

Back Donor Project No (if any): Norad (NCA Project ID 11491)
Name of your Organisation: Norwegian Church Aid
Local Partner(s): NAV, Vietnam Football Federation, Department of Education and Training

ABOUT THE EVALUATION

Evaluation year: 2003-2005

Conducted by: Ha Tran, Consultant and Pelle Kvalsund, Consultant

Country: Vietnam

Region: Southeast Asia

Theme/DAC sector: 151.50, Government and Civil Society

SUMMARY OF THE EVALUATION (maximum 2 pages)

Title of Evaluation Report:
Fotball for All

Background:

The project started as an initiative developed from a meeting between Football Association of Norway (NFF) and the Vietnamese Football Federation (VFF). NFF placed Mr. Jostein Johannesen as project coordinator in Hanoi from 2001 till 2002 to set up the project.

The projects primary focus was to assist in the formation of clubs and develop community football structures. The Norwegian Embassy in Hanoi and NORAD financed the building of the Binge, and later seven small size gravel pitches in Thua Thien Hue Province. Lack of experience, expertise and lack of communication with VFF created many challenges and expectations in the start of the project, and a written agreement and formal registration of FFA in Vietnam was first done after negotiations by Mr. Per Ravn Omdal in 2003. The project coordination was in 2003 moved to Hue City where the Embassy supported an already existing NCA - Nordic Assistance to Vietnam (NAV). FFA entered a cooperation with NAV and has since 2003 been hosted at the NAV head quarter in Hue. Mr. Nguyen Hoang Phuong, former interpreter for the FFA was hired as new project coordinator.

Purpose/ Objective:

The Terms of References states that *the main objective of the assessment is to get an independent review to substantiate the project, and to verify if the activities have started to yield the anticipated and desired results. The assessment aims to examine experiences and expectations from the target population, football clubs, leaders, coaches and instructors to find the main benefit from the project in terms of:*

- *Grassroots football development for both girls and boys, children and youth*

- *Football as building positive attitudes, social development, empowerment and as a tool in the fight against HIV/AIDS*

Methodology:

The assessment took place in February and March 2005, on request from the Football Association of Norway. The scope of the assessment was the whole period the project have been running, with focus on the current status and the ability to reach the anticipated results stated in the application to NORAD for 2007.

The assessment was conducted by a team of two, Mrs. Ha Tran, Consultant hired by the Football Association of Norway and Mr. Pelle Kvalsund, Consultant from the Norwegian Olympic Committee and Confederation of Sport.

A number of project sites and districts were visited in both TT Hue Province and Hanoi City to get a sufficient overview of the activities and people involved.

Key Findings:

It was apparent from the start of our observation that Football for All in Vietnam is driven by a genuine enthusiasm that is spread out and reflected in the ownership and the commitment at all levels of the project. This is an enormous strength, and even though football in Vietnam is not as big as in other places in the world, it is the largest sport and recreational activity in the country, and is played by children and adults in the cities as well as rural area and remote areas.

The people in Vietnam seem to be very disciplined and controlled. It has therefore been particular touching to see the enormous passion, pride and enthusiasm amongst parents, leaders, teachers and not least the children. Teachers on their knees of pure pride when their team win, and the concern when someone get injured.

Another of FFA's strengths is the primary focus on football. The importance of sport and the value of the sports activities alone seem to drive the project, and without this there is no project.

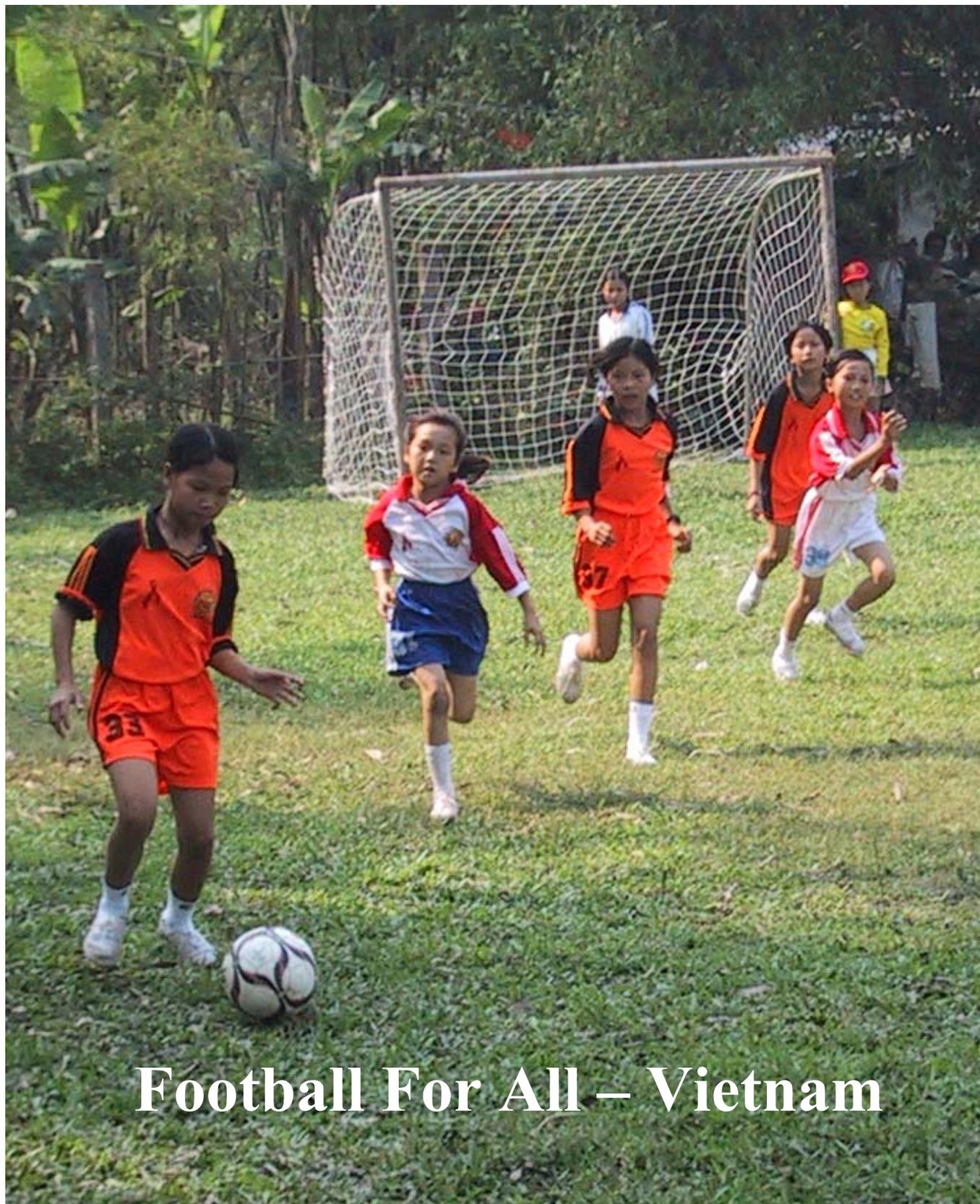
We believe that the project has a huge potential and that, even with a challenging start, leaving some gaps to be filled, the project already is fairly successful in providing new opportunities for participation in football for children in targeted primary schools.

Some of the challenges identified by the participants and stakeholders are focus, clarity and sustainability, and are in detail described under various chapters in the report.

Recommendations:

1. Focus and clarification of roles in partnerships
2. Increase the capacity of the leaders
3. HIV/AIDS component
4. Infrastructure
5. Sustainability

Comments from Norwegian Church Aid (if any):



Football For All – Vietnam



Assessment
For
The Football Association of Norway
NORGES FOTBALLFORBUND

Football For All – Vietnam
The Football Association of Norway

Assessment

For
The Football Association of Norway
NORGES FOTBALLFORBUND

REPORT
MAY, 2005

By
Mrs. Ha Tran
and
Mr. Pelle Kvalsund

Index

INDEX	2
INTRODUCTION AND ACKNOWLEDGEMENTS	4
GLOSSARY OF ACRONYMS	5
EXECUTIVE SUMMARY	6
<u>THE ASSESSMENT</u>	6
<i>Objectives of the assessment</i>	6
<u>CONCLUSION</u>	6
<u>SUMMARY OF RECOMMENDATIONS</u>	7
<i>Focus and clarification of roles in partnerships</i>	7
<i>Increase the capacity of the leaders</i>	7
<i>HIV/AIDS component</i>	8
<i>Infrastructure</i>	8
<i>Sustainability</i>	8
BACKGROUND AND PROJECT DESCRIPTION	9
<u>BACKGROUND</u>	9
<u>PROJECT DESCRIPTION</u>	10
<i>Project Objectives</i>	10
<i>Nordic Assistance to Vietnam (NAV)</i>	15
<i>The Royal Norwegian Embassy in Hanoi</i>	16
<i>Vietnam Football Federation</i>	16
<i>Department of Education and Training (DoET)</i>	17
<i>Delta Construction Management Company</i>	17
<i>EastmeetsWest foundation</i>	18
<i>UNICEF Vietnam country office</i>	18
EFFECTIVENESS	20
<u>RECOMMENDATIONS</u>	20
<i>Management - FFA</i>	20
<i>Football</i>	20
<i>Target group and reach</i>	20
<i>Integration of Life skills</i>	21
<i>Monitoring and Evaluation</i>	21
<u>MANAGEMENT - FFA</u>	21
<u>FOOTBALL</u>	23
<i>Quality of activities</i>	23
<i>Facilities and equipment</i>	24
<u>TARGET GROUP AND REACH</u>	25
<i>Gender</i>	25
<i>The Women's Union (WU)</i>	25
<i>People with disabilities</i>	26
<i>Reach</i>	26
<u>INTEGRATION OF LIFE SKILLS</u>	27
<u>MONITORING AND EVALUATION</u>	28
<i>Communication</i>	28
IMPACT	29
<u>RECOMMENDATIONS</u>	29
<u>FOOTBALL</u>	31
<i>The Vietnam Football Federation</i>	31
<u>TARGET GROUP AND REACH</u>	32
<u>INTEGRATION OF LIFE SKILLS</u>	32
<i>HIV/AIDS</i>	33
<u>MONITORING AND EVALUATION</u>	34

<i>Spin - off effects</i>	<u>35</u>
STRATEGIC PLANNING	<u>36</u>
RELEVANCE/APPROPRIATENESS	<u>37</u>
SUSTAINABILITY	<u>38</u>
RECOMMENDATIONS:	<u>38</u>
<i>Activities</i>	<u>38</u>
<i>Organizational</i>	<u>39</u>
<i>Financial</i>	<u>39</u>
ACTIVITIES	<u>39</u>
ORGANISATIONAL SUSTAINABILITY	<u>43</u>
FINANCIAL	<u>43</u>
VOLUNTARISM	<u>44</u>
ANNEX 1: INTERVIEWEES	<u>46</u>
ANNEX 2: JOB DESCRIPTION AND CONTRACT PHUONG	<u>47</u>
ANNEX 3: LOCAL AGREEMENT AND BUDGET	<u>49</u>
ANNEX 4: TERMS OF REFERENCE	<u>51</u>

Introduction and Acknowledgements

We want to start by thanking all the people we met and the friends we made during the assessment. To Mr. Anders Krystad at the Football Association of Norway in Oslo, central both in terms of sharing his information and knowledge of the project, and with logistical arrangements for the assessment. Thanks to Liv Steinmoeggen, Resident Representative, Nordic Assistance to Vietnam (NAV), and all the other staff and program officers at the NAV office in Hue. Thanks to UNICEF, The Norwegian Embassy and the Vietnamese Football Federation for meeting us on short notice in Hanoi. To the Directors, Vice Directors and PE experts from the Department of Education and Training (DoET), on both provincial and district level. To Head Masters, Teachers and Coaches in the various schools and clubs, and the Children that shared their knowledge and joyful activities with us.

