

FINAL REPORT

EVALUATION

SOCCER CROSSES FRONTIERS PROJECT

OCTOBER – DECEMBER 2006

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CHAPTER I INTRODUCTION

1.1: Background

All projects must ensure attainment of their goals, indicators and outcomes or outputs, that is, of their objectives. One instrument to verify project progress and achievement is the mid-term evaluation or process evaluation.

In order to carry out this evaluation, Norwegian Mission Alliance – Bolivia has invited consultants and professionals to carry out an evaluation of the processes for implementing the project “Soccer Crosses Frontiers”, the first phase of which was executed in 2003 – 2004 and the second phase of which was started in 2005 to conclude in 2007.

The evaluation will cover the first 3 years of project execution to propose recommendations regarding adjustments and changes in the project document for the medium and long term prepared for the last two years of the project.

It is a process evaluation developed to measure the quality in execution of a program or project and evaluate the project coverage, service level and whether the services are being used by the target population.

This means that the evaluation will mainly consider qualitative aspects, without however losing sight of management and use of the financial resources. Hence, this evaluation will not be based on statistics or quantitative data, but it will rather develop qualitative instruments to measure the changes in the reality as a result of the project.

1.2: MAN in Bolivia

Norwegian Mission Alliance in Bolivia (MAN-B) is a non-governmental non-profit Christian and diaconal organisation that started to operate in 1979 through Norwegian missionaries. In 1980, the organisation was officially acknowledged by the Bolivian State.

After 20 years of activities, the leaders of MAN-B decided to nationalise the institution by transferring its leadership to Bolivians and by granting management autonomy to the organisation.

MAN-B promotes the comprehensive development of low-income social groups based on economic-productive services, institutional strengthening and strengthening of the grassroots organisations with contributions from NORAD, NMA-Oslo and MAN-B.

The organisation’s activities are centred on three central plans: Integrated Development Plan Alto Norte, Integrated Development Plan Inter Andean Valleys and Development Plan Caranavi; which are complemented with three specific projects: IEC in HIV/AIDS; the Training Institute and the “Soccer Crosses Frontiers” Project.

1.3: Brief Overview of the Soccer Crosses Frontiers Project

The Project “Soccer Crosses Frontiers” pursues the following aim and purpose:

AIM

Contribute to a decrease of the indices of youth delinquency in the north sector of the city of El Alto, Bolivia, by promoting sports.

PURPOSE

“Develop attitudes and values among children and youth of both sexes from low-income population sectors in the target area through orientation and soccer.”

For achieving this purpose, the project has defined the following components, results (outcomes) and/or specific objectives:

- Children and youth of both sexes have participated in the training processes and in the championships for children / youth. The State Educational Units promote soccer (two proposals which MAN-B refers to as the “*Promotion of Soccer*”).
- The Municipal Football Academies have been reactivated, at the educational, training and competitive levels.
- The infrastructure for soccer has been upgraded.

At this moment, a technical team composed of two persons is responsible for executing the activities for implementing the components / attaining the results: One of the team members is the project responsible and the other one is a technician who is specifically responsible for coordinating the sports activities with the Municipal Government of El Alto (GMEA).

For implementing the project, MAN-B has signed an agreement with the Municipal Government of El Alto (GMEA) that gives priority to the infrastructure component, without however losing sight of the actions for reactivating the Municipal Football Academies and Promoting Soccer.

1.4: Design and methodology of the evaluation

1.4.1: Objectives of the Evaluation

The Terms of Reference (Annex 1) propose the following objectives and aspects to be evaluated:

Overall objectives of the evaluation:

1. Evaluation of the first three years of the project (2003 – 2004, 2005 – Oct 2006).

2. Give recommendations on the adjustments and changes in the medium and long term in the project document prepared for the last two years of the current project (2006 – 2007) and for a possible extension afterwards.

Specific objectives of the evaluation:

The specific objectives can be reflected in the following three aspects of the evaluation:

- A. Up to what point has the project achieved the goals and objectives?
 - Execution of the activities: Activities versus Budget
 - Achievement of the goals and indicators (quantity, quality and time)
 - Attainment of the Objectives (outputs, outcomes)
 - Enabling factors and constraints

Aimed at identifying the degree of:

- Pertinence (i.e. Relevance)
- Efficiency: measure attainment of the immediate objectives or results based on the used means – resources / input / activities - Analysis of the “costs” for the “attainments”.
- Efficacy (i.e. Effectiveness): the extent to which the proposed objectives are achieved based on the results. Comparison of objectives and results; assessment of the differences between actual and planned activities.
- Impact: intentional or unintentional changes as the direct or indirect effect of project implementation.

B. The phases in project execution:

- Planning
- Execution
- Evaluation
- Organisation

C. Aspects covered by the evaluation:

- Financial aspects
- Technical – physical aspects
- Project organisation and administration

For complying with these objectives, the evaluation team has used the following methodology:

1.4.2. Data gathering techniques

a) Gathering of secondary information:

Project documents and files

b) Gathering of primary information: Fieldwork

The primary data gathering process was based on a *theoretical sampling* procedure, as it was considered that the evaluation did not require a representative statistical sample but a sample coherent with the quality of the outputs and/or components in relation to the progress of the evaluation. In other words, the information requirement capacity was determined by the saturation of the information obtained on the topics covered in the evaluation.

In this sense, the evaluation resorted to qualitative interviews, workshops / interviews and in-depth interviews.

Qualitative interviews

This technique based on non-direct, open, non-structured and non-standardised interviews was helpful to collect first-hand information through a conversational model, which goes beyond a formal exchange of questions and answers. In this technique, the idea is to simulate a dialogue between equals. This technique was used with project leaders, professionals / technicians, neighbourhood leaders and league leaders. The content of these interviews was set within the context of the following table:

Objective	Topic and content	Participants	Methodology	Time
Identify the criteria, opinions and considerations of the stakeholders or beneficiaries on the project.	<ul style="list-style-type: none"> • Planning • Execution • Evaluation • Organisation 	<ul style="list-style-type: none"> • Project leaders • Professionals / technicians • Neighbourhood leaders • League leaders 	A conversational model between equals, which goes beyond the formal exchange of questions and answers.	2 hours
Know the density of the social experience of stakeholders in development of the project.	<p>To what extent has the project achieved the goals and objectives?</p> <ul style="list-style-type: none"> • Execution of the activities: Activities – Budget • Attainment of the indicators • Achievement of the objectives (outputs, outcomes) • Enabling and constraining factors 		A semi-structured interview guide is required, which is organised within the framework of sectors and components involved.	

Workshops / interviews

a) Workshop / interview with neighbourhood leaders, teachers and trainers

Originally, the idea was to work with focus groups, but for time reasons, the team developed group-based techniques such as workshops / interviews to obtain sufficient information for making analyses and adopting positions regarding the different aspects covered in this evaluation. In this sense, 5 separate workshops / interviews were held: 3 workshops with neighbourhood councils and sports leagues, 1 workshop / interview with all trainers of the Municipal Football Academies and 1 with physical educational teachers from state schools.

The place and timeframe of the workshops / interviews was based on a consensus with the representatives of the different groups involved in the project.

Objective	Topic and content	Participants	Methodology	Time
Identify the project achievements and difficulties	<ul style="list-style-type: none"> • Knowledge of the project Soccer Crosses Frontiers? • What are the expectations of this project? • Project benefits to date • The benefits the project gave them and how these benefits are reflected in compliance of the objectives and goals of the Project Soccer Crosses Frontiers? • What is missing in the Project? • The support received from your institution for participating in the project is good, regular or bad? Why? • What do you and your institution do to ensure sustainability of the project? 	<u>Workshop 1</u>	3 workshops on different occasions: Workshop 1 participation of different leaders Workshop 2 participation of Physical Education Teachers Workshop 3 participation of trainers from the Municipal Football Academies The objectives, topics, resources and methodologies are the same for both workshops. The workshops are developed on the basis of group dynamics.	1 day per workshop
Evaluate the levels of organisation and coordination in the project		Neighbourhood leaders		
Evaluate the role of the participants		Sports leaders		
		<u>Workshop 2</u>		
		Teachers		
		<u>Workshop 3</u>		
		Trainers		

b) Workshop / interview with youth and children of both sexes

For the evaluators, it was a welcome experience to be able to work directly with the project beneficiaries. The workshops were developed in groups for different ages and sexes. The dynamics the evaluation team used helped for the young persons and children (boys and girls) to participate actively in the events and to exchange experiences (testimonials) that enhance peer learning and awareness processes.

