

# CMIREPORT

## Review of Right to Play

Siri Lange and Sigmund Haugsjå

R 2006:12





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**R 2006: 12**

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Cover page: Play activities organised by Right to Play in Lugufu refugee camp, Tanzania (photo by Siri Lange).

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## Abbreviations

AFDF	African Youth for Development Foundation (Dar es Salaam)
CEO	Chief Executive Officer
CHRISC	Christian Sports Contact (Kristen Idrettskontakt)
CSR	Corporate Social Responsibility
EMIMA	Elimu, Michezo na Mazoezi (Education, Sport, and Physical Activity, Dar es Salaam )
HESO	Centre for Health and Social Development
HQ	Headquarters
HUM	Section for Humanitarian Affairs in the Ministry of Foreign Affairs
IBOD	International Board of Directors
IOC	The International Olympic Committee
IPC	International Paralympic Committee
IRC	International Red Cross
KOP	Kids on the Pitch (Dar es Salaam)
LOOC	Lillehammer Olympic Organisation Committee
MFA	Ministry of Foreign Affairs (Norway)
MoU	Memorandum of Understanding
NFF	Norwegian Football Association
NGO	Non Governmental Organisation
NIF	Norwegian Olympic Committee and Confederation of Sports (Norges Idrettsforbund)
NORAD	Norwegian Agency for Development Cooperation
NPA	Norwegian People's Aid
PC	Project Coordinator
PO	Programme Officer
PE	Physical Education
RTP	Right to Play
SDP IWG	The Sport for Development and Peace International Working Group
TAMWA	Tanzania Media Women's Association
TGNP	Tanzania Gender Networking Programme
TLA	Tanzania Library Association
ToR	Terms of Reference
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WVT	World Vision Tanzania

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## Executive Summary

Right to Play is an athlete-driven international humanitarian organisation which uses sport and play as a development tool for children and youth living in the most disadvantaged areas of the world. The headquarters of the organisation is in Toronto, Canada. RTP is active in 23 countries and has two forms of programme: *SportWorks*, and *SportHealth*. *SportWorks* programmes take place primarily in refugee camps and focus on child and community development. *SportHealth* programmes incorporate RTP modules found in *SportWorks* and also focus on the promotion of vaccination and the encouragement of healthy life styles to reduce the risk of HIV/AIDS, malaria, and TB.

The central delivery method is through international volunteers who teach RTP modules to local coaches. After having gone through a certain number of modules and practised with children and youth, the coaches start training their peers. The goal is to have communities conduct RTP activities on a sustainable basis, without external support.

Norad supports *SportHealth* programmes in Tanzania, Uganda and Ghana, and the MFA's Section for Humanitarian Affairs (HUM) has supported *SportWorks* projects in Palestine, Afghanistan, Pakistan, Benin and Chad. The review team visited projects in Dar es Salaam and Lugufu in Tanzania, and in Peshawar in Pakistan (Afghan refugees).

In 2005, RTP had a total revenue of around \$ 14.5 million. Almost half of this amount, around \$ 7 million, came from governments, and Norway is the largest government donor with around \$ 2.2 million in 2005. There are seven "National RTP Offices", located in Canada, Norway, the Netherlands, Switzerland, Italy, the UK, and the US.

Right to Play is in the process of decentralising its field operations. This is an important move, since several staff members have said that communication within the organisation has sometimes proved difficult. At the moment, Regional Field Offices are being set up in Africa (Accra and Kampala), Asia (Bangkok) and the Middle East (Dubai). All of the regional offices will get an information and communications officer, who will have more direct contact with the country offices.

Up to now, RTP has been a very centralised organisation and decentralisation will entail a number of benefits. Firstly, the training of Project Coordinators can take place locally. Up to now, training has been conducted in Canada and applicants from the developing world have been denied a visa. Approximately half of the volunteers are from Canada, and competition is very high. Four Norwegians have worked as volunteers for RTP. Decentralisation also implies that more local staff will be hired. RTP has great improvement potential in this regard. At the country office in Dar es Salaam, there is a staff of four, but no local employees. In 16 of the 34 projects, there are no local staff, only international volunteers.

