DESPORTO DA VIDA (DDV) – Sport Gives Life and PASSA BOLA – Pass the Ball

PHASE I – 2007 - 2008

ACRONYMS

AFDB	African Development Bank
DDV	Desporto Da Vida (Sport Gives Life)
EP2	Primary School, 2nd Stage
ES1	Secondary School, 1st Stage
ES2	Secondary School, 2nd Stage
FIFA	International Federation of Association Football
FUT21	Ministry Football Training and Mass Delivery Program
INE	Mozambique National Statistics Institute
KNVB	Football Federation of the Netherlands
LMF	Lurdes Mutola Foundation
MEC	Ministry of Education and Culture
M&E	Monitoring and Evaluation
MU	Management Unit
NOVIB	OXFAM NOVIB
PB	Passa Bola (Pass the Ball) Campaign
PE	Physical Education
SRH	Sexual and Reproductive Health
UN	United Nations

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EXECUTIVE SUMMARY

This project concept paper explains and outlines the Desprto da Vida (DDV) program, headed by the Lurdes Mutola Foundation (LMF). The DDV program will develop, train and sustain best practices to encourage skill development that will produce all-around star athletes in football and and cheias, a traditionally female Mozambican game. The program will administer leadership, logistics, and health training to those involved in community based sports, creating and strengthening collectives of like-minded people.

By supporting young leaders in sports in socio-economically marginalised rural and peri-urban rural communities in Mozambique, DDV will fortify children's skills on the field as players and off the field as individuals. In this context, LMF's objective is to change the behaviour and perspective of coaches and children by harnessing their competitive nature and desire to become better players, coaches and all around-teams. To bring this change about, DDV integrates football and cheias programs with education on Sexual and Reproductive Health, HIV/AIDS, Gender and Women's Empowerment, Education and Leadership, and Entreprenurial related issues.

To sustain the coaches and teams, LMF will manage and conduct a Corporate Social Responsibility campaign called Passa Bola (Pass the Ball) that will tap into the social, marketing and competitive edge of sports for companies. This gives companies a solid means for involvement in schemes that promote leadership, form collectives of like-minded people and further sports for children through a cash-for-collect[1] system that allows for coaches and players to refurbish broken materials, travel, communicate and resolve any other need to continue playing without having to spend their own money.

Based on LMF's experience, in order for youth leaders in Mozambique to engage effectively in community development programs, responsiveness to their specific needs is essential. LMF aims to deliver the necessary knowledge, skills and resources to maintain this level of engagement, and the Passa Bola campaign along with LMF's partners in the private and public sector provide a system for this responsiveness without creating undue strain on LMF, a small foundation.

The DDV in its first phase is planned as a two year pilot program; Passa Bola will be implemented nationally over two years as well. The program and campaign will overlap for a one-year period, as the development of the PB campaign will be longer than the development of the DDV program. Together, the two programs provide a sustainable mechanism to further leadership, teamwork, and athletic skill for youth in Mozambique.

Cash-for-collect is a system by which children, their families, and their coaches can collect logos on products from participating companies, and exchange these logos for cash representing 1% of the value of those products at a specific bank.

Proposal Overview	
Country:	Mozambique
Target Provinces:	*Zambezia – Gurúe District*
Program Title:	Desporto Da Vida – First Phase
Acronym:	DDV
Funding Partner:	Oxfam – Novib

Institution Details – Lurdes Mutola Foundation		
Institution name: Lurdes Mutola Foundation – Mozambique.		
Type of Organization: Non-for-Profit For Public Purpose Organization.		
Date of Constitution: Res. 85/2002, 05th December First Fiscal Year: 2004.		
Audited Reports Available: (Year 1) 2004; (Year 2) 2005; (Year 3) 2006.		
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THE LURDES MUTOLA FOUNDATION

The Maria de Lurdes Mutola Foundation was established in 2001 to be "an instrument of social solidarity, a philanthropic body with altruistic purposes, able to bring together efforts, and channel them towards identifying and promoting young and talents in the fields of education, sporting, social and economic arenas". The Foundation's genesis stands on the role of effective support and assistance that Maria de Lurdes Mutola (Patron and President of the foundation) received from local and foreign organizations changing her life from an impoverished young girl to become a world sports icon and first Olympic gold medal winner for Mozambique (800m). Maria de Lurdes Mutola believes that with support, opportunity and determination young people from Mozambique can overcome poverty, change their lives and be part of community development.

LMF is an institution that plays different roles depending on the type of challenges and scale of response required. With different partners LMF directs implementation, co-implementation and grant making with technical support and assistance to other small and community based organizations and groups in Mozambique. It facilitates access to funds and technical assistance for communities and for other non-profit making organizations that also seek to help improve the living conditions of the poorest in the Mozambican population. Its objectives are attained through the communities themselves and/or national NGOs and in partnership with groups and institutions at various levels of Mozambican society who share its objectives and its values.

From 2001, the year in which the Lurdes Mutola Foundation was established, the Foundation made several small scholarships and sports donations, giving LMF beneficiaries and partner organizations in Mozambique confidence that LMF supports the development of sport in a manner that furthers the development of youth. LMF's support has been directed to youth related organizations, schools, sports clubs and federations, women's organizations and individual athletes.

