

**NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA
(MAN-B)
FOOTBALL CROSSES FRONTIERS PROJECT
(FCFP)**

**FINAL REPORT
MID-TERM EVALUATION
“FOOTBALL CROSSES FRONTIERS PROJECT”
THIRD PERIOD 2008 - 2012**

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October 2011

La Paz - Bolivia

TABLE OF CONTENTS

CHAPTER I

1. BACKGROUND

1.1. MAN in Bolivia	5
1.2. Brief description of the “Football Crosses Frontiers” Project	5
1.3. Evaluation Objectives	8
1.4. Evaluation Methodology	10
1.4.1. Performance Aspects	10
1.4.2. Information Gathering Techniques	10
1.4.3. Qualitative Interviews	10
1.4.4. Workshops/interviews	11
1.4.5. In-depth Interviews	15

CHAPTER II

2. FOOTBALL CROSSES FRONTIERS PROJECT

2.1. Project Structure	16
2.2. FCFP LogFrame Matrix 2008 – 2011	16
2.3. FCFP Budget, 2006 – 2011 period	19

CHAPTER III

3. FCFP GENERAL EVALUATION

3.1. Project Design	21
3.1.1. Coherence and causality relationship	
3.1.2. Conclusions	23
3.2. Project Objectives	23
3.3. Project Organization	24
3.3.1. MAN-B and its team	25
3.3.2. Conclusions	25
3.4. MAN-B – GAMEA (Municipality of El Alto City) Cooperation	26
3.4.1. Agreements	26
3.4.2. Conclusions	27
3.5. Planning	27
3.5.1. Project Planning	27
3.5.2. Budget	28
3.6. Execution	29
3.7. Pertinence evaluation elements	31
3.7.1. GAMEA and community situation	31
3.7.2. Inter-institutional Relationships in the process	31
3.7.3. Articulation with sector policies	31
3.7.4. LogFrame quality, flexibility and adaptability	32
3.8. Efficiency evaluation elements	32
3.9. Effectiveness valuation elements	38
3.10. Impact and sustainability impact elements	39
3.11. Crosscutting valuation elements	40

CHAPTER IV

4. EVALUATION PER COMPONENT

4.1. FCFP Principal Components	41
4.2. Sport Promotion	41
4.2.1. Pertinence	41
4.2.2. Efficiency	41
4.2.3. Effectiveness	42
4.2.4. Impact and sustainability	42
4.2.5. Crosscutting Axes	43
4.2.6. Conclusions	43
4.3. Training and information	44
4.3.1. Pertinence	44
4.3.2. Efficiency	44
4.3.3. Effectiveness	45
4.3.4. Impact and sustainability	45
4.3.5. Crosscutting Axes	46
4.3.6. Conclusion	46
4.4. Infrastructure	47
4.4.1. Pertinence	47
4.4.2. Efficiency	47
4.4.3. Effectiveness	49
4.4.4. Impact and sustainability	53
4.4.5. Crosscutting Axes	53

CHAPTER V

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Project General Conclusions	54
5.2. Project General Recommendations	56
5.3. Recommendations for management & finances	57
5.4. Recommendations for the project's team	58
5.5. Recommendations for MAN-B and other players	58
5.6. Recommendations for components	59
5.6.1. Sport Promotion	59
5.6.2. Training and information	59
5.6.3. Infrastructure	61
5.6.4. Infrastructure General Recommendations	62
5.7 Project Sustainability	62

EXECUTIVE SUMMARY	65
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ANNEXES

1 – Terms of Reference	68
2 – Organizational structure FCFP, GAMEA – MANB and other stakeholders	71
3 – Video report	73

CHAPTER I

1. BACKGROUND

The FCFP is aligned with the National Development Plan “Para Vivir Bien (To live well) – 2006-2010”, the Reciprocity and Solidarity Programme in the health sector considers the projects “Healthy Municipalities” and “Health - Sports” that aim at prioritising the training and comprehensive development of all Bolivians, men and women, through physical activities as a process that ensures the incorporation of active and healthy lifestyles and the development of a culture of winners. In this sense, the national sports fund will be set up and emphasis will be put on sports infrastructure, policymaking, the implementation of sports schools, and the development of sports institutions in the entire territory. (Football Crosses Frontiers Project, 2008 – 2012).

In its proposal on Health and the concept of To Live Well, the Municipality of El Alto has developed its Sports Plan as a means in support of social reinsertion, active citizen participation to develop self-esteem and perseverance. Therefore, the plan focuses on the development of organised and systematic activities to constantly improve the standard of living of the population of El Alto, covering different activities for very young children, schools, out-of-school activities, sports training, recreational activities, activities for the disabled, competitive activities and activities for the elderly. Within this context, the sports plan of El Alto considers three strategic axes on recreational sports, sports training and competitive sports. (Idem)

Although formal education gives people basic knowledge and skills to perform in a labour market and/or continue with their professional formation, it does not look into a group of very important aptitudes that can increase the performance of individuals. These aptitudes involve different elements, such as, capacity for group integration with a collective objective, recognition of individual contribution for the achievement of pre-established regulations, organization capacity, coordination and motivation of human groups. This group of things, meaning, team work, collaboration capacity, responsibility, discipline, respect, self-esteem and leadership are on the spot because of their importance for better work performance (Idem).

Every project needs to ensure its goals, indicators, outcomes and outputs, as an addition to its objectives. A mid-term or processes evaluation is a tool to verify advancement and achievement.

For this end, the Norwegian Missionary Alliance – Bolivia has carried out a convocation of consultants and professionals to carry out an evaluation of the different execution processes of the “Football Crosses Frontiers” Project, which was implemented from 2003-2004 as a first stage, from 2005-2007 as a second one, and a third period/stage that started in 2008 and ends in 2012.

The evaluation looks the last three years of the project's execution, 2008 – 2011, having as input the different recommendations and considerations established – for the evaluation of this period – in the “Football Crosses Frontiers Project” Document, October – December, 2006, which is used as the base for the establishment of recommendations and mid and long-term adjustments, considering the time left for the project's operation. It is an evaluation of processes to measure the compliance of objectives, verifying the advancement and achievement of goals, indicators and mid-term achieved outcomes, also, to have a new period in the future.

The evaluation process is mainly related to the qualitative side, aspect that has more weight on the achievement of outputs, without forgetting the quantitative financial aspects. Due the aforementioned, this evaluation does not look for verification through statistical amounts, or quantitative data, but, it looks for the development of qualitative tools to have a better understanding of the project's reality.

1.1. MAN in Bolivia

The Norwegian Missionary Alliance in Bolivia (MAN-B) is a non-profit organization that started its activities in 1979 based on the missionary work of Norwegian evangelical individuals. In 19080, it is recognized by the Bolivian State.

After 20 years of work, MAN-B leaders decided to putting the leadership of the institution into the hand of Bolivians, given them management autonomy.

MAN-B promotes the comprehensive development of poor social groups, using different strategies, such as, service, economic-productive and institutional strengthening of grass-root organizations, having contribution from NORAD, MAN-Oslo and MAN-B.

Its activities focus on three main plans: El Alto Norte Comprehensive Development Plan, Inter-Andean Valleys Comprehensive Development Plan and Caranavi Development Plan, to these, three other projects are added: HIV/AIDS project, Development Institute and “Football Crosses Frontiers” Project.

1.2. Brief Description of the “Football Crosses Frontiers” Project

Sports are a means to attract young people to participate in risk prevention programs or other social programs. Sports are a more efficient use of one's free time and generate benefits in that sports imply rules or habits and often competition. Sports imply physical, mental, psychological and social benefits that can improve the child/young person's ability to learn as it improves their capacity to focus. Sports activities teach important lessons on respect, leadership and collaboration. Sports can be helpful to develop skills for life such as personal confidence, self-esteem, teamwork and discipline.

(Football Crosses Frontiers Project, 2008 – 2012).

From this perspective, the implementation of the Football Crosses Frontiers Project, 2003 – 2011, in its three stages has generated expectations and interests from local organizations and Municipal Government, allowing an active participation of social and institutional players for the improvement of sports infrastructure, sport promotion, training activities for football trainers and the carrying out of sport championships with boys, girls and

youngsters; recently, the project has incorporated disabled children and it started with information dissemination processes for youngsters of different educative units.

In the last years, football championships mobilized more than 10,000 children and youngsters (boys and girls) and around 5,000 children and youngsters organized into 350 teams have participated in a direct manner from different school, league and football municipal schools' championships; the improvement of sports infrastructure of El Alto city with the implementation of synthetic grass in "Andino Cosmos 79" Stadium and the sanding of 10 football fields (9 finished and 1 under bidding for construction) enhanced the participation of the Municipal Government with a 50% match, having a 90% of compliance.

Municipal football schools are operating with the participation of children and youngsters from different districts; at present there are 26 municipal schools operating, each school carries out activities in at least 12 sport fields, with an average of 250 students per field¹, it is necessary to mention that the municipal government was almost able to consolidate the positions of football teachers, although this is not for the whole year, it reaches to 8 months of the year.

On the other hand, the External Evaluation carried out in 2006 suggests extension of the project, considering the active participation of social and institutional actors in the formulation, execution and evaluation and the inclusion of a comprehensive guidance strategy for the target group based on principles and values, which will be helpful to ensure ownership and sustainability of the processes.

In its proposal for supporting sports, MAN-B – through the Soccer Crosses Frontiers Project - works in alignment with the strategic axes of recreational sports and sports training, specifically targeting the school-age population (7 to 19 years old) from the middle and lower social strata as these children and youth live in a setting characterised and limited by social risk. (Football Crosses Frontiers Project, 2008- 2012).

Having as a base these essential points, the objectives of the "Football Crosses Frontiers" Project (FCFP) has the following aim and purpose:

- **Aim:**
The end of the Project is to contribute to the reduction of youth delinquency indexes in the north area of El Alto City through the promotion of sports.
- **Purpose:**
The purpose of the Project is to develop attitudes and values in youngsters and children from low-income families through comprehensive orientation, participation and football practice.
 1. Sport Promotion
 2. Training and Information
 3. Infrastructure

¹ Information provided by Football Trainers of the Italian Consortium.

1. Children and youngsters participate in championships; Schools promote the practice of football; Municipal Football Schools promote recreation, formation and competition levels; (Proposals that MAN-B considers as “Football Promotion”).

2. Training and Information Dissemination workshops for Physical Education Teachers and for Trainers of Football Schools; (Proposals that MAN-B comprises as “Training”). Children and Youngsters from different Educative Units (Schools) and Football Schools participated in information dissemination processes on principles, values and others; (Proposals that MAN-B considers as “Information”).

3. Improvement of sports infrastructure for football practice; (Proposal that MAN-B considers as Improvement of Sports Infrastructure).

1.3. Evaluation Objectives

Based on the principal aspects and Terms of Reference (Annex 1), the evaluation has the following general and specific objectives for the evaluation of the “Football Crosses Frontiers Project”, 2008 – 2011.

1.3.1. General Objective

Carry out an external mid-term evaluation of the FCFP in its third phase (2007 – 2012), considering the recommendations stated in 2006 evaluation. Evaluate the pertinence and conception of the FCFP, looking into the compliance of objectives, execution efficiency, reached outcomes, impact, feasibility and sustainability, considering the incorporation of gender and environment as crosscutting themes into processes and outcomes.

1.3.2. Specific Objectives

Have an independent evaluation to get to know about the relationship between the Project goals and identified problems, this looking from the moment it started until the evaluation time. Evaluate its articulation with sector policies; look into the global quality of the LogFrame and its degree of flexibility and adaptability to the context.

- **Pertinence**

Evaluate if the objectives of the FCFP are relevant to the current needs and priorities of real life situation. From the moment it started until the evaluation time, based on the following aspects:

- a) GAMEA and community status
- b) Inter-institutional relationship in the processes.
- c) Articulation with sector policies.
- d) Quality of the LogFrame, flexibility and adaptability to the context.

- **Efficiency**

Measurement of achievements of short-term goals based on the availability of resources/inputs/activities; cost/benefit analysis and use of resources, all these taking into account:

- a) Project Internal Organization
- b) Financial and administrative management
- c) Analysis of cost/investment/operations costs/beneficiaries
- d) Follow-up, timely disbursement and execution
- e) Flexibility for context change
- f) Local Organization and inter-institutional relationship levels
- g) Beneficiaries participation
- h) Quality and techniques put in place for the facilitation processes.
- i) Follow-up system, operation and adaptation for indicators.

- **Effectiveness**

Effectiveness: Achievement of outlined goals based on outcomes. Comparison between goals and outcomes; difference between achievement and plans, following the following points:

- a) Outcomes and relationship with the specific goals
- b) Outcomes achieved with beneficiaries, comparing them with the plan
- c) Positive/negative outcomes
- d) Hypothesis to reach the expected outcomes
- e) Synergies achieved with similar projects of other institutions.

- **Impact and sustainability**

Intentional and unintentional change resulting from a direct or indirect effect of the project's execution; sustainability based on the design and development of local and institutional capacities:

- a) External factors that guarantee feasibility and sustainability
- b) Risks that might affect the project's feasibility
- c) Alternative and resources implemented in the context to increase capacities and boots the continuity of processes.

- **Crosscutting Axes**

Gender incorporated into the activities of the FCFP, respecting the right women have to education, health, work and participation under equal opportunities; considering that it is not possible to reach sustainable development if environment caring and preservation are not included into the implementation of policies, plans, programs and projects, for which we consider necessary:

- a) Evaluate the gender focus on the implementation of the Project.
- b) Evaluate if the project has considered the environmental caring.

- **Project execution stages and evaluation scopes**

- a) **Execution Stages:**

- Planning
- Execution
- Evaluation
- Organization

- b) **Evaluation Scopes:**

- Financial
- Technical - physical
- Project Organization and Management

1.4. Methodology

1.4.1. Performance Aspects

To comply with the outlined objectives, the evaluating team has considered the following performance aspects:

- **Criteria:**
Questions for evaluation
- **Evidences:**
Data Gathering on evaluation criteria
- **Findings:**
Affirmations based on evidences found in the evaluation.
- **Valuation:**
Judgement with regard to evaluation criteria
- **Conclusions:**
Presentation of results based on valuation factors.
- **Recommendations:**
Formulation of future actions and responsible individuals

1.4.2. Information Gathering Techniques

To comply with the outlined objectives, the evaluating team has used the following methodology:

- a) **Secondary Information Gathering:**
Project Documentation Review
- b) **Primary Information Gathering:**

The process for collecting primary information was carried out based on a *theoretical sampling*, for which, it was considered that the evaluation did not need representative statistical information, but a sample that agrees with the quality of outputs and/or components; this is to say, information requested for the evaluation was provided by the project's responsible individuals.

1.4.3. Qualitative Interviews

Under this consideration, qualitative interviews and interviewing-workshops were used, where in-depth interviews were made to social players involved with the project. This technique allowed the collection of first-hand information, since it is neither direct, nor structured or standardized, through a talking model, simulating a dialog of equals. This methodology was applied with GAMEA responsible individuals (Sports Directorate), MAN-B responsible people, and professionals/technicians of the FCFP, Neighbourhood Leaders, Sport Leagues Responsible People, children and youngsters that participate from the project and youngsters from schools that participated from the information dissemination workshops.