Right to Play has a MoU with UNHCR which says that the latter shall provide transport and equipment to RTP Project Coordinators, and the PCs will be included in security measures. The MoU states that specific arrangements are to be made at each location and contact and collaboration between RTP and UNHCR varies from country to country. RTP has a restrictive policy when it comes to purchasing cars, and PCs are expected to rely on UNHCR. In some cases, RTPs' dependence on UNHCR for transport has meant that project implementation has been delayed. In the case of Tanzania, there is little collaboration or contact between RTP and UNHCR or other UN agencies such as UNICEF. However, UNHCR representatives and other international organisations



working in Lugufu camp said that they appreciated the RTP programme very much and that children benefited from it.

Collaboration with local partners varies greatly. In Pakistan, for ongoing security reasons, RTP employs the implementing partner model and the project is run by a local NGO, Insan Foundation. The project is successful, particularly because the coaches have been able to involve girls, who constitute 45% of the beneficiaries in Quetta and 70% in Peshawar. In Dar es Salaam, RTP's relationship with partners has been problematic. One of the reasons is that partners expect incentives, while RTP has a strict policy on voluntarism. Three of the six schools that RTP has worked with in DSM no longer take part in the programme. As long as the project takes place outside school hours, there is a great risk that these problems will continue. The team recommends that RTP collaborate with Tanzanian authorities to integrate RTP modules into the school curriculum. Up to now, there has been limited contact between RTP and government bodies, and conflicts with one of them. However, teachers who participate in the programme say that their relationship with the students improved and became closer after they became coaches, and children say that they enjoy the RTP games and learn how to protect themselves against various diseases.

The question of incentives is a constant issue in the refugee camps in Tanzania as well. The team recommends that RTP considers various ways to provide incentives (not necessarily monetary) to Master Trainers who have shown dedication over a certain period of time. For capacity building in management, it is also important to involve coaches and partners in the extensive reporting and evaluation systems that RTP runs. This happens on a very limited scale in the projects observed in Tanzania. RTP has a transparent accounting system that it would be beneficial for partners and coaches to learn.

PCs report that the training programme could have had even more practical exercises than is the case today, and that there should be more variety in the games. They also report that the ability of coaches to understand their role and really discuss issues with the children and youth varies a lot. In addition to the manuals that are used today, RTP should provide the coaches with easy-to-read literature and textbooks. Visual materials such as films are also an option. In Pakistan, Insan Foundation has used video films for instruction with great success. This is particularly important in communities where written culture is not well developed. The team recommends that RTP should give language training for their volunteers a higher priority than they do today.

In Norwegian funded projects, we recommend that the Norwegian embassies should be more involved when this is convenient (this depends on distance to project locations). The embassies can facilitate meetings with government authorities and other international organisations and share their experience when it comes to partnership with local organisations. Regular contact with the embassy will also give Norad and MFA information about project implementation.

RTP implements projects in the field, but the organisation is also active in advocacy at a higher level. In 2004, RTP took the initiative to establish the Sport for Development and Peace International Working Group (SDP IWG), which comprises representatives of governments, the United Nations and civil society. Right to Play acts as the Secretariat to the group. The group was formed to articulate and promote the adoption of policy recommendations for the integration of sport and physical activity into national development and foreign assistance strategies and programmes. One of the major challenges for the SDP IWG has been to avoid IWG becoming an arena primarily for dialogue and talk, but with few practical consequences.

RTP is a young organisation and has expanded very rapidly. The team warns RTP against expanding to new countries for the time being, and advises rather that it secures quality and

sustainability in the countries where it presently works and where it is familiar with the culture, the political and administrative system, and potential partners.

Right to Play has expressed a strong interest in long-term Norwegian funding for its projects, and in becoming a Norwegian organisation. Multi-year funding of projects would make it easier for RTP to both plan and run the projects. Multi-year funding would also make it easier to commit local partners and get sustainability as a result. Norwegian guidelines for development cooperation encourage the use of sport as a tool in development work and as beneficial in itself. Right to Play is one of the few organisations that have specialised in this field. The organisation has proved to be cost effective in the field, and has a dedicated and professional staff. Provided the organisation follows up on their plans for hiring more local staff and decentralising training and administration, as well as making strategies for how to improve partnerships with local organisations and government authorities, the review team supports the idea of long-term funding of RTP projects. This support can be channelled through the Right to Play headquarters, or through Right to Play as a Norwegian organisation, provided that it fulfils the requirements that Norad has set for Norwegian organisations.