LMF has defined its strategic objectives as follows:

1. Promote youth lead entrepreneurship initiatives.
2. Provide incentives for adherence to and participation in education.
3. Promote sport and the utilisation of sport as a catalyst for behavioural change in youth.
4. Strengthen the institutional capacity of LMF.

The DDV program falls within the 1st, 2nd and 3rd strategic objectives of LMF aiming to create incentives to promote and support innovative projects and programs – small scale football initiatives with a national link – that address sexual and reproductive health, HIV/AIDS, gender and women's empowerment, education and leadership, and entrepreneurial related issues.

The Foundation's DDV program is not limited to providing technical and material resources, but rather links the role of promoting development by transmitting values, knowledge, skills and resources that allow for experimentation and change of attitudes; facilitating models of development based on the creativity of individuals in the community and within the private sector, and which can be replicated strengthening other local groups, building leadership and wisdom, managed in a sustainable manner with participation and transparency.

PROBLEM STATEMENT

Children throughout Mozambique suffer from a lack of access to the basic necessities for health and education. Neither the government with its large multi-sector approaches nor the private sector with its bottom line has created the atmosphere to empower youth and adults and help fill in the dearth in health and education opportunities for children. Meanwhile, thousands of individuals in small community networks, formed principally through community based organizations and youth clubs in rural and peri-urban areas, undertake vital social development work in these areas through their roles as youth leaders.

However, training and resources for these types of individuals and organizations is not easily accessible through traditional donors, as these individuals typically do not have the mandate, administrative capacity, tools and operational structure to oversee and evaluate small grant proposals. Unfortunately, this has resulted in the direction of much of the available funding for this purpose towards larger organizations typically situated in the main urban centres of Mozambique. Communities based in rural districts are largely marginalised in this respect.

These individuals are part of large networks that have immense power for change, because they are in touch with youth and children and can bring about change once given the tools to do so. In many cases, these individuals may not be working towards change because they do not believe it is possible: how can a football coach help change his neighbourhood through sports? Their impact and reach on Mozambican children today is far above that of any government figure, therefore, when compounded and focused, have enormous potential to create substantial changes for youth.

LMF recognizes that community based sports leaders are largely inexperienced in managing health and education issues through their sports leadership skills for the aforementioned capacity and structural reasons. In response to this challenge, LMF incorporated in its strategy a plan to develop these individual's abilities and access channels of resources to support on-going community projects. LMF is creating conditions to provide relevant health, sports, leadership and communication resources to community sports leaders, creating an accessible system and assisting them throughout the preparation and initial set-up process. Through this broad training and resource provision to youth leaders, DDV will set up an atmosphere to create change. In addition to facilitating the channelling of resources to community driven projects, the foundation will also contribute towards policy development and knowledge generation and sharing.

BACKGROUND ON MOZAMBIQUE

Although Mozambique is one of Africa's growing success stories in macro-economic terms, the country is still highly dependant on foreign assistance. Mozambique's economy continued to grow at strong rate of 7.3% in the first half of 2005, on the back of a few giant and largely South African-financed ventures. Despite the economic growth rate, 50% of the Mozambican population still lives in absolute poverty. The UN Human Development Report published in 2005 ranked Mozambique as 168th out of the 177 countries surveyed. The low rating has been attributed to the impact of HIV/AIDS (which has infected some 15% of the population and cut life expectancy rates), and frequent crop failure due to periodic droughts.

SPORTS IN MOZAMBIQUE

In present day Mozambique, sport is not considered a tool for the government, nor is it considered a significant development mechanism. It has been relegated to a fourth-tier issue on the government budget, which has brought sport in Mozambique to its present state of underutilization today. The Ministry of Youth and Sport has a yearly budget of $2 million for the country of 20 million individuals; this includes financing federations' annual activities, all of the mass-participation programs and the infrastructure developments. The crux of the government's yearly budget goes towards agriculture, health and infrastructure, not much unlike other developing countries.

However, sport has been strongly supported by the government in the past. A Communist regime, led by Samora Machel, brought the country out of Portuguese colonization in the mid 1970's. During the new post-colonial communist leader's tenure, sport, culture and education received top tier support while economic activity in agriculture and imports declined. Mozambique's relationship with its economically developed neighbour, South Africa, vanished as the new government was fully opposed to apartheid, and the disdain was reciprocal.

Sport within the country was a social mobilizing tool, and the focus on competition and training were indicators of a healthy country for the government. FIFA states that the largest and most active Club in the world is the Ferroviario Club of Mozambique, whose infrastructure and presence is impressive even after the last decade of negligence and disinterest. It is a club whose presence exists in 40 of the country's 130 districts, and 3 of the 14 teams in the national league belong to branches of the club affects the lives of most of the youth involved in sports at a club level.

The Ministry approaches sports with large-scale projects. FUT21 is a football training and mass-delivery program that takes place throughout the country. There is a provincial head in each province capital that manages two other FUT21 coordinators located in separate districts. The program implements coach trainings, youth leagues and skills development. It is co-implemented and supported by the Mozambican Football

Fedration. Another mass project is *Mozambique in Movement*, a "sport for development" program that merely distributes sports resources sporadically throughout the country, it works as the distribution mechanism for the Ministry: a "development of sport" ideal. Though these programs' reach extends across the country, there are limited in their effectiveness due to the limited resources and sports material they are able to provide.