The aforementioned technique was used throughout the project's evaluation process – based on the objectives – to get to know the opinion of beneficiaries regarding planning, execution, evaluation and organization of the project. For this, the following chart was used to have an estimated time for the development of this methodology:

Objective	Theme and content	Participant	Methodology	Time
Have knowledge of the judgment, opinions and considerations beneficiaries have about the project.	-Planning -Execution -Evaluation -Organization In what measure did the Project achieve its goals and objectives?	- Project Institutional Responsible. -Professionals and technicians. -Neighbourhood Councils.	Proposes a conversational model between equals, overcoming the perspective of a formal exchange of questions and answers.	2/hours
Know about social life-experiences of people involved with the Project.	a) Execution of activities: (Activities/Budget). b) Compliance of Indicators: (quantity, quality and time). c) Achievement of objectives: (outputs, outcomes). d) Hindering and facilitating aspects.	- Sports' Leagues Responsible. -Children and Youngsters that benefit and participate from the project.	There will be the need of having a guide of semi-structured interviews, which will be organized based on the components' framework and social involved sectors.	

1.4.4. Workshops/interviews

a) Workshop/interview with institutional responsible individuals

Initially, the plan was to work with focus groups, but, because of time constraints, the team developed workshops/interviews to have enough information for analysis, looking into the different points of this evaluation. In this sense, 12 separated workshops/interviews were carried out: 3 workshops with neighbourhood councils and sport leagues, 2 workshops/interviews with trainers of the Municipal Football Schools and FCPP Football Schools, 7 workshops/interviews with different social players involved in the project: municipal authorities and project's responsible individuals.

The place and time for workshops/interviews were agreed upon with the representatives of each group, under coordination with the FCFP responsible people.

Next chart shows the details of these interviews/workshops:

Objective	A- Theme and contents	Participants	Methodology	Time
Identify the achievements and difficulties of the Project.	1-What do you know about the FCFP? (Do you know the 4 areas?). 2-What expectations do you have from the project?	<u>Workshop 1</u> Institutions responsible individuals.	Proposes a conversational model between equals, overcoming the perspective of a formal exchange of questions and answers, trying to simulate a dialog between equals.	2 hours per workshop
Evaluate the project's coordination and organization levels.	3- How is your organization involved with the Project? 3.1. How do you promote football in your area (community, district)? 3.2. What do you do to ensure the availability of resources?	<u>Workshop 2</u> Professionals/technicians. <u>Workshop 3</u> Neighbourhood Councils		
Evaluate the role of participants.	3.3. What do you do to motivate the community and trainers? 3.4. What do you do to implement the activities? 4- Do you consider the Project is being implemented according to the plan? 4.1. How were the following activities carried out? • Promotion • Training & Information • Infrastructure 4.2. Were some planned objectives not reached? 5-Do you have the necessary resources to run the project? 6- Explain the difficulties/challenges the Project faced throughout its development 7-What are the relationships (inter-relationships) between the different players (MANB, your organization) directly involved in the project's components? 8- Have you complied with your promises as a leader/organization?	<u>Workshop 4</u> Sport Leagues responsible individuals.	There will be the need of having a guide of semi-structured interviews, which will be organized based on the components' framework and social involved sectors.	

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

Under this perspective, these activities did not only offer information details to evaluators, but an exchange of equal individuals. The following chart shows the details about the interview guide used with neighbourhood leaders, sport leagues responsible, teachers, football schools trainers and other social players involved in the project:

Objective	B- Theme and contents	Participants	Methodology	Time
Identify achievement and difficulties in the project.	<p><u>THEMES GUIDE – WORKSHOP QUESTIONS</u></p> <p>1- What do you know about the FCF project? (Do you know the 4 areas).</p> <p>1.1. Objectives. 1.2. Football Promotion. 1.3. Training and information. 1.4. Infrastructure.</p> <p>2 – What are the expectations for this project?</p> <p>3- What benefits did the Project give up to this moment? 3.1. To the community. 3.2. To youngsters and children.</p> <p>4- What did you learn about the project?</p> <p>5- What is missing in the Project?</p> <p>6- The support you receive from your institution to participate in the Project is good, regular or bad? Why?</p> <p>7- What do you do to make the Project sustainable?</p> <p>8- How are children with special skills integrated into the project? (CEREFÉ)</p>	Workshop 1 Institution’s Responsible Individuals.	12 workshops were carried out in different times:	2 hours per workshop
Evaluate the organization and coordination levels in the project		Workshop 2 Neighbourhood Councils.	Workshop 1 Participation of different neighbourhood leaders	
Evaluate the role of participants.		Workshop 3 Professionals /technicians.	Workshop 2 Participation of school teachers and trainers from football schools.	
		Workshop 4 Teachers, trainers	Workshop 3	
		Workshop 5 Sport Leagues Responsible.	Participation of sport leagues responsible.	
			- The objectives, themes, resources and methodologies are the same for the different workshops. - Workshops were carried out based on group dynamics.	

c) Workshop/interviews with youngsters and children (boys and girls)

For the evaluators it was a nice experience to work – directly – with the project’s beneficiaries. Workshops were carried out with groups divided by age and gender. Dynamics used by the evaluating team, allowed having the active participation of youngsters and children; what’s more, they had the opportunity to exchange experiences (testimonies) to learn more and to raise joint awareness.

Within this perspective, these events did not only offered information, but also an exchange of information between equals. The following chart shows the respective details:

Objective	Theme and contents	Participants	Methodology	Time
Identify the project’s achievements and difficulties	<p><u>THEMES GUIDE – WORKSHOP QUESTIONS</u></p> <ol style="list-style-type: none"> 1. What sport do you practice and why? 2. Where do you practice sport activities? 3. Where did you learn to practice sports? <ol style="list-style-type: none"> 3.1. Neighbourhood and friends? 3.2. School? 3.3. Football School? 3.4. Coach or trainer? 3.5. None 4. Aside from sports, what else did you learn? <ol style="list-style-type: none"> 4.1. Values? 4.2. Solidarity? 4.3. Friendship? 4.4. Respect? 4.5. Healthy recreation? 4.6. Others 5. When do you practice sports? <ol style="list-style-type: none"> 5.1. In your free time? 5.2. At school? 5.3. In the leagues? 5.4. Others 6. How does the practicing of sports help you? 7. If you are not practicing, what do you do? 8. Do you have time, how was it formed, why? 9. What do you do when your team wins? 10. What do you do when you lose? 11. Have you heard about FCF Project? 12. What does the FCF Project do and how does it help you? 13. How do you benefit from the Project? 	Youngsters	Workshops were carried out based on group dynamics	1 hour per workshop
Evaluate the organizational levels.		Boys		
Evaluate the roles of participants.		Girls		

1.4.5. In-depth Interviews

In order to have information and data about the design, formulation, planning, execution and monitoring of the project, the evaluating team carried out in-depth interviews to leaders, professionals and technicians involved – directly or indirectly – in the project. These actions, in some cases, had to be repeated to have a better consolidation of the information.

Next chart shows the information gathering process and social participation:

Category	Position	Number
A	Leaders / Directors / Executives	8
	GAMEA, Sports Director (Edgar Maraz Yugar), Responsible for Sport Events and Recreational Sports (Agustín Quenta), Responsible for Formation Sport and Municipal Sport Schools (Carlos Cornejo)	3
	MAN-B, Coordinator, Planner (Alejandro Lafuente); Technical Coordinator (René Vega); Responsible of the FCF Project (Jorge Álvarez); FCF Project Facilitator FCF (Alfredo Quenallata)	4
	Director CEREFÉ	1
B	Neighbourhood Leaders/sport leagues responsible people	30
	Neighbourhood Council and Sport Leagues Responsible - Iro de Mayo.	12
	Neighbourhood Council and Sport Leagues Responsible – Villa Adela	12
	Neighbourhood Council and Directorate of 12 de Octubre Sports League. (Maracana)	6
	Trainers from Football Municipal Schools	11
	Trainers – Football Municipal School (EMF)	7
	Trainers from the Italian Consortium (EMF)	2
	Trainer –Football School MAN-B)	1
	Facilitator (Values) –Football School (MAN-B)	1
C	Youngsters, children	75
	Boys and girls – Football Municipal Schools	15
	Boys and girls – Football Neighbourhood School (MAN-B)	15
	Youngsters from different Educative Units	45
	TOTAL	124

CHAPTER II

2. FOOTBALL CROSSES FRONTIERS PROJECT

2.1. Project Structure

MAN-B and the Project's Responsible people presented to the evaluating team the following documentation for the 2008 – 2011 evaluation process: 1. Final Report of the Football Crosses Frontiers Project 2006, 2. Football Crosses Frontiers Project 2008 – 2012, complementary documentation, such as, yearly reports and operations plans.

With the information of the aforementioned documents, the project's structure was rebuilt into the following matrixes:

2.2. FCFP LogFrame Matrix 2008 – 2011

	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Development Objective (Aim) - Contribute to the reduction of youth delinquency rate in the North Area of El Alto city through the promotion of sports.</p> <p><i>- Contribute to the reduction of youth delinquency rate of El Alto city through the promotion of sports.*1</i></p>			
<p>Project Objective (Goal)</p> <p>- Children and youngsters (boys and girls) develop attitudes and values through the practice and participation in sport events, for example, football.</p> <p><i>- Children and youngsters (boys and girls) develop attitudes and values through the practice and participation of football and other sports.</i></p>	<p>- Life habits were modified for better (positive) through the use of free and leisure time in a healthy manner.</p> <p>-5% increase in populations from 8 to 19 years (5.000 individuals) that participate in a direct or indirect manner in football sport events. *2</p> <p><i>- At least 30% of the population from 8 to 19 years that practice football are women</i></p> <p><i>- At least 50% of the population from 8 to 19 years that practice football have knowledge of risks, delinquency, alcoholism and drug addiction</i></p>	<p>- Situation Assessment Baseline.</p> <p>- Internal Evaluations.</p> <p>- Intermediate Evaluations.</p> <p>- Ex-post evaluations.</p>	<p>- El Alto Municipal Government apply practical policies for the promotion of sports through the allocation of economic resources.</p> <p>- Sports associations promote football practice through children and youngsters' championships for boys and girls.</p>
	<p>* 80% from children and youngsters of public schools of the North Area of El Alto city participate from local school championships.</p> <p>* 50% from children and youngsters of public schools of the North Area of El Alto city participate from regional sport events.</p> <p>* 20% from children and youngsters of public schools of the North Area of El Alto city participate from national sport events.</p>		

COMPONENTS	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>1. Improvement of current sports infrastructure</p> <p>2. Teachers and Football Instructors with more knowledge on football-related issues</p> <p>3. Children and youngsters (boys and girls) participate from football events and from training and information processes related to sports, alcoholism, drug addiction, sexual diseases and ethics.</p> <p>4. Financial Participation and responsibility of the Municipal Government with regard to different activities carried out by the project.</p>	<p>-10 sport fields sanded.</p> <p>-60% of effective use of improved fields on behalf of children and adolescents</p> <p>-10 instructors from football municipal schools and 30 trainers trained.</p> <p>-120 physical education teachers participated from information dissemination activities.</p> <p>-44 volunteer youngsters (boys and girls) accompany the strengthening processes of the municipal football schools</p> <p>-5,000 children and youngsters (boys and girls) yearly participate in the different football championships and 10,000 children and youngsters (boys and girls) are motivated to participate in an indirect manner on yearly bases (fans)</p> <p>-150 teams participate yearly in the different championships.</p> <p>-30% from 2,500 girls and female youngsters – 10 to 18 years – participate in the football championships.</p> <p>-10 municipal schools with activities in 26 football fields.</p> <p>-80% from 5000 children and youngsters informed on issues related sports, alcoholism, drug addiction, sexual disease and ethics.</p> <p><i>-Municipal Schools are mentioned, but educative units (schools) are not mentioned.</i></p>	<p>- Improved infrastructure</p> <p>- Contracts with construction companies;</p> <p>- Work delivery documentation, reception documentation for football equipment and other supplies.</p> <p>- Register for children and youngsters participation (boys and girls)</p> <p>-Convocations to football championships for children and youngsters categories.</p> <p>-Instructors' contracts to carry out the training processes.</p> <p>-Registry of Physical Education Teachers that participate from football information and formation events.</p> <p>-Agreements with the football municipal schools that participate from the projects</p>	<p>- The GAMEA (Municipal Government) complies with agreements and regulations, there is a continuous and programmed use of improved fields made by poor children; the later organized into sport clubs.</p> <p>- The Municipality allocates resources in the AOP (Annual Operations Plan) for the operation and maintenance of fields, also for the promotion of sports through the operation of EMF (Football Municipal Schools).</p> <p>- EMF (Football municipal schools) in coordination with Physical Education Teachers of Schools (Educative Units) promote the comprehensive development of children and youngsters through formation events and football practice.</p> <p>- Family parents support the comprehensive development processes of children and adolescents (boys and girls)</p>

ACTIVITIES	FIVE-YEAR BUDGET	EXECUTION	ASSUMPTIONS																				
<ul style="list-style-type: none"> - Coordinate and sign agreements with the Municipal Government, Education District Directorate, Secondary Students Federation and El Alto Football Associations. - Carry out a situation assessment in the first quarter to develop the baseline. - Promote the project for community knowledge. - Support social and institutional organizations for the carrying out of children and youngsters' football championships. - Promote training events and comprehensive information into educative units and municipal football schools <i>-Educative Units (Schools) are mentioned here, but these are not mentioned at component or outcome level.</i> - Support the training processes and information dissemination aimed to football trainers and Physical Education Teachers. - Select, together with the Municipality and social organizations, fields to be improved and the constructing companies according to the technical specifications. 	<p style="text-align: center;">Total five-year budget</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Item</th> <th style="width: 40%;">Totals</th> </tr> </thead> <tbody> <tr> <td>Local Salaries</td> <td style="text-align: right;">76.190</td> </tr> <tr> <td>Foreign Staff</td> <td style="text-align: right;">12.605</td> </tr> <tr> <td>Operations Expenses</td> <td style="text-align: right;">44.075</td> </tr> <tr> <td>Administrative Expense</td> <td style="text-align: right;">158.500</td> </tr> <tr> <td>Investment</td> <td style="text-align: right;">347.500</td> </tr> <tr> <td>Project Expense</td> <td style="text-align: right;">182.500</td> </tr> <tr> <td>Evaluation</td> <td style="text-align: right;">30.000</td> </tr> <tr> <td>Local Contribution</td> <td style="text-align: right;">350.000</td> </tr> <tr> <td>Totals</td> <td style="text-align: right;">1.201.380</td> </tr> </tbody> </table>	Item	Totals	Local Salaries	76.190	Foreign Staff	12.605	Operations Expenses	44.075	Administrative Expense	158.500	Investment	347.500	Project Expense	182.500	Evaluation	30.000	Local Contribution	350.000	Totals	1.201.380		<ul style="list-style-type: none"> - The Municipal Government complies with agreements and makes timely disbursements. - Football trainers and Physical Education Teachers participate from training processes in a regular manner. - School year moves with normality. - Officers from the Municipal Sports Directorate are stable (no turn-over) - Building enterprises comply with the established deadlines for the carrying out of activities. - There is a relative social stability in El Alto Municipality. - Social Organizations and Educative Units (Schools) guarantee the carrying out of championships based on the established framework. - There is availability of local trainers for the training processes.
Item	Totals																						
Local Salaries	76.190																						
Foreign Staff	12.605																						
Operations Expenses	44.075																						
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Investment	347.500																						
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Evaluation	30.000																						
Local Contribution	350.000																						
Totals	1.201.380																						

1. Note: data taken from the 2008-2012 project

2. Note: Volleyball for women was included in activities as well as recreational games for special children (children with disabilities)

2.3. FCFP Budget, 2006 – 2011 period

The Football Crosses Frontiers Project is carrying out its activities in El Alto city, and in the Municipalities of Caranavi and Sorata. The budget of the Football Crosses Frontiers Project for El Alto city comes from NORAD and from the Municipal Government of El Alto city; these moneys are used for Investment expenses (Infrastructure and Project Activities), the administrative expenses only include the funding from NORAD. About the municipalities of Caranavi and Sorata, the funding comes from OSLO and from the respective Municipalities as match, involving the different local organizations so that these organizations take over the responsibility of the different sport events, thus achieve sustainability. The reach of this evaluation only involves El Alto City.