# 1. Introduction: The Mandate and Organisation of the Work

## 1.1 Mandate

Right to Play (RTP), formerly Olympic Aid, has received support from Norad and the Norwegian Ministry of Foreign Affairs since 2002. This review of the organisation is based on Norad's new template for organisational reviews of NGOs, where organisational learning and performance is the main focus (see Terms of Reference, Appendix 5). The review has been conducted by Siri Lange (Chr. Michelsen Institute, Team Leader) and Sigmund Haugsjå (EC-CO Consulting) on behalf of Centre for Health and Social Development (HESO).

## 1.2 The Reference Group

The guidelines for organisational reviews stipulate that a reference group should be established to ensure the relevance of the review, comment on the final report, and contribute to the follow-up plan. The reference group for this study has included the following persons:

- Tone Slenes (coordinator), Norad Executive Officer for Right to Play
- Monica Djupvik, Health Advisor, Department of Social Development and Service Delivery, Norad
- Anne Skjelmerud, Department of Social Development and Service Delivery, Norad
- Marianne Rønnevig, Executive Officer, Department of Press, Cultural Affairs and Information (PKI), Ministry of Foreign Affairs (MFA)
- Veslemøy Lothe Salvesen, Section for Humanitarian Affairs (HUM), Ministry of Foreign Affairs (MFA)
- Ivar Evensmo, Civil Society Section, Norad

The reference group organised a preparatory meeting with the consultants to discuss the terms of reference, and a second meeting to discuss the findings of the desk study before the country visits. The reference group, as well as RTP staff, was invited to comment on the first draft of this report. A final meeting to discuss the findings and recommendations of the report took place in August 2006.

## 1.3 Methodology: Country Visits and Document Review

Country visits were made to Tanzania and Pakistan. In the case of Tanzania, the team's visit coincided with the visit of Tone Slenes (Norad) and Laila Andresen (RTP, Oslo) to see RTP projects in Tanzania. Monica Djupvik (Norad) was also in Dar es Salaam at the same time, to visit EMIMA as part of the assessment of the 'Kicking Aids Out' network. The team conducted fieldwork in Dar es Salaam, where Right to Play works through three schools and a local NGO, and in Lugufu Refugee Camp, Kigoma Region. Dyonne Burgers, Deputy Regional Manager of RTP based in Kampala, accompanied the team on their trip to the refugee camp. Tone Slenes and Laila Andresen visited a refugee camp in Kibondo and were accompanied by Christian Carrillo, Country Manager of RTP.

Pakistan was visited by Haugsjå only, accompanied by Michael Bedford, RTP Asia Regional Manager. The consultant studied projects in Peshawar, and held interviews with stakeholders in

Islamabad. Haugsjå also travelled to Right to Plays' headquarters in Toronto and conducted interviews there. In addition to data collected in the field and in Toronto, the team has reviewed a large number of documents provided by RTP, Norad, and MFA (only the documents that are referred to in the report are included in the list of references).

The programmes for the field visits were set up by RTP on the basis of a list from the consultants of whom we wanted to see. In both Tanzania and Pakistan the programme included observation of RTP activities (at schools, in a refugee camp, and a HIV/AIDS forum) and interviews with the following stakeholders:

- RTP staff (formal and informal interviews)
- Coaches (groups and individuals)
- Children who participate in RTP activities
- Participating children (groups and individuals)
- Partner organisations/institutions (NGOs, schools)
- Former partners (in Tanzania only)
- Government authorities
- UNHCR
- Norwegian embassies

Unfortunately, time did not allow us to talk with community members who were not beneficiaries of the RTP programmes. In the case of Tanzania, we would also have liked to talk to more of RTP's former partners (NGOs, schools) and UNICEF. These institutions were on our request list, but the RTP country office argued that it was not necessary since they no longer collaborated with these institutions. The consultants arranged two meetings with former partners themselves (EMIMA and National Sports Council). RTP staff were not present during interviews with other stakeholders. In Tanzania, interviews were conducted in English and Swahili (Lange). In Pakistan, interviews were conducted in English. RTP coaches whose English was poor were helped by fellow RTP coaches.