Mozambique has, however, recently taken steps towards promoting football as part of the development agenda. As it does with other goods and commodities that it certifies as beneficial for the development for Mozambique (such as Single cab pick-up trucks) the government has declared footballs to be essentially tax-free goods.

EDUCATION IN MOZAMBIQUE

Mozambique's potential for development rests heavily on the improvement of education for its youth – 54 percent of Mozambicans are aged 19 or under. However, of the roughly 10.5 million school-aged children in Mozambique, less than 4.5 million are enrolled in school[2]. Even more startlingly, less than half of the students who enroll in primary school stay in school long enough to begin in secondary school and less than one percent graduate from 12th grade. These figures are significantly more extreme for girls: though girls and boys enroll in 1st grade in a roughly equal ratio, by only 43 percent of 8th grade students in 2006 were girls, and by 12th grade only 37 percent were girls. The aggregate effect of this trend is that women in Mozambique have far lower levels of education than men. The national literacy rate for women is 39 percent, compared to 65 percent for men. In rural areas, only 3 to 23 percent of women are literate, depending on their age group (Handa et al 2004, 5). Sports has the power to make schools more attractive to those who don't attend and more complete for those who do.

The Ministry of Education has created a separate budget to spend on sport in schools through direct budget support for primary and secondary schools to acquire necessary sports and physical education materials on their own. Spending on sports and physical education is not compulsory, and the politics within the Ministry do not extend to each school, nor is there a necessary mandate for the school to have a certain amount of sports materials. The targeted spending by the Mozambican government to address the development of sports in school has been inadequate: in 2006, the Ministry of Education allocated just 3.5 percent of its budget to address physical education and sports infrastructure issues (Ministry of Education, 2006), less than $1.5 million. Furthermore, the government is currently focused on expanding the availability and quality of primary rather than secondary school education (AFDB 2004, 15). The focus on DDV is the 6th to 10th grade (EP2 and ES1), where children have a Physical Education teacher as a compulsory component of their education.

[2] The first figure represents the population below age 19 in Mozambique, and the second figure represents the country-wide enrollment rate in primary and secondary school in 2006 (INE, 2006).

PROJECT DESCRIPTION

DDV and Passa Bola work hand in hand to promote development through sports for Mozambican youth. DDV's primary objective is to implement a new holistic football and cheias[3] training program through community sports leaders that do not have access otherwise to training through traditional channels (government, schools, private sector and civil society). By adapting a productive system for community sports using private sector methods and partnerships, DDV provides a new way to train and coach, as well as procure a long-term supply of necessary materials, creating mechanisms to empower coaches and children alike.

The goal is to provide the coaches with the skills to conduct trainings geared toward creating a "star player" or as they say in Mozambique: a ***Craque***. This leads to the essential discussion of topics such as: football skills, communication skills, healthy living, drugs, and HIV/AIDS prevention. These topics form the necessary make-up for an all-around player: a Craque on and off the pitch.

By supporting these innovative small-scale football leaders, LMF aims to empower them to improve the education of children through sport and entertainment. While performing this role, LMF will simultaneously increase private sector interest in the program by promoting the "Pass the Ball" Campaign[4] with a special emphasis on rural and peri-urban communities, the end goal of which is to bring sports materials to rural communities. The PB campaign is an attractive outlet for the private sector to contribute to the development of sports for several reasons. First, it reduces the costs of corporate social responsibility due to the large collective of companies involved. Second, it works as a marketing campaign through the extensive youth networks. Third, it inserts companies to support material goods needed to practice sports, a tangible value-added for companies who produce these goods. Finally, it gives the private companies opportunities to be involved in the social aspect of a sector that sells: sports.

The program has a three-fold approach: a manual, training, and the Pass the Ball Campaign. The essence of the manual is to structure the training and equip coaches with practical lessons for all aforementioned topics. The training is the communication mechanism used to implement the manual with groups of sports leaders. Pass the Ball works to create a market force for these coaches to be able to sustain their teams without having to spend their own money. PB brings in the balls and the system to generate money for the teams.

In its initial phase a total of 20 coaches will be trained in the tea plantation area of Gurúe, a rural city of approximately 100,000 people in the highlands of Northern Zambézia. This phase of the program will run until the end of 2008.

The DDV's ***Craque!*** Manual's designed to focus on five thematic areas:

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[3] Traditional game predominately played by girls in rural and peri-urban areas using a ball and a canister that is filled up with sand to score points. The rules of hitting and catching the ball thrown by the opposing players are similar to those used in dodgeball.

[4] *Passa Bola*

1. Football skills development – for the coaches to use with their teams;
2. Leadership and Communication – how to make a player into a star player;
3. Healthy life skills – drugs, alcohol, malaria and cholera prevention
4. Sexual and reproductive health (SRH), including HIV/AIDS;
5. Education through sports

While designing the DDV program, LMF took into account the main challenges that sports leaders face:

a. How to rely on the sporadic implementation and monitoring that NGOs have undertaken when creating programs using manuals and trainings;
b. How to move away from the typical approach to sports and the ideals of mass-appeal rather than limited high-impact;
c. How to increase stakeholder interest and ownership on the team and the program;
d. How to leverage existing market systems to create sustainability in their sports programs;
e. Measuring performance and reporting success and learning, from failures as well as successes, at all levels.