Within this perspective, these events did not only provide the evaluators with information, but they also fomented an exchange between peers.

The table below shows further details on this process:

Objective	Topic and content	Participants	Methodology	Time
Identify the project achievements and difficulties	<ul style="list-style-type: none"> • Reasons why you play soccer • Places where you play soccer most often • Who teaches you to play soccer • Besides soccer, what else did they teach you? 	Youth, children (boys and girls)	The workshops are based on group dynamics.	1 day per workshop
Evaluate the levels of organisation	<ul style="list-style-type: none"> • When do you play soccer? • Benefits of playing soccer • Occupation in your free time 		Organisation of 2 or 3 groups for discussing the proposed topics.	
Evaluate the role of participants	<ul style="list-style-type: none"> • Organisation of the team • What do you do when your team wins? • What do you do when you lose? • Knowledge of the Soccer Crosses Frontiers project • General benefits of the Soccer Crosses Frontiers project? • Direct benefits of the Soccer Crosses Frontiers project? 			

In-depth interviews

To obtain detailed information and data on the different project phases - design, formulation and planning, execution and monitoring - the evaluation team had to hold various meetings for in-depth interviews with the leaders, professionals and technicians directly involved in the project.

In some cases, these activities had to be repeated to consolidate the information.

The social participation in this data gathering process was as follows:

Category	Position	Number
A	Leaders / Directors / Executives	3
	High-level Officer of the GMEA (Teofilo Choque) and Sports Director (Guilberto Quispe)	2
	Planning Coordinator – MAN-B; SCF Project Responsible (Alejandro Lafuente)	1
B	Neighbourhood leaders / Club leaders	14
	Neighbourhood leader – Tahuantinsuyo	1
	Neighbourhood Committee and Sports League - San Luis	7
	Neighbourhood Committee and Board of the Sports League 12 de Octubre (Maracana)	6
	Physical Education Teachers – Schools	8
	Physical Education Teacher	8
	Trainers of the Municipal Football Academy	9
	Trainers – Municipal Football Academy (MFA)	8
	Angel Limachi. Trainer – MFA	1
	Others	6
	Responsible Diaconia PDLAN, Leader of the Inter School Championship - (MAN-B) Celeste Castañera	1

	Architect Supervisor – MAN-B - R. Espinoza;	1
	SCF Project Responsible. Jorge Alvarez – MAN-B	1
	Soccer Referees	3
C	Youth and children	93
	Youth Sub 15 – Municipal Football Academy	15
	Youth Sub 18 Finalist inter school championship (school P.D. Murillo)	18
	Boys Sub 13, Sub 11 – Football Academy (Tahuantinsuyo)	30
	Girls (sub 15) Champion and Sub champion Interschool Championship girls School Mariscal Sucre and School Walter Alpire	30
	TOTAL	133

CHAPTER II
THE PROJECT “SOCCER CROSSES FRONTIERS”

2.1: The Project structure

The project responsible provided the evaluation team with two documents: 1) The Project Soccer Crosses Frontiers 2003 – 2004 and, 2) The Project Soccer Crosses Frontiers 2005 – 2007.

Using the information contained in the mentioned documents, the project structure was reconstructed in two matrices:

2.1.1 Structure of the project “Soccer Crosses Frontiers”. 2003 – 2004

	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
AIM Contribute to a decrease of the indices of youth delinquency in peri-urban areas of the city of El Alto.			
PURPOSE			
OUTPUTS / OUTCOMES a) Low-income children and youth participate in sports activities at the local, regional and national levels	<ul style="list-style-type: none"> • 80% of the children and youth from state schools in the north sector of the city of El Alto participate in local inter school sports events • 50% of the children and youth from state schools in the north sector of the city of El Alto participate in regional sports events • 20% of the children and youth from state schools in the north sector of the city of El Alto qualify for national sports events 		
b) Sports infrastructure concluded and operating	<ol style="list-style-type: none"> a. One multi functional facility (indoor football, basketball and volleyball) b. 2 areas for racket and wally c. Rows of seats for 2,500 persons d. Changing rooms and sanitary facilities e. Administrative area f. Parking space 		
ACTIVITIES			

As will be mentioned in the document, the project has difficulties as regards the formulation, design and strategies. Halfway 2003, MAN-B proposed to execute a project in 2004 that differed from the initially proposed project.

The document the Planning Coordinator forwarded to Jorgen Haug on 28/07/2003 with the modifications for the Plan 2004 shows the following changes:

	PROJECT FIRST PERIOD 2003 – 2004	ANNUAL PLAN 2004	OBSERVATIONS
Item 1	Sports events	Inter School Soccer Championships	2004 is centred on soccer
Item 2	a. One multi functional facility (indoor football, basketball and volleyball) b. 2 areas for racket and wally c. Rows of seats for 2,500 persons d. Changing rooms and sanitary facilities e. Administrative area f. Parking space	3 sanded soccer fields and one Olympic Stadium with artificial grass	The number and quality of the output has suffered changes
Item 3		3 municipal football academies promote sports among low-income children and youth	A new strategy is incorporated for promoting soccer

At the same time, it was clear that this modification was improved during execution by widening the scope of the strategies, such as the incorporation of support for promoting sports through training of trainers. Besides, a contribution from the GMEA was obtained for covering 50% of the field upgrading activities. In the case of the Cosmos Stadium, MAN-B encouraged the institution to invest its matching contribution in the construction of rows of seats.

Anyhow, the dialogue with the GMEA has positively strengthened the process started in 2003. The GMEA became an important protagonist who enhanced viability of the project with other strategies that were not envisaged originally in the project, thus strengthening the implementation of a new component linked to the Municipal Football Academies.

These modifications also have an impact on the budget and financial structure of the project.

Within this perspective, MAN-B prepares the new proposal for 2005 – 2007 with the following Logframe:

2.1.2 Logical Framework. Project “Soccer Crosses Frontiers”. 2005 - 2007

	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
AIM Contribute to a decrease of the indices of youth delinquency in peri-urban areas of the city of El Alto by promoting sports.			
PURPOSE Develop attitudes and values among children and youth of both sexes from low-income population sectors in the target area through orientation and soccer	1.- Increase by 30% of the number of children and youth of both sexes in the championships of the sports leagues of the districts 2.- Qualitative improvement in the perception of 50% of the children and youth on sports and the negative influence of drugs and alcohol	Baseline of the situational diagnostic Results of the final evaluation report	The Municipal Government of El Alto applies policies for promoting sports, thereto assigning financial resources. The sports associations promote soccer through championships for children, both boys and girls
OUTPUTS / OUTCOMES 1.- Children and youth of both sexes have participated in the training processes and in the championships for children / youth 2.- The State Educational Units promote soccer	<ul style="list-style-type: none"> • 80% of 5,000 children and youth of both sexes from the city of El Alto participate in local inter school soccer championships • 25% of 5,000 children and youth of both sexes from the city of El Alto participate in regional inter school soccer championships • 5% of 5,000 children and youth of both sexes from the city of El Alto qualify for national inter school soccer championships 	Register on the participation of children and youth of both sexes from educational units and from the Municipal Football Academies Invitations for soccer championships at different levels Prizes for the winners	<ul style="list-style-type: none"> • The Municipal Government complies with the agreements and regulations and the sanded fields and the Olympic Stadium in El Alto are used constantly and in a programmed manner for the benefit of low-income children and youth organised in sports clubs • The MG assigns a budget in its AOP for operation and maintenance of the sanded fields and the Olympic Stadium and for promoting sports through the municipal football academies
3.- The Municipal Football Academies have been reactivated, at the educational, training and competitive levels.	4 Municipal Football Academies for children and youth are reactivated	<ul style="list-style-type: none"> • Agreements with instructors for training processes • Register of the Physical Education Teachers who will participate in training and information events on soccer • Agreements with Municipal Football Academies that participate in the project 	<ul style="list-style-type: none"> • the Municipal Football Academies, in coordination with the physical education teachers of educational units, promote the integrated development of the children and

4.- The infrastructure for soccer has been upgraded.	6 sanded soccer fields	<ul style="list-style-type: none"> • Agreement with building firms • Documentation on the delivery and reception of equipment and input 	youth through training and soccer
<p>ACTIVITIES</p> <ul style="list-style-type: none"> • Coordinate activities with the Municipal Government, the educational units and the soccer associations thereto signing agreements that ensure their active participation. • Carry out a situational diagnostic in the first quarter of the first year with the participation of local organisations and the municipality, with the purpose of adjusting the indicators. • Promote the project for the community as a whole to know and get involved in the processes for achieving the results • Promote the organisation of soccer teams in different categories in educational units and neighbourhoods of El Alto. • Support school committees, neighbourhood committees and sports leagues to organise soccer championships at the inter school and inter neighbourhood levels. • Promote training and information events in the educational units and municipal football academies in topics related to self-esteem, team work and the consequences of alcoholism and drug abuse. The crosscutting topic is Christian ethical values. • Support activities of the municipal Sports Direction to reactivate the municipal football academies. • Support training processes to train physical education teachers as skilled soccer trainers based on the following modules: sports administration and policies, Physical Culture, Science of Physical Activity, Football Discipline, Football, technical management and tactics, behaviour in Competitions. • Sponsor international seminars in Sports Administration and Training with the participation of Norwegian instructors through the Norwegian Soccer Crosses Frontiers Committee. • Select, together with the Municipality and social organisations, building firms that meet all requirements for sanding of the football fields as per technical specifications. • Monitor the work of the building firms in coordination with the municipal technician and the social organisations. • Establish a monthly information system with the Norwegian Soccer Crosses Frontiers Committee through reports and telephone conversations on development of the project. Issue and received suggestions to attain the outcomes. 			