**Box 1. Norwegian support to RTP***Support from Norad*

Norad currently has one-year agreements with RTP under the grant scheme for international organisations and networks. RTP has received NOK 4 million per year from Norad for 2005 and 2006. In 2004, Norad allocated NOK 2.5 million to the organisation (in addition to the NOK 1.5 million provided by the MFA). Until 2004, RTP received support from the MFA's UN Section through the multilateral allocation (the GAVI Fund) for its SportHealth programme, which, among other things, supports national vaccination programmes in developing countries.

Norad supports SportHealth programmes in Tanzania, Uganda and Ghana. Activities must be linked to national health programmes, hygiene education and information on HIV/AIDS. Training and capacity building through organised sport, as well as gender equality and a holistic development perspective, are also important elements of RTP programmes.

*Support from the MFA*

The MFA's Section for Humanitarian Affairs (HUM) has one-year, project-specific contracts with RTP. HUM allocated more than NOK 5 million to these projects in 2004 and more than NOK 7 million in 2005. These funds were spent on projects in Palestine, Afghanistan, Pakistan, Benin and Chad. For 2006, RTP has applied for an increase of HUM funding to cover several other countries. HUM funding is largely spent on children in refugee camps in areas affected by war and conflict.

The MFA's PKI department is providing NOK 3 million over a period of four years (2005-2008) for the organisation to be the secretariat for the Sport for Development and Peace International Working Group. The International Working Group aims to promote sport as an instrument for peace and development and to produce two reports on this issue. The first report, "Sport for Development and Peace: From Practice to Policy", was launched at the Turin Paralympics on 10 March 2006 and the second will be launched at the Beijing Olympics in 2008.

Source: ToR for this study

## 2. The Organisation

### 2.1 Background: from Olympic Aid to Right to Play

Compared to most other organisations that receive support from Norad and MFA, Right to Play is a young organisation. The history of Right to Play dates back to 1992, when the Lillehammer Olympic Organising Committee (LOOC) formed a partnership with Norwegian humanitarian organisations in order to raise funds for their activities during the 1994 Winter Olympic Games. The fund-raising was a success, and pivotal in the process was Johan Olav Koss, the lead Olympic Aid Ambassador, who inspired fellow athletes and the public in general to donate money for every gold medal won.

In the period 1994-2000, Olympic Aid continued fund-raising and donated money to, among other things, large-scale vaccination programmes conducted by UNICEF. In March 2001, and in collaboration with UNHCR, Olympic Aid initiated its own *SportWorks* programme in refugee camps in Angola and Côte d'Ivoire. Two years later, to reflect its new agenda and activities, the organisation changed its name to Right to Play.

### 2.2 The Main Visions, Goals, and Activities

RTP is an athlete-driven international humanitarian organisation which is using sport and play as a tool for the development of children and youth living in the most disadvantaged areas of the world. RTP's guiding principles are inclusion and sustainability, and the organisation's slogan is "Look after yourself – Look after One Another" (RTP 2006). The organisation aims to help children and youth in the most disadvantaged areas of the world and to strengthen their communities by "translating the best practices of sport and play into opportunities to promote development, health and peace." RTP programmes target communities with the specific objective of contributing to development goals, set by the United Nations and governments themselves, surrounding:

- Happier, educated children;
- Safer, more peaceful communities;
- Improved health and healthier lifestyle behaviours;
- Empowered individuals and communities.

RTP is presently active in 23 countries: Azerbaijan, Benin, Chad, Ethiopia, Ghana, Guinea, Indonesia, Israel, Lebanon, Liberia, Mali, Mozambique, Pakistan, Palestinian Territories, Rwanda, Sierra Leone, Sri Lanka, Sudan, Tanzania, Thailand, Uganda, UAE, and Zambia.

RTP has two types of programme: *SportWorks*, and *SportHealth*. *SportWorks* programmes take place primarily in refugee camps and focus on child and community development. *SportHealth* programmes incorporate RTP modules found in *SportWorks* and also focus on the promotion of vaccination and encouragement of healthy life styles to reduce the risk of HIV/AIDS, malaria, and TB. The central delivery method is through international volunteers who work in disadvantaged communities and teach RTP modules to local coaches. After having gone through a certain number of modules and practised with children and youth, the coaches start training their peers. The goal is to have communities conduct RTP activities on a sustainable basis, without external support.