Beyond promoting solely straight-forward training, LMF seeks to establish an effective and transparent relationship with the geographic area of implementation. To ensure that DDV program initiatives are sustained, LMF will work closely with local authorities directing coaches towards relevant offices to integrate activities and new ideas with other civil society strategies and pre-existing structures. In addition LMF will try to assist groups to join thematic networks at district, provincial and national levels.

SPECIFIC PROGRAM GOALS

For each of the three finite areas that DDV hopes to impact, LMF aims to achieve results or goals as follows:

In Sports and Traditional Games :

1. The DDV Manual accepted as new approach to football
    - Competitive edge harness as a mechanism for better football games
    - Community partners signing off on the manual and certification
2. To improve the existing sports activities in the community:
    - The training comprehension by coaches: who they are training, why the are training and what they are training;
    - The level of local organization of teams, their sessions and their structure;
    - The level of local competitions and tournaments specifically during the school summer holidays;
3. To improve the skill level of the athletes;
    - At an individual level and a collective level
    - Develop new attitudes and perspectives for the players
4. To develop cheias, a traditional game for girls, into a competitive sport;

- Create a unique approach to training to turn the game into sport;
- Form a competition model with all components of competitive sports: players, coaches, rules and judges

In Promoting Technical Abilities for Youth in Health and Life:

5. To improve technical abilities of the athletes;
    - Understanding and adherence to lifestyle rules set forth by coaches
    - Comprehension of the importance of health for an athlete
    - Conscientiousness of specific health topics in drugs and alcohol
6. Increase or strengthen understanding on diseases
    - Promote the use of condoms as part of the life and responsibility of a healthy athlete
    - Promote the use of mosquito nets and other malaria prevention techniques

To Create Sustainability :

7. Guarantee a stable funding source for sports activities through Passa Bola
    - Recruit three private sector companies to participate in the first round of the PB campaign and provide a comprehensive package of support
    - Raise more than $300,000 in sponsorship and in-kind support for the program
    - Receive and ditributed 30,000 footballs necessary for the DDV, FUT21 and schools to utilize the manual
8. Establish long-term strategic partnerships
    - Football Federation, Ministry of Youth and Sport and Ministry of Education ownership and integration
    - Companies participate in the continuation of PB
9. Incorporate the manual into physical education (PE) in schools and health education in communities
    - Advocate the book into PE curriculum at a national level
    - Use Geração Biz[5] in community development on HIV/AIDS issues

PROJECT ACTIVITIES

In order to achieve the above goals DDV together with Passa Bola will undertake the following activities to ensure strong results:

1. *Research on Delivery*
    1.1 Preliminary understanding on locations, local knowledge, use of sports, and ability to absorb trainings and resources;
    1.2 Create a complete package to deliver skills and knowledge in an easily comprehendible manner through football;

[5] Geração Biz is the Ministry of Youth and Sport's HIV prevention campaign. It provides counseling, testing and prevention information. It is present in 6 provinces and is the largest HIV prevention camapaign in Mozambique. It is co-implemented with Pathfinder International and UNFPA.

2. *Manual Development*
   2.1 Include training on football, health, attitudes and relationship building in manual;
   2.2 Test the manual in the DDV program pilot area to amend weakness and build on strengths;
   2.3 Print and distribute, using the strength of the manual to guide individuals to train proper football practices

3. *Partnership Network*
   3.1 Introduce all partners to the principles and tools of program;
   3.2 Strengthen tools with partner's stamp of approval as a sport for development device;
   3.3 Convene the private and public sector to promote an exchange of information and support the users of the manuals and campaign.

4. *Passa Bola Campaign*
   4.1 Create income generating activities through the cash-for-collect system to sustain the teams' operational and materials costs;
   4.2 Facilitate the ease with which the system operates through the partnerships;

5. *Knowledge sharing*
   5.1 Collect information on coaches' best practices and other recognised innovative approaches to community based development;
   5.2 Develop a database on best practices and ensure access to this resource for the ongoing Passa Bola Campaign.

These activities will be delivered with the support of LMF Management Unit that will be established for this program.

PROGRAM APPROACH FOR PASSA BOLA

The concrete implementation of Passa Bola include the following methodologies:

- **No Resource is Under-Sourced**- there will be no lack of manuals, trainings, balls or collection posts for PB. No resource will fall short of its needs;

- **Empowering leaders with Skills and Resources**: Teachers, coaches and community leaders are those that will enact the most change out of society at the beneficiary level. As a result, empowering them and entrusting them to use a new set of skills and resources to reach children through sports has immense potential.

- **Publicity and Outreach**: FLM will make use of combination of regional level media channels and those more relevant for the province and district context for the distribution of information about all components of DDV. These include province based media faxes and community radio networks, In the addition to this, a pro-active outreach approach will be taken by the management unit members, and by the facilitating agents to "reach out" and encourage those local

communities that are less well established to gain access to the Passa Bola distribution.

- **Social networks as the driving accountability force behind PB**: There is no way to adequately police if the PB campaign is putting the 1% of the value of the sponsored commodities into sports or into someone's pocket. However, the way that the percentage and collection process is designed, for an individual to make a significant amount of money saving the logos and then using the money on negative things is highly unlikely (one has to spend $200 to get $2 back!). By design a large group is needed, and a collective of people will decide what the money should be spent on. In most cases, an association or a team will be the most common group to undertake collection. However, even if a big family undertakes the venture, is at odds with how to spend the money, and the 1% does not go into sports, it has the positive externality of making people work together and creating social capital. And, if a coach somewhere in Mozambique organizes his players to collect logos and then does not deliver a ball or transportation to a tournament, policing will be self implemented by the children who will no longer collect logos for the coach.