The 2006 and 2007 management periods in their Investment expenses consider the Inter-institutional Cooperation Agreement between the Municipal Government of El Alto city and the Norwegian Missionary Alliance in Bolivia, written in 2005, incorporating the building of two sanded football fields and expenses for the promotion of football practice (50% NORAD and 50% GAMEA).

The 2008 – 2011 management periods have an increase in their budgets, considering the Inter-institutional Cooperation Agreement signed between the Municipal Government of El Alto City and the Norwegian Missionary Alliance in Bolivia, dated on June 12, 2008. This agreement considers workshops and training through seminars and updating courses, it also includes the building of 2 sanded football fields and sport promotion. For the aforementioned, we have the following data in the project's budget:

CHAPTER III

3. FCFP GENERAL EVALUATION

3.1. Project Design

The Football Crosses Frontiers Project was executed in two other periods; this evaluation corresponds to the third time period – still under execution:

First Period	2003 - 2004
Second Period	2005 - 2007
Third Period	2008– 2012

Regarding the 2008 – 2012 project, there is a well-structured and complete Project, which shows in a precise manner, the development objectives (aim), project objectives (goal), outcome and outputs, data sources, principal activities and methodologies, activities assumptions, institutional experience in the project's area, organizational structure, counterparties and rationale, risk analysis, evaluation and monitoring, and a LogFrame matrix. According to the references of 2008 – 2012 LogFrame, the project has enough elements, mentioning the following aspects:

- Aim
- Goal
- Components/ outcomes – indicators – means of verification
- Activities

Likewise, the operations plans and annual reports are structured based on the elements of the LogFrame; important aspect, since it allows an efficient monitoring and follow-up of the project's development.

3.1.1. Coherence and causality relationship

Having in mind that the LogFrame is the consolidation of the project, it requires causality logical relationships in its vertical and horizontal lines. The LogFrame methodology is a tool to facilitate the evaluation process of projects, allowing clarity and visibility of some problems the project has in its execution; these problems are described based on elements of coherence and causality.

The Project for 2008 – 2012 management periods presents a coherent and dully structured LogFrame, which – because of the experience acquired throughout the project's implementation years – suffered some modifications that got adapted to the conditions and needs of the current social environment; it also got adjusted to the logical causality dynamic the project generates, enhancing its feasibility, with broad possibilities for reaching objective and outlined goals. The latter, based on its three components:

- Sports Promotion
- Training and Information
- Infrastructure

Regarding the components for sports infrastructure improvement, advance and works compliance reached a 90% in the outlined objectives, which were complied with according to the stated expectations; MAN-B complied with its 50%, while the GAMEA did not, since the sanding of one football field is missing, however, this work is under bidding for latter on building.

About the component for Sports Promotion, based on the inter-institutional agreements signed with the GAMEA, the component for Municipal Football School was consolidated, where the Municipal Government is in charge of their operation; likewise, this activity is incorporated into the municipal AOP (Annual Operations Plan), which guarantees a better planning of future activities. The Sports Promotion Component – at present – is managed and lead by the Sports Promotion Directorate in coordination with MAN-B and FCFP responsible people, as a result, in the future, this component might become part of the municipal policies for sports promotion.

About training, having as a base the inter-institutional coordination, processes were developed to carry out formation and improvement of the human capital – trainers and football teachers, also, looking into sports medicine. Regarding the information dissemination component, interviews were made to students regarding the importance and need of keeping these processes, students stated that these information dissemination processes contributed to formation of values that are being applied in their daily lives; also, students have a good acceptance about how themes, contents and workshops' development are carried out, they even demanded the continuation of these activities. This component needs more continuity and regularity when implemented in the different educative units (schools).

Some negative aspects observed in the 2008 – 2012 project's evaluation, refer to issues previously observed in the 2006 final report, which were not overcome to date: there are no indicators to measure the achievement of impact regarding the component for sports promotion, training and information, also, to see the target population being reached by the project.

Objective verifiable indicators only make a quantitative reference: 5% increase in populations from 8 to 19 years that participate in a direct or indirect manner in football sport events. At least 30% of the population from 8 to 19 years that practice football are women. At least 50% of the population from 8 to 19 years that practice football have knowledge of risks, delinquency, alcoholism and drug addiction. At least 50% of the population from 14 to 19 years of age has knowledge of risks of sexual transmitted diseases. These goal indicators do not specify the parameters for measuring these percentages to have verifiable indicators.

The problem is also related to outcome level verifiable indicators, since they have the same problem: quantity of children and youngsters (boys and girls) that participate from the different football championship (5,000 per year); percentage of girls and female youngsters – from 10 to 18 years - that participate from the different football championships (30% of 5,000 a year); quantity of children and youngsters (boys and girls) that indirectly participate in the different football championships (fans) (10,000 per year); percentage of children and youngsters informed on sport related issues, alcoholism, drug-addiction, sexual transmitting diseases and ethics (80% from 5,000).

Regarding the verifiable indicators at outcome level, some are measureable, which somehow compensates the aforementioned gaps: quantity of sanded football fields and cost per field; effective use of improved fields by children and adolescents (60%), quantity of municipal schools strengthened by the project (10 schools carry out activities in 26 football fields); quantity of teams that participate in the different championships supported by the project (150 yearly); percentage of children and youngsters from 10 to 18 years that classify to the first, second and third positions in the different championships supported by the project; quantity of instructors from football municipal schools trained by the project (10); number of football trainers trained by the project (30).

3.1.2. Conclusions

Regarding the components for sports infrastructure improvement, the advancement and works development is meaningful, which were complied with according to the expectations. About training, component related to the strengthening of trainers and municipal football school teachers' capacities, it has developed in an average manner, reaching the outlined goals, improvement of football teaching knowledge.

The participation of children and youngsters (boys and girls) in football and volleyball championships, according to the Sports Promotion Directorate, is normal, stating that these activities do not suffer many changes; as for the information dissemination workshops, these have had a normal development and will be implemented starting September in this year. The project has experimented substantial changes that somehow favored its continuity and development; however, the project has some difficulties with regard to precision of reached outcomes and indicators; these aspects can be solved through the establishment of a base line to have a more objective vision with regard to outcomes reached; what's more, to add value to the project.

3.2. Project Objective

The objectives of the FCFP for 2008 – 2012 time periods, versus the 2005 – 2007 period, according to the final evaluation report 2006, shows substantial changes that are still present in the 2008 – 2012 project. Using some reference points of 2006 evaluation, the project proposes two new elements: 1) The target population is open and does not have exclusions of geographical areas, then, it surpasses the traditional limits of MAN-B, 2) it establishes “comprehensive orientation”, which strengthens football practice. These two elements strengthen the Project, following the strategy to have football as an alternative against drugs use, alcohol consumption and delinquency. The later can be observed through

two scopes: greater number of youngsters that participate in the different activities and lack of support to football practice through “comprehensive orientation” actions and tools to measure football practice, or to see whether the project has the expected effects regarding values and attitudes. (2006 Evaluation Final Report)

Having as analysis point, the objectives of the Project for the second period, it is possible to have a comparison with the objectives of the third period:

Development Objective: Contribute to the reduction of youth delinquency indexes in the north area of El Alto city through sports promotion.

Project Goal: Develop attitudes and values in youngsters and children (boys and girls) through comprehensive orientation, participation and football practice.

Project objectives are brief but concise, which, according to 2006 evaluation, were modified; as a result the 2008 – 2012 project was able to expand its action area following these criteria. The development objective (aim) takes as a geographical area the “North”, which somehow limits the possibilities for reaching other sector or areas, which is different to 2006 evaluation report, which states that the traditional geographical area of MAN-B expanded, while in 2008 – 2012 project objectives, there is reference to the north area of El Alto city. Regarding the reduction of delinquency indexes “through sports promotion”, this can be understood as an expansion of the project’s operations capacity towards other disciplines, which can be considered as an appropriate measure to improve and boost the success of the project, since the Sports Directorate has incorporated volleyball as complementary discipline, favouring the participation of women in sport practice and competition.

The development objective about sports promotion enhances the possibility of incorporating other sport disciplines and to other female population sectors, which, somehow, are displaced due to the characteristics and peculiarities of football practice; the aforementioned situation can increase football practice and at the same time this can be the integrating vehicle of other groups that are aside from sports practice.

Project objectives are appropriate for the context and are pertinent and flexible, having new development strategies that initially were not foreseen, which generates more possibilities of having – in the future – new integration processes, which, can the project’s impact and sustainability.

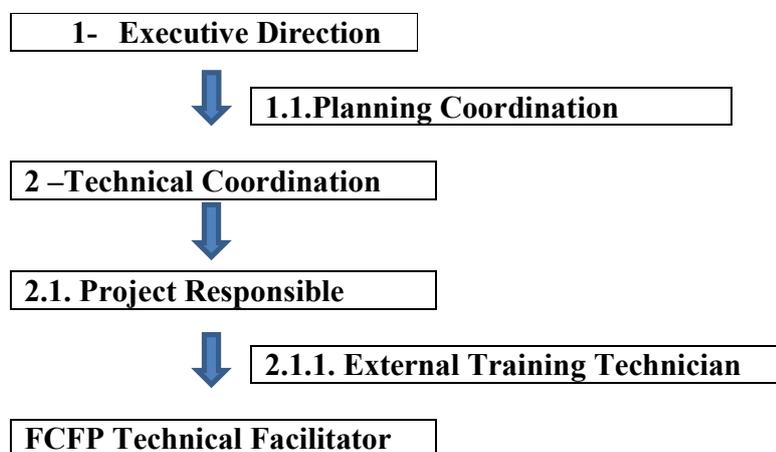
3.3. Project Organization

The project’s organization, as in any consolidation and implementation process, has gone through a long path to settle-down, which, according to 2006 evaluation report has the following aspects: initially, the implementing technical team was formed by only one person, supported by an Institutional Committee. Although this team worked to improve and start the project’s implementation, this was not possible. First, because, the person in charged did not receive a salary, second, the committee was a driving level, and not sole body. (2006 Final Evaluation Report)

3.3.1. MAN-B and its team

In 2006, the Project was able to consolidate a new team, formed by two people: a part-time project responsible (MAN-B Planning Coordinator) and other person that focused on the coordination with the operation levels of the GAMEA for the execution of Football Municipal Schools' activities.

Within the third implementation period – 2008 to 2012, according to the institution's organizational chart, we have the following structure: MAN-B executive level, an Executive Director, a Planning Coordinator, Technical Coordinator, Project Responsible, and Project Facilitator, these people answer to the general structure of MAN-B; however, the FCFP is supported by an External Training Technician.



3.3.2.Conclusions

The current team (formed in June 2009), despite of being insufficient for the management of the project, has considerably improved the execution strategies as well as the project's design. The project – nowadays – has a good organizational structure; however, staff is not enough, only two people; considering the project has a growth tendency, going into other social sectors, it is necessary to have other professional for the achievement of objectives.

On the other hand, looking the “Football Crosses Frontiers” as a whole (MAN-B organizational structure and its relation with the organizational structure of the GAMEA), there are two differentiated structures (see Annex 2) in the execution of the project's activities, which cause, for example, the execution of sport fields under different technical specifications.

3.4. Cooperation between MAN-B - GAMEA

Institutions and organizations that participate from the FCF Project abide by the institutional and relationship framework of MAN-B and GAMEA (Municipal Autonomous Government of El Alto) through the Sports Promotion Directorate, Football Municipal Schools, and with less intensity, through the Neighbourhood and School Councils.

No component is executed directly by the MAN-B; activities are carried out based on the following three modalities: 1) Through contracting, 2) agreement and 3) coordination of inter-institutional agreements with directors and school teachers.

As for the sanding of football fields, MAN-B carried out the recruitment of enterprises based on the agreement and regulations established with the GAMEA. The institutional capacity of GAMEA is also used to work with the Football Municipal Schools through the Sports Promotion Directorate, as well as for the FCFP Neighbourhood Schools. In the latter, the Neighbourhood Organizations are in charge of the recruiting of a football trainer and MAN-B recruits the services of an external Technical Trainer, who share with children the contents on principles and values during the training sessions.

In order to carry out the monitoring, the project elaborates an Annual Plan, and at the end of the year, a report is submitted, both documents are based on the LogFrame format, this is to say, they have a structured planning and show the advancements and yearly achievements.

3.4.1. Agreements

It is necessary to mention that activities, principally those related to the sanding of football fields, followed a different trend to the initial plan:

Initially, the joint building of 2 sanded football fields – between MAN-B and GAMEA – was programmed, but the MAN-B, due to its experience, change this modality to a separated building of football fields: One MAN-B and another the GAMEA.

In January 2005, an Inter-institutional Cooperation Agreement was signed between the Municipal Autonomous Government of El Alto and the Norwegian Missionary Alliance in Bolivia, agreeing on the building of six sanded football fields in the north and south area of El Alto city during the 2005 – 2007 management periods; also there was agreement to promote football practice amongst children and youngsters (boys and girls) through the Football Municipal Schools, formation of trainers and endowment of specific sports material.

On June 12, 2008, an Inter-institutional Cooperation Agreement was signed between the Municipal Autonomous Government of El Alto City and the Norwegian Missionary Alliance in Bolivia in order to:

- Build 10 sanded football fields in different areas of El Alto city, from 2008 to 2012.

- Strengthen the operations of the Municipal Football Schools to have high-performance players.
- Promote the practice of football in the children and youngsters' population of El Alto city through inter-districts and inter-municipal championships.

Regarding infrastructure, the building of 2 sanded football fields per year was agreed upon, the cost would be covered as follows: 50% MAN-B and 50% GAMEA. Although the difference on the building of the football fields confirmed the decision where each institution makes one field per year, the separation did not only occur at work-execution level, but it also caused the lack of joint coordination and supervision, or better yet, led by MAN-B. As a result of the aforementioned, the football fields built by the GAMEA are of less quality than those built by MAN-B.