2.2: Budget

NORWEGIAN MISSION ALLIANCE IN BOLIVIA

BUDGET: PROJECT SOCCER CROSSES FRONTIERS (In USD)

		Year 2003	Year 2004	Year 2005	Year 2006
Income					
Contribution NORAD		67,500	73,598	150,405	159,991
Matching contribution NORAD (GMEA)		7,500	7,500	70,000	70,000
Contribution OSLO		16,678	20,081	70,000	20,000
Matching contribution OSLO					
Own contributions (MAN-B)				35,000	
Own contributions (Community)					
Total Income		91,678	101,179	325,405	249,991
Investments and Expenses					
Infrastructure	Field Cosmos 79		81,098	130,871	
	Field Tahuantinsuyo	75,000			
	Field Alto Lima			60,000	
	Field San Luis Pampa			59,000	
	Field Maracaná				66,000
	Field Elizardo Pérez				60,000
Promotion of Soccer	Activities to Promote Soccer				
	Reactivated Municipal Football Academies	16,678	20,081	35,518	66,000
Operating and Administrative Expenses				40,016	57,991
Total Investments and Expenses		91,678	101,179	325,405	249,991

The budget data were obtained from the summaries of funding from NORAD and OSLO.

For years 2003 and 2004, the NORAD contribution for investments in infrastructure and the OSLO contribution for the Promotion of Soccer were considered.

In 2005 and 2006, a contribution of 50% from NORAD and 50% from the GMEA is incorporated for the construction of sanded fields. Moreover, NORAD also includes funding for the Promotion of Soccer with the corresponding matching contribution from the GMEA.

On the other hand, the budget for investment and expenses of the project in 2005 and 2006 considers the pertinent accounts of the Budget Execution Reports and additional tables.

The budget has been programmed and adjusted year after year. The budget reformulations were made in writing and were verbally justified by the project coordinator, which is in accordance with our initial perception that the project has been developing over time.

2.3: Project organisation

The institutions and organisations participating in the project are MAN-B, the Municipal Government of El Alto and, to a lesser extent, the neighbourhood and school committees.

MAN-B does not execute any components directly. The activities in the different components are executed based on three modalities: 1) Hiring, 2) Agreements, and 3) Support from local volunteers and physical education teachers (with leadership from persons responsible for diaconal actions in Alto Norte).

For sanding the fields, MAN-B hires firms and signs an agreement with the GMEA for the matching contribution. The steps followed for the second component - the Municipal Football Academies – also take into account the leadership of the GMEA. The Promotion of Soccer is coordinated, on the one hand, with the person responsible for Evangelical Work and her team of young volunteers, physical education teachers, and, on the other hand, through the soccer trainers of the Municipal Academies.

At the beginning, the team of MAN-B was composed of one person with support from an Institutional Committee made up of Mission personnel: Per Kristian, Ramiro Espinoza, Celeste Castañeda, Alejandro Lafuente and Omar Mostajo; later, two persons were assigned to this task: one project responsible and one technician. This technical team has pointed out that the Institutional Committee has virtually ceased to exist.

For follow-up purposes, the project prepares an Annual Plan and at the end of the year, a report is submitted. The format of both documents is based on the Logical Framework, in other words, it responds to a structured planning on the basis of the elements of a logical framework. These documents propose and report on the scope and annual achievements.

CHAPTER III
OVERALL EVALUATION
PROJECT “SOCCER CROSSES FRONTIERS”

3.2 Project Design

3.1.1 Structure

Two periods of the project Soccer Crosses Frontiers:

First period	2003 – 2004
Second period	2005 - 2007

For the first period 2003 – 2004, the project consists of a succinct document that describes a development objective, and the outcomes and goals to be achieved. The mentioned elements are insufficient for preparing a well-structured Logical Framework. For the second period, 2005 – 2007, MAN-B prepares a better-structured document by incorporating important changes into the initial proposal. This document contains a Logical Framework that shows sufficient elements:

- Project Aim
- Purpose
- Components / outcomes – Indicators – Means of verification
- Activities

Likewise, it is clear that both the annual plans and reports are structured on the basis of the elements of the Logical Framework, which is a very positive aspect that facilitates effective follow-up and monitoring of the project.

3.1.3 Coherence and causality relation

As the logframe is a project summary, logical causality relations must be established both vertically and horizontally.

For the period 2003 - 2004, it is impossible to prepare a duly structured Logical Framework based on the elements described in the project document. We can therefore conclude that the project is not coherent and does not show any logical causality.

For the second period, the document shows a better structure within the framework of a logical concept of causality. In this document, soccer is the central element. The three components and/or outcomes to achieve the purpose are clear:

- Promotion of Soccer
- Reactivated Municipal Football Academies
- Infrastructure

However, some elements still need to be defined more clearly. One of the aspects that must be detailed explicitly is related to the indicators of the first component. In this sense, the target group with which the project works must be specified. The indicators mention a referential population of 5,000 children and youth of both sexes; however, the qualitative sphere of the indicators does not give more clarity, so the question is, who are the mentioned 5,000 children and youth?

Another difficulty can be seen in the second component. In this component, it seems that there is certain confusion regarding the activities that enhance the viability of this outcome; an example of this situation is reflected in the Terms of Reference for this evaluation, where the concept of *training* replaces *reactivated Municipal Football Academies*. Another example is related to the term “reactivated”. With the current project leaders, it was determined that *training* is an instrument, among other things, to achieve the said component, or even better, to reactivate the Municipal Football Academies.

3.1.3 Conclusions

The project as a whole has undergone qualitative changes in the design; however, the text is unclear as regards the scope, indicators and goals, especially for the components and/or outcomes. The text of these elements must be revised and clarified to avoid subjective interpretations.

3.2 Project Objective

No purpose is explicitly mentioned for the first period. For the second period the purpose is clearly stated:

“Develop attitudes and values among children and youth of both sexes from low-income population sectors in the target area through orientation and soccer”

It is important to underline that the project proposes two new elements that are very significant and transcendental in qualitative terms: 1) The target population is an open concept without any exclusions as regards extension of the geographical area, which means that it goes beyond the traditional territorial limits of MAN-B in the city of El Alto and, 2) The term “integrated orientation” is used, as a concept to strengthen the activities focusing on soccer. In summary, two elements that give strength and enhance the relevance of the project with a suggestive and interesting strategy that proposes football as an alternative for drugs, alcohol and delinquency, thus breaking the slogan that is constantly used in the country but that offers no alternative – “*no to drugs, no to alcohol*” – and replacing it by a more efficient slogan: “*no to drugs, no to alcohol, no to delinquency. yes to football (sports)*”

This purpose can be considered also from two angles: on the one hand, achievements in terms of growing numbers of young persons and children of both sexes who participate more and more in the different activities and, on the other hand, this has not gone hand in hand with the same intense focus on actions and tools related to an “integrated orientation”, i.e. combining soccer with activities focusing on values and attitudes.

3.3 Project Organisation

3.3.1 The Institutional Committee

At first, the technical team in charge of project execution was composed of only one person who received support from an Institutional Committee. Although this team made efforts to improve and start execution of the project, it was and is not sustainable. In the first place, the responsible person is not an employee paid by the project; in the second place, the committee is considered a driving instance, not a collegiate body.