- **M&E**: LMF proposes to establish an M&E system that is flexible and supportive of the individuals that are using the services. At the same time, LMF is also firm regarding the basic standard required for monitoring and evaluation of grant activities. The M&E will include basic assessment points for the Passa Bola campaign as well as the DDV Project.

- **Neutrality and transparency** – we are confident that we can guarantee neutrality and transparency in the operation of the Pass Bola Campaign. This issue will be given particular attention by the Program Director, who will be selected for his or her ability and experience to assist in the negotiation of controversial issues.

PASSA BOLA NETWORK SET-UP AND MANAGEMENT

The driving principle behind all those who chose to take part and support the Passa Bola campaign is that sport, no matter which game, has a developmental impact on people. As a result, Passa Bola contributers recognize there should be more sport happening naturally in Mozambique, and want to be part of the movement at tries to stimulate this through market incentives for consumers.

The Network is set up of three essential elements that are working for the same goal: the success of DDV and a sustainable system that puts money into community sports. They are the following.

1. **The Companies** that supply products, giving back 1% of the value of these products to sports.
2. **The Bank** that provides the system to exchange logos and the completed sheets for at their local branches

3. **The Sport's Material Company** that provides footballs that create an initial social impact, drawing media attention to the program and the manual and training that complement the resources.

The rules of the agreement with the companies and other in-kind donors will be of exclusivity of their name and product sector with the PB campaign (for example, there will not be two banks collecting company logos, nor competing products in the cash-for-collect system).

When a company decides to put their products on the PB campaign they must first choose whether they will be using some of the extra options packaged with the 1% of their product. The 1% is excludes funds necessary for the collective pool needed for the marketing campaign (0.3%) and the operating costs of LMF to sustain the project (0.2%). Thus, the total value companies would contribute to DDV is 1.5% of the value of products sold.

On the basic plan the 1% will be deposited into a bank account where money can be extracted as the cash-for-collect portion of the campaign commences. If a company donates $150,000, $100,000 of that money will end up in an account where the money can be extracted based on the number of filled in sheets are collected and traded into the bank branches on any given day. The $100,000 can be divided up into any amount of products that are being sold; the only constraint is that the logo be worth 1% of the value of the item. A perfect example is a cellular recharge card that is worth $4. A logo is then worth 4cents. By collection 50 of these logos from a cellular recharge card, someone can fill up a sheet full of logos and collect $2. This means that there would be 2.5 million of these recharge cards worth $4 out in the market. This represents 1% value that would be earmarked of the $100,000 destined to be collected through the cash-for-collect system.

Companies are offered any one or more of the following options:

a. **Materials Option:** Specially made material with the logo of the company and PB are available for the company to de able to disseminate the campaign and their participation in it, including football goalposts, line-markings, volleyball nets, jerseys etc. The idea is to have the company pay for pre-produced material that benefits sport, and that the company can then distribute, there is a premium attached so money can go to the costs of the PB campaign

b. **Marketing Option**: For a fixed fee at different levels of financial commitment, a company can become a more senior sponsor of the campaign. Their logo is more prominent on the publicity and the money they

c. **Manual Option**: Product placement and recognition on the first edition of the manual, of which there will be 7,000 copies.

d. **Straight Donation:** For those that do not want to choose any of the above option and either do not have a consumer level commodity or just want to be able to give to the campaign, special considerations will be taken to apply this money in restricted ways to the implementation of DDV. The minimum value for this type of sponsorship is $20,000.

Any company involved with the campaign will not be able to market the PB logo, although they will able to say that they support the PB campaign. This is to ensure quality control and restrictions on the use of PB in the media, controlling the marketing campaign so as not to confuse consumers.

The following is the sequence of event that lies in the lifecycle of a cash-for-collect transaction:

1. Logo is printed on the product being sponsored;
2. Product is shipped to its location of purchase;
3. Product is purchased by a consumer;
4. Logo is extracted from the commodity and placed on the proper sheet;
5. The sheet is filled in completely with the same commodity and value (no mixing from different products);
6. Sheet is filled in with all the specific details of the individual making transaction, no ID is necessary (so as not to deter children from participating);
7. Bank teller makes deduction of value of the specific sheet (depending on the commodity) from the account;
8. Individual receives money from teller;
9. Spends money as is, no strings attached.

The following is the sequence of event that lies in the lifecycle of the resources (balls and manuals):

1. Information is sent through Ministry channels about the program, the support and the destination and use of the material;
2. Agreements are signed with Ministries as to uses of the materials, and their inception into existing programs at provincial level;
3. Materials are produced outside of Mozambique;
4. Goods are insured;
5. Customs are cleared and resources are stored in warehouse;
6. Pilot distribution with Ministries to test the ability to deliver goods to intended location;
7. Result of pilot studied and changes made accordingly;
8. Either contracting logistics company or Ministry, another amount of material is allocated for delivery;
9. Random check for delivery of resources to different locations in the North, Center and South regions;
10. Goods are delivered together, manuals and balls, never separate.