3.4.2. Conclusions

The cooperation agreements between MAN-B and GAMEA are the base to continue developing the project activities; however, there is lack of a shared coordination, supervision and responsibility.

At the date of our evaluation, we saw that sanded football field of GAMEA has delays, which affects the execution of the project. Likewise, it was established that GAMEA sanded football fields are of less quality than those from MAN-B.

3.5. Planning

3.5.1. Project Planning

The Project has been built constantly based on the experience of the person responsible for the Evangelical Work of Alto Norte Development Plan in El Alto city, whose effect motivated the preparation of a project to support these activities with a broader population niche and with established objectives.

The change occurred since the first period is very visible. Its execution experience did not only allow the project to have its design and formal presentation, but it substantially improved its content, intentions and strategies.

In this sense, MAN-B, through this project reached an agreement with the GAMEA for a local contribution of 50% for the sanding of fields into the infrastructure component; what's more, it achieved the inclusion of the project's objectives into the GAMEA's Annual Operations Plan.

Likewise, the methodology and strategy adopted by the project allowed the coverage of a broader territory, thus, a broader population universe, surpassing the "traditional" geographical and population limits of MAN-B in El Alto city.

Despite this considerable improvement, the Project did not elaborate a base document for the definition of the project's base line, which is necessary for the implementation of a project with these characteristics.

Maybe this is the reason for which the "Football Crosses Frontiers" Project was not able to have elements that may strengthen and boost effectiveness within its actions and strategies to have a better impact; for instance, the "comprehensive orientation" strategy may reinforce the elements – not only football – of other disciplines that may be incorporated into the project, adding value.

Another important element is that in the last semester 2006, the project established that activities, sport events, training and selection of football fields be channelized through the GAMEA for the strengthening of its institutionalism; this is an important element that can contribute to the achievement of the outlined strategy. All in all, we state that – MAN-B – aside from its roles, shall play the role of a supervisor until the end of the project, looking for the continuity of activities and sustainability of the project.

The project's planning is nurtured by the experience accumulated throughout these eight years of execution; the project shows a very important institutional positioning, since it was able to reach its own operations dynamic.

Planning, understood as an action to accompany the project's implementation and consolidation process, was able to articulate a group of activities according to the outlined goals, having more institutional participation and a more organized work; this, did not only reached a higher level of decision making capacity throughout the project's implementation, but also generated the consolidation of a team with inter-institutional relationship and coordination capacity, which – at present – has a positive impact in the project. Therefore, planning – as part of the project activities – was able to organize and incorporate a rationality aligned with the outlined goals, where appropriate methods were applied for the resolution of problems.

However, something that was not implemented into the planning processes has to do with the processing and systematization of the information generated in the last years; this is important to have a data base to later on start with the problems analysis and assessment stage, thus, propose possible resolution alternatives.

3.5.2 Budget

The budget of the Football Crosses Frontiers Project for El Alto city comes from NORAD and from the Municipal Government of El Alto city; these moneys are used for Investment expenses (Infrastructure and Project Activities), the administrative expenses only include the funding from NORAD.

The 2006 and 2007 management periods in their Investment expenses consider the Inter-institutional Cooperation Agreement between the Municipal Government of El Alto city and the Norwegian Missionary Alliance in Bolivia, written in 2005, incorporating the

building of two sanded football fields and expenses for the promotion of football practice (50% NORAD and 50% GAMEA).

The 2008 – 2011 management periods have an increase in their budgets, considering the Inter-institutional Cooperation Agreement signed between the Municipal Government of El Alto City and the Norwegian Missionary Alliance in Bolivia, dated on June 12, 2008. This agreement considers workshops and training through seminars and updating courses, it also includes the building of 2 sanded football fields and sport promotion.

For the aforementioned, we have the following data for 2006-2011 periods in the project's budget:

Budget						
(Expressed in American Dollars)						
	Year 2006	Year 2007	Year 2008	Year 2009	Year 2010	Year 2011
Norad Contribution	159,992	151,578	164,836	200,594	195,246	223,311
Norad Local Match (GMEA)	70,000	70,000	70,000	66,000	83,520	66,000
Oslo Contribution	20,000	20,000	20,000	20,000	20,000	20,000
Oslo Local Match					20,000	20,000
Total	249,992	241,578	254,836	286,594	318,766	329,311

The Budget was programmed and reformulated every year, considering the project needs and the respective approval.

Conclusion:

The Project was built based on its activities and needs, carried out for the achievement of its objectives, goals, indicators and budget.

GAMEA budget shall be considered based on the Inter-institutional Agreement made between the Municipal Government of El Alto city and the Norwegian Missionary Alliance in Bolivia, which is only complied with partially.

3.6. Execution

The action plan is operating based on the objectives outlined in the following components:

- **Sports Promotion**

Children, adolescents and youngsters (boys and girls) practice sport activities in an organized manner, with the support of sport material.

- **Training and information**

Training is given to instructors and trainers on sport issues. Information is disseminated to children, adolescent and youngsters from educative units, municipal schools, looking into principles and values, alcoholism, drug-addiction and other related topics, which affect the young population mainly.

- **Infrastructure**

Improvement of infrastructures, sanded football fields and other important sport facilities promotes a healthy practice of sports, having a positive impact in the lives of children and youngsters. Together with the Municipal Government of El Alto and the Norwegian Missionary Alliance in Bolivia, through the Cooperation Agreement, 2 sanded fields are built yearly with 50% of MAN-B contribution and 50% from the GAMEA.

From 2006 to 2011, 9 sanded football fields were built:

Sanded Fields built by MAN-B:

Field	Localition	Investment US\$ (*)	Provisional Delivery	Definite Delivery
Maracana	Villa Dolores	60,752	12/19/2006	12/22/2006
Pacajes	Pacajes Caluyo	60,565	1/15/2008	4/25/2008
1º de Mayo	Urbanización 1º de Mayo	74,571	5/10/2009	9/3/2009
Amor de Dios	Zona Amor de Dios	71,756	4/11/2010	6/18/2010
Villa Adela	Urbanización Villa Adela	73,536	4/25/2011	8/13/2011

Sanded Fields built by the GAMEA:

Field	Location	Investment US\$ (*)	Provisional Delivery	Definite Delivery
Mercedes F	Villa Mercedes F	13,924	3/13/2009	4/3/2009
Elizardo Perez	Zona Elizardo Perez	10,407	1/22/2009	3/5/2009
Calama	Zona Calama	14,092	3/18/2009	7/24/2009
3 de Mayo	Zona 3 de Mayo	69,615	3/17/2010	4/7/2010
Tunari	Villa Tunari		Under bidding	

(*)Amounts obtained from the accounting records of MAN-B.

The investment made by the GAMEA for the sanded fields is not totally recorded because there is no information regarding payments made to the constructing companies; this information was not provided to MAN-B.

3.7. Pertinence valuation elements

3.7.1. Community and GAMEA status

About GAMEA status with the community that participates from this project, it was possible to see institutional strength in the Sports Promotion Directorate, also, predisposition of municipal authorities to continue with the FCFP. Authorities from the GAMEA ensure that this project is feasible, and does not only favor youngsters and children, but also involves other social sectors, thus, it is a project with high social content and benefits for the society as a whole; although there are serious financial and economic limitations, the project has an important institutional support.

3.7.2. Institutional Relationships throughout the process

The inter-institutional relationships achieved a positive articulation, integrating the GAMEA as the principal institutional ally that adjusts to the processes and objectives established by the FCFP; what's more, it is responsible for the municipal football schools. Also, there is articulation with other institutions that work in the area, such as, the Italian Consortium that provides technical assistance to football teachers from the GAMEA, and provides teaching and training in 26 football schools; all the aforementioned favours and strengthens the project's continuity and operation.

Regarding the benefited social sectors and the social and sports organizations, relationships are good; however, it is necessary - with institutions and social organizations – to have deeper relationships in order to add value as much as possible. From this perspective, the project in its three stages has generated expectations and interests in the local organizations as well as in the Municipal Government, allowing an active participation of social and institutional players.

3.7.3. Articulation with sector policies

The FCFP is articulated and aligned with the National Development Plan "To Live Well - 2006-2010", following the "Healthy Municipalities" and "Health-Sports" projects, that aim at prioritising the promotion of the comprehensive development and training of Bolivian people, this through physical activity as a process to guarantee the enhancement of active and healthy life styles, for which, a national fund will be created for sports promotion, sport infrastructure, policies design, implementation of sports schools as well as the enhancement of sport institutions throughout the national territory.

The GAMEA, based on its proposal for Health and Living Well, develops its Sports Plan as a mean for social reinsertion, looking forward active citizenship participation to boost self-esteem and stamina. Then, the plan aims to enhance life quality of El Alto population through organized and systematic activities, involving different stages, such as, infancy, school-age, sport formation stage, citizens recreational stage, disability, competitiveness and senior age. In this context, the sport Plan of El Alto city foresees three strategic axes related to recreational sport, sports training and competitive sport.

3.7.4. LogFrame quality, flexibility and adaptability

The objectives of the FCFP, according to the Logframe matrix, are relevant for the circumstances and context, which can be adapted according to the project's current needs and priorities. These objectives are relatively flexible and can be adapted to the current context; the flexibility in the logframe, despite of having incorporated volleyball as a complementary sport activity, did not vary meaningfully with regard to the development objective established in 2008. However, it did change with regard to its action capacity, since now incorporates "*promotion of sports*"; therefore, this contributes – somehow – to a broader projection, incorporating other groups and social players.

In this third period, the project reached coherence in its objectives, goals, components and activities, which is positive. Also, the project includes, within the development objective, the practice of sports, having football as a central element, but with the possibility of incorporating other sport disciplines, without affecting the aim and goals, providing more flexibility and adaptability to the context.

3.8. Efficiency evaluation elements

To have more clarity with regard to the budgetary execution of the Football Crosses Frontiers Project, an analysis of executions/expenses for the period of 2006-2010 has been made.

Next charts show annual budgetary expenditures:

NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA
FOOTBALL CROSSES FRONTIERS PROJECT
BUDGETARY EXPENDITURE 2006 MANAGEMENT PERIOD
(Expressed in American Dollars)

		Budget	Executed	Non-executed Balance	Executed %
Infrastructure	Cosmos 79 Football Field		142	-142	
	Maracana Football Field (MAN-B)	66,000	60,752	5,248	92%
	Mercedes F (GMEA) Football Field	60,000	0	60,000	0%
	Other expenses recorded in the component		1,600	-1,600	
Sports Promotion		30,886	31,089	-203	101%
Training		15,114	337	14,777	2%
Information					
Equipment					
Operations and Administrative		57,992	53,312	4,680	92%
Totals		229,992	147,232	82,760	64%

Note.- Budgetary expenditure corresponds to NORAD funding and to the local contribution of the Municipal Government of El Alto

NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA					
FOOTBALL CROSSES FRONTIERS PROJECT					
BUDGETARY EXPENDITURE 2007 MANAGEMENT PERIOD					
(Expressed in American Dollars)					
		Budget	Executed	Non-executed Balance	Executed %
Infrastructure	Pacajes Football Field (MAN-B)	66,000	59,220	6,780	90%
	Rio Seco Sport Field (GMEA)		8,875	-8,875	
	Elizardo Perez Sport Field (GMEA)	60,000		60,000	0%
	Other recorded expenses		3,493	-3,493	
Sports Promotion		20,650	46,523	-25,873	225%
Training		11,250	1,234	10,016	11%
Information		7,800	1,295	6,505	17%
Equipment		2,500	2,635	-135	105%
Operations and Administrative Expenses		53,378	51,714	1,664	97%
Totals		221,578	174,989	46,589	79%
Note.- Budgetary expenditure corresponds to NORAD funding and to the local contribution of the Municipal Government of El Alto					

NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA					
FOOTBALL CROSSES FRONTIERS PROJECT					
BUDGETARY EXPENDITURE 2008 MANAGEMENT PERIOD					
(Expressed in American Dollars)					
		Budget	Executed	Non-executed Balance	Executed %
Infrastructure	Pacajes Football Field (MAN-B)		1,345	-1,345	
	1º de Mayo Football Field (MAN_B)	67,828	74,571	-6,743	110%
	Lotes and Servicios Football Field (GMEA)		59,371	-59,371	
	Mercedes F Football Field (GMEA)		13,924	-13,924	
	Elizardo Perez Football Field (GMEA)		10,407	-10,407	
	Calama Football Field (GMEA)	60,000	14,092	45,908	23%
Sports Promotion	31,450	43,128	-11,678	137%	
Training	4,000	875	3,125	22%	
Information	13,550	9,311	4,239	69%	
Equipment	1,000	0	1,000	0%	
Operations and Administrative Expenses	57,008	54,691	2,317	96%	
Totals	234,836	281,715	-46,879	120%	
Note.- Budgetary expenditure corresponds to NORAD funding and to the local contribution of the Municipal Government of El Alto					

NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA					
FOOTBALL CROSSES FRONTIERS PROJECT					
BUDGETARY EXPENDITURE 2009 MANAGEMENT PERIOD					
(Expressed in American Dollars)					
		Budget	Executed	Non-executed Balance	Executed %
Infrastructure	Amor de Dios Football Field (MAN-B)	75,000	71,756	3,244	96%
	3 de Mayo Football Field (GMEA)	62,000	31,755	30,245	51%
Sports Promotion		29,738	38,746	-9,008	130%
Training		1,762	1,453	309	82%
Information		10,000	8,958	1,042	90%
Equipment					
Operations and Administrative Expenses		88,094	67,908	20,186	77%
Totals		266,594	220,576	46,018	83%
Note.- Budgetary expenditure corresponds to NORAD funding and to the local contribution of the Municipal Government of El Alto					

NORWEGIAN MISSIONARY ALLIANCE IN BOLIVIA					
FOOTBALL CROSSES FRONTIERS PROJECT					
BUDGETARY EXPENDITURE 2010 MANAGEMENT PERIOD					
(Expressed in American Dollars)					
		Budget	Executed	Non-executed Balance	Executed %
Infrastructure	Villa Adela Sports Field (MAN-B)	75,000	73,536	1,464	98%
	Villa Tunari Sports Field (GMEA)	70,720	0	70,720	0%
	3 de Mayo Sports Field (GMEA)		37,860	-37,860	
Sports Promotion		37,800	31,653	6,147	84%
Training		1,000	1,001	-1	100%
Information		14,000	10,953	3,047	78%
Operations and Administrative Expenses		80,246	81,551	-1,305	102%
Totals		278,766	236,554	42,212	85%
Note.- Budgetary expenditure corresponds to NORAD funding and to the local contribution of the Municipal Government of El Alto					

Budgetary execution shows non-programmed expenses, expenditure excess in some activities and none execution in other programmed activities.

Then, the relationship between the budget and expenditure is not an applicable tool to evaluate the degree of efficiency in the project.