Finally we want to send a special thanks to Mr. Nguyen Hoang Phuong, Project Coordinator for FFA and NFF in Vietnam who has become a very good friend. His work prior to and throughout the assessment have been both an excellent source of information and knowledge, but also highly effective in terms of networks and contact, and logistical support.

It took us very little time to feel the positive energy of the project and feeling part of the activities and the people surrounding us. It has been a learning experience and a true privilege to be so well received by everyone we have met.

Limitations

As you continue to read we feel it is important that you note some of the limitations of the assessment.

The time frame for the assessment only allowed us to conduct interviews with a limited number of people. This assessment therefore reflects opinions from a selection of participants at all levels in the project. The selection was done with the FFA and NAV, and includes stakeholders, partners and target population.

There will always be limitations in knowledge about a project, but this can be seen as both a strength and a weakness. It will take time to understand, and some of it we might not grasp fully, we come without any preconceptions and with positive attitudes toward the project. Something that has increased by the time we spent with the people involved.

It is finally important to note that this report primarily is the voice of the people involved in the Football for All Project in Vietnam. A result of information, knowledge and recommendations gathered through interviews and observations in the project areas.

We sincerely hope that the many good recommendations you gave will assist you to make the improvements you need, and that the project will progress to its full potential and continue touching peoples lives in a positive way.

The Assessment Team
Mrs. Ha Tran and Mr. Pelle Kvalsund
2005-04-30

Glossary of Acronyms

NFF	Football Association of Norway / Norges Fotballforbund
FFA	Football For All - Vietnam
VFF	Vietnam Football Federation
NAV	Nordic Assistance to Vietnam
NIF	Norwegian Olympic Committee and Confederation of Sport
NGO	Non-Governmental Organisation
CSO	Civil Society Organisation
NCA	Norwegian Church Aid / Kirkens Nødhjelp
FIFA	Federation of International Football Associations
DoET	Department of Education and Training department of Vietnam
SDoET	Sub-department of Education and Training of Vietnam
TOR	Terms of Reference
NORAD	Norwegian Agency for Development
UNICEF	United Nations Children's Fund
OVC	Orphans and Vulnerable Children
M & E	Monitoring and Evaluation
PE	Physical Education in Schools
SS	Secondary School
PS	Primary School
WU	Women's Union

Executive summary

The assessment:

The assessment took place in February and March 2005, on request from the Football Association of Norway. The scope of the assessment was the whole period the project have been running, with focus on the current status and the ability to reach the anticipated results stated in the application to NORAD for 2007.

The assessment was conducted by a team of two, Mrs. Ha Tran, Consultant hired by the Football Association of Norway and Mr. Pelle Kvalsund, Consultant from the Norwegian Olympic Committee and Confederation of Sport.

A number of project sites and districts were visited in both TT Hue Province and Hanoi City to get a sufficient overview of the activities and people involved.

Objectives of the assessment:

The Terms of References states that *the main objective of the assessment is to get an independent review to substantiate the project, and to verify if the activities have started to yield the anticipated and desired results. The assessment aims to examine experiences and expectations from the target population, football clubs, leaders, coaches and instructors to find the main benefit from the project in terms of:*

- *Grassroots football development for both girls and boys, children and youth*
- *Football as building positive attitudes, social development, empowerment and as a tool in the fight against HIV/AIDS*

It is also aims to provide a general assessment of the implementation of the activities in terms of quality and efficiency (and quantity), and to gather examples of good practice and lessons learnt in order to provide input to the future activities and strategies, including recommendations for the sustainability of the project.

See Annex 4: Term of Reference

Conclusion:

It was apparent from the start of our observation that Football for All in Vietnam is driven by a genuine enthusiasm that is spread out and reflected in the ownership and the commitment at all levels of the project. This is an enormous strength, and even though football in Vietnam is not as big as in other places in the world, it is the largest sport and recreational activity in the country, and is played by children and adults in the cities as well as rural area and remote areas.

The people in Vietnam seem to be very disciplined and controlled. It has therefore been particular touching to see the enormous passion, pride and enthusiasm amongst parents, leaders, teachers and not least the children. Teachers on their knees of pure pride when their team win, and the concern when someone get injured.

Another of FFA's strengths is the primary focus on football. The importance of sport and the value of the sports activities alone seem to drive the project, and without this there is no project.

We believe that the project has a huge potential and that, even with a challenging start, leaving some gaps to be filled, the project already is fairly successful in providing new opportunities for participation in football for children in targeted primary schools.

Some of the challenges identified by the participants and stakeholders are focus, clarity and sustainability, and are in detail described under various chapters in the report.

Summary of recommendations

The following overall recommendations are based on comments from the target population and the projects stakeholders, and aims to increase the projects effectiveness, reach and impact, relevance and ability to work toward sustainability and self-sufficiency, and are explained in the main text of the report.

Focus and clarification of roles in partnerships

These recommendations aim both to increase the effectiveness and the impact. More details in separate chapters.

- Strategic planning process to determine vision and future for FFA with all the stakeholders (present and future)
- Develop clearer focus areas and priorities together with VFF, DoET and NAV.
- Continue with the main focus on football activities
- Revisit and clarify the roles and responsibilities of the various partners
- Increased involvement of the VFF. FFA must find its place in the national strategies for grassroots football development.
- Clarification of the FFA staff's role and function in connections to NFF and NAV
- Clearer objectives and target population
- Revise the project document and make a more comprehensive plan for implementation
- Monitoring and Evaluation (M&E). Work out clear performance indicators of the activities and the outcomes.
- Develop a M & E strategy to measure the success
- Exit strategy

Increase the capacity of the leaders:

- Increased training in management and planning skills for project staff and the leaders in the project schools
- Develop a more comprehensive development scheme for leaders, coaches and referees with the VFF
- Special Focus on women and girls

HIV/AIDS component:

- Clarify the objectives of the integration
- Develop the Kicking AIDS Out material to fit better into the Vietnamese conditions and especially regarding needs for children

Infrastructure:

- Simple modification of school yards
- Upgrading existing football structures in cooperating schools
- Gravel pitches

Sustainability:

- Additional training and constant follow up and support over time to create common accept and ensure the changes in the methodology used in the activities
- Identify the local restrictions for participation and local interests for contribution and support
- Make sure the project runs well before expanding
- Clarify the wish and visions from NFF and stakeholders, and the challenges related to organisational independency.
- Analyse what success looks like for the project and what is needed to maintain it. Develop exit strategy based on this.
- Create a clear understanding and strategy in relation to incentives and voluntarism

Background and project description:

Background

Most of the information gathered from the Norwegian Embassy in Hanoi, Vietnam

The project started as an initiative developed from a meeting between Football Association of Norway (NFF) and the Vietnamese Football Federation (VFF). NFF placed Mr. Jostein Johannesen as project coordinator in Hanoi from 2001 till 2002 to set up the project.

The projects primary focus was to assist in the formation of clubs and develop community football structures. The Norwegian Embassy in Hanoi and NORAD financed the building of the Binge¹, and later seven small size gravel pitches² in Thua Thien Hue Province. Lack of experience, expertise and lack of communication with VFF created many challenges and expectations in the start of the project, and a written agreement and formal registration of FFA in Vietnam was first done after negotiations by Mr. Per Ravn Omdal³ in 2003.

The project coordination was in 2003 moved to Hue City where the Embassy supported an already existing Norwegian Church Aid project - Nordic Assistance to Vietnam (NAV). FFA entered a cooperation with NAV and has since 2003 been hosted at the NAV head quarter in Hue. NAV was already established and had good contacts with e.g. the Peoples Committee which provided the necessary legacy for FFA to operate.

At the same time Mr. Jostens Johannesen contract with NFF came to an end and Mr. Nguyen Hoang Phuong, former interpreter for the FFA was hired as new project coordinator.

The project has since incorporated information of HIV/AIDS as a central component in the activities.

The Binge has been operational and in daily use since the construction finished in 2002. The constructions of the 7 gravel pitches in TT Hue Province was interrupted by rain and bad weather conditions, but are now ready, and 2 more are being built of money saved by efficient constructions.

Hoang Hoa Tham
Binge in Ha Noi



¹ Binge = A standard format 15 x 30 meters fenced football pitch of artificial grass. The binge was imported from Norway.

² Gravel pitches = 27 x 44 meter multi gravel layered football pitch with goals

³ Mr. Per Ravn Omdal, previous President for NFF, presently Vice President of UEFA

Project description

As taken from the project document
Appendix 1: Agreement NAV-NFF

Football for All in Vietnam started as a result of the NFF being invited by the VFF to support development of football for children in the country in 1999. Ran as a pilot project in Hanoi since 2001 NFA decided to move their activities to Thua Thien Hue Province and establish their office in cooperation with NAV.

Project Objectives:

The projects main development objective is:

1. To contribute to development and empowerment of marginalized communities through engaging and mobilising local people in football activities.
2. To contribute to build positive attitudes and behaviours based on ethical principles, corporate responsibility, equal participation and engagement irrespective of gender, race, religion, belief using football as a method.

Immediate outcomes:

- A number of trained and skilful instructors, both men and women, are providing training for boys and girls in their free time in the target communities
Awareness on HIV/AIDS is an integrated and natural component of all training activities for both children and youth players and adult coaches, referees and leaders.
- Football pitches are constructed and functioning in a number of schools in TT Hue Province and 1 in Hanoi. The schools are maintaining and organizing the use of the pitches.
- Football clubs are established in Hue City and some of NAV's target communes. Marginalized children like orphans or children living with HIV/AIDS are involved.
- Tournaments are being organized between schools and clubs in TT Hue Province.

Target population:

The target beneficiaries are primarily boys and girls around 7 to 15 years old in the project areas. The project aims to focus on marginalized groups like orphans and HIV positive and include them in all activities.

Secondary target group are teachers and adults who will be trained as instructors to be able to provide instruction to children. Women will be specifically encouraged to participate. The Youth Union, as one of the main partner, will be strengthened to be able to provide activities for the local community.

To levels

Instructors and coaches

Tool:

Football is a very popular sport in Vietnam, but much of the interest focuses on top football. There is in general lack of support for children's activities, which is a result of few educated and experienced coaches, leaders and referees. There is also a lack of secure spaces and venues for performing activities which is fundamental to increasing the numbers and to ensure the continuation of the children's involvement. Even though the quality is relatively low, it aims to provide a basic secure field to fence for unnecessary injuries and unsafe activities. Some schools have good flat areas and only need a fence or goals poles to upgrade the safety and the quality required.