3.3.2 MAN-B and its team

In the second period, because of lack of budget, the team provided by MAN-B for managing the project “Soccer Crosses Frontiers” is structured differently. In 2006, the project is executed by a new team composed of two persons: One halftime project responsible (this professional is the Planning Coordinator of MAN-B) and another person who develops actions focusing on coordination with the operational levels of the GMEA for executing the activities related to reactivation of the Municipal Football Academies. Without doubt, this team has improved the leadership/administration of the project in the latest period.

These two persons receive support from a team of volunteers led by the person responsible for Evangelical Work of the Development Plan Alto Norte in the city of El Alto.

The mechanism for coordination with the GMEA within the framework of component three is insufficient for supervision, particularly for supervising the quality of the works.

3.3.3 Conclusions

The Institutional Committee is no longer operational and the current team (formed in June 2006), in spite of being insufficient for managing the project, has improved considerably the strategies of execution as well as the design of the project. The Project is not self-sufficient at the organisational level; for example, the support from the evangelical leader in Northern El Alto is temporary and circumstantial.

On the other hand, considering the project “Soccer Crosses Frontiers” as a whole, both as regards the organisational structure of MAN-B and its relation with the organisational structure of the GMEA, it is clear that there are two differentiated structures when executing the project activities which, for example, results in the sanding of the fields being executed according to different technical specifications.

3.4 Cooperation NMA-B - GMEA

3.4.1: Agreements

We must underline that the activities, mainly sanding of the sports fields, have differed from the original plans.

Initially, the idea was for MAN-B and the GMEA to build 2 sanded fields together. But based on the experience of MAN-B, this modality was changed and separated: one to be built by MAN-B and another one by the GMEA.

Subsequently, another agreement was signed which mentions the sanding of 6 fields in 2005 – 2007 under the same modality: 2 fields per year: one built by MAN-B and another one by the GMEA, i.e. 50% per year per institution.

To date, MAN-B has concluded the 2 fields of years 2004 and 2005; the field for this year – 2006 – is currently being executed. On the other hand, the GMEA has concluded only one field, the one programmed for the year 2004. As regards construction of the field programmed for 2005, the Municipal Human Development Officer of the GMEA said in an interview that the resources are available. And the field planned for 2006 will be included in the reformulated budget for this year.

Although this difference in the construction rhythm of the fields shows that the decision that each institution should build one field per year was a good decision, this separation has not only been seen at the level of the execution of works but also on other levels: the coordination and supervision have been separated, or rather, these activities have been led by MAN-B. In this sense, it seems that the field built by the GMEA is of a lower quality as compared to the fields constructed by MAN-B.

On the other hand, as regards the expenses in the component Soccer Promotion and Reactivated Municipal Football Academies executed by the GMEA, we have been able to only partially know these activities.

It has been impossible to revise the expenses by the GMEA in the project, mainly because the former officials in the Sports Direction have not left any documents, as well as because of the scarce - almost nil – assistance the consultants received for revising the financial execution of the project matching contribution.

3.4.2: Conclusions

There is a cordial relationship between the GMEA and MAN-B and the project is well integrated in the plans of the GMEA. There is a fundamental basis for continuing to develop this relationship. The relationship is good but there is a lack of coordination for execution of the project and of a sense of shared responsibility.

The agreement is not completely complied with; there are delays in execution of GMEA's sanding activities, which may have an impact on the efficiency, efficacy and impact of the project. Besides, this may affect the image of MAN-B.

3.5 Planning

3.5.1 Project planning

The project has been built constantly based on the experience started with the activities of the person responsible for the Evangelical Work of the Development Plan Alto Norte in the city of El Alto, the effect of which was the factor underlying the preparation of a project supporting these activities with well-defined objectives and for a wider population.

The change between the first and current periods is notorious. The experience gained during execution of the project has not only improved the design and formal presentation, but it has also substantially improved the content, intentionality and strategies.

In this sense, for example, through the project MAN-B has reached an agreement with the GMEA on a local contribution of 50% for sanding the fields in the infrastructure component, as well as to promote the inclusion of the project objectives in the Annual Plan of the GMEA.

Likewise, based on the methodology and strategy adopted by the project it has been possible to cover a wider territory and hence a bigger population group than initially proposed, beyond the “traditional” geographical borders and population groups of the actions of MAN-B in the city of El Alto.

In spite of this considerable improvement, the project has - for example – not prepared a base document that does not only define the project baseline but that also justifies implementation of this type of project. This is probably the reason why “Soccer Crosses Frontiers” has not been able to project aspects that can strengthen and enhance the effectiveness and impact of the actions and strategies. This is the case of the “integrated orientation” strategy that reinforces or crystallises the effects of soccer.

Another important element is that, in the last semester, the project has asked the GMEA for the reports within the framework of the agreement and has defined that the proposed activities – sports events, training and the selection of fields – be channelled through the GMEA to strengthen its institutionality. This important element will help to orient the actions towards achievement of the proposed strategy. In summary, besides its other roles, MAN-B must comply with its supervisory role until the end of the project. This is related to the fact that MAN-B must prepare for continuity of the activities, aimed at accomplishing project sustainability.

In this setting, it is important to reflect suggestions and lessons learnt in a written document for orienting attainment of the proposed purpose and outcomes.

3.5.2 Budget

For the years 2003 and 2004, the NORAD contributions and its counterpart contribution for the investment in infrastructure were considered, as well as the contribution from OSLO for expenses related to the Strengthening of Soccer:

Year 2003	Year 2004	Year 2005	Year 2006
USD 91,678	USD 101,179	USD 325,405	USD 249,991

In years 2005 and 2006, a contribution of 50% from NORAD and 50% from the GMEA is incorporated for the sanded fields. Besides, NORAD incorporates expenses for Strengthening Soccer in its funding. The matching contribution from the GMEA is also incorporated.

The important increase registered for 2005 is the result of implementation of the artificial grass field for the Cosmos Stadium.

The budget has been programmed and adjusted year after year. The budget reformulations were made in writing and were verbally justified by the project coordinator, which is in accordance with our initial perception that the project has been developing over time.

3.5.3 Conclusions

The project has been built on the basis of the ongoing experience, which has helped to improve the quality and quantity of the objectives, goals, indicators and budget.

This permanent development has overlooked the parallel execution of the activities and components: “soccer promotion” versus “integrated orientation”; “inter school championships” versus “training of trainers”.

3.6 Execution

The project is executed through the agreement signed with the GMEA. Besides, a building firm was hired and support was received from the pastoral instance of the Integrated Development Program Alto Norte of MAN-B.

The indicators of the component “soccer promotion” refer to the actions related to the local, regional and national levels; these actions have been executed in coordination with different actors, in other words the events for promoting soccer have been implemented in different years, in a separate, unlinked and isolated manner. The local events are executed by the pastoral office, the regional events are linked to the trainers of the Municipal Football Academies (GMEA) and the national event is coordinated with a private institution of the city of El Alto. These different levels are all closed circles.

For Reactivation of the Municipal Football Academy, MAN-B coordinates its activities with the GMEA and puts the activities into operation through the Sports Directorate. In this process, the institution funds “didactic” materials on sports and sponsors courses and/or workshops for the training of soccer trainers for the municipal football academies. For this year, MAN-B has asked the Sports Directorate to channel a more detailed training of trainers project that ensures a more regular training of trainers process, leaving aside short courses and workshops without any clearly defined objectives, strategies and content.

For sanding the sports fields, local private companies were hired. Both MAN-B and the GMEA use this system. Both MAN-B and the GMEA independently hire a company to sand one sports field a year. The agreement signed between the two institutions refers to this modality. The GMEA selects the fields to be sanded (both by the GMEA and MAN-B). Of the 8 fields proposed in the project (2 for 2003 – 2004 and 6 for 2005 – 2007) basically only 3 have been finished. This besides the Cosmos Stadium.

On the other hand, the basic factor underlying all activities is clear: playing soccer. The idea is for children and young persons of both sexes who live in the city of El Alto to play football. In this sense, sports events are supported and sponsored, the municipal football academies (which are free) are reactivated and the fields are upgraded.

In this process, the idea of sports events was replaced by the idea of soccer events. Soccer as the articulating project axis, soccer as an alternative for spending one’s free time. However, it seems that

soccer in itself is not enough. Therefore, the idea behind the project is for football to become the axis for disseminating psycho-social elements such as values and attitudes. But to achieve this latter component, the strategies and proposal are less clear. It seems that the strategies for developing the values and attitudes have been ignored.