The status of local contribution for the infrastructure component – GAMEA – does not reflect round amounts for sanded fields. This is due to the lack of support information and documentation GAMEA has provided to MAN-B.

3.9. Effectiveness valuation elements

Although this is a mid-term evaluation, it can provide some analysis elements to see the trends in the project's efficiency framework. In a global manner we have the following situation:

Aim

Contribute to the reduction of youth delinquency indexes in El Alto city through the promotion of sports.

Goal

Develop attitudes and values in children and youngsters (boys and girls) through comprehensive orientation, participation and football practice.

According to the interviews and workshops carried out throughout the evaluation, it is possible to state that the project has the trend to show effectiveness when phasing out. This tendency is reflected in the position interviewed people show when giving opinions about the project:

"...the project is of real benefit, not only for children, it benefits to all the population since somehow integrates to different sectors, without the support of MAN-B, this project would not have started. As an authority, I hope to continue working in this line, with a very close and committed relationship to reach our objectives." (Interview with the Sports Promotion Director – GAMEA - El Alto, 08/08/11)

"... personally, the information dissemination workshops helped me a lot, I used to be shier, I did not understand many things, after these workshops I realize of many other things, I learnt to have a better relationship with my family, now I am more understanding, I have more values, that is the positive side."(Interview with youngsters of Pedro Domingo School, 09/08/11)

"... I got to know about the project four years ago, the initiative is to promote the practice of sports in our youngsters and children, within this framework the work in the fields started, at the beginning it was informal and there was no continuity, this has been changing little by little, now the project is more organized and it is serious, that is why it is growing little by little." (Interview with the football teacher MAN-B10/08/11)

"... I think the project should continue and move ahead; it is necessary to look for spaces and ways to communicate, even if we are not going to carry out a joint activity, it is necessary to share visions, points of view and information, for the benefit of the project, not necessarily to make big things, but to go ahead in the work we are carrying out". (Interview with football teacher of the Italian Consortium)

About interviewed people, all have a positive opinion about the development and project's implementation; even more, it seems the project has the capacity of involving the most vulnerable sectors and society in a positive manner, children and youngsters. Regarding the outlined objectives, if we compare the results and the plan, we find the following results:

Outcomes reached by the project agree with the specific goals: there is participation of boys and girls in sport events, in training and information processes as well as in sport-related issues, alcoholism, drug-addiction, ethics and other complementary themes; therefore, achieved outcomes gave as a result many positive aspects, even more, we can say the project reached the expected outcomes, having more positive than negative results.

Another achievement has to do with the synergies made with other similar projects – from other institutions – such, as the Italian Consortium, since through the coordination of activities there is the possibility of extending the project to other institutions, because there are more similarities than obstacles.

Actions carried out by the project have the trend to achieve some degree of effectiveness. Objectives complied with the planned expectations; the latter, because the project was able to improve the coordination and organization levels, which makes us suppose the project is under an institutional building process since the GAMEA is committed with the project's goals.

3.10. Impact and sustainability elements

The project's impact elements are evident; in this context, social sectors benefited by the project have the possibility of becoming social groups, they do not only have the possibility of re-defining their social lives but also that of their families and neighbourhoods and communities.

In this sense, it is necessary to re-establish the project's objectives, boosting a development vision, building new ways of life, and looking for the manners to make it sustainable. This sustainability can be achieved through the design and development of local and institutional capacities for the building of participative processes – project's institutional building, through the integration and full participation of the GAMEA, since this institution is the one that has the respective competences to carry out this process - to guarantee time sustainability, looking for the incorporation of new institutional partners (internal and external) to guarantee sustainability and feasibility. The aforementioned will allow increasing the continuity of processes and improvement of capacities, generating initiatives to have social appropriation of benefits and infrastructure.

For MAN-B, a very important element to achieve sustainability goes through the appropriation of the project on behalf of GAMEA. In fact, this objective has a lot of advancement since the Municipal Government (GAMEA) is gradually including some of the project elements into the municipal plans. These actions are supported by the law, where the municipal governments are responsible for the promotion of sports; what's more, the transfer of experiences from MAN-B to the Municipal Government is improving, since

the staff of the Sports Promotion Directorate has infrastructure and staff to support these activities.

3.11. Crosscutting valuation elements

The objectives from the FCFP, according to the project's logframe, are relevant, well stated and are based on the current needs and priorities; these objectives did not vary much to those presented in 2008, when initial objectives were re-established, but they were modified and adjusted to a more objective reality through the incorporation of volleyball as a complementary sport activity; therefore, sport promotion will contribute to a broader integration of social groups into the practice of sports.

The incorporation of volleyball, somehow, increases the number of women practicing sports as well as the incorporation of children with special needs into the project; these aspects broaden the initial objectives and action perspectives towards more vulnerable social sectors; what's more, they promote a more integrating and gender perspective, having more participation opportunities and possibilities, at the same time, they expand the possibility for the achievement of the outlined indicators.

It is necessary to incorporate a gender approach and environment caring into FCF Project's activities, respecting the right women have to education, health, work and equal participation, and considering that it is not possible to reach sustainable development without considering the caring of environment when implementing policies, plans, programs and projects.

These aspects were applied when evaluating the project, considering the opinions of beneficiaries about the actions made by Institutions with regard to planning, execution, evaluation and project's organization.

CHAPTER IV

4. EVALUATION PER COMPONENTS

4.1. FCFP Principal Components

This chapter will look into the evaluation of the four main components of the Project:

1. Sports Promotion
2. Training and information
3. Infrastructure

1- Sports Promotion; 2- Training and Information; 3- Infrastructure were analysed according to the following criteria: Pertinence, Efficiency, Effectiveness, Impact and sustainability and Gender and Environment Cross-cutting Axes. Next, we present the evaluation results for these components:

4.2. Sports Promotion

4.2.1. Pertinence

The sports promotion component is one activity that can have more impact on the promotion of values and prevention of alcohol consumption, drugs, delinquency and other dangers; therefore, it has a direct link to the project's objectives.

4.2.2. Efficiency

Analysing the status of the next chart, we can state that during the project's execution, there was an increase in the quantity of participants, thus, the unit-cost decreased. Compared to 2010, the quantity of participants decreased because there were no football championships in the municipal schools. Two neighbourhood football schools were created by Estrellas de Belén and Iro de Mayo Neighbourhood Councils and MAN-B to develop attitudes and values amongst children and youngsters. This is done through comprehensive orientation and sports promotion, providing an opportunity for training and discipline that can take children and youngsters away from gangs, delinquency, alcoholism, etc.

SPORTS PROMOTION				
Year	Total Cost USD	Quantity of Participants	Unit Cost USD	Efficiency Levels
2006	31,089	4,748	7	Very Good
2007	46,523	5,205	9	Very Good
2008	43,128	5,734	8	Very Good
2009	38,746	6,620	6	Very Good
2010	31,653	1,643 (*)	19	Good
2011	IN PROCESS			
Totales	191,139	23,950	48	
(*) During 2010, the Municipal Football Championship was not carried out, Neighborhood Municipal Schools were created.				

4.2.3. Effectiveness

Throughout the Project's execution, the component for Sports Promotion, through the Sports Directorate of El Alto Municipal Government and MAN-B together with social organizations carried out sport events – involving schools – with the participation of children and youngsters (boys and girls). As shown in the next chart, from 2006 to 2008, only football championships were carried out, and starting 2009, volleyball and other activities for children with special skills (disabled) were incorporated, increasing the quantity of participants.

Year	Football Inter-schools Championship	Municipal Schools Championship	National Championship	Football Association	Manitos Championship (Little hands)	Volleyball Interschool Championship	Inter-areas championship	Others (*)
2006		1	1					
2007	1	1	1	1			1	
2008	1	1		1			1	
2009	1	1		1	1	1		2
2010	1					1		2
Total	6	5	2	3	1	2	2	4

(*) Championships for children with different skills (disabled) and children from street sellers

4.2.4. Impact and sustainability

The aim has to do with the promotion of football and sports, and through these activities develop attitudes and values in children and youngsters. Carried out activities promote

football and sports practice, where children get information about ethics and values as well as information about the danger of consuming drugs and alcohol. An important achievement is that the GAMEA, through the Sports Promotion Directorate, took the responsibility of making the championships for the promotion of sports; the aforementioned process can be understood as institutional building processes, where the GAMEA is taking over this responsibility.

The problem Football Municipal Schools face has to do with the management capacity for the recruiting of football teachers and trainers, who are not hired for all year long. However, this situation has been improving, since interviewed people ensure that at the beginning, trainers only had 3-months contracts, and now there are contracts that reach the 8-months for the best cases. One positive aspect is that there is a good quantity of children and youngsters that ensure the continuity of the Football Municipal Schools. The demand is constant and growing.

4.2.5. Crosscutting Axes

Regarding the relationship between the FCFP and the National Development Plan we can state the following: The National Development Plan makes reference to social policies, opportunities for sports practice to re-evaluate individual's rights of the most excluded sectors "Investment priorities, programs and projects will guarantee the assistance and addressing of needs, expectations and rights of social groups with higher levels of exclusion. These groups are: boys, girls, indigenous women, adults, rural area populations, disabled individuals, and labour adolescents." (NDP, 2006 – 2011: 27)

Regarding environmental management policies, the NDP (National Development Plan) makes reference to the following aspects: "In this sense, national policies now – more than ever – focus on the implementation of a holistic vision that takes from nature what is needed for development, but at the same time it protects it. These policies crosscut all the sectors of the National Development Plan to Live Well, in harmony with nature. The policy for Environmental Management (...) promotes environmental education to have a society conscious of their rights and obligations with the environment, biodiversity and natural resources, including the valuation and recovery of knowledge and the know-how of indigenous and native communities." (NDP, 2006-2011: 98)

4.2.6. Conclusions

Football promotion, through championships and football school training, has a direct link with the target group: children and youngsters; however, the incorporation of volleyball through championships opens possibilities for other sectors to practice and compete in this sport.

There is a great interest in football and there will always be enough children that would like to play. The quantity of football schools is increasing as well as the quantity of children that participate from championships.

The key is to put more emphasis to the psychosocial aspects (values, attitudes) when looking into "comprehensive orientation" in football activities and other sport disciplines.

4.3. Training and Information

4.3.1. Pertinence

Training of trainers is important to reach the project's objectives, because they are the ones directly involved with training and information dissemination to children and youngsters. They are the ones that teach them on attitudes and values. Training for teachers and trainers is complementary to the formation these professionals have already.

Information workshops on principles, values, effects of alcohol consumption, drug-addiction and other related issues have good results. These workshops are carried out in different private and public educative units (schools) in El Alto city. Interviewed youngsters mentioned that these workshops are useful and pertinent, since they touch many problems youngsters face in their daily lives, and that they do not have the opportunity to get information on these issues.

This is even more interesting, when seeing the results of a survey carried out to youngsters to measure what they learnt in the information dissemination workshops; these surveys also make reference to the messages of the "La Paz" city booklet, where students gave good opinions and requested the continuation of the information dissemination workshops. To sum up, this type of activity is very necessary because of the problems youth face at present in El Alto city.

4.3.2 Efficiency

The training component for instructors and trainers became bigger throughout the years and the unit cost per participant decreased. Training for trainers is relevant because they are the ones that teach children and youngsters on attitudes and values.

Next chart shows that there is a good degree of efficiency, the number of participants increased throughout the years and the unit cost for every participant is low, based on this criterion, we consider that the information dissemination component is within efficiency levels.

Year	TRAINING			Efficiency Levels
	Total Cost USD	Nº of Participants	Unit Cost USD	
2006	337	25	13	Good
2007	1,234	50	25	Good
2008	875	190	5	Very Good
2009	1,453	50	29	Good
2010	1,001	131	8	Very Good
2011	In Process			
Totals	4,900	446	79	

	INFORMATION			
<u>Year</u>	Total Cost USD	Nº of Participants	Unit Cost USD	Efficiency Levels
2006	0	0	0	
2007	1,295	890	1.46	Very Good
2008	9,311	4,200	2.22	Very Good
2009	8,958	6,723	1.33	Very Good
2010	10,953	6,203	1.77	Very Good
2011	IN PROCESS			
Totals	30,517	18,016	7	

4.3.3 Effectiveness

Throughout the Project's execution, different sport training workshops were carried out on: "Football Techniques and Tactics", "Physical Preparation and Sports Didactics" and on "Nutrition and Sports Food Intake", with the participation of physical education teachers of different schools, sport trainers and other individuals that practice sports, the increase in the number of participants shows a positive trend when reaching the project's outlined indicators.

From 2007, information was given on principles and values, danger of alcoholism and drug-addiction, early pregnancy and on sexually transmitted diseases with the participation of students (boys and girls), who also participated in the different championships, thus, increasing the number of participants per year. According to the survey carried out by the FCFP's responsible people, established objectives were achieved.

4.3.4. Impact and sustainability

Training is mainly focused on football techniques, more than values and attitudes that are also present in football. However, the aim of workshops is aligned with the project's objectives, for which, interviewed youngsters and children consider that Football Schools are a good alternative for the use of their free-time.

Another non-expected outcome is that other participants (trainers, teachers) also benefit from workshops. The permanency of trainers is linked to the GAMEA's hiring capacity. Although the stability of trainers is a risk, the number of trained increased in the last years.

In 2005, the project carried out 5 workshops; however, this is not stated in the plan. There is no a strategy for the training of trainers or guarantee that the GAMEA will provide this training annually, even if there is budget. MAN-B requested the GAMEA canalize a project to address this issue, looking for sustainability.

A positive aspect is that trainers participated actively from workshops, and they mention to have the will to participate in other workshops.

Regarding the impact of this component, we can say it is well accepted by interviewed students; what's more, contents show the need they have for learning and cultivating values, which is part of a complementary training that formal education leaves aside.

Regarding sustainability, the investment made by this component in terms of economic resources and human resources is relatively low; the latter, because this activity is carried out in the Schools, and it is carried out by the FCFP's responsible people, which contributes to the results and sustainability of the project.

4.3.5. Crosscutting Axes

It is necessary that the information component incorporates other complementary themes, such as, gender and environment as, as a way to enhance people's rights and to include excluded social sectors; the aforementioned actions are framed by the social political priorities established by the National Development Plan, which establishes that the carrying out of strategies, programs and projects shall aim to children, women and disabled people.

Regarding environmental management policies, national policies focus on the implementation of a mainstreaming vision of environment to live in harmony with nature. The Policy for Environment Management shall boost environmental education to form a society conscious of its rights and obligations with the environment, biodiversity and natural resources.

4.3.6. Conclusion

The GAMEA gives employment to trainers (temporally to most of them). The challenge is to keep them motivated, since most of them have contracts for 8 months, which has improved compared to the first years, since these contracts were only for 3 months. The lack of a strategy for the development of capacities and workshops is an aspect that needs more attention.

There is no official data with regard to the quantity of children that participate from the football schools, according to a report provided by the Sports Promotion Directorate, there is a participation of about 150 children per school, which multiplied by 26 schools gives a quantity of 3900 participants. Much time and effort is put to train youngsters on football skills but not on leadership. The key is also to train youngsters that may assist trainers during the weekly sessions, who at the same time will get leadership skills and responsibility.