Key success factors for the project:

- Positive and attractive activities – create an attractive meeting places / venues for children and youth, primarily in school yards, where positive values and knowledge are being passed on through the activities own values. The quality is ensured by sport competence building programs being delivered by professional sport organs and individuals.
- Clearly defined tasks, operational procedures, long term plans, priorities and clear exit strategies
- Clearly defined outcomes and indicators
- Effective and functional Monitoring and Evaluation system in place
- Sound management and direction within the organization
- Strong local, national and international cooperation network to increase and complement knowledge and resources
- Increased voluntarism and a common understanding of the concept
- Official support. E.g. Local sources of funding, access to facilities, transport, media.
- Local ownership and responsibility of implementation and development of activities and programs. Consciousness toward own priorities.
- Use of participatory methodology

Anticipated results 2004-2007:

(Taken from the application to NORAD 2005)

- 10- 20 central schools in new districts involved in the program every year
- 5-10 football fields developed linked to the ongoing education program every year.
- 150 instructors trained

NAV's project areas in Vietnam



Overview of FFA Hue Province

Nordic Assistance to Vietnam (NAV) based in Hue City

FFA – Vietnam are building 7 pitches in Tay Loc PS - Hue city, Huong Giang PS - Nam Dong district, A Luoi town number 1 PS - A Luoi district, Dien Hai PS - Phong Dien district, Huong Xuan number 1 PS - Huong Tra district, Phu An PS - Phu Vang district, Phu Bai number 2 PS - Huong Thuy district.

The project are planning for at least 2 more football pitches, one in Huong Thuy and one in Phu Loc.

NAV Project Map
of TT Hue Province
to be inserted

Focus and clarification of roles in partnerships

Vietnam is one of the poorest countries in the world. During the American War most of the countries infrastructure was strongly damaged and destroyed. The standard of living is generally low and the poverty level high. There is however currently a huge financial growth in Vietnam, challenged by an increased gap between rich and poor and.

The Vietnamese Government works together with a number of local and international organisations and agencies to addressing the social challenges Vietnam is facing, and there are plenty.

Some of them are:

- AIDS (AIDS Related to - drugs, stigma, prostitution and trafficking (defined as the social evil by the Vietnamese authorities)
- Poverty
- Lack of education (particularly for minorities and girls)
- Drugs (combined with HIV/AIDS)
- Alcohol
- Corruption
- Malnutrition (29% of children under 5)
- Traffic safety (TET = 40-50 people per day killed. 280 in 7 days. Linked to alcohol)
- Human rights and violence in related to women.
- Emergencies in disasters like creating safe spaces for displaced children
- Ethic minorities

Many organisations are, as a result of increased understanding and UN's recognition of sport as both a powerful tool and valuable activities to address there issues, increasingly interested to use sport to reach their target population.

This creates many areas of potential cooperation for integration of activities into the Football For All project, who is as far as we understand alone doing this in Vietnam. This potential also calls for caution and focus. Many projects fail because they try to match all the areas of potential merge, and loses completely focus of their area of competence. It is also easy to expand the reach before having established impact and sustainability in the current area. We urge FFA not to do the same mistake.

Quotes:

The FFA is a very positive project and I see a lot of potential for expansion to neighbouring Laos, Thailand and Myanmar

***Mr. Kjell Inge Godfredsen
NCA Regional Representative Asia***

(Feasibility study planned and in progress)

“UNICEF doesn't only recognise sport as a tool for development where other priority areas can be incorporated, but also sports own value as activities for children.”

***Mr. Dan Seymour
Chief of planning UNICEF***

By clarifying and coordinating common goals, by sharing and utilize the different partners strengths and resources, and by developing focused and specific common objectives and work plans the increased reach and the impact will become more apparent.

The following part aims to provide an overview of important stakeholders and some of the challenges and areas that needs clarification, and to assist identifying areas of potential collaboration with present and future partners.

NFF on partnership

Good partnership(s) are crucial for NFFs development cooperation. Partnership(s) are thoroughly defined and agreed upon by the partners and usually entered with National and local governments, formal sport structures (e.g. Federations, Associations and clubs) and with international and local NGO's. The local partners' knowledge and understanding of historical, cultural, political and social needs and consideration are key for the cooperation and implementation of programs.

The partnership(s) must be based on common values and principles, objectives and target population, and must be based on a common understanding of the use of sport as a method.

Present stakeholders whose roles and responsibilities need clarification in the FFA project

Nordic Assistance to Vietnam (NAV).

Mrs. Liv Steinmoeggen, NAV's Resident Representative, sees a lot of benefits of the cooperation with NFF, but believes that the partnership should be revisited to clearly identify the organisations specific roles and responsibilities. She believes that the collaboration has more potential than currently meet the day.

Quote:

"We might have to look at it from two directions. Not only how NAV can be integrated with football, but also how NFF could be integrated into NAV's existing and potential new projects. It is also important to clarify if FFA look at it self as a part of NAV, or as an independent organisation, and if the two entities should develop together or independently."

Liv Steinmoeggen

The cooperation should be revisited, and a re-identification of how to better benefit from one another should take place soon.

Some of the areas to clarify between FFA and NAV are:

- Common vision, objectives and target population
- Mr. Nguyen Hoang Phuong's⁴ work. Phuong is supposed to (under the current agreement) work one day a week with NAV. His role in NAV and the areas where he could contribute was unclear and no job description was discussed for the first period of his work. This has now been clarified in terms of his new contract and the new agreement between NFF and NAV. The HIV/AIDS link between the two projects and the training of the HIV/AIDS (Kicking AIDS Out) component during the instructor workshops could be a possibility.
- One suggestion is that Phuong could develop the Kicking AIDS Out content and identify areas where it could be integrated into other NAV projects
- Human resources

Areas of potential increased cooperation with the NAV projects:

Some of Vietnam's main challenges are, as NAV sees it, related to "Inclusiveness and tolerance between genders", "Ethnic minorities and stigmatisation" and "Paternalistic majority population"

The football project can very effectively be used to address these issues. Advocacy is always a challenge and authority and position is important. FFA could contribute in this and be incorporated to the following target areas.

- Prisons – gender based violence and Kicking AIDS Out.
- Community response project in Hai Phong, 7 Mothers & Wives clubs. The clubs are started as a response to stigma and needs for HIV/AIDS affected and infected women (society activists). They run a day care centres for children affected, and maybe the FFA could be linked to this and do Kicking AIDS Out activities?
- Human rights – this will be included in a application MFA in Norway
- Migrant workers and sex. Sex traffic and violence.
- Empowerment of ethnic minorities in the border areas (women in particular)

⁴ Hereinafter referred to as Phuong

- Education of OVC's, disadvantaged children of ethnic minorities and of people with disabilities
(Deutsche Entwicklung Deans , DED)
German NGO that have approached NAV for potential cooperation to increase the capacity on inclusive education for people with disabilities, orphans and ethnic minorities. This can be combined with FFA to a common application to e.g. NORAD)

These are all areas where NAV sees a natural link to the FFA project.

See further comments under chapter; Management - FFA

Norwegian Embassy in Hanoi

The cooperation between the embassy and FFA is currently limited to the one time support given for construction of the football pitches. The embassy is on the other hand interested in a closer dialogue and increased communication with the project, both formally and informally. Presently NAV represents the only base of knowledge and information about the project. The focus on HIV/AIDS is relevant for all the activities, but the main focus areas for the embassy are Basic education, Good governance and Economic development in the energy and fishery sector.

The embassy networks and gets together their supported projects to workshops twice a year for updates and exchange of expertise and experiences.

Vietnam Football Federation

The VFF role in the project is as far as we understand almost none existing, but there is a clear wish from VFF, and by most of the stakeholders that they become more involved and develop a closer connection to the project. This is reflected in many of the interviews on the ground, with DoET, teachers and coaches. FFA communicates with the VFF and informs about their activities, but this communication is irregular and not formalized.

There is an immediate need for better understanding of the two organisations visions and goals. Different objectives and strategies need to be visited to find the real areas of cooperation. There is a feeling that VFF prioritize spending the few resources on development of the elite football and therefore neglect the grassroots as in most countries in the developing world. The focus of the FFA is the grassroots and not top football.

This does not eliminate cooperation, but challenges the process to identify the natural cooperation areas that should take place.

There was however an attempt to introduce football for disables, by linking VFF to Special Olympics, but so far no concrete outcomes or results has been achieved

Suggested areas of cooperation with mutual benefits are:

- Courses for Referees
- VFF approval and recognition of courses from FFA. A process which includes the revision of manuals and methodology currently used.
- Development of grassroots football strategies
- Development of strategies for increased participation for women and girls
- Infrastructure
- Club formations

- Intrinsic values in grassroots football – e.g. gender, activities for the sake of the activities, etc.
- People with disability

See more under the chapter; Impact.

Department of Education and Training (DoET)

A project like FFA benefits the communities and raises the status and recognition to both the district and the selected schools with facilities. This is also reflected in the good cooperation, the commitment and pride, an important factor for success; *ownership and involvement*.

Areas that need to be addressed

- Some of the project activities are based on incentives, and though the football activities was there before the project, and will be after the project phase out, it has created some form of demands from the recipients. Small benefits (also in local standards) are given to the main organiser’s e.g. monthly stipend to trainers.
- The goals and overall vision might also be a bit different. This was reflected through some of the comments from the provincial and district representatives of the DoET
- High focus on results, winning leagues and tournaments, challenges the values of Football for All in Vietnam

Quotes:

- *We should focus on development of infrastructure (grass fields) first – then the activities*
- *The pitch in Hanoi is of higher quality than the gravel pitches. FFA should make one model grass pitch in Hue. We will source for financial contribution to maintain the number of pitches to the same as now.*
- *The project should be expanded to also include secondary and high school.*

A question was also raised around the roles and responsibilities of the stakeholders in the implementation of the activities. “*Should it be the director and the Vice Directors of DoET role to form the main organising committee for local tournaments?*”

This will be more discussed in the chapter on Sustainability.

Delta Construction Management Company.

Mr. John Troha, Deputy General Director
Deltavietnam@yahoo.com

Delta is a company that serves as an advisor in construction management. They have served the Norwegian Embassy in construction of 28 schools and now the NFF and NAV with constructions of the gravel football pitches.

After preliminary assessments they found out that the funds from NFF would be sufficient to build additional pitches.

Delta’s role in the project:

- Construction management
- Being a link between the client and the constructors
- Provide and secure Standard and Quality
- Provide a competitive and realistic Price. Payment of the pitches is done directly from NFF to the constructors and Delta provide the legality
- To serve as a network builder

Quote:

It is an impressive project. It is great to see that NAV and NFF are focusing on geographical areas were other don't focus. Most international agencies put their focus in Hanoi and Ho Chi Minh City. NFF's FFA project touches the grass roots and connects well with the people. I am proud to be part of this small project.

Mr. John Troha

Future cooperation with NFF:

The future cooperation is unclear, but Delta looks at the project as well spent money and would like to see the project expand. Delta learnt a lot of the first failures (don't start in the rainy season), and have gained experience on the construction. The costs and the efficiency will improve a lot for future constructions.