### Revenue and expenditure

In 2005, RTP had total revenue of around \$ 14.5 million (see Appendix 4 for exact figures). Almost half of this amount, around \$7 million, came from governments and the rest from fund-raising among corporations and individuals. Norway is the largest government donor with around \$ 2.2 million in 2005, followed by the Netherlands (\$ 1.9 million), USA (\$ 1.3 million), Canada (\$ 0.9 million) and Switzerland (\$ 0.3 million). The organisation also receives support from UNICEF (\$ 0.1 million).

Total expenditure in 2005 was around \$ 13 million. Ten million were spent on international programmes, the rest on national offices (approximate figures: Canada \$ 2 million, The Netherlands \$ 0.6 million, Norway \$ 0.4 million, Switzerland \$ 0.2 million, the US, UK and Italy between \$ 0.3 and \$ 0.9 million each).

## 2.3 Structure of the Organisation

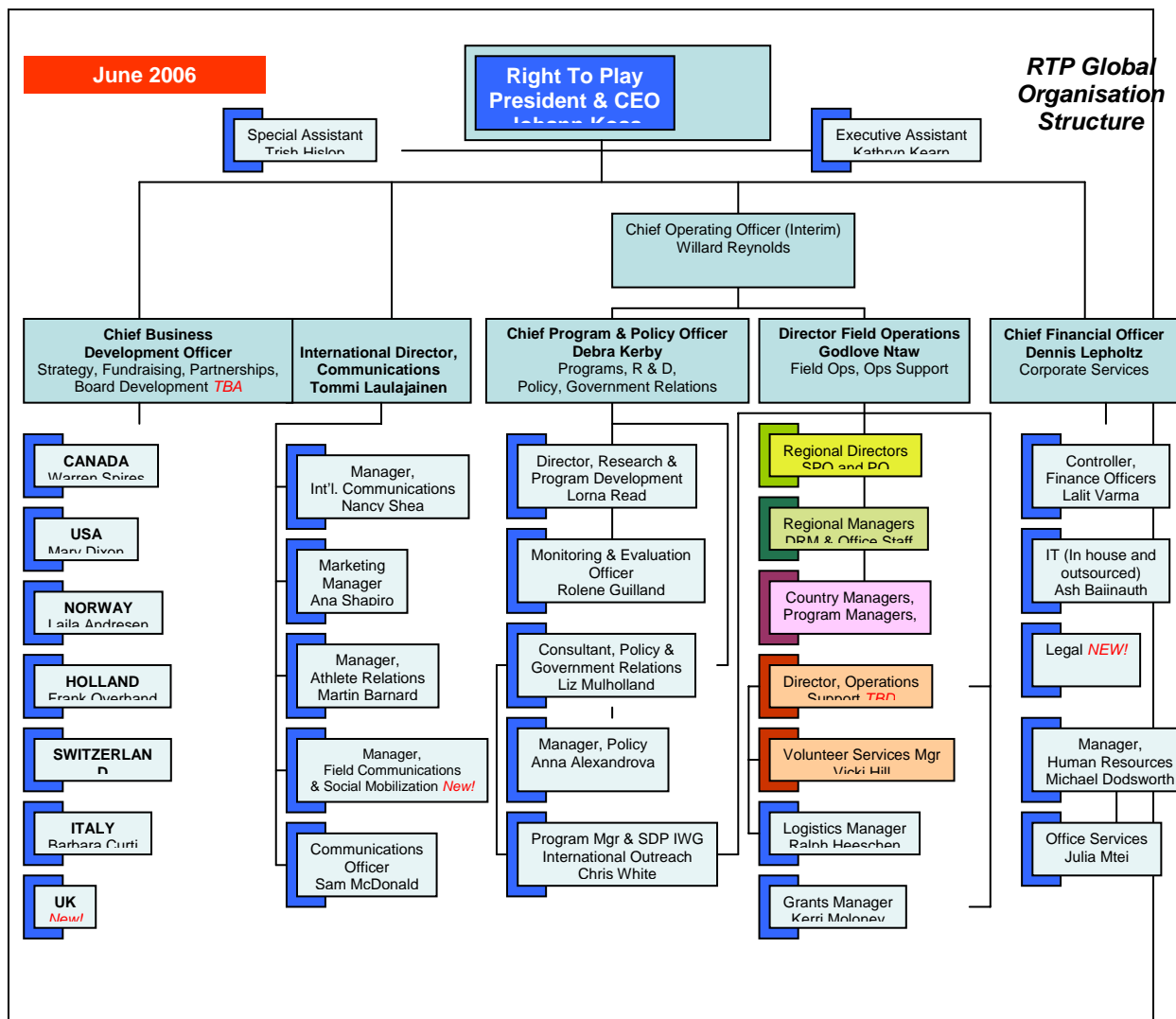
The headquarters of RTP is situated in Toronto, Canada. The number of staff at the headquarters is 41. In addition, there are seven “National Offices”, located in Canada, Norway, The Netherlands, Switzerland, Italy, the UK, and the US. These offices work under the Chief Business Development Officer at the headquarters, who is in charge of strategy, fundraising, partnerships and the development of the International Board of Directors and National Boards of Directors (see RTP Global Organisation Structure below). Around 60 percent of the RTP staff are women.