In this context, the table shows the yearly planned and actually executed activities:

ANNUAL RESULTS ACCORDING TO THE EVALUATION

First Period (2003 – 2004)

YEAR	SOCCER PROMOTION		MUNICIPAL FOOTBALL ACADEMIES		INFRASTRUCTURE		GRASS FIELD	
	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED
2003	NSI	1 Inter school championship 1,440 students (boys and girls) 19 EUs 76 Teams			NSI	Start of sanding in Tahuantinsuyo		
2004	Inter school football championships (80% of the children and youth from state schools in the north sector of the city of El Alto participate in local inter school sports events)*	1 Inter school championship 2,034 students(boys and girls) 25 EUs 113 Teams	3 municipal football academies promote sports in low-income children and youth *	Support for the MFA 100 balls 11 games 200 cones 100 ropes 300 saucers	3 sanded football fields and an Olympic stadium with artificial grass *	1 sanded field in Tahuantinsuyo NMA-B 1 sanded field Alto Lima GMEA 1 stadium in execution	Start of works grass field	1 stadium in execution Artificial grass

ANNUAL RESULTS ACCORDING TO THE EVALUATION

Second Period (2005 – 2006)

YEAR	SOCCER PROMOTION		MUNICIPAL FOOTBALL ACADEMIES		INFRASTRUCTURE		GRASS FIELD	
	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED	ANNUAL PLAN	EXECUTED
2005	80% of 5,000 children and youth from state schools in the north sector of the city of El Alto participate in soccer championships	<p>6 inter school football championships: 3 for boys and 3 for women (Sub 11, 15 and 18). 2,214 students</p> <p>2,214 = 44.3% of 5,000</p> <p>650 children and young persons (boys and girls) in the regional championship (MFA)</p> <p>approximately 120 shoe-shine boys and 200 bus boys (destination announcers)</p> <p>970 = 19.4% of 5,000</p> <p>1 national championship sub 12 with 70 children</p> <p>70 = 1.4% of 5,000</p> <p>Total 3,254 = 65% of 5,000</p>	4 Municipal Football Academies for organised children and young persons	<p>4 schools (fees of 3 technicians)</p> <p>Courses and workshops</p> <p>Provision of material and sports equipment</p>	2 football fields are sanded in accordance with all technical specifications (1 MAN-B and 1 GMEA)	1 sanded field in the zone of San Luis Pampa (MAN-B)	NSI	Conclusion of the installation of the synthetic grass field (delays in inauguration of the artificial grass field)

Oct 2006	<p>80% of 3,000 children and youth of both sexes have participated in at least one championship sponsored by Mission and the Municipality</p>	<p>6 inter school football championships: 3 for men and 3 for women (Sub 11, 15 and 18). 2,592 students</p> <p>2,592 = 51.8% of 5,000</p> <p>960 children and young persons (boys and girls) in the regional championships (MFA)</p> <p>150 shoe-shine boys</p> <p>1,200 children sub 13 in the Inter school championship</p> <p>2,310 = 46.2% of 5,000</p> <p>1 national championship with approximately 160 children</p> <p>160 = 3.2% of 5,000</p> <p>Total 5,062 = 101.2% of 5,000</p>	<p>25 physical education teachers from 22 schools are trained in football techniques</p> <p>3 municipal schools are trained in football techniques</p>	<p>Professional fees of technicians</p> <p>Material and sports equipment</p>	<p>2 football fields are sanded and 5 are functioning in conformity with the project objectives (4 sanded fields and the Olympic Stadium)</p>	<p>The Maracan field is in execution</p> <p>The GMEA selected the Elizardo Perez field and launched a call</p>
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3.7 Efficiency

In general, there is little discipline in the budget execution. This situation could be the effect of the ongoing construction of the project.

The table below gives an overview of the planned and actually executed budget:

BUDGET: PROJECT “SOCCER CROSSES FRONTIERS” (In USD)

Investments and expenses		Year 2003				Year 2004				Year 2005				Year 2006			
		Prog	Exec	Diff	% Exec	Prog	Exec	Diff	% Exec	Prog	Exec	Diff	% Exec	Prog	Exec	Diff	% Exec
INFRASTRUCTURE	Cosmos 79 field					81,098	280,358	-199,260	346%	130,871	128,813	2,058	98%				
	Tahuantinsuyo field	67,500	57,126	10,374	85%		7,607	-7,607			6,570	-6,570					
	Alto Lima field	7,500	20,610	-13,110	275%												
	San Luis Pampa field									59,000	61,625	-2,625	104%				
	Río Seco field									60,000	0	60,000	0%				
	Maracaná field													66,000	30,242	35,758	46%
	Elizardo Perez field													60,000	0	60,000	0%
Strengthening of Football	Activities to Promote Soccer		12,368				20,949				31,808				14,991		
	Reactivated Municipal Football Academies	16,678	0	4,310	74%	20,081	0	-868	104%	35,518	18,409	-14,699	141%	66,000	7,871	43,138	35%
Operating and Administrative Expenses			4,323	-4,323			5,522	-5,522		40,016	39,020	996	98%	57,991	3,815	54,176	7%
Total Investments and Expenses		91,678	94,427	-2,749	103%	101,179	314,436	-213,257	311%	325,405	286,246	39,159	88%	249,991	56,919	193,072	23%

This indiscipline in budget execution is seen in the two periods and is reflected in execution of the non-programmed expenses, in the excessive expenses in some activities and in the zero execution of other programmed activities.

In this sense, the budget – execution ratio is not an applicable tool for evaluating the project efficiency.

However, for example, although there are delays in sanding of the fields - particularly in those that correspond to the GMEA - MAN-B has built a synthetic grass field, which is much beyond the planned quality and execution levels in infrastructure. This means that besides a quantitative analysis, we must necessarily use qualitative criteria so that when comparing programmed and executed activities, the evaluation team tends to qualify the project according to its levels of efficiency.

This conclusion is reinforced by the levels of progress achieved in the other components. To date, considerable progress has been made in reactivation of the Municipal Football Academies while the “Soccer Promotion” component shows an increase in the achievement of its indicators

A purely quantitative evaluation of the project – especially in infrastructure – might weaken the qualification.

3.8 Efficacy

Although this is a mid-term review, some elements can be distinguished to analyse the trend in terms of project efficacy.

In this sense, the overall panorama is as follows:

AIM

Contribute to a decrease of the indices of youth delinquency in peri-urban areas of the city of El Alto by promoting sports.

PURPOSE

“Develop attitudes and values among children and youth of both sexes from low-income population sectors in the target area through integrated orientation and soccer”

According to the interviews and workshops carried out in the evaluation, it is clear that there is a trend towards efficacy of the project. This trend is reflected in the interviewees’ position when they state that the project:

“... does not only comply with the objectives, but exceeds the expectations”
(OMDHyc – GMEA. El Alto, 25/10/06)

“... ‘Soccer Crosses Frontiers’ is the complement of speech, it is a practical fact”
(PDAN – MAN-B. El Alto, 25/10/06)

“... I prefer soccer to delinquency...”
(Young football player sub 15. El Alto – Cosmos Stadium, 26/10/06)

At the level of the components, we consider that the actions in infrastructure must be monitored more efficiently. In spite of this, stakeholders consider that project progress is positive.

3.9 Impact

The evaluators consider that the actions developed within the framework of the strategies defined by the project tend to display a certain degree of impact. It is not a coincidence that the Physical Education Teachers of the state schools improve the organisation of the soccer events, not only in terms of an increased number of participants but also in terms of a qualitative improvement of the activity; likewise, the trainers of the Municipal Football Academies show a lot of goodwill (despite their labour instability) for the works with the children and youth of both sexes in 37 different centres. Furthermore, communal leaders and local sports leaders can plan actions involving children and youth of both sexes to enhance use of the sanded fields.

3.10 Sustainability

The persons involved in this evaluation have considered the topic of sustainability, the content of which is not very clear for the different sectors participating in the project.

For MAN-B, one indispensable element of sustainability is linked to ownership of the project by the GMEA. Indeed, a lot of progress has been made in this in that the GMEA is gradually including project elements in the municipal plans. By law, the municipality is responsible for the promotion of sports; however, the strategies that are being transferred by MAN-B to the municipality are considerably improving the actions in this sense.

A danger at this level is the fact that the municipality may take advantage of the actions and outcomes of the project for purely political objectives. This is a trend in the case of the sanded fields. The GMEA has sanded fields outside the agreement without taking the technical proposal duly into consideration, baptising these fields as fields with “basic” sanding. Nonetheless, this may cause confusion.