The available funding for infrastructure will determine the level of future cooperation

EastmeetsWest foundation

www.eastmeetswest.org

We had the pleasure to run in to Mr. Mark Conroy, the director of an organisation that aims to partner with the people of Vietnam to improve their health, education, and economic conditions in an effort to eradicate poverty and to help them achieve self-sufficiency. Their programs focus on enhancing the education and health of children, building and renovating vital institutions—schools, hospitals, medical clinics, and clean and safe water systems for home and agricultural use.

The FFA project have established contact with *eastmeetswest* and a closer collaboration between the two organisations in terms of utilization of each others skills and resources looks to be possible and mutually beneficial

There is a plan to work together to build a full size gravel pitch at the University of Da Nang and to offer football courses for all sport teachers at the institution. All students in Vietnam must undergo 150 hours of basic sports education. In Da Nang alone this means over 12 000 students per year.

UNICEF Vietnam country office

Mr. Dan Seymour, Chief of planning and Mrs. Sue Spencer, Communication Section

UNICEF in Vietnam is in a planning process stage, and there are a lot of potential areas of cooperation and a request was made for an in dept meeting with NFF and Mr. Anders Krystad were the people from the various sections in UNICEF are present. UNICEF doesn't only recognise sport as a tool for development where other priority areas can be incorporated, but also sports own value as activities for children. UNICEF could therefore in principle support the development of football activities.

Other potential areas for collaboration and support are:

- HIV/AIDS
- Schools and education (particularly for girls)
- Life skills
- Emergencies in disasters. E.g. creating safe spaces for displaced children

The communication section:

- When an agreement have been made the communication sections role is to create awareness of the projects that are supported by UNICEF. Produce Films, etc for promotion and information.
- Urges NFF to take contact with the Norwegian National Committee since the national committees advocate, educate and raise 70% of UNICEF's funds for the critical actions that improve children's life.

Executive Director Ms. Kjersti Gjestvang. Tel: 23 15 70 70 <http://www.unicef.no>

Effectiveness

While assessing FFA's effectiveness we look at the outcomes and the anticipated results of the project stated in the project description and the application to NORAD on page 8-10.

We also look at the projects effectiveness and ability to:

- Increase activities and participation in Schools and the community at large
- Effectiveness of the implementation of activities. Changes to increase the efficiency.
- Promotion of increased participation of women and girls

Recommendations:

To be able to reach the goals above more effectively we have gathered following recommendations.

Management - FFA

- Provide additional training to increase Phuong's ability to operate effectively
- Provide training in report writing and financial management to the schools involved in the project

Football

- Intensify the training methods to create more activities. Use the principle of *eliminating the three L's: Lines, Laps and Lectures definer*¹
- More courses offered and make a coach and leader development scheme. Level ABC and referee training. Include first aid training on the package. Make database and follow them up.
- Maintain a high standard level of the volunteer instructors from Norway. It has been of varied quality. The communication skills should be high. This means both good English by the volunteer instructor and good language and communication skills by the local interpreter

Target group and reach

- So far the work has been done in Primary Schools (PS), but from 2004 the Secondary Schools (SS) has also been given higher attention
- Develop a clearer strategy on how to integrate girls in football. The strategy seems loose and depending on the people implementing the activities.
- As part of the strategy, increase the female trainers and leaders in the program. Those who are there are doing a great job.
- Other stakeholders to increase the reach could be the Women's Union, Youth Union, Teachers Union and Parents Union. They might have good advice on e.g. how to develop strategies to access more girls and women.

¹ A common principle of all grassroots sports activities is to avoid long Lines - to increase the activity, Lap's - activity is something we want and should not be used as punishment, Lectures - will also restrict the activity level of the short time available.

- Be clear on the selection criteria's and take a discussion around schools vs. community. The Binge in Hanoi is only used by the school.

Integration of Life skills

- Revise the content of the HIV/AIDS information and make it more relevant for the local challenges and age group
- Revise the use of activities integrating HIV/AIDS to football. Some are good, others are highly ineffective and stops the activities
- Enhance facilitation as methodology

Monitoring and Evaluation

- Revisit and develop clearer and more specific objectives in terms of the social impact
- Develop performance indicators based on both activities and outcome. This makes it easier to know what to look for, and to measure the success and impact in more than numbers.
- Develop specific implementation work plans / action plans. It will assist the management staff to make M & E strategies to measure the effect and to adjust the implementation process.
- Increase reporting to important stakeholders like NAV and the VFF

Management - FFA

It is our sincere view that Mr. Phuong is doing an impressive job managing the project, but there are some limitations and challenges related to his position, and related to the general management.

One of the most challenging areas of the project, reported by several schools, is the reporting system and the financial management. The leaders have limited experience in this form of reporting and request more training in this from FFA to increase the quality and effectiveness.

Phuong's roles in connection to NAV seem to be unclear for him.

The contractual agreement between the two organisations states that Phuong should:

- Work 3 out of 4 weeks in Hue and one week of in Hanoi, transport should be covered by NFF. Every 3rd travel can be done by air, the others by train with sleeping class (4 beds or 6 beds compartment).
- Work 20% with NAV's HIV project. This work will be integrated in the work and not separated with one day with NAV. Nothing of this is done so far, and Phuong requests clarity in this.

Liv Steinmoeggen tells us that it is stated that Phoung should work 20% for NAV, but that this has not been implemented because he seems to have enough to do. This needs to be followed up.

Suggestions from Phuong:

- That his work should not be stipulated in a %, but a more open and flexible integration in terms of tasks related to a work plan. His work in FFA is time consuming and it is sometime hard to find time for more.

- A task could include working out a manual with HIV integrated games in football, specially designed to fit the challenges in Vietnam.

Phuong feels he needs to develop personally in order to improve the project. It is a big step from being an interpreter in the project with no expertise in neither football nor project management. He lack experience and feels restricted and suggest additional training in following areas:

- Grass roots football education
- Project management (including financial)
- Planning, monitoring and evaluation

Mr. Phung has since his new contract been included in the regular NAV staff training program and has attended a number of management courses increasing his capacity in the project.

Challenges related to M & E of the project will be handled in a separate chapter.



Equipment provided by FFA to the participating schools

Football

The tournaments and the day to day football activities are as mentioned one of the biggest strengths of this project, and as we see it by far the most important. Even though our observations very limited, we had the pleasure of being invited to two big tournaments in connection to the celebration of Vietnamese new-year - TET. We also spoke to many children and coaches that could tell us about the activities and the pride and joy they felt being part of the project.

The tournaments we observed were very successful and well organised due to a unique commitment and the level of ownership by leaders and children at all levels. The key to this commitment is that the objectives of the project meet with the policy of the local authorities, and with the expectation of the local people. This is central to ensure the effectiveness of the implementation of the activities.

Quality of activities

The Trainer courses:

A number of comments and good suggestions were given on how to increase the quality of the training of instructor and trainer. Here are some of them.

- The quality and skills of the international instructors have been in general good, but some are inexperienced and struggle with the communication. The instructors need to be fluent in English and excellent communicators. Some are mostly good in football.
- The methodology of the courses has been good and participatory.
- It is important to send instructors with high expertise to train teachers. Some of the local teachers have worked with PE for over 20 years, and are experts on this.
- Split the courses. Instead of learning it all in one we would like to have two, one in the beginning of the academic year the second in the middle of the year. This way we have gained experience and can share experiences with others. We can also go more in detail and will gain more skills.
- The content focuses only on football skills; we need more on rules and training for referees.
- Add courses in first aid. We have been supported with the equipment, but don't know how to use it.
- Add more courses for referees

We believe that development of a total education scheme with the VFF, and a comprehensive database (built on the existing) would increase the overview and the effect of the education.

An example could be:

1. **Coaching level 1 (general rules, the game and the basic skills for all coaches)**
2. **Coaching level 2 (advanced skills and tactics)**
3. **The leader level 1 (general club management)**
4. **The referee (rules and reefing on different levels)**
5. **First aid**
6. **The leader level 2 (marketing and fundraising)**

The database would secure overview of what human resources are available in each area and make it easier to follow up the trained people and to assess the development of the different clubs.

Quotes:

“The courses are suitable for Norwegians but not fully for Vietnamese. The football skills are high, and the understanding of football is different and lower here. The courses should be better modified to suit the local standard. Core people could be trained in Norway and come back to Vietnam to teach the Vietnamese people.”

“Vietnam Football Federation do not pay any attention to the project. The project activities and education curriculum should be developed as cooperation between NFF, VFF and DoET. This way the sustainability will increase. The courses should be accredited by VFF.”

*Mr. Lap Huy Hoang, Director, DoET, Hue Province
Mr. Tuan Khanh Le, Vice Director, DoET, Hue Province
Mr. Vu Van Viet Nguyen, expert of PE*

The football activities:

These are the day to day activities conducted by the clubs in the schools.

- The training activities are well structured and controlled, but ineffective. The activity level is low. The kids should be in contact with the ball as much as possible, not standing in lines waiting. This becomes even more ineffective when one tries to integrate Kicking AIDS Out.
- Kicking AIDS Out integration is challenging and the time for football limited. How do you integrate the two more effectively?
- The discipline and control is very good
- The kids have a lot of fun
- Classical warm up in lines and squares
- Based on instructions and repetition, less room for creativity and individual development
- The instructors show interest, compassion and concern

Facilities and equipment

When we made the assessment in February only one of the facilities were completed. The construction of one pitch is estimated to one month, but the rain and bad weather had delayed the progress. By the time the report is read the remaining pitches should be functional and in use. The impact the pitch might have on the school and the community can not be concluded yet, but from observations in Nam Dong where the pitch were completed a lot of activity took place on a daily basis.

A wish of changes in the construction of the pitches from gravel to grass has been mentioned repeatedly. The pitches will be more attractive and there will be less injuries and dust.

NFF experience is that grass pitches gives a very limited number of hours for use (max 2 per day) and that maintenance is very expensive. While gravel pitches gives almost unlimited hours of use and the maintenance is cheap.

Target group and reach

Gender

It is stated in the project description that *Women will be specifically encouraged to participate* in the activities. This is also reflected in the most of the interviews and activities that we observed. Even though girl's participation in football is encouraged it is important to understand that tradition and culture still limits their ability to participate, particularly within the minority population.

The Vietnamese women's football national team is doing quite well in the region and the VFF have a strong focus and gender in their programs. They are very interested to learn more from NFF regarding this, since Norway has one of the best woman football teams in the world.

Surly the project has increased the participation of girls and women leaders. The teachers (mostly women in PS) encourage the girls to participate and assist the formation of girl teams, but this is not done systematically. The efforts are loose and no deliberate strategy is currently developed in how to better involve the girls.

NFF has lately opened for the idea of sending experts that can besides working as volunteer instructors on the ground, assisting the VFF on women's football on a higher level.

The Women's Union (WU)

The Women's Union is mentioned as one potential local partner in the project, but has not yet been approached for cooperation in all the project areas. In some communes, participation of women in the project is not clear or apparent, but some communes like Huong Giang, the WU has participated and contributed very actively. The WU's leaders has organized a number of meetings were the objective of the project has been introduced to parents and leaders. The WU's leaders always encouraged their members to take part in all project activities such as in football tournaments.