The Passa Bola Management Unit (MU) will contain the following personnel from the DDV MU:

LMF Executive Director;
1 Program Director;
1 Communication Officer and Webmaster;

It will also be comprised of an external team made of partner focal points, a logistics and distribution company and a marketing and PR firm:

1 Focal Point from Bank;

1 Focal Point from each sponsor Company;
1 Focal Point from Logistics;
1 Focal Point from Ministry of Education
1 Focal Point from Ministry of Youth and Sport
1 Marketing and PR Executive;
1 Graphic designer and animator;
1 External Auditor

The tasks of the sponsor's focal points will be to comply with the stipulated agreements on marketing, distribution and application of the Passa Bola logo and principles. They will also be asked to give figures on the bi-weekly distributions and recollections. The marketing firm and its designer will be tasked to develop new creative approaches to increase participation and compliance with the sport theme of this campaign. The external auditor will need to make bi-monthly audits of the materials and money disbursed, and compare the stamps and completed sheets with sales figures on the commodities. The Ministry of Education representative will guarantee the delivery and monitoring of the usage and location of the resources. The LFM Executive Director will oversee the entire team and task the Program Director and Communications Officer to work on spreading the sponsorship network and Passa Bola brand.

PASSA BOLA QUALITY CONTROL

The PB quality control and risk management will thus be achieved by:

- **Agreeing and signing contracts with all private sector participants prior to launching campaign**- to ensure that all companies are aware of their participation and what their participation will mean throughout the campaign;

- **Giving companies different schemes and options on top of the baseline minimum participation of 1% of product gross value**- the different schemes allow for companies to get as much as they want out of the campaign, it allows for them to opt into more marketing heavy or socially heavy schemes;

- **A rigorous system of checking and developing stickers with logos that are not forgeable within the country**- this will be essential to deter faking and fraud during the campaign;

- **Capacity development during the project implementation**- all national partners will need to learn about sport for development and particularly what DDV stands for: they will all need to receive the DDV training. Also, trainings will be conducted to ensure the delivery of the materials to the sites;

- **Pilot distribution scheme**- to make sure that if there is corruption and issues with distribution, it is caught early and corrected;

- **All distribution done with existing partners within the program: no outsourced distribution**- to guarantee that the circle of distribution is closed tight. All companies will do their own distribution and the government will do

theirs accordingly to standards set by LMF in delivery times and will cross-check the deliveries in schools in different districts and provinces;

- **Auditing**- capacity will be established by the MU to ensure validity and accountability for the financial records of distribution, arrival of materials to locations.

RESOURCES FOR PASSA BOLA

The essential resources for the PB campaign to have a strong commencement and a constant output is the following:

- ✓ **People**: All members of the Passa Bola Campaign directly involved such as the private companies who have bought into the system or the Government Ministries who are benefiting from the resources destined to their project. People will be the essential glue that holds PB firmly together though the entire two year campaign.

- ✓ **Physical resources to distribute**: The program needs balls for the teams to be able to play. Stopwatches, whistles, colored jerseys and shoes are all secondary,; even goalposts can be made ad-hoc. Balls are the absolute most essential material needed for the games to be played and practices to be held. The total amount of balls needed, divided among DDV, FUT21 and the schools is 29,183.

- ✓ **Manuals**: Will need to exist and be available at all levels. Coaches and beneficiaries of FUT21 and Physical Education in schools will need access to these kits to put to use. With more than 2,000 schools receiving materials, 600 in FUT21 and over 1,000 in DDV at the Zambezia level, more than 7,000 total manuals will be printed for maximum impact of the program.

- ✓ **Publicity Materials**: The amount of publicity material that ends up at the shops where the sponsored products are being sold. This material will be produced at a central level and distributed through the companies. The materials include information about what the campaign is, how it works, and best practices for gathering logos for cash.

LMF OPERATION VALUES FOR PASSA BOLA

The inception phase will focus on establishing the systems and procedures for the DDV, assembling the manual and launching the Passa Bola campaign to sponsors. As a money distribution related program, it is important to set values that will drive our operations and management. The following are the key values set for the program:

- **Accessible** The Passa Bola will seek to be accessible to all individuals including anyone who creates a team, cooperative or works as an individual collecting the

stamps. The points of access for the cash-for-collect system will be open at all 478 branches of the Millennium BIM network in Mozambique.

- **Fair** Passa Bola will be open, transparent and honest. We will ensure that our services are non discriminatory and with principles at the heart of our work.

- **Integrity** Passa Bola, its staff and partners will practice and advocate integrity, in all its forms and in all of our activities. We will operate a policy of 'Zero Tolerance" on all forms of corruption both internally and externally.

- **Supportive** Passa Bola will promote and practice a culture, where all who come into contact with us are treated with courtesy and respect at all times. We will seek to empower and provide a supportive environment in all of our activities.

- **Quality** Passa Bola will promote pride by developing a practice and culture based on quality, excellence. We will seek consistently to attain and display high standard of rateability and efficiency of lessons learned.

- **Professional** Passa Bola will be conducted in a professional manner that embraces business principles in the development and execution of our services an independent, non political grant maker providing efficiency and effectiveness with value for money.