Although the leaders of the sports events are aware of the economic limitations, they are willing and technically capable of developing activities in a sustainable manner, but they always resort to the effective and decided support of MAN-B for developing the current events.

On the other hand, the trainers of the Municipal Football Academies believe that the project support strengthens their weak contractual relationship with the GMEA.

The infrastructure executed by the project can have some limitations as regards maintenance. The technical specifications for the sanded fields have not yet been consolidated in the community. Many persons think that the fields have not been concluded because they compare them to the Cosmos Stadium. This misunderstanding may affect maintenance. On the other hand, the turnover of neighbourhood leaders is another element that may have a negative impact on the “technical” capacities for maintenance and sustainability.

The weakest element in this process is the project objectives. Possibly the GMEA, the trainers and the football teachers will put more emphasis on their own objectives (playing soccer, talent hunting, set up competitive soccer teams, etc.), ignoring football as an alternative for delinquency and for the integrated orientation of young persons and children, both boys and girls.

These elements should be included in a plan envisaging sustainability and maintenance of the project as a whole, and not merely related to the infrastructure.

CHAPTER IV EVALUATION BY COMPONENT

4. Evaluation of the components

This chapter covers an evaluation of the following 3 program components:

1. Promotion of Soccer
2. Reactivated Municipal Football Academies
3. Infrastructure

The Components ‘Promotion of Soccer’ and ‘Reactivated Municipal Football Academies’ have been analysed according to the following 5 criteria: Pertinence, Efficiency, Efficacy, Impact and Sustainability. The component ‘Infrastructure’ has been analysed according to the 5 criteria mentioned above plus some additional technical criteria.

4.1 Promotion of Soccer

4.1.1 Pertinence

In the different activities for promoting soccer, actions were taken to disseminate messages for the promotion of football and for preventing alcohol, drugs and delinquency. In this sense, there is a direct link between the Component ‘Promotion of Soccer’ and the overall project objective.

4.1.2 Efficiency

Analysing the information contained in the table below, we can conclude that as the project has gone forward, the number of participants has constantly increased and the cost per participant has gradually lowered. The evaluation team therefore considers that this component is efficient.

Year	Total cost in USD	Participants	Unit cost in USD	Efficiency
2003	12,368	1,440	8.59	Efficient
2004	20,949	2,034	10.30	Efficient
2005	31,808	3,254	9.78	Efficient
2006	14,991	5,062	2.96	In process
	80,116	11,790	6.79	

4.1.3 Efficacy

In 2003, there was no program for activities related to the promotion of soccer; however, in 2004 there are activities with positive results in terms of the participation of children and youth (boys and girls) in soccer activities.

In 2005 and 2006, goals have been established for the Promotion of Soccer component, as per the following table:

Year	Inter school		Regional		National	
	Executed	Programmed	Executed	Programmed	Executed	Programmed
2005	44.3%	80%	19.4%	25%	1.4%	5%
2006	51.8%	80%	46.0%	25%	3.2%	5%

The percentages have increased which shows a positive trend in terms of achieving the indicators proposed in the project. The regional goal exceeded the programmed level. The local/inter school goal is the weakest. This measurement is exclusively related to soccer.

4.1.4 Impact (intentional/unintentional)

The intention is to promote soccer and develop attitudes and values in the children through this activity. The activities promote soccer and messages are disseminated among the children against the consumption of drugs and alcohol. The intention is in line with the effects.

4.1.5 Sustainability

a) Championships and tournaments: Two levels

- The sustainability of the large-scale championships upon conclusion of the project is not ensured because of financial reasons.
- The smaller-scale local championships can be sustainable because the different stakeholders are interested in maintaining these activities; besides, they have the required capacity and experience for organising them.

b) Municipal Football Academies

- Sustainability of the Municipal Football Academies is at risk because the trainers are hired with temporary agreements of 3 months. Every time a trainer leaves, the activities of the academy are interrupted.
- The positive point is that there are many children (boys and girls) and young persons to ensure continuity of the Municipal Football Academies. Still, there are many children and youth and few trainers.

4.1.6 Conclusion

The promotion of soccer through championships and training in the football academies is directly linked to the target group: children and youth of both sexes.

There is a lot of interest in soccer and there will always be enough children who want to play. The number of football academies is increasing and the number of children participating in the championships is also on the rise.

The inter school championship is well organised thanks to the experience of the organising committee (teachers, volunteers and leaders).

The key is to integrate psycho-social aspects (values and attitudes) more emphatically within the framework of the “integrated orientation” in the soccer activities.

4.2 Reactivated Municipal Football Academies

4.2.1 Pertinence

The reactivation of the Municipal Football Academies is very important as it is a positive complement of the other components, which enhances the effects and impact of the objectives.

The ‘training of trainers’ is relevant to achieve reactivation of the schools, and hence the project objectives as the trainers are the actors directly involved in training the children and educating them with attitudes and values. The provision of “didactic” material in sports for teaching and promoting soccer is considered complementary to the actions of the trainers.

There is no direct relevance between the content of the training of trainers workshops and the project objectives.

4.2.2 Efficiency

In 2004, the project supported the Municipal Football Academies. In 2005, the levels of efficiency improved with the training and the direct support for the trainers (fees) and equipment of the MFA.

Year	Total cost in USD	Trainers	No. of MFA
2005	18,409	9	37
2006	7,871	10	37

In 2006, although there have been no direct training activities (elaboration of a training plan), the project has focused on strengthening of the schools with direct support for the trainers and the provision of sports equipment and material. The budget 2006 has not yet been completely executed.

4.2.3 Efficacy

In 2005, 5 training workshops were held to train trainers in the promotion of soccer, but not in aspects related to how they can teach values and attitudes (as mentioned in the objectives).

On the other hand, in 2005 the idea was to reactivate 4 Municipal Football Academies. This aspect has shown efficacy if we consider that the training of nine trainers has enabled the operation of 37 MFAs (Report of the GMEA and interviews) with an average of three academies per trainer and the provision of “didactic” materials to teach and promote soccer.

In 2006, although no training actions have been carried out, the academies are operating with the provided materials, which means that the levels of efficacy are maintained.

4.2.4 Impact (intentional/unintentional)

The effect of the training is focused on football (elite) rather than on attitudes and values. So the intention of the workshops is not in line with the project objectives. However, all interviewed young persons and children consider that the Football Academies are a good alternative for spending their free time.

A non-intended result is that other participants (trainers, teachers) are also beneficiaries of the workshops.

4.2.5 Sustainability

The sustainability of the Municipal Football Academies is related to the permanence and capacity of the trainers. The permanence of the trainers is linked to the GMEA’s hiring capacity. Although the labour stability of the trainers is at risk, the number of contract-based trainers has increased in the last couple of years.

On the other hand, in 2003, 2004 and 2006, there were no workshops for the trainers of the Municipal Football Academies in the project. In 2005, the project organised 5 workshops even though this is not included in the plan. Nonetheless, there is no strategy for training trainers and there are no guarantees from the GMEA that this training will be held every year even if there is a budget. MAN-B has asked the GMEA to submit a project in this sense to enhance sustainability. This aspect may hinder sustainability.

A positive aspect is that the trainers participated actively in the workshops and have pointed out that they want to participate in this type of activities.

4.2.6 Conclusion

The GMEA employs the trainers (most of whom temporary employees). The challenge is to ensure that they continue to be motivated as most of them have agreements of 3 months only. The lack of a strategy for capacity-building and regular workshops needs to be considered more carefully.

There are many children (more than 2,500 according to the report of the Sports Direction of the GMEA) who participate every week in the municipal football academies. A lot of time and efforts are invested in training these young persons in soccer, but not in other things, e.g. leadership. The key is to also train young persons who could help the trainers in the weekly

sessions. Doing so, they would also acquire leadership skills and a sense of assuming responsibilities.

4.3 Infrastructure

4.3.1 Pertinence of this component

- The sanded fields are an interrelation of the activities in Promotion and Training contained in the project.
- The sanded fields are a meeting point for the beneficiaries: children, trainers, physical education teachers, sportsmen.
- The upgraded infrastructure of the fields is the biggest investment as compared to the other components.

In the formulation phase, the infrastructure component is highly pertinent in the project and in relation to the other components.

In the implementation phase, the percentage of use of the fields is around the planned levels (established in the project and in the agreements); therefore, the level of pertinence of the infrastructure component is acceptable in combination with the other two components.