This tells us that a comprehensive strategy could be developed to more effectively access both parents and women leaders for the clubs. To do this the WU should be included. Maybe even as members of the advisory board.

Comments from local stakeholders related to participation of the WU it reflects a mixed feeling about involving them.

- The involvement would probably increase the participation of girls.
- The WU is not involved in the project and the women empowerment focus should be investigated
- No need for involvement of the WU

NAV is very positive to work with the WU, and they seems a natural partners since the NCA will change their overall strategy to become **right based**, this means to focus the programs to bridge the peoples needs/rights on the local level with the responsible authority and government instances that should naturally provide the service.

Quote:

"Football is not a traditional game for girls. Sometimes they want to participate, but lack the opportunity. Other times they just want to do games they have traditionally done e.g. skipping ropes and elastic-bands.

Some don't know what they want because they are not aware that they have the option to play football. By offering them the opportunity and letting them try we create awareness of the game. Many like it a lot."

Phuong

People with disabilities

One of the projects targets is also to involve vulnerable children. The number of children with disability was apparently quite low in both A Luoi and Nam Dong. In Nam Dong 1,6% of the children in PS had disabilities. 32 out of a total of 42 disabled children in the area. Most of who were people with learning disabilities.

We found from the teachers that the children with disabilities usually go to the same school as the other children, and they participate in simple physical exercises, but not the football project. They are too few to form their own team, and the lack of human and technical resources makes it difficult to involve them. There was also a feeling from the teachers we spoke to that the parents would not like them to be involved.

This could be because of stigma and that the parents traditionally (and wrongly) have a feeling of shame related to having children born with disabilities.

Reach

The projects ability to reach the target population seems to be limited to school going children. One of the objectives is to reach orphans and vulnerable children, and from what we understand do many of them not attend school. It could therefore be advisable to discuss this with the stakeholders in terms of future activities.

The strategy of club formation is also a bit unclear for us. Are the clubs exclusively for the schools, or does the community at large play a part in the club?



Girls participating in the TET Football Tournament in Huong Thuy District

Integration of Life Skills

Quote:

The integration of social development through sport is hard to grasp, and awareness needs to be developed on all levels of the project.

Phuong

The information and dissemination of knowledge of HIV/AIDS is supposed to be naturally integrated into all the activities at all levels of the project. This is a challenge, not only here but everywhere this is a focus. AIDS is looked upon as a social evil in Vietnam and the topic is loaded with negative connotations and cultural taboos. There is little sex education in schools and even though the government have opened a bit it is not common for people to talk about AIDS. The sensitivity and lack of openness toward the issue of sex, especially in remote areas, makes it a different challenge than in for instance Sub-Saharan Africa. The pandemic has also reached a different stage and the social challenges are currently more related to stigma, prostitution and to Vietnam's huge problems with drugs. This makes some of the existing Kicking AIDS Out material less relevant and needs to be modified. The age group of the target population (primary school kids) also makes the content less relevant.

Some more considerations to make are:

- Facts, challenges and trends in the pandemic
- Priorities and outcomes of the activities
- Methodology

Quote:

"The football and therefore the Kicking AIDS Out activities are only for children in PS, not for all. It is more relevant for older kids, inmates in prisons and migrant workers. These groups should be integrated in the project."

Mrs. Cam, NAV AIDS Team

Activities with the kids

- The information we have in regards to AIDS is too complicated. We struggle to transform the information and make it relevant to the children's age.
- Kids too young to understand sex and drugs, and transmission. More relevant for kids in Secondary Schools.
- We also observed huge difficulties to integrate the knowledge into the football activities without destroying the activity.

Training manual on Kicking AIDS Out for the football instructor clinic

- One day out of a minimum of 5 day instructor course on integration of AIDS.
- Special training on HIV/AIDS knowledge and awareness for the teachers. They get training in how to simplify questions for kids about infection, needles, drug, use of condoms, and other high risk behaviours related to HIV and STD. Again important to cooperate with WU who already do work in the field of AIDS.
- The one day is enough for the general information for the teachers, but it is a long process to change behaviour and for them to create confidence to openly talk about the topic

Quote:

“We need more knowledge and understanding of HIV/AIDS. It is difficult for us to discuss sex with the children at this age.”

Teacher and coach

Monitoring and Evaluation

Monitoring and evaluation has many functions and is here related to the efficiency and ability to monitor the implementation of activities in the project. We also look at the systems ability to communicate and to adjust the activities to ensure the anticipated goals.

Communication:

As mentioned by Phuong there is at the moment no effective M & E system in place in FFA, and the communication can be challenging. Phuong’s relatively young age can also be a restriction in the relatively strict hierarchy within both DoET and VFF, and other potential cooperating partners. The activities are reported back by the schools and the project works according to an agreed upon work plan by the FFA and the local school.

- The communication between the schools and Phuong is quite good, and FFA’s communication with Norway and NFF is also sufficient.
- Work plans for 2005 were made by the Education and Training Department and FFA in partnership, and reports of the activities are sent monthly from the participating schools. Before conduction training courses the Department meet with Phuong to decide on the content and participation.
- In relation to the construction of facilities communication is done with Delta Construction Company LTD.
- Phuong reports to NAV regularly and provides the VFF with updates. The reports and updates needs to be formalized and the frequency agreed upon.

See more about M & E under the chapter; Impact

Impact

The project is young and to measure impact is a process.

Mr. Anders Krystad is referring to the “*starfish story*”¹ in his book “Football and International Development Work” (Akillies Forlag, 2005), and we believe it is important to keep the philosophy of this story in mind as we are assessing the impact of the FFA project.

Does the project make a difference in children’s life? The answer is un-doubtfully yes. After meeting and talking with numerous children and leaders participating in the project, you realize the importance and the impact on a personal level. Hard to measure, but the fact that children now want to come to school, that the teacher’s social status is been raised in the community and the passion and positivism that is reflected from participants, stakeholders and parents are all indicators that the football activities has a positive influence on the target population.

As mentioned in the project description is the two main objectives.

1. To contribute to development and empowerment of marginalized communities through engaging and mobilising local people in football activities.
2. To contribute to build positive attitudes and behaviours based on ethical principles, corporate responsibility and democratic values using football as a method.

To some extent we can say that football activities in general lead to empowerment of the participants, building of positive attitudes and corporate responsibilities, if the activities are conducted with these intentions in mind. The main challenge we found was that it was hard to measure this because of lack of focus and clear indications on how to assess this. Even more challenging to measure positive behaviours based on ethical principles and democratic values, from participating in the project. The last part has, after advice from NFF and NAV, been narrowed down to become *accessibility for participants, or “Football For All”*.

To increase the impact, and to be able to effectively measure it, certain elements need to be further developed. We have gathered following recommendations.

Recommendations:

Football

The activities are interdependent of the development of development of structures e.g. clubs, education, pitches, etc, but need to be addressed separately in terms of the impact.

- Continue the development of structures.
- Focus on football activities as one of the main end results

¹  **The Starfish Story:**

A girl walks every day to pick up starfishes that the tide has flushed on to the beach, and throws them back into the water to save them. A man, after having observed the girl over a few days, tells her that what she is doing makes no sense. The starfishes are going to be flushed up again and it makes no difference what she is doing. The girl pick up a starfish and throws it back into the water and replies, “it made a difference to that one.”

- Develop a systematic strategy to continue ensuring the change of methodology from instruction to participatory facilitation
- Identify common focus areas and visions and develop a strategy for grassroots football development together with VFF
- Develop a local strategic process on clubs formation

Integration of Life skills

- Knowing the local challenges, identify suitable target groups, priorities and strategies
- Modify, simplify and create a new Kicking AIDS Out material to fit the target group.

Target group and Reach

- Revisit the target group according to the outcomes
- Develop a strategy to reach groups with special attention e.g. girls, OVC's and children with disabilities

Monitoring and Evaluation

- Revisit and develop clearer and more specific objectives in terms of the social impact
- Develop performance indicators based on both activities and outcome. This makes it easier to know what to look for, and to measure the success and impact in more than numbers.
- Develop specific implementation work plans / action plans. It will assist the management staff to make M & E strategies to measure the effect and to adjust the implementation process.
- Receive more training in work planning, and M & E to be able to increase the delivery

Strategic planning

- Go through a strategic planning process with the relevant cooperative partners involved

Football

We believe that a project of this nature should openly use *increased participation in Football* as one of the main end results, and this has been one of our focus areas during the assessment. More and more donors and recipients have finally accepted the value of the sport activities alone, and this should be taken advantage of fully.

(See comments from UNICEF under the Chapter; Focus and clarification of roles in partnerships)

We also refer to the Norwegian Ministry of Foreign Affairs new strategic plan “*Development Cooperation Strategy with countries in the south for Culture and Sport 2005*”

The whole concept of football for children with participatory methodology and facilitation, building on the participants’ strengths and creating individual success seems relatively far from the previous (existing) system these teachers have been (are) using. Winning and developing the best players at a young age still seem to be a focus for most schools. As also mentioned under the chapter; sustainability (page 35), change takes time and effort, and examples like under the TET football tournament at, in Huong Thuy District in February, are signs that some have understood the concept.

Tournament framework, Primary schools #2 Thuy Chau, Huong Thuy District:

8 teams will participate, 4 for boys and 4 for girls. The age group is open and the school can use kids from all classes (age 7-12 years). This is done to create a **positive and safe environment**. The referees will not use red or yellow cards.

Example on local strategic process on clubs formation

1. Project appoint leaders
2. Leaders involve parents and youth
3. Elected leadership among youth
4. Let youth make decisions under adult supervision and leaders
5. Address the issue of hierarchy within the project

The Vietnam Football Federation

To increase the projects reach and impact it will be important to develop a strategy together with the VFF. It is therefore important to find the areas for common visions and interest.

Here are some of VFF’s challenging areas related to youth football development:

- Lack of resources makes it challenging for VFF to cater for the huge demand from both elite and grassroots. The annual contribution from FIFA to develop grassroots football (250 000 USD per year) is too little to spread to all the provinces, so they focus on Ha Noi. Here the money is spent on an International tournament and National tournament for youth.

Q: What is the objective of this tournament?

- Most of the support to VFF comes from government, but they are looking for commercial partners. This is very difficult to get commercial support when it comes to youth football development

Q: Should NFF play a role in this?

The lack of equipment and finances makes it difficult for the schools to focus on football. There is no longer a Department of Physical Education; this has been filtrated into a new Department of Education and Training.

The VFF support The FFA projects strategy to increase and develop children football in primary and secondary schools. There is currently not good enough cooperation between The VFF and DoED, and The FFA could play an active role to improve this cooperation that eventually could increase the activities reach. The VFF thinks the FFA must expand the project and become a stronger advocate for grassroots football.

Lack of resources and Mr. Phuong's position and young age can be limited factors here.

Target group and Reach

It is clearly a project with a huge potential which through increased partnerships and cooperation can considerably increase the reach and impact. It is a simple and attractive project and many groups are interested in participating. Both the WU and the Secondary Schools have expressed wishes of stronger involvement.