Right to Play is in the process of decentralisation of the field operations. At the moment, Regional Field Offices are being set up in Africa (Accra, Ghana to cover West and Francophone Africa; and Kampala, Uganda to cover East and Southern Africa) Asia (Bangkok, Thailand) and the Middle East (Dubai, UAE) (see Figure 1). Each office is led by a Regional Manager who works under one of the Regional Directors at the HQ, who in turn operate under the Director of Field Operations. At the level between Project Teams in the field and the Regional Field Office teams, there are either Country Managers (as in the case of Tanzania) or Project Team Leaders/Project Managers. The overall decentralisation plan entails a downsizing of the field operations staff at HQ as the Regional Field Officers solidify their capacity and ability to manage operations. The HQ staff will then move towards a supportive role in respect of programme development, financial administration, contract administration, monitoring and evaluation, and so on. It is the opinion of RTP that a strengthening of the regional offices in the South requires people at HQ to coordinate, maintain control and manage the basic holistic questions, undertake quality assurance control, and lead the vision, mission and values of the organisation.

RTP has an International Board of Directors (IBOD) with eleven members, who work in one of the following four committees: Audit and Finance, Governance and Nomination, Management Coaching, and Development committee. Johann Olav Koss is the President and CEO of the organisation and the Secretary of the IBOD.



Figure 1. Organisational structure



Source: RTP (2006)

### 2.3.1 The Norwegian Office

The Norwegian National Office was opened in 2002. The office has two employees. Laila Andresen, who is Director for the Nordic Countries, has worked at the office since its opening. She has previously worked for Skøyteforbundet (The Norwegian Skating Association) and therefore knows Johann Olav Koss well. Gro Eide, who is Director of Communications & Marketing for the Nordic Countries, was hired in late 2004. The mandate of the Norwegian office is the following:

- Fundraising from the Norwegian Government and from the private sector
- Allocation of funds for projects and follow-up on information and communication around these projects
- Facilitating awareness raising
- Recruitment of new RTP Ambassadors
- Being a contact point between Norway and the headquarters
- Recruiting volunteers for the field
- Organising Right To Play events and events in cooperation with others

With the new field decentralisation, with regional offices in RTP, the Norwegian office will have closer contact with the regions and fields – in particular projects that have Norwegian funding. Andresen has visited RTP projects in Palestine (several times, most recently in November 2005), Pakistan (May 2005), Tanzania (2004, 2006), Uganda (2003), and Zambia. Andresen's main contact person at the HQ is Lorna Read, Director of Research and Programme Development, with whom she has a close collaboration.

Staff at headquarters say that they would appreciate more contact with Norwegian Ambassadors/Norwegian embassies in the countries where RTP has Norwegian-funded projects. In the case of Pakistan, the Norwegian ambassador had some knowledge of RTP's projects and their implementing partner, Insan, and expressed interest in a closer follow-up. In Tanzania, the embassy has little or no knowledge of RTP programmes and activities. It appears that neither of the parties (RTP or the Norwegian Embassy) have sought contact with each other or invited each other to meetings or functions.

