Sports Leader of the year, Bosnia Herzegovina

2005-2008: On several occasions the national OFFS teams have received the UEFA Most Valuable Grassroots Football Events of the Year

2009: Best Sport For Peace project awarded by Beyond Sport in July 2009.

2. Evaluative Remarks

Credibility/validity of information presented:

very high. All information can be verified through different sources. Important references are provided and at hand and annual reports underline the organisation's credibility. CCPA/OFFS is also part of FFH and has gone successfully through the application process.

Strengths & weaknesses:

Strengths:

- extensive working experience in conflict areas and in the field of Development through Football (nearly 10 years)
- high organisational level and well defined training and coaching on all levels and involvement of all stakeholders
- with "Fun Football": specific pedagogical philosophy and methodology (e.g. the Twin-city approach)
- focus on sustainability and local ownership
- promotion of female participation
- use of good and decent monitoring system and annual reporting
- high impact
- large annual budget (> € 2,5 mi)
- very strong partnerships on corporate and governmental level both in all the respective countries as well as in Scandinavia
- high involvement of local government, sports authorities, the national FA's and local schools

- strong plans for the future (e.g. expansion of the project to Africa, non-UEFA countries, Russia, Central Asia; a global CCPA Friends' Association)
- strong linkage to streetfootballworld through FFH and participation at Foca 09
- regional field, where network has is little/no representation so far

Weaknesses:

- Deloitte-conducted annual reports and evaluations of the programme are only available in Danish
- website rather confusing / clear structure and overview is missing and doesn't match the well presented reports and print material
- contact persons in each respective country?
- M&E needs further development (in process!)

Stage of organisational development (estimated):

very high

Concrete contribution to and benefit potentials from the streetfootballworld Network:

CCPA/OFFS can make a strong contribution to the streetfootballworld network in many ways. That could be sharing of best practice experiences regarding their methodology, fundraising/marketing strategies, and in the field of establishing networks and contacts with different stakeholders. As the Balkan and Caucasus region is not very involved in the streetfootballworld network yet, CCPA/OFFS can strengthen the network in these regions.

Network member could participate in the various seminars for volunteers/staff and instructors offered by CCPA/OFFS or attend any Street Sport events in any of the country CCPA/OFFS operates in to learn, interact and share experiences.

CCPA would benefit from the network in the sense of sharing experiences with network member who also work in the thematic field of peace-building in divided societies. The membership can be beneficial for CCPA/OFFS in the sense of helping to facilitate the outreach of the programme to countries they are not yet experienced and streetfootballworld network member operate in, e.g. Africa, and non-UEFA member countries.

CCPA is very interested in working with network members that have experience and expertise in peace-building initiatives and in evaluation measures in that kind of field to share experience, know-how and work on future initiatives.

3. Next steps/ Recommendation

Network membership? (reflect briefly) on membership criteria!

All the network membership criteria are fulfilled without any doubt. The focus is primarily on Development through Football, also the programmes run on a sustainable basis throughout the year; strong plans for the future are pursued as well as the strengthening of the local ownership, the promotion of an active role of girls and young women and of participation of the youth in general. CCPA is an organisation that works on a very professional level and on the ground of a good working network with an impact in many countries. The organisation can rely on a well defined approach and methodology that includes all important stakeholders and ensures sustainability. The commitment to the streetfootballworld network and regarding international cooperation within the network is given.

Open questions, next steps:

Recommendation to the network board as new member.

Further remarks: none