FFA has since started up clubs in a number of secondary schools and has planned for more.

Strategy and vision becomes again important, and the questions of "***who we want to reach and what we want to achieve?***" are important to answer before going further into the implementation of the project.

An internal scanning process (SWOT analysis²) to look challenges and potential should be done immediately as a first step in a strategic planning process, before continuing discussing visions and expansion together with existing and potential partners.

If the target population expands as a result of new partnerships a modifications of the content in both football- and life skills- activities need to take place. The Kicking AIDS Out activities could be modifies for use to integrate physical activities, life-skills and HIV/aids to inmates in prisons. This is a process.

Integration of Life skills

The more components one attempt to integrate the more complicated it becomes to implement and to measure the impact. HIV/AIDS is the only area of social development or life skills that

² SWOT Analysis – a analysis focusing on the Strengths, Weaknesses, Opportunities and Threats related to a project, program or an organisation

is currently integrated in the project, and as we are giving recommendations to include other relevant areas one must keep in mind the challenging and complicated process this is. It is important to focus on some common basic values and to integrate them into all activities and issues one chose to address.

HIV/AIDS

What are the focuses in regards to HIV/AIDS? As mentioned under the chapter; effectiveness, the AIDS pandemic in Vietnam has reached a different stage that in other areas we work with Kicking AIDS Out, TT Hue Province is a centre for tourism and unemployment and prostitution is increasing. Prostitution and the spread of HIV need to be concentrated on both in terms of the increased tourism and even more towards local population.

One of the immediate outcomes of the project is that *awareness on HIV/AIDS is an integrated and natural component of all training activities*. Based on this more specific outcomes and indicators should be developed to answer questions like:

- Who do we target?
- What do we want the target group to be aware of?
- Are we spreading information and knowledge to break down stigma?
- Is it to get more people to use condoms and practice safe sex?
- Is medication relevant?
- Is it knowledge about how to live positively with HIV?

When we have answered these questions and we know what to look for a strategy of how to measure the impact can be developed.

The content of the Kicking AIDS Out training should be modified to fit the Vietnam specific outcomes.

Q: Who does this and what levels are we talking about?

Here are some comments we got in relation to HIV/AIDS, which can be used as considerations when strategies are developed:

AIDS is not a problem in our area (this was mentioned in several of the areas we asked)

We don't know how to talk to the children about sex and AIDS
It is in general difficult to talk openly about sex in Vietnam.

The HIV/AIDS component does currently not fit the target group; it would be better suited children in the senior secondary school.

We need to find better ways of integrating the AIDS information without splitting and destroying all the activities

Some comments from children we asked about AIDS gave us an indication that the level of understanding and knowledge varied a lot from no awareness of AIDS to detailed information about the transmission and differenced of HIV and AIDS.

One can get AIDS by doing drugs

One can get aids if one is bitten by a dog

Aids is deadly, but you can still hug a person with aids

You get HIV from needles and by having sex with an infected person



Kicking AIDS Out is an international network of organisations using sport to address the AIDS pandemic. The focus is to use sport as a powerful medium to mobilize people, to spread information and to break down stigmatisation around the disease.

Football for All - Vietnam is a member of the network

Monitoring and evaluation

What makes some project very successful is their ability to measure and demonstrate the success. It is clear that one can't prove everything. A sign hanging in Albert Einstein's office at Princeton said it rightfully "*Not everything that counts can be counted and not everything that can be counted counts.*"

Pressure from donors on the other hand stresses the importance for a project of this nature to develop good Monitoring and Evaluation (M & E) systems, with concrete performance indicators to be able to measure changes related to the activities.

The change from Hanoi to Hue was, according to FFA, done hasty. No SCAN³, needs assessment or pre-study was done in TT Hue province when the project started. Once the focus and outcomes have been clearly defined this should be done. The SCAN of the area should be the base of the measurement of change and impact in the future.

FFA's current M & E systems includes:

- Statistics and numbers
- A pre- and post- test is conducted to control knowledge of the course participants during the Kicking AIDS Out part of the course, but the NAV AIDS Team have no active role in the football project related to M & E. The team only provide training, not follow up.
- Reports as mentioned under the chapter: *Effectiveness, M & E, Communication (page 28)*.

Status - Implementation - Change

Quote:

There are presently no M & E systems in place, and it is difficult to measure if we reach the objectives. We just count the numbers of the participant and the activities, but to see the impact and behavioural change is difficult. There is a lack of clear indicators both for football and the integration of the social issues.

Phuong

³ SCAN = a base-line study to determine the existing/current situation on the ground

Passive knowledge without values and attitudes added does not lead to behavioural change
Anders Krystad

Spin - off effects

It is well worth mentioning some of the spin-off effects realised by the people in the project areas after one year's implementation. These are indicators that later can be used in a logical framework for M & E:

- Contribution to PE in school
- Increasing solidarity among Kinh- and the minority-people at commune / district levels.
- Increasing democracy in the schools in organizing and operating of activities.
- Improving management skill of the school leaders.
- Improving training skill of the teachers
- Increasing assertiveness of the pupils.
- Increasing awareness of the parents on benefit of extra - curricular activities for their children

Strategic planning

Quote:

“Lack of clear implementation strategies makes it difficult to improve on it. There need to be a clear vision of how the project looks when it is successful.”

I feel that the project lacks progress and that both the planning and the implementation could be improved.”

Liv Steinmoeggen

The project have nevertheless increased both the reach, in terms of number of participants and areas for the football activities

Here are some suggested steps in a strategic planning process for FFA (not in prioritised order)

- Internal SWOT analysis and vision review in FFA
- Partnership and cooperation clarification with NAV (discuss present and future)
- Consult UNICEF in Norway and in Vietnam
- Consult NCA in Norway and the regional representative for Asia
- Develop a clearer focus areas and priorities, target population and outcomes together with all current and future stakeholders VFF, UNICEF, DoET and NAV (NCA)
- Develop a comprehensive plan for implementation and M & E strategies with clear performance indicators for success
- Education of staff
- Increase human resources
- New project doc
- New project structure
- Develop, clarify and agree on a sustainability-/exit-strategy

Relevance/Appropriateness

There is no doubt in the assessors minds that the chosen activities in terms of reaching the projects immediate outcomes as stated in the application to NORAD and in the project description are both relevant and appropriate.

The support the project offers the local partners might not be big in terms of funds, but the response to the communities' needs and considering the context and the resources available the activities selected are very suitable.

As mentioned previously a project of this nature can be used a wrapping for many social challenges.

Sports global interest and ability of mobilizing people makes it an extremely powerful instrument. Sport can, being used the right way, and have an extremely positive effect on the society, being used as a tool for promotion of ethnic and cultural harmony. It can bolster healthy communities and build nations through its unifying nature.

*Taken from a NIF presentation to UNICEF
New York, January 2005*

There is a difference in potential and relevance. It is important, as earlier mentioned it is easy to be blown away of all the potentials and caution and focus is needed. Projects are failing because they try to match all the areas of potential merge. They are driven by the financial support given to integrate new social areas of attention and completely loose focus of their area of competence, that once were the strength of the project.

Sustainability

The project in Vietnam is young and has used time to find their place and get established in the country. Something they are about to do. There has therefore yet been little or no special focus, or deliberate strategies developed towards self sustainability of the project. It is stated in the application to NORAD that NFF will take a facilitating role in the project and this way forge local lead and ownership, but as we understand, no immediate plans are made to phase out the project and we hope that the support will continue until a proper strategy has been developed to ensure the projects continuation.

It is important to note while assessing strategies to achieve sustainability that different stakeholders in the project might define, or have different understand of the concept. It is important to take local social challenges like poverty and cultural understating of topics like voluntarism into consideration while developing a strategy.

As far as we understand it is the idea from NFF that the schools/clubs after the initial support and training will take over and run the activities independently and FFA can face-out the support and expand to new areas. The idea from DoET seems to be that FFA takes over the support of the school so they DoET can start supporting other deprived schools in the districts. The gap between the two intentions needs clarification so one pulls in the same direction.

A potential face-out process need to be developed and agreed upon in order to work towards sustainability of the activities. *The 2 years remaining of the current agreement is not enough time to develop such a process.*

Please note that when we are talking about an exit, it does not mean that the project ends, but that there is an end to some of the external support in the present form. More about this under the chapter; Financial Sustainability.

As stated in the TOR we have been looking at 3 areas in term of sustainability.

- Financial sustainability related to the activities and the organization
- Positive attitudes and behaviour based on ethical principles, corporate responsibility and democratic values using football as a method
- Willingness and capability to keep activities and facilities operational, and to continue after phasing out donor support

Following remarks and recommendations and was made on the topic.

Recommendations:

Activities

- Additional training and constant follow up and support over time to create common accept and ensure the changes in the methodology used in the activities
- Identify restrictions for participation
- Clarify the involvement of the whole community vs. the school
- Identification of interests for contribution and support

- Advocate for voluntarism and discuss the understanding of this
- Advocate for football for development
- Make sure it runs before spreading
- Education for all – using the school yard as venue to reach the DoET goals of Education of All

Organizational

- Clarify the wish and visions from NFF and stakeholders, and the challenges related to the organisational independency.
- Clarify the organisations functions
- Increase training of Phuong to fit the functions (as recommended in the chapter of effectiveness)
- Clarify the roles of the VFF, NAV and Government
- Club to club network. VFF should help with the transition of knowledge within regional structures. This needs to be developed

Financial

- More time to develop a strategy for face-out. The 2 years remaining of the current agreement with NORAD is not enough.
- Analyse of how success looks for the project and what is needed to maintain it. Develop exit strategy based on this.
- Develop market for broader donor support. Currently based on the support from NORAD alone.
- Commercial business support - locally and internationally
- Increase training in accounting and financial reporting for clubs and the FFA project management. Include proposal writing.

Activities

Quote:

“The football activities existed before the FFA started, and will also continue if the project should end. The number of activities might drop a bit and the quality also, but it will continue.”

Teacher

This comment has been going as a red tread through the assessment. It has also clearly been stated that the project has increased the activity level, girls and minorities participation and the quality of the football activities a great deal.

The development of infrastructure around the formations of clubs, development of facilities, education of instructors and coaches are all important factors to ensure the ongoing quality activities of football.

Sustaining the quality

We first want to mention that even though the quality has improved a great deal from what we understand, it will take time for people to understand and be able to actively use participatory and facilitating methods in training. It will probably for a long time still be organized in the old fashion on lines and in controlled squares.

Additional training and constant follow up and support over time is the only way to achieve this. One has to grasp and accept the idea before it can be sustained.

Needs to sustain the activities as now?

The day to day activities in the project areas are dependent of certain factors to continue.

- Venues for the activities
Once the pitches are developed it takes little to maintain them. The goals and the nets will need some work, but it takes a lot of activities to wear out the gravel pitches.
- Equipment
- Club management
In the agreement between the schools implementing the project and the FFA the school oblige to undertake the overall management, the maintenance and the financial responsibility of the contribution from FFA. They must also submit narrative and financial reports on a regular basis.
- Coaches and leaders to organise the kids in leagues and tournaments
Trained people with the time and the interest to continue organising the activities on their free time.
- Transport
For children and leaders to participate in tournaments and friendly games within the district.
- Instructors to continue building the corps of youth football coaches.