4.4. Infrastructure

4.4.1. Pertinence

The FCFP is aligned with the National Development Plan of the Bolivian Government "To Live Well", following "Healthy Municipalities" and "Health-Sports" projects, that aims at the promotion of a comprehensive development and training of Bolivian people, this through physical activity as a process to guarantee the enhancement of active and healthy life styles, promoting a culture of winners.

Within this framework, the GAMEA – in its proposal for the Health and Living Well – implements its sport's plan as a mean for social reinsertion and citizenship participation to enhance self-esteem and stamina. For this reason, the FCFP is pertinent for the aims of the National and Municipal Governments.

Also, there are complementary actions with the Italian Cooperation that contribute to this end, which somehow, contribute to the project's sustainability, thus, have a better use of the sanded sport fields. One of the problems in the building of this sanded fields, is that the GAMEA did not use the appropriate technology for its construction, or did not carry out an appropriate monitoring of the construction. Fields made by MAN-B are aligned to the technical specifications, which is different in those fields made by the GAMEA.

One of the recommendations of the previous evaluation – about the project's staff – is that the program shall have an engineer for the supervision and follow-up of the technical aspects of fields made by both institutions. This recommendation was only abided by MAN-B, but GAMEA works do not have supervision or social control.

This same evaluation, in point 5.4, states that the relationship between MAN-B and GAMEA is very good; however, the time used for the building of infrastructure varies, it seems that there is no an exchange of information (infrastructure). This information was not worked on. This mid-term evaluation has the same perception; no actions were made on this issue.

In the same point, the previous evaluation – suggests having an evaluation and planning workshops for two days, with the participation of the GAMEA and MAN-B, in order to finalise plans for the following six months. These workshops could also be useful for the evaluation of the previous six months, having a neutral facilitator to speed-up the process and with the option of having the participation of other stakeholders (trainers, surveillance committee, local councils, schools, etc.). It would be good that the FCFP considers this recommendation.

4.4.2 Efficiency

The construction companies hired by MAN-B have fulfilled to the letter, the technical specifications. This fact has given as a result, a quality sand field. These fields have a structural package in their technical specification sheets that can also be found in the inter-

institutional framework agreement between the GAMEA and MAN-B. This is an important structural agreement because quality and useful life of the sand fields depend on it. A sand field that fulfils all technical specifications is the base, so later it can be converted in a field with synthetic grass. This is the case of the Maracana (2006) field in the Villa Dolores area, which was built by MAN-B and currently has synthetic grass that was financed by another institution.

However, it is not possible to state an opinion about the fields built by the GAMEA, since its finish does not fulfil the technical specifications in both, care of the construction of the structural package as well as the drainage system; thus resulting in, bad quality fields. It can be appreciated that the structural package of the field does not have de adequate granulometry. This fact has caused the damage of many focalized sectors which could also be a risk for the users.

Nine football fields were built between the 2006 and 2010 management periods. This means 2 fields per year according to the plan, except the year 2010, where up to date, the GAMEA has one of the fields in bidding conditions because of administrative aspects. The budget implemented by MAN-B and GAMEA is backed up by contracts, minutes of completed delivery and project supervision. There is a budget execution of 96.56% of the total budget projected by MAN-B.

Delivery Minutes show the contract costs, which have not varied from the projection according to these minutes. According to these minutes, there is no mention if the contract time frames were fulfilled and if there have been term extensions. They do not have back up documentation. This aspect has not permitted the mid-term evaluation, to determine the efficiency regarding the fulfilment of time frames established in the contract for both; building of the fields by MAN-B and by GAMEA. In this regard the following charts can be observed:

Fields built by MAN-B

N°	Field	Area	Year	Cost \$us		Time		Builder
				B	I	B	I	
1	Maracana	Villa Dolores	2006	B	71.428,57	B	109	Ramses
				I	58.200,00	I		
2	Pacajes	Pacajes Caluyo	2007	B	71.428,57	B	120	Ramses
				I	61.000,00	I		
3	1 de mayo	Iro de Mayo	2008	B	71.428,57	B	100	Paer
				I	74.251,80	I		
4	Amor de Dios	Amor de Dios	2009	B	71.428,57	B	100	Paer
				I	71.448,38	I		
5	Villa Adela	Villa Adela	2010	B	71.428,57	B	90	Ramses
				I	72.906,05	I		
Total				B	357.142,85	B		
				I	337.806,23	I		

Own elaboration B= Budgeted I= Implemented

Fields built by GAMEA

N°	Field	Area	Year	Cost \$us		Time		Builder
				B	I	B	I	
1	Mercedes F	Mercedes F	2006	B	71.428,57	B		Sion
				I	69.520,87	I		
2	ElizardoPerez	ElizardoPerez	2007	B	71.428,57	B	90	Ramses
				I	51.963,04	I		
3	Calama	Calama	2008	B	71.428,57	B	90	Abraham
				I	70.358,22	I		
4	3 de mayo	3 de mayo	2009	B	71.428,57	B	88	C. Calle
				I	69.720,04	I		
5	Tunari	Villa Tunari	2010	B	71.428,57	B		Bidding process
				I		I		
Total				B	357.142,85	B		
				I	261.562,17	I		

Own elaboration B= Budgeted I= Implemented

4.4.3 Effectiveness

The fields made by MAN-B and GAMEA have achieved the specific objective: to improve the existent sports infrastructure. Children and youngsters (girls and boys) are participating in sports events related to football, therefore, the creation of neighbourhoods and municipal schools have been strengthened.

Beneficiaries of the fields built by GAMEA and MAN-B ignore their technical construction aspects and the GAMEA-MAN-B agreement. People are very happy with the improvement of their fields, however, it was perceived from the people, the awareness of the finish and quality of these fields when comparing the ones built by MAN-B and the ones built by GAMEA.

During rainy season, according to people interviewed, they expressed that in the fields built by GAMEA, water is flooded in many areas. This aspect is due, because during the construction, the technical specifications sheet granulometry was not adequately observed. This is the case in the Mercedes F (2006) field and in the Calama (2008) field in the Calama area.

The sand fields built by the MAN-B have been constructed according to specifications, each time with better quality because of the experience gained from previous works. Therefore the targeted group is using these fields.

Regarding the implementation of the sand fields by the GAMEA, even though the infrastructures are being implemented, there are considerable delays according to what was programmed. Their finish is of lower quality compared to the ones implemented by MAN-B.

(A) In the 2006 and 2007 management periods, it could be observed that the sand fields committed by MAN-B, were implemented, however, the infrastructures corresponding to GAMEA, were not implemented, not complying with the Cooperation Agreement and causing delays in the project's activities.

Management Period 2006 (A)

		Budget USD	Implemented USD	Balance not implemented USD	% Implemented
Infrastructure	Cosmos 79 Field		142	-142	
	Maracana (MAN-B) Field	66.000	60.752	5.248	92%
	Mercedes F (GMEA) Field	60.000	0	60.000	0%
	Other expenses registered in the component		1.600	-1.600	
Total		126.000	62.494	63.506	50%

Management Period 2007(A)

		Budget USD	Implemented USD	Balance not implemented USD	% Implemented
Infrastructure	Pacajes Field (MAN-B)	66.000	59.220	6.780	90%
	Rio Seco Field (GMEA)		8.875	-8.875	
	Elizardo Perez Field (GMEA)	60.000		60.000	0%
	Other registered expenses		3.493	-3.493	
Total		126.000	71.588	54.412	57%

(B) The behaviour during the 2008 management period implementation shows that the committed sand field corresponding to MAN-B was implemented. In reference to GAMEA, it can be observed that the sand fields Mercedes F and Elizardo Perez planned for the 2006 and 2007 management periods reflect partial payments for the implementation of the works.

Management Period 2008 (B)

		Budget USD	Implemented USD	Balance not implemented USD	% Implemented
Infrastructure	Pacajes Field (MAN-B)		1.345	-1.345	
	1o de Mayo Field (MAN-B)	67.828	74.571	-6.743	110%
	Field, Alotments and Services (GMEA)		59.371	-59.371	
	Mercedes F Field (GMEA)		13.924	-13.924	
	Elizardo Perez Field (GMEA)		10.407	-10.407	
	Calama Field (GMEA)	60.000	14.092	45.908	23%
Total		127.828	173.710	-45.882	136%

(C) For the 2009 and 2010 management periods, all infrastructures corresponding to MAN-B have been totally implemented.

In relation to the GAMEA implementation for 2009 management period, it is possible to see that the sand field 3 de Mayo had an implementation percentage of 51%, completed in the 2010 management period.

The sand field planned for the 2010 management period corresponding to GAMEA for the Villa Tunari neighbourhood board and up to our evaluation date is still in a bidding process. According to the Sports Promotion Directorate's Technical Report, the first public call was done on December 15, 2010. It was declared void, because the bidding enterprises did not fulfil the call's requisites. It was not possible to conduct the second public call in the year 2010, because GAMEA was in their financial closing. This public call was done on June 22, 2011 and it was also declared void because it must conform to the 2011 new unit prices structure.

This situation affects the compliance of the Cooperation Agreement between MAN-B and GAMEA, hindering the continuity of the project's activities.

Management Period 2009 (C)

		Budget USD	Implemented USD	Balance not implemented USD	% Implemented
Infrastructure	Amor de Dios Field (MAN-B)	75.000	71.756	3.244	96%
	3 de Mayo Field (GMEA)	62.000	31.755	30.245	51%
Total		137.000	103.511	33.489	76%

Management Period 2010 (C)

		Budget USD	Implemented USD	Balance not implemented USD	% Implemented
Infrastructure	Villa Adela Field (MAN-B)	75.000	73.536	1.464	98%
	Villa Tunari Field (GMEA)	70.720	0	70.720	0%
	3 de Mayo Field (GMEA)		37.860	-37.860	
Total		145.720	111.396	34.324	76%

4.4.4. Impact and sustainability

The MAN-B fields have an adequate drainage device; that is the reason these fields have a greater lifespan than the GAMEA fields. For its maintenance and depending on the use you only are required to replace the superficial gravel in some areas.

The Villa Dolores Maracana field (2006) has caused a great effect on children and youngsters. Their activities have transcended the neighbourhood environment to reach recognition at La Paz City because of their participation in football association championships of this city and also at departmental level. Result from this achievement, this sports facility has now synthetic grass.

The negative aspect is that the GAMEA fields such as Mercedes F (2006) and Calama (2008) already show surface deterioration and during rainy season these drown. This according to interviewees such as Mr. Enrique Calle who is Mercedes F sports secretary. By not having an adequate drainage, these fields take the risk of water creating natural channels and outlets for its disposal.

It is necessary that the GAMEA through its respective units and levels, starts with the maintenance processes of these sport areas; not forgetting that they are responsible for the control, management and preservation of these spaces. The later can be made through the convocation to bidding processes for the following aspects: First, for the maintenance of all sport fields sanded by the GAMEA and MAN-B; second, to have a closer coordination with the Neighbourhood Councils to put under consideration the management and bidding for the administration of sport fields. Following these two measures, the project's sustainability can be solved in part.

4.4.5. Crosscutting Axes

Gender: During different inspections to different fields made by MAN-B as well as by the GAMEA, it was possible to see the participation of women along with men and in some cases the football practices are exclusively for women.

Environment: By having an adequate granulometry structure, these sports facilities permit the drainage of rain water without causing erosion to the field. During rainy season football practices can take place without having to face water puddles. Youngsters and children show the received training (environment) so the fields' facilities do not turn into garbage disposal areas which will affect the health of persons practicing football.

The adequate placement of the MAN-B and GAMEA fields, balancing the cut and fill have not drastically affected the ground natural slope, so the storm water runoff do not cause erosion to the neighbouring properties. When there is not an adequate drainage, properties create water puddles to then give place to marked erosion areas with the resulting drag on the thin surface layer. Because of this fact, a field during rainy season without a good drainage is not good for playing football. A negative aspect is the presence of garbage in the fields, which can damage the sports enthusiasts' health.

CHAPTER V

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Project General Conclusions

The FCF project has managed to increase the target population, being that now it is open and without exclusions, as well as its geographical area of influence. Besides, now it incorporates orientation and comprehensive training of values, which are really needed. This resource strengthens sports and football practice, elements that add strength and pertinence to the project. Purpose, achievements and growth, are the result of the different dynamics that was developed along these eight years.

The 2008 – 2012 project objectives fulfil the purpose, to widen its action area by opening possibilities to contribute towards the decrease of delinquency indexes through sports practice. This should be understood as an extension of the project's operational capacity to incorporate other tools for the fulfilment of objectives.

Sports promotion also opens better possibilities to incorporate other sports disciplines, such as volleyball for other sectors of the female population composed by young women and girls that in the same way, are displaced because of football's characteristics and peculiarities. This situation increases the possibilities for sports practice as a general aspect, and it serves, as integrating vehicle for other groups and social sectors, with the project's objectives.

The project has also managed to consolidate a working team that is minimum but effective. However, it requires the support of one person to strengthen the work in different areas, starting with coordination, follow up, evaluation and other processes that we mentioned in detail in the document. These aspects can improve the projects' performance and the operational capacity. Considering that the objectives, goals, indicators and budget regularly have been fulfilled, the project has the tendency to grow.

In relation to the inter-institutional coordination, the project has achieved good levels that still, can be improved due to its essence that not only favours youngsters and children, but articulates and incorporates other social sectors, which converts the project in one with a high social content and favourable for its continuity and impact.

A positive aspect is the inclusion of a non-alcohol policy in and around the field in the agreement between MAN-B and the neighbourhood council.

The project has also succeeded integrating GAMEA as its main institutional ally that fits the processes and proposed objectives by the FCFP as well as with institutions, which generate greater expectation and interest in both, local organizations and Municipal Government. The project can continue developing since it articulates with social and human development national policies giving priority to the training and comprehensive development of Bolivians, both women and men, through physical activity that is seen as a process to secure the incorporation of active and healthy life. The project is also in line with GAMEA's policies and plans that sees sports as a contributing medium for social reinsertion and that sees an active citizen participation to develop self-esteem and

perseverance in order to elevate from the sports plan three axes, the quality of life of each citizen related with recreational sport, sport training and competitive sports.

The FCF project, according to the logical framework matrix, is adequate to needs, priorities and social problems, which permits to adapt to the current context. Besides it presents an action capacity that contributes towards a wider projection incorporating other groups and social sectors that are more vulnerable in sports practice, thus making the impact assessment elements more evident, specially where these sectors have greater possibilities to redefine the meaning of their daily lives, as well as family and neighbourhood environment where they develop as target population.

In this sense, it is necessary to construct the ways so the project becomes sustainable from its own achieved capacities therefore they become the only means that can secure permanence and sustainability over time. This implies the generation of initiatives where rationally, could be added to the society's interests and motivation with relation to its appropriation of the project. Hence, the project has to be understood as one of the alternatives for sports promotion, and this, as the activity that influences promotion of values and social risk prevention for the more vulnerable sectors.