PROJECT BENEFICIARIES

Passa Bola provides essential support for DDV, which in turn brings lasting benefits to individual coaches and the children between the ages of 9 and 14 years that they teach. A high number of young women coaches will be targeted and the more marginalized and peri-urban populations of Gurúe town will receive special eligibility to take part in the training.

In the first phase the project, DDV aims to train and equip 20 coaches, reaching approximately 1,500 children (average of 75 children per coach in three teams of different age groups) through the program. In its phase in Gurúe and the district, the program aims to reach 120 coaches and 9,000 children.

The Passa Bola campaign aims to reach everyone in Mozambique that buys products within the cash-for-collect system. Meanwhile, the PB ball distribution aims to reach the entire EP2 (6th and 7th grade education) and ES1 (8th, 9th and 10th grade education) school population by the distribution of resources to their school. The benefits of manuals for Physical Education teachers and materials for the implementation of the manual and the development of skills will transfer to the children/players. There are 1505 EP2 and 280 ES1 schools in the 11 provinces in Mozambique, with approximately 1 PE instructor per school (MEC, 2006). DDV will avoid implementation at the earliest primary school level because there is no compulsory PE teacher and the use of the manual might be difficult with children below eight years of age.

MANAGEMENT UNIT FOR DDV

LMF has set up an internal management team for the DDV program made up of individuals who have management experience and are willing to devote special attention to this very new and important program. National and international expertise is combined to guarantee solid and efficient management. The MU is responsive, transparent and accountable both to the grantees, beneficiaries, communities and to supporting donors. Passa Bola will also be comprised of elements from the DDV management unit along with other elements from the principal partners to assure collective adherence to the standards impacting the brands and distribution network of participating companies. The MU will be characterised by creative and sensitive directorship and by effective capacity development that is impact and learning oriented. The DDV MU will be organized by the following grant management functions:

1 Program Director;
1 Program Officer;
2 Assistant Program Officers;
1 Communication Officer and Webmaster;

The Program Officer will focus on the preparation of the sites, mobilization of coaches and support for the program with local institutions. They will evaluate grant applications and provide follow up support to the applicants. The Assistant Officers will support the Program Officer on all operational and administrative components of field implementation. The Communications Officer will be the partner's focal point and manage all publicity and web related material on DDV. The technical advisor will write the manual, develop the training and create an M&E for the program.

The MU will be chaired by the Program Director who will have overall responsibility for the management of the program, including policy and technical issues encompassing coordination, mobilisation, dissemination, networking, negotiation, identification of synergies, geographical and organizational reach and performance of the team on agreed results.

The financial management function will be secured by the combination of a chartered accountant company and the financial management system built in the foundation, which will be responsible for the overall systems for financial management and accounting, supported by the MU. A project audit will be available at the end of 2008.

DDV PROGRAM APPROACH

LMF has implemented numerous short-term and long-term sport development programs in Mozambique during the last three years. It also has broad experience with civil society capacity building initiatives, as well as more specific experience of promoting civil society engagement in sports governance, through the Mozambican Athletics Federation.

Characteristics of the overall approach proposed by LMF for the implementation of DDV include:

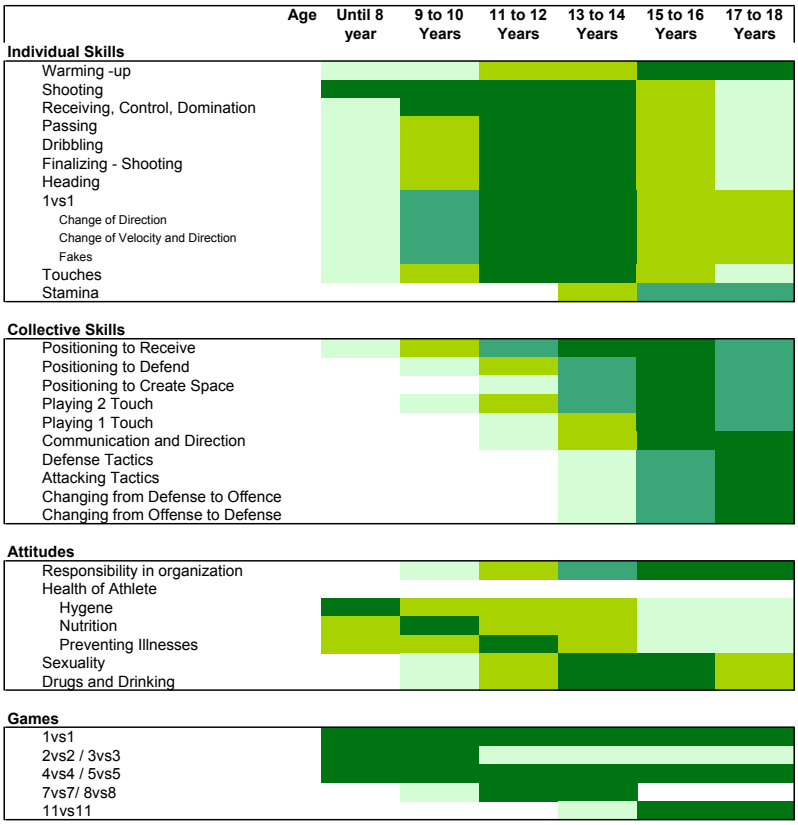
- **Focus on the community leaders as the mentors for behavioural change in children** – leaders come in all shapes and form, with different expertise: education, sports, health, and entertainment. In mobilizing these leaders, DDV will enable football coaches with resources and knowledge to impact children's behaviour;

- **Providing interesting new training and a sustainable way to maintain teams' capacity to play** – the training based on the manual and its novel approach to training children of many different ages in different skill sets will peak interest at the onset; the social capital and leadership built as a result along with the cash-for-collect program will keep the teams together as they train and work to collect money through the PB campaign;

- **Education through Entertainment**: The skills gained when youth are having fun are the most lasting and important skills. By integrating learning with fun, we achieve maximize the impact of learning. Though DDV is created to develop players into the best on and off the field, the reason football is so successful the world over is because it is entertaining. We use that natural charm that sport has with children to pass on the necessary education that influences decision-making.