4.3.2 Degree of compliance of the Overall and Specific Objectives

- So far, the infrastructure component is in compliance with the overall objectives as regards playing soccer because the sanded fields are the centre of the project activities.
- One of the specific objectives refers to the upgraded infrastructure for playing football, which is as planned and in accordance with the agreements.

The project document specifies that the infrastructure is an instrument, as well as the promotion of soccer and training, to achieve the objective of children playing soccer.

In execution of the project, the upgraded infrastructure is taken advantage of to promote soccer and provide training in soccer for the target group as well as for other interested sectors to play soccer.

4.3.3 Degree of compliance of the agreements

- MAN-B and the GMEA signed an agreement to build and equip eight sanded football fields. 2 fields in the first period and 6 in the second period (2005 – 2007).
- The GMEA has only built one field (Alto Lima) in the first period. For 2005-2007, the GMEA has planned to build another two fields, so the degree of compliance of the agreement is low.
- On the other hand, MAN-B shows a high level of compliance of the agreement as it has concluded two fields and the stadium, and as progress has been made in the third field that corresponds to 2006.

4.3.4 Degree of organisational and administrative development of the component (results of interviews and workshops)

- Due to a change of the persons responsible for the project, in MAN-B the organisation and administration show some deficiencies that are overcome by the experience and knowledge of the project of the responsible officers.
- In the GMEA, there is a clear institutional weakness in organisational and administrative aspects which is hardly overcome by the pressure exercised by MAN-B.
- Despite the difficulties in the two institutions, the project is executed.

4.3.5 Description of the evolution of development of this component in relation to the project structure, the process and the outcomes.

- The infrastructure component corresponds to the project structure because it enables participation of the target group.
- The upgraded fields are an instrument that helps to promote soccer and enhanced participation of the target group.
- The results show a high level of compliance by MAN-B (3 upgraded fields and conclusion of the Cosmos Stadium 79). The GMEA finished only one upgraded field, included another one in its AOP and has identified a third field for upgrading.

4.3.6 Accessibility of the beneficiaries (trainers, youth and children of both sexes, PE teachers, sportsmen, etc), efficacy, efficiency, quality.

- The accessibility of the beneficiaries is acceptable for the activities related to training of the Municipal Football Academies and the promotion of soccer, as the numbers of participants have increased according to the expectations generated in the community.
- Efficacy: (Degree of social impact thanks to compliance of the social objectives and the expected project outcomes). The trend is that an acceptable level of efficacy will be achieved. A plausible growth was diagnosed based on the expectations generated in the community and the institutions involved in the project.
- Efficiency: (Rationality in use of the resources for generating the project output). There is efficiency as the cost for construction of 2 of the 3 concluded sanded fields is according to the budgeted amounts.

Investments and Expenses	Year 2003			Year 2004			Year 2005			Year 2006		
	Prog	Exec	% Exec	Prog	Exec	% Exec	Prog	Exec	% Exec	Prog	Exec	% Exec
Tahuantinsuyo field	67,500	57,126	85%		7,607			6,570				
Alto Lima field	7,500	20,610	275%									
San Luis Pampa field							59,000	61,625	104%			
Río Seco field							60,000	0	0%			
Maracaná field										66,000	30,242	46%
Elizardo Perez field										60,000	0	0%

In the case of the Tahuantinsuyo field, the percentage is 85%, which must be added to the amounts executed in 2004 and 2005. Budget execution in the San Luis Pampa field has been reasonable.

- Quality: Acceptable. Indicator exceeded. The quality levels gradually improved thanks to the experience gained in execution of the works.

4.3.7 Impact (intentional/unintentional)

At present, the level of effectiveness is being exceeded as the target group and the community are using the fields for project-related activities. However, there are considerable delays in achievement of the indicator and goals.

4.3.8 Sustainability

The project does not consider any actions that ensure sustainability of the sanded fields in terms of operation and maintenance.

4.3.9 Conclusions

The sanded fields have a relevant function for improving the activities of the other project components. Still, due to delays in compliance of the agreements by the GMEA, the Infrastructure component has a negative impact on development of the other components.

There is no plan to ensure continued operation and maintenance of the sanded fields, which may affect sustainability.

CHAPTER V RECOMMENDATIONS

5. Recommendations

Even though the project has been developed during the process, it is advancing positively and most likely it will reach its objectives, indicators and goals. Because of that it is suggested to continue its execution and to encourage its extension for another period.

The following recommendations are proposed:

5.1 Recommendations for the Project in general

Situation A: There is a lack of clarity in various terms described in the project documents. This has hampered measurement of the planned outcomes. Some examples of these terms are: participation (playing soccer or also giving support?), reactivation (what does this mean exactly?), attendance, etc.

Recommendation A: The project must be self-sufficient and explicitly explain the different terms and variables that are used. This is not only useful for the persons who are currently involved in the project but also for the persons who will be involved in the project in the future.

Situation B: Does the project only focus on prevention (target group: children in general and children at risk)? Does the project also focus on rehabilitation and so it centres on soccer but brings in other professionals such as social workers? (target group: children who are consuming drugs and alcohol).

Recommendation B: Examine possibilities to enter into alliances and partnerships with organisations that operate in other sectors (social sector). This can be part of a strategic planning process.

Situation C: The project is not unique in using soccer to develop attitudes and values. In many countries - including our own country – similar projects use soccer to fight against social aspects that imply risks for children and youth (see the Tahuichi Academy). Besides using soccer, many projects combine sports with capacity-building (training of trainers) and the construction of infrastructure.

Recommendation C1: Examine similar projects.

In the Internet, there is a lot of information available on similar projects in other countries (www.sportanddev.org). The project must examine similar strategies and pick elements that can be useful for the project.

Recommendation C2: Visit similar projects

Once the results of the research have been presented, the project responsible (together with an executive of MAN-B) can visit one or various projects similar to the Soccer Crosses Frontiers

project. It is always positive to leave one's own context, one's own project and have a good look at other projects. This generates many ideas and may even lead to profitable alliances.

Recommendation C3: Participate in conferences

The next step consists in nominating the project for the "Next Step conference" that is held every two years. (The conference will be held from the 19th to the 22nd of September in Windhoek, Namibia). This conference is a gathering of many organisations and professionals from the whole world that works in the field of sports & development cooperation. NIF (Norges Idretts Forbundet) is one of the key organisations involved in developing the program and supporting organisation of the conference. Through the headquarters of NMA, MAN-B can get in touch with NIF for further details. Pelle Kvalsund, sports consultant, must be contacted to connect the two organisations.

Situation D: There is no advertising campaign on the project objectives. Most stakeholders know the project objective but a wider population could be reached. The purpose is to create awareness and a better understanding of the project objective in a wider population group than what is happening at present.

Recommendation D1: Develop an advertising campaign emphasising the project objective.

Recommendation D2: On the other hand, the project could yield better results if it took advantage of the suggestions of the stakeholders and this evaluation, such as agreements with neighbourhood and sports organisations to optimise use of the upgraded sports fields; the selection of fields based on the experience of the local organisation in the organisation of sports activities with participation of the target population of the project; the implementation of other strategies that enable and develop other concrete objectives of the stakeholders that are not contradictory to the project objectives, enhanced effectiveness and improved levels of follow-up and monitoring for compliance of the agreements, etc.

5.2 Recommendations related to administration & finance

Situation E: The local matching contribution of the GMEA has not been adequately programmed by municipal authorities. This has resulted in that, for example, only at the end of 2006 the expenses for sanding the field planned for 2005 were included in the AOP 2006.

Recommendation E: The project management must consider the mechanisms for controlling planning in the GMEA so as to take timely corrective measures to avoid delays in execution of the activities, or even worse, to avoid the elimination of some activities.

Situation F: Although there are indicators for the components (Promotion of Soccer and Reactivated Municipal Football Academies), they are not related to the levels of budget execution. For example, how many balls should be purchased for the activities, how much should be spent per participant in the inter school championships, etc. These elements hamper measurement of the results in relation to an expense plan and therefore also hamper the evaluation in terms of the budget.

Recommendation F: Besides the indicators of the components, a detailed overview must be prepared of the expenses to be incurred in every activity supporting the components, which will be used to evaluate the results.

Situation G: Recording in the accounts is not strictly related to the project structure, which implies that it is not easy to correctly determine the expenses incurred in each component.

Recommendation G: The principal components and activities of the project structure must be used for recording expenses in the accounts. For example, in the accounts the Training of Trainers is defined as a component, whereas in reality it corresponds to an activity in support of the Reactivated Municipal Football Academies.