In relation to the crosscutting axes, it is necessary to incorporate the gender and environmental approach, as an essential part for the revalorization of mother nature's rights by incorporating environmental educational processes to live in harmony with nature and to preserve the natural resources. This has to be strengthened through the incorporation of people and social sectors' rights: policies, programs and projects towards children, women and persons with different capacities.

Since its implementation, the project has succeeded to positively consolidate during the last eight years. To this extent, the project has made progress. It has achieved to fulfil the set objectives. This has also generated an increase in the quantity of participants. Under this criterion the evaluation team considers that the FCF project is viable and positively advancing according to the set objectives. This converts it, in a project with a high pertinence degree for the geographic and social context in the city of El Alto. A situation that positively favours the outcomes reached regarding children and youngsters participation in general sports practices and also in football practice, as its main characteristic.

There is a clear growing tendency in the participation's percentages. This demonstrates a positive tendency to reach the project's proposed indicators, and to contribute to the participative training of the target group, to whom the project is directed. It is considered necessary to integrate, with greater emphasis, the psychosocial aspects about values, ethics and other complementary themes for the comprehensive training and actions that are currently weak. Therefore, it is considered necessary to focus on strengthening this activity as part of the components that strengthen the project's capacities; such those essential and complementary activities for football practice. It is suggested to continue executing the project, and at the same time, work in a base line consolidation that would permit to more objectively measure what was achieved; that even may have gone beyond the expected

outcomes. It is consider necessary to promote the extension of a new period based on experience and achievements.

5.2. Project General Recommendations

Situation A: There is a lack of information systematization generated by the project along the three periods. A situation that somehow, hampers a more precise measurement of the reached outcomes.

Recommendation A: Systematize information: The project, throughout its implementation, has successfully generated a great quantity of information and data that, somehow, influences the moment that complementary information is requested which would permit validating some specific situation.

Situation B: The project in its conception and set objectives has successfully reached a prevention approach and perspective. This converts it into a highly viable project, besides in the development process of any project, the prevention processes are the ones where less resources are invested, and at the same time, these are the types of project that obtain better outcomes.

Recommendation B: To maintain the informative, formative and preventive character of the project with the objective to achieve consolidation of the objectives that currently have obtained good results; as well as to implement systematization processes of the project's experiences from its own reached dynamic.

Situation C: There is a good inter-institutional coordination processes. However, it is not enough to achieve the incorporation of new social and institutional players in the project.

Recommendation C: Start inter-institutional coordination processes and establish strategic alliances to widen involvement and participation processes of new social and institutional players for the coordination and sustainability of the project in the future.

Situation D: The project has a process of acquired experience. At the same it has accumulated experiences that require being organized and systematized through a text that can be used as a the project's guide of methodological and systematized experiences and also contexts, to be replicated as a contribution of MAN-B in other contexts.

Recommendation D1: It is necessary to start social research processes and information systemization on processes and accumulated experiences during the project development; as well as on reached outcomes, situation that would permit to have a written text that will allow improving the project's conditions and opportunities.

Recommendation D2: Visit similar projects once the research results have been presented. The project responsible person (with an executive of MAN-B) can visit one or many projects similar to the Football Crosses Frontiers project. This might generate many ideas and possibly it may take to successful alliances.

Situation E: There is a need to strengthen the capacity of the involved social sectors with different concurrent themes. It is necessary to widen knowledge and administrative capacities for the management of the sand fill fields, based on the established agreements. This would permit the consolidation of processes and innovative proposals destined to the good use of these sports spaces and other complementary necessities.

Recommendation E: Promote training workshops on different themes and administrative aspects that would permit the sports responsible persons of the neighbourhood boards to develop in better conditions, the complementary activities that the project requires. Themes such as: fields' maintenance, administration, evaluation methodology, community sensitisation and promotion of sports activities for better compliance to the agreements.

Situation F: during the revision of the Yearly Reports, it was not possible to clearly identify the programmed indicators in the Yearly Operational Plan. This situation did not permit us to clearly identify, if the set outcomes were fulfilled.

Recommendation F: We recommend the elaboration of the Yearly Reports based on the indicators mentioned in the Yearly Operational Plans, with the purpose to determine if the Project's programmed activities were fulfilled.

5.3. Recommendation about management & finances

Situation G: To the date of our evaluation, we were able to find that the local counterpart resources from the Municipal Government of El Alto – for the infrastructure component – are not being complied with according to what is established in the Framework Agreement for Institutional Cooperation. This situation arose because the GAMEA did not carry out the building of the sand field – planned for 2010, which today is under bidding process. (Villa Tunari Field)

Recommendation G: We recommend enforcing the Framework Agreement for Institutional Coordination. Likewise, control mechanisms shall be put in place to avoid delays in planned activities.

Situation H: The status for budgetary expenditure of the FCFP on behalf of GAMEA does not reflect round amounts for the infrastructure component because in accounting records, only a portion of payments made to building companies were recorded, despite the fact that all infrastructures were finished. This is because MAN-B does not have 100% of backup documentation about finished infrastructure.

Recommendation H: We recommend requesting from the GAMEA the backup documentation for finished infrastructures in order to provide works round costs in the budgetary expenditure.

Situation I: According to the Framework Agreement for Inter-institutional coordination between the MAN-B and GAMEA, we found that the GAMEA's activities periodical

reports of expenditures do not have the respective back-up documentation in MAN-B. However, MAN-B is obliged to report this information.

Recommendation I: We recommend evaluating this situation in order to have sufficient documentation to support the project's local counterpart.

Situation J: In some cases, accounting is not properly classified for each component, which hinders the possibility of determining expenses incurred in each component.

Recommendation J: We suggest that the project's responsible people elaborate control mechanisms in coordination with the accounting responsible person in order to have fully classified balances per project component.

Situation K: MAN-B does not have an updated procedures manual to carry out the purchase of Goods and Services that can be used by the FCFP. The absence of this manual weakens the internal control systems that regulate the procedures to have an appropriate operation of the project.

Recommendation K: Implementing and updating the Procedures Manual is recommended in order to regulate internal controls and procedures.

5.4. Recommendations about the project's team

Situation L: The current staff is insufficient and weak to implement the four components of the project as a whole. This team is formed by two people that work full-time, which is not enough to attend the current demand. Despite of this, carried out actions improved – significantly – the project's execution and building. This team receives support from a psychologist and a football trainer, staff external to MAN-B.

Recommendation L: MAN-B will have to foresee the formation of team with at least four professionals for the project, one per component. This staff shall have experience and knowledge about design, formulation, monitoring and follow-up of projects, sensitising communities, strengthening the relationship with the different stakeholders.

5.5. Recommendations about MAN-B and other players.

Situation M: The relationship between MAN-B and GAMEA is good. The project is becoming more integrated into the institutional plans and national policies implemented by the latter. However, the time used for the building of infrastructure was different, this because, there was lack of coordination and knowledge exchange; also, there was no coordination with the other components.

Recommendation M: It is necessary to plan encounters to limit and outline the different institutional actions to support the project; the latter, to be informed on the actions, development and outcomes reached by the different activities.

Situation N: There are various partners with the same aim, such as CEREFÉ and the Italian Consortium and there might be more. Coordination is limited (some activities have taken place) and there is no regular contact with all partners.

Recommendation N: Start an informal network (group of partners / stakeholders) involved in sport & development in order to: Coordinate programs together, share resources, complement each other in activities, exchange information, be a strong lobby group to government. Quarterly meetings to take place.

In several countries where many organisations are active in running sport & development programs, such a network has proven to be very useful.

5.6. Recommendations about the components

5.6.1. Sports Promotion

Situation A: Football is the principal axe of the Project. Besides football has the capacity of incorporating other disciplines / themes within its objectives. Football is used as a means to develop attitudes and values. However, this process still does not have a methodological and monitoring strategy.

Recommendation A: Establish a methodological strategy to have a clear description of objectives and contents to be reached by this psychosocial component for the target population. This strategy shall be merged – as a model – into the other football schools of the GAMEA.

Situation B: At the beginning the Project focused on football, which changed in the last objectives of the project, where emphasis is put on the practice of sports. Therefore, it is necessary to consider the possibility of incorporating volleyball, taking into account that the Sports Directorate is already working on this discipline as part of one of the principal axes developed in different schools of El Alto City.

Recommendation B: It is possible to have the integration of other disciplines. This could favour the integration of other social groups, which due to different factors do not practice football. This situation can be compensated with the practice of volleyball, which could also contribute to the development of attitudes and values. In order to do this, it is necessary to carry-out a previous assessment and study in order to promote this idea into the project; not forgetting that this new discipline articulates the gender perspective.

5.6.2. Training and Information

Situation C: Training on different themes and contents about sports for football school trainers, to the moment are insufficient and do not have the necessary continuity and seriousness needed. That's why, there is demand for their regular development. Besides, the workshops content is mainly focused on football and not very much on values and psychosocial formation.

Recommendation C: Although the GAMEA is responsible for trainers, MAN-B should support and motivate the GAMEA so that a strategy for the development of capacities be elaborated to have more structured contents and themes.

Situation D: Trainers monopolize the training and practice in football schools, which shall be reverted somehow, establishing some alternatives to have more control and follow-up of trainers.

Recommendation D1: It is necessary to incorporate the most outstanding youngsters of football schools as trainers' assistants in order to promote new values in these areas.

Recommendation D2: Raise awareness amongst staff and trainers regarding the participation of local youngsters (local volunteers) to support the training of children in football schools and for the organization of events.

Recommendation D3: Empower local volunteers about the work of field assistants. Also, local youth should be trained on different aspects so that they help the work of local trainers. Not forgetting that assistants will learn from trainers at the same time.

Situation E: There is no planning to systematize the components, themes and contents of the information dissemination workshops, which can be used for some specific social groups and not so much for others. To sum up, there is no planning process to strengthen these components.

Recommendation E: It is important to have a planning system for the improvement of components, themes and contents, based on the establishment of a planning document and intervention methodology that might allow having a better work agenda and a more elaborated document for the information dissemination workshops. This, to develop activities with more criteria to improve efficiency and effectiveness to reach better results.

Situation F: There is demand for continuity on behalf of students that participated from workshops. However, to date these were not carried out due to different factors, in this sense, it is necessary to continue with this component since good results were achieved.

Recommendation F: Establish continuity processes for the development of the component, since this is a component that contributes to students' knowledge. Despite the aforementioned, this component did comply with the current demand in terms of continuity.

Situation G: Regarding the information component, it is necessary to state that this does not monitor reached outcomes, or the minimum performance contents. These processes were developed thanks to the initiative of the FCFP's responsible people and are not framed by a technical process that might involve professional and experts of the area.

Recommendation G: It is necessary to elaborate a minimum intervention project in the component for the information dissemination workshops, which will be the base to improve the operations capacity of the responsible individuals, thus, becoming a more structured component with more possibilities of reaching a greater quantity of beneficiaries.

Situation H: The acceptance of the information component by schools is a success. However the development of the information component was not evaluated on its contents, importance and reached outcomes. This situation promotes the improvisation of actions, which means that many actions/activities are not reported appropriately with regard to achieved outcomes.

Recommendation H: It is necessary to establish organization, planning and internal training processes about these and other aspects (such as evaluation methodology, impact measurement) as well as inter-institutional agreements with Educative Units and head-teachers for the establishment of sustainable processes to attain better results.

5.6.3. Infrastructure

Situation I: Fields do not have a Project / Manual that defines the technical specification to consider the possible building alternatives.

Recommendation I: Define a Project / Manual that considers the building alternatives of sanded fields and transfer of technology.

Situation J: Fields vary with regard to quality, price and dimension, and it was not possible to establish a referential price per square meter.

Recommendation J: Establish a referential budget with only a 10% variation for square meter of executed work.

Situation K: There are no orientation and training processes for the maintenance, management and administration of the finished fields.

Recommendation K: Incorporate training processes for the management, maintenance and administration of improved fields, considering different strategic aspects, such as, location, access, services, possibility of infrastructure extension, increase neighbourhoods training regarding the organization of sport events.

Situation L: It was not possible to monitor the construction and sanding of the fields, which gave as a result, bad quality in some fields built by the GAMEA.

Recommendation L: Sign agreements to accompany and monitor the works of the GAMEA, as well as to solicit the finishing of sport infrastructures. Improve the coordination and follow-up processes to have good quality fields, having a strict use of the technical specifications tender; this to respect the appropriate structural granulometry package for the drainage system.

Situation M: Still there are no responsible people for the maintenance of sanded fields as well as for the promotion of sport championships.

Recommendation M: Establish responsibility levels for operation and maintenance of sport infrastructure with the community and the GAMEA.

5.6.4. General Recommendations for Infrastructure

- MAN-B should not forget its shared responsibility with regard to sport fields built by GAMEA. It is necessary to take into account these aspects to make new agreements. Although MAN-B and GAMEA agreement – in point five – regarding actions and counterparts requests from MAN-B to elaborate and deliver to GAMEA periodical execution reports, with respective backup documentation, GAMEA is also obliged to do so.
- The Fiscal Control of these works shall have the social control of neighbourhood councils and GAMEA's surveillance committee. However, these control bodies shall be trained on technical general aspects so that they have knowledge on how the work is being carried out, thus, have a quality product.
- The technological package shall be shared, information shall be made available so this type of buildings can be replicated in other areas in order to reduce costs.
- Point 5.4 of the previous evaluation (2006) suggest the carrying out – twice a year – of a planning and evaluation day where the GAMEA and MAN-B could work on the planning of the following six months and evaluate their last semester activities, having a neutral facilitator to speed-up this process, having the option of inviting other stakeholders (trainers, surveillance committee, local councils, schools, etc.) as part of the workshop. It is recommended again that FCFP shall consider this aspect.

5.7. Project Sustainability

Situation N1: The FCFP is aligned with GAMEA policies, which – in its Plan for Sports used as a means for social reinsertion and active citizenship participation to development self-esteem and stamina – focuses on the development of systematic and organized activities to enhance life quality of El Alto city population. The plan foresees three strategic axes: recreational sport, sport training and competitive sport.

Situation N2: About the Football Crosses Frontiers Project sustainability, once it is implemented in coordination with the GAMEA, this shall be managed by the Municipality, since the operation and management of human development, sport infrastructure, financial administration and service delivery – according to the municipal regulations – is responsibility of the Municipal Government. Within its responsibilities we have: Sustainable Human Development, Infrastructure and Financial Management.

Recommendation N2.1: About Sustainable Human Development, it is the responsibility of the GAMEA to promote the participation of the private sector, associations and foundation for the rendering of services, execution of public works and municipal exploitations. Also,

to promote programs and projects to contribute to the comprehensive development of native communities, indigenous populations and women, promote and carry out sustainable projects and programs to support and strengthen family unit, social, economic and generational integration, defence and protection of childhood and adolescence. Look after public moral and good customs.

Recommendation N2.2: Regarding Municipal Responsibilities as for infrastructure: build, equip and maintain infrastructure for Sport Sectors, regulate, build, manage and keep public recreational spaces. Grant concessions to the private sector and establish funding mechanisms for the building, equipping and maintenance of infrastructure and sport services. Regulate, control and carry out the fiscal control of public service rendering and on the resources granted to the private sector.