A new project is often initiated after a request from UNHCR or other UN organisations to RTP. The HQ discusses possible funding for the project. The Norwegian office then receives a draft proposal, and goes through it to see if it is in line with Norwegian priorities and policies. Similarly, project reports first go to the HQ, which then sends them to the Norwegian office for a review of the correspondence between the original application and its goals, and the reported results. A recent example of this process is a planned project in the tsunami affected areas of Sri Lanka. UNICEF contacted RTP, and the application is now with the MFA.

In some cases, the fact that communication goes via Toronto means that the Norwegian office misses out on important information about Norwegian-funded projects. For example, the Norwegian office was not aware that RTP's collaboration with a local NGO in Dar es Salaam, EMIMA, had come to a stop. The HQ was informed about this, but did not pass on the information to the Norwegian office. The Director of EMIMA lives in Norway and EMIMA has close collaboration with Norwegian People's Aid in Dar es Salaam. It is therefore particularly important that the Norwegian office has correct information about the level of cooperation that RTP Dar es Salaam has with this organisation.

The Norwegian office is not directly involved in the recruitment of International Volunteers because the applications go electronically to the HQ but it assists in outreach to prospective Norwegian PCs. Altogether, four Norwegians have worked as volunteer Project Coordinators in the field (Palestine and Rwanda). Andresen would have liked to see more Norwegian volunteers in the field, but competition is strong. A former Norwegian PC said that Andresen had been very supportive in the process.

RTP Norway has not collaborated extensively with other Norwegian humanitarian organisations that are active in countries where RTP has Norwegian funded projects. The Norwegian Office has good communications with Unicef-Norway and has been in dialogue with Flyktninghjelpen (Norwegian Refugee Council) and Red Cross in order to begin a process of more formal cooperation. In the case of Dar es Salaam, there are many Norwegian organisations that could have shared their experience with RTP and perhaps helped in the process of finding new partners.

#### Networks in Norway

RTP's main partner in Norway is Norges Idrettsforbund (NIF, Norwegian Olympic Committee and Confederation of Sports). NIF appreciates what RTP does and welcomes an expansion of the milieu in sports and development since it is not very large in Norway. NIF's international section has four

employees. One of them is responsible for NIF's collaboration with *Fredskorpset* (Norwegian Volunteer Service). One important difference between RTP volunteers and NIF volunteers funded by *Fredskorpset* is that the former are 'seniors', in charge of local project implementation, while the latter come in as 'juniors' to support established local organisations rather than to start or lead them. The present Norwegian RTP PC in Rwanda has formerly worked on a *Fredskorpset* contract for NIF in Namibia.

NIF collaborates with Idrettshøgskolen (The Norwegian University for Sport and Physical Education) in the organisation of a course on Sports, Culture and Development, and has developed educational materials which it is more than willing to share with RTP. RTP staff have attended the course and have informed attendees about Right To Play.

In 2003, NIF and RTP signed a MoU for the period 2003 to 2007. The MoU states that the two organisations have a mutual desire to work together in development co-operation, and that they "wish to be partners in the good cause, and not competitors in the same or similar fields in Norway" (NIF and RTP 2003:1). Specifically, RTP (then Olympic Aid) will recruit its volunteers in partnership with NIF, and not in competition with the Norwegian Volunteer programme (ibid. 2). The agreement also states that the two organisations shall acknowledge the partnership on their home pages, place each others' logos on their websites, and provide links to the partner's website (neither of the parties do this at present). The two organisations will mutually invite each other to relevant forums and conferences. The agreement is to be discussed and evaluated annually. The two partners admit that this could have been a more active agreement but they have been working together from case to case. One example is the organisation of a large conference, The Next Step, in Zambia last year. However, the parties have recently drafted a new MoU, to be signed before the end of June 2006. Since UNICEF, RTP, NIF, and the Kicking Aids Out Network will arrange the annual Norwegian Television Campaign next year, there will be more collaboration than has been the case over previous years.