5.3 Recommendations related to the project team

Situation H: The current team was formed in June 2006. Nevertheless, still it is insufficient and too weak for managing and executing the project. Two persons have been assigned to the project: one practically halftime and the other one fulltime. In spite of this, from the time the contract was given actions have been developed that have improved considerably the construction and execution of the project. This team receives support from volunteers in Alto Norte and from a private football academy.

Recommendation H: MAN-B must set up a team of at least three professionals who work full time for the project: one coordinator as the logframe, the indicators and the project strategies are not clear, with experience in and knowledge of planning (project design and formulation), monitoring and evaluation, and with the capacity to deal with all aspects related to project management and to strengthen the relations between various interested actors; a technician for organising the sports events with leadership; and a technician – engineer for supervising and following up the technical elements of the infrastructure in both institutions.

5.4 Recommendations related to MAN-B and other stakeholders

Situation I: The relationship between MAN-B and the Municipal Government of El Alto (GMEA) is very good and the project is integrated in the plans of the GMEA. However, the time used for building the infrastructure varies; it seems that there is no exchange of information and knowledge (infrastructure, contributions for workshops for trainers, etc.). The persons responsible for the project should play a role in strengthening this partnership.

Recommendation I: Two times a year, organise a planning and evaluation day

Twice a year organise a planning and evaluation day for the GMEA and MAN-B to work on the plans for the next six months and evaluate their activities of the past six months. A neutral facilitator could be hired to facilitate this process. A workshop using different methods could be much more effective than a meeting.

The purpose is to have a better understanding of the challenges, dynamics and plans of the other organisation and ensure a better control. This requires a situation of trust, but as the relationship between both organisations is good, it could be helpful to plan this planning and

evaluation day. Another possibility is to also invite other stakeholders (trainers, local committees, schools) to (participate in) the workshop.

5.5 Recommendations related to the 3 components

5.5.1 Promotion of soccer

Situation J: Soccer is the central project axis. Besides being an objective in itself, soccer is also used (as a means) to develop attitudes and values. There is not a clear strategy in this sense.

Recommendation J: Prepare a strategy that clearly describes how the psycho-social aspects (values and attitudes) can be integrated in the promotion of soccer activities.

Situation K: Do all persons involved in the project focus on exactly the same objective? Where is the project situated in terms of 'sports – plus' or 'plus – sports' i.e. does it mainly focus on soccer (plus a little bit of the psycho-social aspects) or does it rather focus on the psycho-social aspects and soccer is used as a tool?

This must be clarified and well-defined (see recommendation J). Once the project knows where it is situated ('sports – plus' or 'plus – sports'), a decision can be taken on what it wants to be in 2007 or beyond and what it needs to get there.

Recommendation K: The people involved in the project must be on the same line as regards how soccer contributes to developing attitudes and values. A workshop must be organised – facilitated by an expert in the field of sports & development – in order to align the project and prepare a strategic document (see the recommendation J).

5.5.2 Reactivated Municipal Football Academies

Situation L: The trainers of the football academies have asked for more workshops although it seems that there is no clear strategy of the GMEA (which hires the trainers) for training its trainers. Besides, the content of the workshops that have been organised so far is too much focused on soccer (elite soccer) and not on the psycho-social aspects.

Recommendation L1: Even though the GMEA is responsible for the trainers, MAN-B should support and encourage the GMEA to prepare (or lead preparation of) a capacity-building strategy, which considers psycho-social topics, at least until the end of the project.

Recommendation L2: The trainers must be involved in the decision-making process regarding the content and sequence of the workshops. MAN-B must give a contribution to the content on how to include strategies to develop values and attitudes.

Situation M: It seems that some trainers and the project responsible believe that only professional trainers can give training in the football academies and that young persons cannot help as they are not professionals in this field.

At the same time, no analysis has been made of whether young persons from the area would be interested in working as volunteers in the football academies.

Recommendation M: Raise awareness among personnel and trainers on the participation of local youth (local volunteers) in training of the children in the football academies and in the organisation of events.

This awareness-raising can be done in different ways. It is important to show successful projects that work with volunteers (inter school championships).

At the same time, it is important to know more about the culture of voluntary work and whether local youth would be interested in working as project volunteers, which would have a positive impact on project execution.

Situation N: The local volunteers, experienced physical education teachers and a good leader (Celeste) are essential for adequately organising the inter school soccer championship. The football academies are not using local volunteers; they are managed exclusively by the trainers. In 2006, one of the trainers received fulltime support from a Norwegian sports student who works as a volunteer. Sometimes, a trainer works with a local sports student as a trainee. Some football academies have more than 70 registered children but only one trainer.

Besides, MAN-B and the GMEA invest a lot of time, money and efforts in training (educating) thousands of children every week (in the football academies). What will happen when they turn 18 years old? They will abandon the football academy. What will they give in return to the football academy and hence to the project?

Recommendation N1: Empower local volunteers in the activities.

Train local youth in various aspects of leadership and training, and let them help local trainers. This training can be given during the football trainings. If, for example, a local volunteer helps the trainer to form groups, explain and demonstrate an exercise and correct the children. The trainer (professional) is responsible while the volunteer helps and learns (on-the-job training) at the same time.

It seems to be very important to include strategies in the project for training local volunteers.

Recommendation N2: Empower local volunteers, PPV strategy.

Develop a PPV – Program for the Participation of Volunteers – that describes how the local volunteers are prepared to be good leaders so they can help to train the children and organise events. Various organisations in other countries have successfully implemented PPV (Information can be obtained through Willem Vriend).

5.5.3 Infrastructure

Recommendations O:

- Define a model project that considers all alternatives for building the sanded sports fields.
- Define a referential budget that only admits a variation of 10% in change orders.
- Make a selection of the fields to be upgraded by considering strategic aspects such as location, accessibility, utilities, possibilities to expand the sports and administrative infrastructure, possibilities for training and experience of the neighbourhood in the organisation of sports events with children and youth of both sexes.
- Make sure that the upgraded field will also become the nucleus of all project activities and components.

- Sign agreements with the GMEA for the latter to take charge of conclusion of the infrastructure.
- Reach a consensus on responsibilities. Set forth the following points in agreements:
 - Responsibility regarding the promotion of soccer in the community, with sports entities, the GMEA.
 - Training responsibilities of the GMEA, and existing football academies.
 - Responsibility to build and complement sports infrastructure in the upgraded fields with the GMEA.
 - Responsibility regarding operation and maintenance of the sports infrastructure with the community and the GMEA.

5.6 Recommendations related to the sustainability and future of the project.

Situation P: The project ends in 2007 and MAN-B must make an effort to enhance ownership of the project by the persons living near the fields and the local committees.

Recommendation P: Start a participatory planning process for the project beyond 2007.

A participatory planning process will help the organisation to develop a project document that provides guidelines, with clear objectives, purpose, outcomes, activities and indicators in all areas of interest for the target population. This will be done by and for the target population, ensuring the required ownership for ensuring sustainability of the process.

Situation Q: The inter school championship is very well organised. A lot depends on the project funds. What would happen if the funds were no longer there? The teachers of the organising committee will continue to organise it, but they could do so only on a small scale if there is no funding from MAN-B.

Recommendation Q: Raise more funding besides the funds of MAN-B. The organising committee is professional and an expert in fund-raising must be added to the committee. This way, the funds of MAN-B can be lowered while other funding would increase and ensure the continuation of this very successful experience.

EXECUTIVE SUMMARY

Norwegian Mission Alliance – Bolivia has invited consultants and professionals to carry out an evaluation of the processes for implementing the project “Soccer Crosses Frontiers”, the first phase of which was executed in 2003 – 2004 and the second phase of which was started in 2005 to conclude in 2007.

The evaluation has covered the first 3 years of project execution to propose recommendations regarding adjustments and changes in the project document for the medium and long term prepared for the last two years of the project.

The research and fieldwork took place in El Alto and La Paz between the 23rd of October and the 2nd of November 2006. Additional research and reporting took place in November and December 2006.

One of the main recommendations is to start a participatory planning process for the project beyond 2007. A participatory planning process will help the organisation to develop a project document that provides guidelines, with clear objectives, purpose, outcomes, activities and indicators in all areas of interest for the target population. This will be done by and for the target population, ensuring the required ownership for ensuring sustainability of the process.

The evaluators conclude that even though the project has been developed during the process, it is advancing positively and most likely it will reach its objectives, indicators and goals. Because of that it is suggested to continue its execution and to encourage its extension for another period.

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ANNEXES