- **Competition as the Edge**– How do you convince a coach to train aspects of life that indirectly pertain to football when all the coach is interested is in winning games and having the best team? Show him how to make the best team by making the best players. DDV harnesses the competitive edge that thrives within sports leaders.

- **Coaching children of multiple age groups**- we propose to establish a hybrid model for the coaches to be able to work with multiple age groups without having difficulties in adapting the way that they set up training and conduct their sessions. (See chart below.)



DDV FUNDING ARRANGEMENTS

This project is situated in the middle of an Oxfam NOVIB funding cycle. An agreement was signed between LMF and Oxfam NOVIB in November of 2006 with a bilateral contract between the two parties. The program's official commencement was January 2007. The management arrangements have been designed to allow additional donor organisations to join the program during project implementation if appropriate. The initial funding was a sum of 115,000 Euros and the budget schedule is found in Appendix 1.

External technical assistance will be required to support the design of the Craque Manual and on-site training with coaches. All administrative and financial control of the program lies with LMF. The input of external experts and outsourced tasks contracted include the designing and writing of the Craque Manual, training, development and implementation. Both the Mozambican Football Federation and the Football Federation of the Netherlands (KNVB) have agreed to co-sign the manual as legitimate curriculum if they see its contents as accurate and effective.

The Monitoring and Evaluation (M&E) function of the program will be secured and developed through inputs from various team members involved in the program, and external experts will be hired to help the Management Unit when needed. M&E tasks include design and development of the M&E system, capacity building of program

assistants to support M&E processes, and overall reporting to stakeholders on progress in the development of the M&E processes.

DDV MANUAL AND TRAINING: IMPLEMENTATION PROCEDURES

1. *Assessment and mapping of potential partners and coaches in target area*

This first step includes visits to the target province to select a site, as well as identification of potential coaches and maping them according to thematic focus, location, knowledge, strengths and weaknesses. The approach to identifying and informing potential coaches will be based on outreach principles, bringing the information to the community level through direct visits and community radio as well as traditional government administrative structures.

2. *Applications and baseline survey for coaches*

Using the LMF Program Officer, conduct outreach activities to contact identified coaches. Request formal questionnaires and information about their background and their interest to participate as coaches in DDV.

3. *Testing Tools and Methodologies*

A test group will be assembled to pilot the manual and the training in Maputo province before conducting the first training in the Zambezia Province.

4. *Selection of coaches to receive training and alternates*

Based on expressions of interest received, arrange the group of selected coaches and assemble them to receive the training.

5. *Training and resource distribution*

Conduct training in a timely fashion (5 days) and hand off the resources needed for coaches to begin work. Remain on site for another week to help coaches construct their first trainings and to help assemble them into competitive leagues by age, sex and location.

6. *Procedure for evaluation of coaches understanding*

Establish M&E documentation to leave with coaches and the local partners in Gurúe to study and report back on progress or problems with the campaign. Return at two month intervals to determine the impact by speaking to players and create a participatory aspect of M&E.

PROGRAM PERFORMANCE INDICATORS

We have developed indicators to ensure that we attain strong results:

1. Changes in comprehension on sports, attitudes and health issues by coaches in comparison to baseline;
2. The number of coaches still active with teams;
3. Number of players in each team and their activity on the team
4. The amount of institutions 'stamping' the manual and certificate;
5. Total number of beneficiaries reached through coaches;
6. Average costs per beneficiary per grantee (total grant value divided by total project beneficiaries);
7. Total number of manuals distributed to individuals through trainings;
8. Number of PB partners and DDV implementing partners;
9. Number of thematic groups connected with grantees;
10. Number of government partnerships established with grantees;
11. Number of co-donors engaged with DDV;
12. Number of media outlets using DDV and PB as examples for positive change.

In addition of these specific indicators, broader questions could be asked about success of the DDV:

- To what extent is the DDV able to change the type of trainings and competitions that are being held a priori?
- To what degree/quality is the DDV providing effective technical support to coaches?
- To what extent is LMF learning from the experience of the program and the campaign to ameliorate the replication of the pilot?
- To what extent is the control of PB being dealt with at a societal level through the natural associativism that would be necessary to sustain any real value from the system?
- To what extent is LMF service transparent to its partners and its donors?

LMF will establish an internal M&E system to evaluate the DDV cost effectiveness of the PB mechanism. The system will be particularly focused on tracking cost of keys services such as the access and adherence to the cash-for-collect system, and will ensure that Passa Bola and Desporta Da Vida together form an efficient and effective mechanism for the youth development in Mozambique through sport.

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