Recommendation N2.3: About municipal responsibilities for Financial Management: collect and manage municipal incomes; generate municipal incomes granting the use of services and works within its jurisdiction.

Recommendation N2.4: Entrust the elaboration of a feasibility study to promote and propose alternatives for continuity and for the sustainable management of the project on behalf of the GAMEA, since this institution has more responsibility and institutional capacity to establish alliances with the Neighbourhood Councils and other possible private and public institutional partners. All these will provide a mid and long-term sustainable management of the project.

Situation O: Community Football schools are a pilot and are a success. Sustainability is an issue because when MAN-B stops supporting these schools, teachers will not be paid and there will be no activities. MAN-B is aware of this and has ideas about making it more sustainable (GAMEA to incorporate this model) but no thorough description of the further development of this model exist presently.

Recommendation O1: Design a strategic and operational plan, together with GAMEA (!) for the Community Football Schools to be independent from MAN-B, supported by GAMEA through the neighbourhood councils. Budget should include payment of teachers.

Recommendation O2: Sensitise parents about this pilot Community Football school. Awareness about the content of the training (football + values). Awareness about the pilot phase. Awareness about commitment from parents supporting this school. (Fee to be paid by them or in-kind donation/support in order to continue the activities and pay the teachers).

Situation P: There is hardly any income generating activities organised by the neighbourhood councils. There is a need for funds (budget) to maintain the field, organise activities and pay teachers in the future. Neighbourhood Councils should be able to manage all points mentioned without much financial support from GAMEA, MAN-B.

Recommendation P1: Strengthen the capacity of the Neighbourhood Councils so they are able to design income generating plans. They also need support in sensitising communities.

Paying fees (for example for using the field, playing and learning in the football school) by players, parents, others leads to commitment!

Recommendation P2: MAN-B to look for CSR partners (private sector – Corporate Social Responsibility). Search for businesses that would like to (financially) support this model (field, activities, strengthening neighbourhood councils) and not only want to support tournaments once.

EXECUTIVE SUMMARY

The Norwegian Missionary Alliance in Bolivia has invited consultants and professionals to carry-out a mid-term evaluation of the “Football Crosses Frontiers” Project, in its third phase, 2008 – 2011, which ends in 2012. The evaluation covered three years of the project’s implementation in order to state some recommendations about the advances made, as well as adjustments and necessary changes for its improvement. The evaluation started in the facilities of MAN-B and GAMEA, field work was carried out in the sport fields of El Alto, from August 04 to September 30, 2011, according to the ToRs established for this end.

One of the principal recommendations has to do with the initiation of planning and information systematization processes as well as with the generation of methodologies and guides to have a more organized development in the project and its components, to have better outcome indicators. Information systematization will allow having a methodological document for the driving of objectives, goals, outcomes, activities and project indicators. Furthermore, this will allow the systematization of processes to have future sustainability and the transferring of experience in a more systematic and organized manner.

Evaluators conclude that despite the fact the Project has stepped on some difficulties throughout its implementation, it was able to consolidate the objective to benefit the target population. Furthermore, it was also able to incorporate comprehensive orientation and formation on values, which is a resource that strengthens and boosts sports practice as a principal element to enhance the project. This growth and achievements are based on the institutional experience and dynamic of the project’s responsible staff, developed throughout these eight years.

The 2008 – 2012 project objectives comply with the goal for expanding the action area, opening possibilities to contribute to the reduction of delinquency indexes through the practice of sports. It is necessary to understand that the project has a permanent expansion and growth operation capacity to have a better compliance of objectives. For example, sports promotion opens the possibilities of incorporating other sport disciplines, such as, volleyball for other population sectors that somehow are displaced by the characteristics of football. The practice of this other discipline can be used as an integrating vehicle with other social groups or sectors.

Regarding inter-institutional coordination, the Project reached good levels of relationship that can even improve because of its nature, which does not only favour youngsters and children, but it articulates with and incorporates other social sectors in an indirect manner, showing the high social content of the project, benefiting to the entire community. The project was also able to integrate the GAMEA as a principal institutional ally, which adjusts to the objectives and processes outlined by the FCFP, also with other institutions that support these type of activities, generating more expectations and interests in local organizations as well as in institutional partners. The project also articulates with social and human development national policies that prioritize the comprehensive formation of Bolivian people through sports practicing.

In this sense, it is necessary to elaborate studies and assessments for the establishment of technical proposals so that the project reaches sustainability, having as a base its own capacities and experiences. The latter are the only means to guarantee pertinence, permanency and in-time sustainability, which implies the generation of initiatives based on the society's interests and motivation to have ownership of the project.

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ANNEXES

Annex 1

TERMS OF REFERENCE PROJECT EVALUATION FOOTBALL CROSSES FRONTIERS, EL ALTO CITY

1. BACKGROUND

The Norwegian Missionary Alliance (MANB), non-profit evangelical Christian NGO, after nine years of having implemented the project Football Crosses Frontiers (PFCF), needs to ensure the fulfilment of outlined objectives, looking after the advancements and achievements of goals, indicators and outcomes.

Within this framework, MANB proposes the carrying out of a mid-term external evaluation for PFCF in its second stage (2007-2012), considering the 2006 evaluation recommendations, reformulations and changes, the latter with respective support documentation.

Based on the findings, recommend adjustments and changes for the achievement of mid-term objectives (2011-2012); also, to have a possible new period in the long-term.

2. OBJECTIVES

2.1. General Objective

Evaluate the conception and pertinence of the PFCF, objectives fulfilment, execution efficiency and outcomes, putting emphasis on the effects, feasibility and sustainability, considering the incorporation of crosscutting themes, gender and environment, into processes and outcomes.

2.2. Specific Objectives

About the pertinence

Evaluate the relationship between Project's objectives and real-situation identified problems, looking into its conception and evaluation; evaluate the community's and Municipality situation, and the relationship with other institutions throughout the process; evaluate the articulation with sector policies in the different levels; evaluate the Global LogFrame quality and its degree of flexibility and adaptability to the context dynamic.

About the Efficiency

Evaluate the internal organization to move ahead with the project; evaluate the financial and administrative management, operation procedures and internal control; analyze the cost/benefit, investment rationale/beneficiary and operation/beneficiary cost rationale; evaluate the accompaniment measures for follow-up, including times for disbursements

and implementation flexibility on the implementation of processes to facilitate the execution.

Evaluate the intervention strategy; evaluate the flexibility as for context changes, degree of local organization and relationships level with public and private entities; evaluate the participation of beneficiaries; evaluate technical assistance quality with regard to facilitation processes; evaluate the management of activities within the established time-frame, reasons for delays or those that involve the non-carrying out of activities; evaluate follow-up system, its operation and adaptation to indicators; quality and regularity of presented reports.

About Effectiveness

Evaluate obtained outcomes and their relationship with the project's specific objectives, considering the outcomes reached with the beneficiary groups and compare them with results and beneficiaries; the later at global and local levels; evaluate non-expected positive and negative outcomes; evaluate the fulfilment of hypothesis with regard to the achievement of expected outcomes and; evaluate the synergy with projects or similar programs of other institutions.

About Impact and Sustainability

Evaluate the situation and evolution of external factors that guarantee feasibility and contribute to sustainability, based on their definition when the project's identification was carried out; evaluate the principal risks that might question the project's and other components feasibility, to reach the stated objectives; evaluate if the strengthening of local and institutional capacities in counterpartys – as for rights and obligations – is enough; and if the adopted technological alternatives are appropriate to the context to ensure the continuity of the process and dissemination of the project's outputs.

About cross-cutting axis

Evaluate gender approach with regard to the project's implementation, as well as outcomes and benefits; evaluate if the project has considered – in its implementation – environment caring.

3. METHODOLOGY

In general terms, the evaluation will have three stages: the review of documentation, information gathering in the field and elaboration of the final report that will be carried out in close coordination with the area and central institutional team.

3.1. Work Preparation

Coordination stage for the design of the evaluation, between the consultancy firm and the institution, where the respective documentation about PFCF will be collected and delivered, such as, the plan, evaluation, budgetary execution, etc.; the sample to be

evaluated will be defined, methodological tools will be evaluated and designed, and the field visits of the consulting team will be planned.

3.2. Field work

The evaluation will be participative, involving MANB staff and the beneficiaries. In order to answer to the established goals, different evaluation parameters will be used: pertinence, efficiency, impact and sustainability. Different work modalities will be used through the development of information gathering tools, once the comprehensive methodological design finishes.

3.3. Processing, information analysis and final report preparation.

This stage is direct responsibility of the evaluating team and its coordination, previous elaboration of preliminary and final version of the report; two sessions will be carried out to return the principal conclusions and recommendations to MANB and to those communities involved in the evaluation process.

4. SCHEDULE

The evaluation will last 3 months, from July to September 2011, according to the following scheme:

- Review of information: July
- General Planning and elaboration of methodological tools: July/August
- Field work on behalf of consultants: August
- Conclusions and recommendations workshops: August/September
- Delivery of the preliminary report: September
- Final report delivery: September

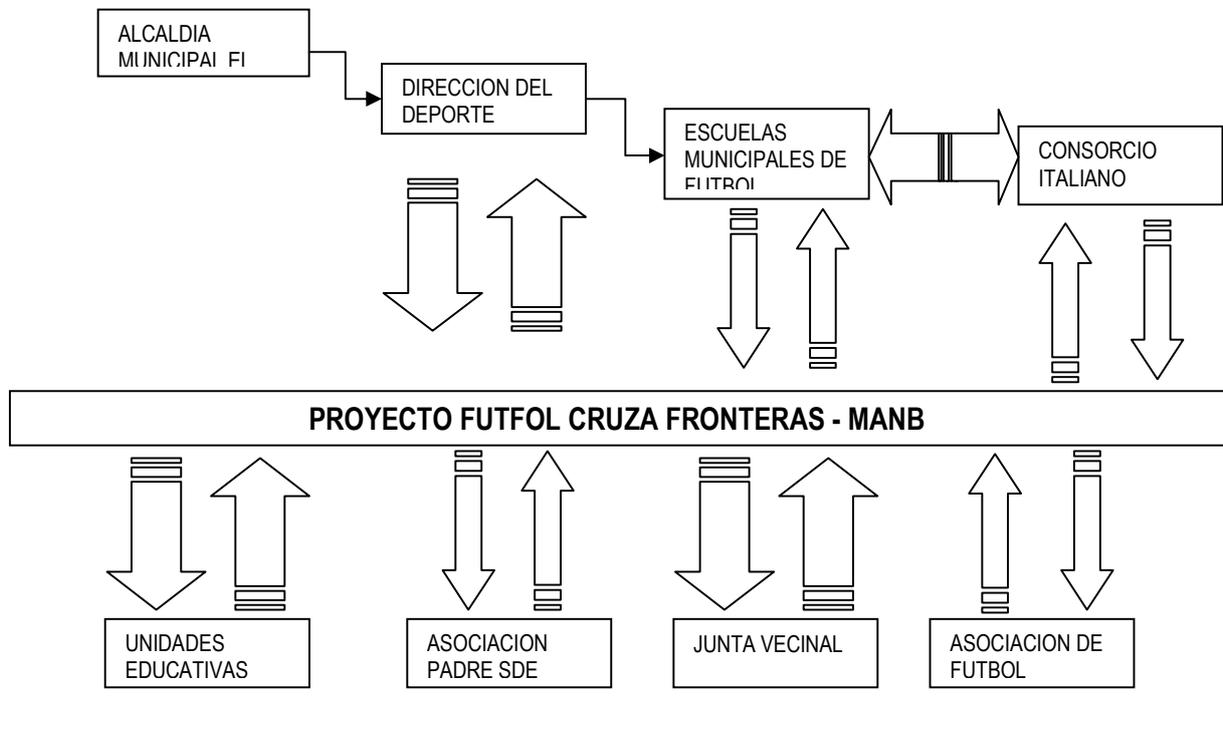
5. EVALUATING TEAM

The evaluating team will be composed of an external and internal team.

- Direct invitation to an external consultant on behalf of Norway and recruiting of local consultancy firm as local external match.
- Building of an institutional evaluating team composed by Planning and two MANB officers.
- The external consultant recruited by Norway will lead the evaluating team and will be responsible of the coordination of the general evaluation.

Annex 2

MARCO INSTITUCIONAL

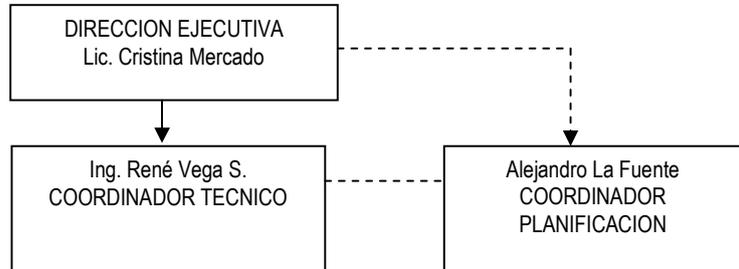


MARCO INSTITUCIONAL DE RELACIONAMIENTO DEL PROYECTO FUTBOL CRUZA FRONTERAS

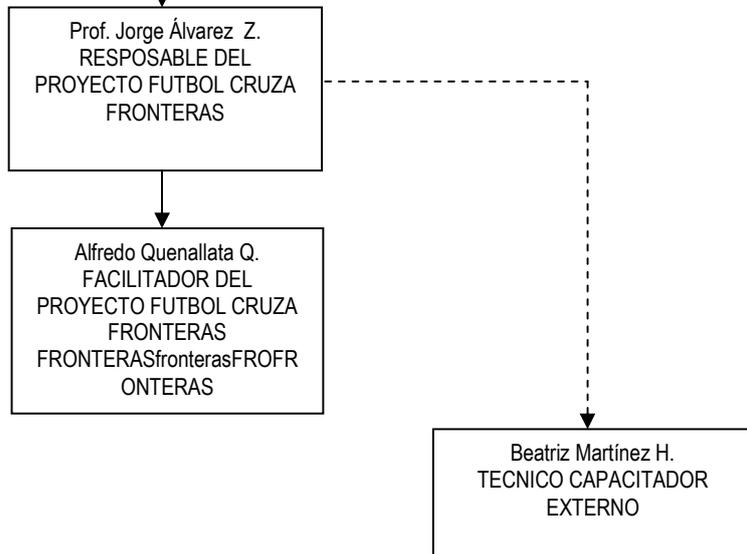


ORGANIGRAMA DEL PROYECTO FUTBOL CRUZA FRONTERAS

Nivel Ejecutivo



Nivel Operativo



Annex 3

Video report – see separate CD-rom

Eight short video clips (approximately 5 minutes each) are made from the observations and interviews during the evaluation field work. These clips are an addition to this written report.

Clips contain the following:

- Community Football School – children talk about values
- Community Football School – Football trainer explains
- Community Football School – Values trainer explains
- GAMEA – Interviews with Sport Director, employees from Sport Directorate and Football trainers
- Neighbourhood Committee 1st de Mayo – about the field and about the project in general
- Neighbourhood Committee Villa Adela – inauguration of the field; about the project in general
- Students at Educational Units about values workshops; including testimonies (2 videos)