The poverty level, traditions (related to girls), and limitations in terms of quality will make it challenging to continue the activities at the same level as now. This indicates that there is currently an artificial activity level, created by the new opportunities to participate.

Some challenges and questions to ensure the activities in the future

To address issues one has to identify issues. Identification of the restrictions for participation needs to be done by someone that fully understands the local challenges and culture. Is it the lack of facilities and manpower, or is it restrictions in terms of peoples wish and visions that hinders the participation? What do we need to do to sustain the artificial number of participants till it becomes natural, and is this the right way to go? Is what we bring to the project what the community needs? Training, equipment and facilities for football, or do the project need to develop structures to deal with the underlying factors of poverty, gender, traditions and culture?

Some of the restrictions related to self sustainable activities

Quote:

“The project will continue as now because the leaders don’t understand the concept of social integration to football. The project should be used for campaigns and advocacy.”

Campaigns and advocacy is using the power of sport to create the attention and awareness around the social issues you want to address, and this way advocate for more support and openness to be able to attend to the challenges.

The understanding of football being something more than just a game will take time for people to understand. The value of sport is not seen by the general population yet. The only benefit they see now is that one might become professional and make an income of it one day. This is not what the FFA is about. Continuous advocacy for football and sport as a tool for development will assist the process of achieving self sustainability. This should be intensified as a focus area for FFA in all levels of their activities and operations.

- The Poverty level is high, especially in the highlands. The school fee is not enough, and one can't collect the construction fee from the parents.
- The understanding of Voluntarism related to the poverty level and local social challenges
- Many teachers/coaches have 2 jobs to support their families, and no time to take part of the project and train the kids twice a week without getting a contribution from somewhere.
- The Government regulates the budget and therefore limits the support DoET can give to the project, both in terms of equipment and support for teachers and coaches to run the clubs. Vietnam (especially the remote areas) has no private sector to pull resources from.

Some positive factors/local areas of support contributing to sustainability

- The willingness of the local population and the interest of the teachers are high. This helps secure continuation even when external funding ends.
- DoET are in some cases able to support a person to coordinate the activities and integrate the football activities with the academic school year calendar
- DoET works partly as an advisory committee for FFA and creates access to the target population
- DoET provides parts of the transport for the participant when travelling to tournament
- DoET provides allowances and support for teachers to be replaced when taking part of the project e.g. accompanying kids to tournaments, attending trainer courses, training of kids during the school hours, and they take responsibility for the kids when they travel.
- DoET provides the clubs with electricity, etc.

Quote:

“To sustain the activities in the school financial contribution are split between the parents and the school to keep the club running. Some of the parents struggle to make this contribution and can in some cases be supported by the school if the child is very talented in football.”

***Mrs. Luu Thi Tuong Van,
Headmaster, Hoang Hoa Tham PS,
Hanoi***

This is the common approach that again has to be addressed to create cohesion around the perceptions and views on how to address equal opportunities and mass participation. NFF's view is clearly different here.

Some more recommendations from stakeholders in the project on how to secure sustainability

1. The FFA should become a community project rather than only school based. This way one could source funds from the local stakeholders
2. To secure the sustainability of the activities one should invest in and build football facilities in primary schools and secondary school and continue to train teachers to build their capacity and skills
3. The VFF would like FFA to invest in sport centres on provincial level and to investment in the VFF centre were they could invite trainers from other countries to come and work over longer time
4. Regular support in a period of 10 years would give us time increase the reach to make an impact and to develop a self sustainable project. the capacity of the coaches, quality of football pitches and the integration between VFF, DoET and FFA



Boys playing at the “Welcome New Year” Football Tournament in Nam Dong

Organisational sustainability

Organisational sustainability for FFA is by us understood as getting nationally established as an organisation and being able to run activities in Vietnam, more or less independent from external donors and funding.

This could mean to register with a board of directors as a Vietnamese organisation, or as an international organisation under the umbrella of Football For All – Norway. The bonds and links with the NFF need to be decided and the links to official structures in Vietnam formally and informally established.

Questions that need answers are:

- What should the functions of the organisation be?
- What does the organisation need to do to be able to perform their tasks?
- Who should make the strategic decisions related to the organisations operations?

There might not be any wish to change the current status of the organisation, and it could all be a very distant vision. Nevertheless, it will be important to establish a clearer organisational vision to be able to develop a strategy for sustainability for what ever shape it might choose.

Both the VFF and the Government has expressed a wish to supporting the organisation, and should both take part of this discussion when time comes of it.

Financial

Most of the over mentioned points regarding sustainability are related to finances, but this point focuses on the overall external funding and support for the project.

It will be important for the project to develop an exit strategy for external funds and support. An exit strategy does not necessarily mean an end to external support, but having a strategy could on the contrary attract new support over limited periods were the contributors would feel assured that their contribution would have a longer term benefit.

EXIT:

There are many ways of doing this. Here are some suggestions.

1. Determine what the successful project looks like (the status), both in terms of activities on the ground and the administrative.
2. Develop a community intervention model that describes the transformation from present till successful status
3. Know what resources are involved to maintain the success and develop an exit strategy based on this including; what does the project look like when we have no external funds? Who can take over the financial contribution if the activities should be maintained (e.g. VFF, Government, schools, private investors, and parents)? How do we do the financial support transformation? (70-30%, 50-50%, 30-70%)
4. Get the support to do the necessary preparations and training to do the exit (increased training in accounting and financial reporting for clubs and the FFA project management. Training in proposal writing.)

Develop market for broader donor support. Depending on the vision of the organisation expansion to new areas in the country or the region could be developed using the same methods.

A closer partnership with e.g. NAV, VFF, Government, schools, UNICEF and NCA can secure some of the needs in terms of training and capacity building, and bring additional and optimize the existing resources.

A final suggestion for self-sustainability was given by one of the leaders of a school.

“Give us funds to put in the bank, then we can use the interest to maintain the project”

Voluntarism

“One must understand that people are very poor, and that what we offer them in terms of financial contribution for taking part of the game is more a token of appreciation. Believe that the level of activity will drop if no financial contribution is given, but not stop completely”

Phuong

The concept of voluntarism and the many different understanding and varieties of volunteers would make a very interesting topic of its own. We will very brief touch the subject in an attempt to create some awareness of the challenges related to it.

We believe that voluntarism is more or less commonly understood as:

- **A volunteer [noun] is a person who performs or offers to perform a service out of his or her own free will, often without payment.**
- **An individual who offers him/herself or his/her services of his/her free will, without expectation of payment.**

What makes it challenging is when people from different cultures and backgrounds starts to discuss expectations and their different abilities to volunteer.

People living in the developing world are also volunteers, but can rarely do this with the same conditions as a volunteer from a more fortunate background. It is all about sacrificing personal time and energy to work with something that one believe in, have passion for or invested interest in.

Many people that have the ability to be volunteers full time over a period get some kind of reimbursement for their service to limit the personal sacrifice, others don't. In some cases will this reimbursement alone be more that other people make in the day to day work. It is therefore important to create a dialogue around this.

The poverty level in Vietnam makes it very difficult for parents and teachers to volunteer in the same way that we understand it in e.g. Norway. Multiple jobs and hard manual labour to sustain the family leaves little time for leisure and personal interests. This said, football and sport have the mobilizing power of attracting even the busiest people, so even though it is clear that the FFA projects activities are partly based on incentives we have to understand participation in a local socioeconomic context. One needs to be aware of this and understand how this might affect the sustainability of the activities.

Quotes from people involved:

“Need to classify the different types of people involved in the project. A core group of real volunteers need to be identified to drive the activities, semi- volunteers that gets involved to organise events, and a third group; leaders, that one need for temporary use.”

Mrs. Cam, NAV AIDS Team

“The teachers form the core of FFA. The leaders of the DoET should also be part of the core group.”

“We have people that are real volunteers that do this out of passion, e.g. The Mothers and wife clubs, but the poverty makes it challenging to be a volunteer.”

“This is a communist society – people assist each other and help. People give of what they have (in terms of tragedies and disasters) when this is needed.”

Annex 1: Interviewees

List of the all people, organisations and stakeholders interviewed during the assessment in Vietnam and Norway during the time of the assessment from 16th February till 2nd March 2005.

NAME	TITLE AND ORGANISATION
Mr. Phuong Hoang Nguyen	Project Coordinator, FFA
Mrs. Liv Steinmoeggen	Resident Representative, NAV
Mrs. Ragna Fidjestøl	Second Secretary, The Royal Norwegian Embassy in Vietnam
Mr. Lam Thanh Doan	Executive Secretary, Vietnam Football Association
Mr. Lap Huy Hoang	Director, Education and Training Department of Thua Thien Hue Province
Mr. Tuan Khanh Le	Vice Director, Education and Training Department of Thua Thien Hue Province
Mr. Vu Van Viet Nguyen	Expert of PE, Education and Training Department Thua Thien Hue Province
Mr. Dan Seymour	Chief of planning, UNICEF
Mrs. Sue Spencer	Communication Section UNICEF
Mrs. Cam Thi Hong Nguyen	NAV HIV/AIDS Project
Mr. Ngai Tat Nguyen	NAV HIV/AIDS Project
Mr. John Troha	Deputy General Director, Delta Construction Management Company
Mrs. Van Thi Tuong Luu	Headmaster, Hoang Hoa Tham Primary School, Hanoi
Mrs. Huong Thu Duong	Teacher and coach, Hoang Hoa Tham Primary School, Hanoi
Mr. Tuan Dang Anh Nguyen	Vice Director, A Luoi Sub Department of Education and Training
Mr. Quy Nguyen	Headmaster, A Luoi Town Primary School Nr 1
Mrs. Trang Thi Thuy Tran	Teacher and coach, A Luoi Town Primary School Nr 1
Mr. Toan Thanh Vo	Teacher and coach, A Luoi Town Primary School Nr 1
Mr. Tinh Le	Vice Director, Sub Education and Training Department of Nam Dong
Mr. Kham Le	Expert PE, Sub Education and Training Department of Nam Dong
Mr. Ghien, Chien Huynh	Head Master, Huong Giang PS, Nam Dong
Mrs. Huong Thi Vo	Director, Sub Education and Training department of Huong Thuy
Mr. Anders Krystad	Adviser, The Football Association of Norway
A number of school going children participating in tournaments and football activities organised by the FFA	

Annex 2: job description and contract Phuong

Annex 3: Local agreements and budget

PROJECT AGREEMENT

ANNUAL SUPPORT
YEAR : 200...

FOOTBALL ASSOCIATION OF NORWAY (NFF)
AND
SCHOOL

This document is a project agreement between **School and The NFF (the Football Association of Norway - Football for All in Vietnam)**, concerning the following project: Football Club in the School, district.

Whereas the partner has requested assistance for the above project and is willing to carry out the implementation of this project and whereas NFF is willing to assist in providing financial assistance to this project, as well as technical assistance as specified in the Project Document, therefore, the two Parties have agreed as follows:

ARTICLE 1: THE PROJECT

The project is described in a Project Document entitled Football Club for the School, district , dated

The Project Documents (Vietnamese version and English summary filed in the NFF office) constitute as an integral part of this agreement.

The detailed budget for the current year of both funding sources and specified cost per activity is presented as a document entitled Itemized Budget of Football Club in District, dated (Attached herewith Appendix A).

ARTICLE 2: OBLIGATION OF THE PARTNERS

- 2.1 The partner agrees to undertake all overall management and control of the proper implementation of the project in all its aspects, as outlined in the Project Document.
- 2.2 A revised budget adjusted to the total confirmed income (All sources including opening balance) shall be provided to NFF as soon as this is known. At any point during the implementation period that there are major changes from the budget and plans in the project or utilization of funds, NFF must be notified and eventual adjustments shall be agreed upon by NFF
- 2.3 The partner agrees to undertake all overall management and responsibility for the maintaining, using in the right purposes of the equipments given by NFF as outlined in the Project Document.
- 2.4 Funds granted from NFF shall be spent within the year. Unused funds at the end of the year will be made note of by NFF. NFF will consider reduction of current grant or if balance shall be returned to NFF
- 2.5 Requirements regarding financial practices and accounts:
 - The financial practices and accounts must not contain elements in violation of local law and regulations.
 - The actual expenses should be linked to approved budget. Accountability and transparency in reports are to be observed in all transaction and reporting.
- 2.6 Financial reporting :

Three financial reports with supporting vouchers shall be submitted to NFF during the calendar year according to the project implementation process. The last financial report including the rest of vouchers should be submitted to NFF no later than 15 January 2005.

Periodic financial reports are prerequisites for payment of installments.

2.7 Narrative reporting:

Progressive report of project activities shall be submitted to NFF quarterly. An annual narrative report shall be submitted to NFF no later than November 30 the current year. The narrative report shall be based on the Project Document, which constitutes a part of this agreement.

ARTICLE 3: OBLIGATION OF FAN

3.1 NFF shall provide a total contribution equivalent to..... (.....) needed to cover the part of the operational cost of the project as specified in the Project Document. Besides that, NFF shall provide with football equipments: Footballs, clothes, cones.

3.2 Transfers of funds are subject to be withheld or cancelled if the partner fail to comply with the obligations set in this agreement

3.3 Transfers of funds will be made in 3 instalments. The instalments will be transferred to the partner’s Bank Account,

Account holder.....
Account No:.....
At (Bank):.....

3.4 The instalments will be transferred in Vietnam Dong, NFF shall send a written confirmation of each transfer to partner.

In case of cash payment to partner, it is preferably made at NFF office.

Transfers of funds are dependent on funds being made available to NFF, and will follow this schedule

- 1st instalment will be transferred upon the signing of this agreement.
- 2nd instalment will be transferred upon the receipt of the first periodic financial report with 100% vouchers of the first instalment included (in some exceptional cases 70% is accepted).
- 3rd instalment will be transferred upon the receipt of the second periodic financial report with 100% vouchers of the first instalment included (in some exceptional cases 70% is accepted).

ARTICLE 4: DURATION, AMENDMENT, RENEWAL AND TERMINATION

4.1 This agreement shall enter into force when duly signed by both parties, and shall be effective until all obligations in this agreement are met.

4.2 This agreement maybe renewed, amended, or terminated by either party before its expiration date, on a two month’s written notice.

4.3 If any dispute arises relating to the implementation or interpretation of this agreement, or the use of funds, there shall be a mutual consultation between the parties, with a view to securing a successful realization of the objectives of the project.

4.4 If a situation of contract termination occurs, the partner must take immediate action to minimize all expenditure and obligations of the project

In the event of misappropriation of funds, NFF reserves absolute right to suspend and set conditions for resumption, or to terminate this contract.

For NFF

For the Partner

.....
Signature

.....
Signature

Name in block letters

Name in block letters

Date and Location

Date and Location

Annex 4: Terms of reference

Terms of Reference for Assessment of Football For All Vietnam

1. Background and project description:

Football for All in Vietnam started as a result of the Norwegian Football Association (NFA) being invited by the Vietnam Football Federation (VFF) to support development of football for children in the country in 1999. Ran as a pilot project in Hanoi since 2001 NFA decided to move their activities to Thua Thien Hue Province and establish their office in cooperation with Nordic Assistance to Vietnam (NAV)

Project Objectives:

The projects main development objective is:

1. To contribute to development and empowerment of marginalized communities through engaging and mobilising local people in football activities.
2. To contribute to build positive attitudes and behaviours based on ethical principles, corporate responsibility and democratic values using football as a method.

Immediate outcomes:

- A number of trained and skilful instructors, both men and women, are providing training for boys and girls in their free time in the target communities. Awareness on HIV/AIDS is an integrated and natural component of all training activities.
- Football pitches are constructed and functioning in a number of schools in TT Hue Province and 1 in Hanoi. The schools are maintaining and organizing the use of the pitches.
- Football clubs are established in Hue City and some of NAV's target communes. Marginalized children like orphans or children living with HIV/AIDS are involved.
- Tournaments are being organized between schools and clubs in TT Hue Province.

Target population:

The target beneficiaries are primarily boys and girls around 7 and 15 years old in the project areas. The project will especially focus on marginalized groups like orphans and HIV positive and include them in all activities. Secondary target group are teachers and adults who will be trained as instructors to be able to provide instruction to children. Women will be specifically encouraged to participate. The Youth Union, as one of the main partner, will be strengthened to be able to provide activities for the local community.

Tool:

Football is a very popular sport in Vietnam, but much of the interest focuses on top football. There is in general no support for children's activities, which shows in lack of educated and experienced teachers, lack of space and places for performing activities.

Key success factors for the project:

- Positive and attractive activities – create an attractive meeting places / venues for children and youth, were positive values and knowledge are being passed on through the activities own values. The quality is ensured by sport competence building programs being delivered by professional sport organs and individuals.
- Clearly defined tasks, operational procedures, long term plans, priorities and clear exit strategies
- Clearly defined outcomes and indicators
- Effective and functional Monitoring and Evaluation system in place

- Sound management and direction within the organization
- Strong local, national and international cooperation network to increase and complement knowledge and resources
- Increased voluntarism and a common understanding of the concept
- Official support. E.g. Local sources of funding, access to facilities, transport, media.
- Local ownership and responsibility of implementation and development of activities and programs. Consciousness toward own priorities.
- Use of participatory methodology

2. Objectives of the assessment:

The project has to date not undergone any external evaluations or assessments. The main objective of the assessment is to get an independent review to substantiate the project, and to verify if the activities have started to set shape and yield fruits. The assessment will examine experiences and expectations from the target population, football clubs, leaders, coaches and instructors to find the main benefit from the project in terms of:

- Grassroots football development
- Football as building positive attitudes, social development, empowerment and as a tool in the fight against HIV/AIDS

It also aims to provide a general assessment of the implementation of the activities in terms of quality and efficiency (and quantity), and to gather examples of good practice and lessons learnt in order to provide input to the future activities and strategies, including recommendations for the sustainability of the project.

Questionnaire:

Within the assessment, particularly important issues regarding the progress of success include:

1. Is football an effective tool to reach the target population?
2. Are the activities effectively implemented and do they reach their potential targets?
3. Are the activities influential on the development and spread of democratic values (Football for All)?
4. Do people see the importance of the participation of women and girls?
5. Who is participating in the activities? Is the program relevant for other people than school kids surrounding the new football fields? How does the community benefit from the activities and facilities?
6. How is the quality of the football activities, courses, training, instructors, materials, etc, offered by the project?
7. How is the quality of the life skills activities, courses, training, instructors, materials, etc, offered by the project, and how well are they integrated in the football activities?
8. M & E. How good are the systems for M & E? Do they effectively provide information that leads to relevant changes and modifications?
9. How do the projects activities contribute to the fight against HIV/AIDS in the project areas? How do you measure the impact?
10. What spin-offs have resulted of the project? E.g. less crime, increased child health, increased voluntarism?
11. What positive attitudes and behaviours can be observed based on ethical principles, corporate responsibility and democratic values?

3. Outputs, desired Outcomes and reporting of the assessment

The assessment team shall prepare the outputs stated below. All reports should be made available to the major stakeholders. The reports should be produced in English.

Outputs:

- *Draft report.* A draft report will be submitted to the Football Association of Norway (NFF) no later than 22 April 2005. NFF will circulate the draft report to relevant parties for comments.
- *Final assessment report.* The final report will be submitted and distributed to NFF, NORAD and NAV before the 29. April 2005.

Outcomes:

The assessment report should provide an overview of the project activities and a review of the following key areas:

Effectiveness:

- Reaching the outcomes of the project to date
- Effectiveness of the implementation of activities. Changes to increase the efficiency.
- Promotion of increased participation of women and girls

Impact

- Increased knowledge and behavioral change in regards to sexual practice, and reduced HIV infections in the target population
- Long term changes as result the project
- Positive and negative spin-offs / side-effects

Relevance/Appropriateness

- Continuation of the project
- Appropriateness of activities given the aims, context and resources available
- Changes in activities to increase relevance

Sustainability

- Financial sustainability related to the activities and the organization
- Positive attitudes and behaviour based on ethical principles, corporate responsibility and democratic values using football as a method
- Willingness and capability to keep activities and facilities operational, and to continue after phasing out donor support

4. Scope of work

The assessment will focus on the *projects current state*, but will however consider the whole projects period to get a better indication of the effect and impact the project might have had. All geographical projects areas will be included.

5. Assessment approach

Focus on *qualitative dimensions* rather than on quantitative issues. The main method employed will be that of *inter-subjective validation*, including substantive dialogues and interviews with stakeholders and actors in project areas. The outline of methodology and the selection of case studies to be undertaken will be established by the team and presented in the inception note (ref. below).

The assessment should include the following elements:

- Consult with NFF (Anders Krystad), NORAD and Project Staff in Vietnam
- Study the project document, the activity reports and other relevant material prepared by the FFAV.

- Dialogue with a representative number of the advisory board members, partners, other donors and partners in the region (such as i.e. national football associations, ministries of sports and national offices of the FFAV).
- Visit the field offices of the FFAV, participate in regional meetings during the period of the evaluation including meeting of the instructors, leaders and trainers in clubs established by as a result of the project, examining activities and potential courses/seminars in the area. The case studies should represent different areas of Vietnam and be representative for the total activities carried out by the project.
- A sample of beneficiary views will be sought for more detailed qualitative data. Club leaders, Female trainers, children and their parents.

The assessment must be carried out in accordance with the Guideline from NFF, NAV and NORAD.

Relevant program documentation: project documents, review reports, progress reports, etc. will be put at the consultant's disposal.

6. Composition of Assessment Team

The evaluation team should be composed of:

- A team leader with experience in assessments and evaluations of projects using sports as a tool for development aid, grass-root football, and expertise in developing sustainability strategies for NGOs.
- A consultant with comprehensive local knowledge on social issues, women empowerment and HIV/AIDS. Must also know be fluent in the Vietnamese language

7. Timetable

The assessment should be carried out in the period of February till end of April 2005.

Detailed schedule decided by the assessment team in the Assessment Plan to be completed.