### 2.3.2 Athlete Ambassadors

The active use of well-known athletes is a trademark of RTP. There are two major policies connected to athlete ambassadors:

- i) Athlete ambassadors in the West function as role models in their home countries and spur people/corporations to donate more money.
- ii) Athlete ambassadors in the South are used for mobilising people for vaccination campaigns and so on.

At the moment, 51 Norwegian athletes are ambassadors for RTP. It is the opinion of the Norwegian office that the extra donations generated from their involvement far outweigh the costs of having athlete ambassadors. Bringing a famous Norwegian athlete to a meeting with a private firm has proved very effective, and in one case a corporation donated NOK 500,000 after a meeting of this kind. One of the Norwegian organisations working within the field of sports and development is sceptical about the RTP's use of athlete ambassadors, saying that they question the athletes' real motivations. The issue is whether the ambassadors genuinely care for the case, or whether they do this to improve their own image and 'market' value (a parallel to the debate on Corporate Social Responsibility).

A number of RTP's American and Canadian donors are wealthy individuals. To them, the fact that RTP is "athlete driven" is a very positive factor. While it may be conducive for funding purposes to send famous athletes from the West to RTP project locations in the South for a brief visit, the team is more doubtful that the visits in themselves are meaningful enough to the beneficiaries to support

the costs. On the basis of our long-term engagement with Tanzania and discussions with former PCs, it is our impression that local athlete ambassadors would probably have a much greater effect in terms of identification and inspiration for local children and youth than foreign athletes. RTP cites the participation of Zambian soccer star Kalugha Bwalya in a measles campaign as particularly successful.

While athletes from the West may not play an immediate role in the project locations during their visits, the visits do have an effect on the athletes themselves, particularly on individuals who have limited experience with deprived communities. None of the three Athlete Ambassadors interviewed for this study, Even Wetten (speed skater), Gøril Snorroeggen (handball, National Team), and Marit Breivik, (coach for the Women's National Handball Team), has visited RTP projects. Wetten responded positively to the invitation to become Athlete Ambassador because he shares RTP's values and wants to improve the lives of people who live under difficult circumstances. Snorroeggen, whose team agreed to join RTP in unison, says that their position as role models may be important to winning new support for RTP and the values they stand for among Norwegians. Breivik underlined the importance for top athletes to have basic human values in mind. She said that as team players they are used to supporting each other, and that the same way of thinking is needed in relation to poor and vulnerable children and youth. Athlete Ambassadors may play an important role in mobilising parts of the Norwegian community who are otherwise not engaged in development issues. It is important, however, to lift this engagement from the "charity" level to a more profound understanding of the challenges that development work entails.

### 2.3.3 International volunteers versus local organisations/staff

Right to Play has a very varied portfolio in terms of geographic location, length of involvement, and collaboration with local partners. The case studies conducted for this study, Tanzania and Pakistan, appear to represent the far extremes when it comes to the degree of use of international volunteers as opposed to local staff/local partners.

The country office in Dar es Salaam has only expatriate professional staff. The office has a Country Manager, a Communication Coordinator, and two Project Coordinators. The only Tanzanians working for the office are two drivers. One of the drivers has taken a computer course in his private time and has started doing some office work for the organisation. RTP Dar es Salaam has been trying to hire a Tanzanian secretary for some time, but has not been able to find someone with the required qualifications (knowledge of NGO laws and regulations, immigration procedures, and so on). Furthermore, in the refugee camps the organisation works through foreign PCs and has no local staff.

In Pakistan, in contrast, due to ongoing security reasons, RTP has employed an 'Implementing partner model' where a local NGO, Insan Foundation, manages the programme and hires coaches to conduct RTP activities.

The Twinned School Project arranged by the Peres Center in Tel-Aviv represents yet another model. The budget for the project includes a post for "Coaches' Salaries" (\$ 26 500, the highest budget post and about a third of the total budget), and so does the Twinned Peace Kindergartens project. RTP decided not to continue with this project because the cost per child was too high, and the project itself therefore too expensive and unsustainable. In Rwanda, the professional staff now consists of four international volunteers and three nationals. The Norwegian PC who works there says that this arrangement works very well.

## 2.4 Capacity and Technical Competence

### 2.4.1 Procedures and quality systems for organisation management

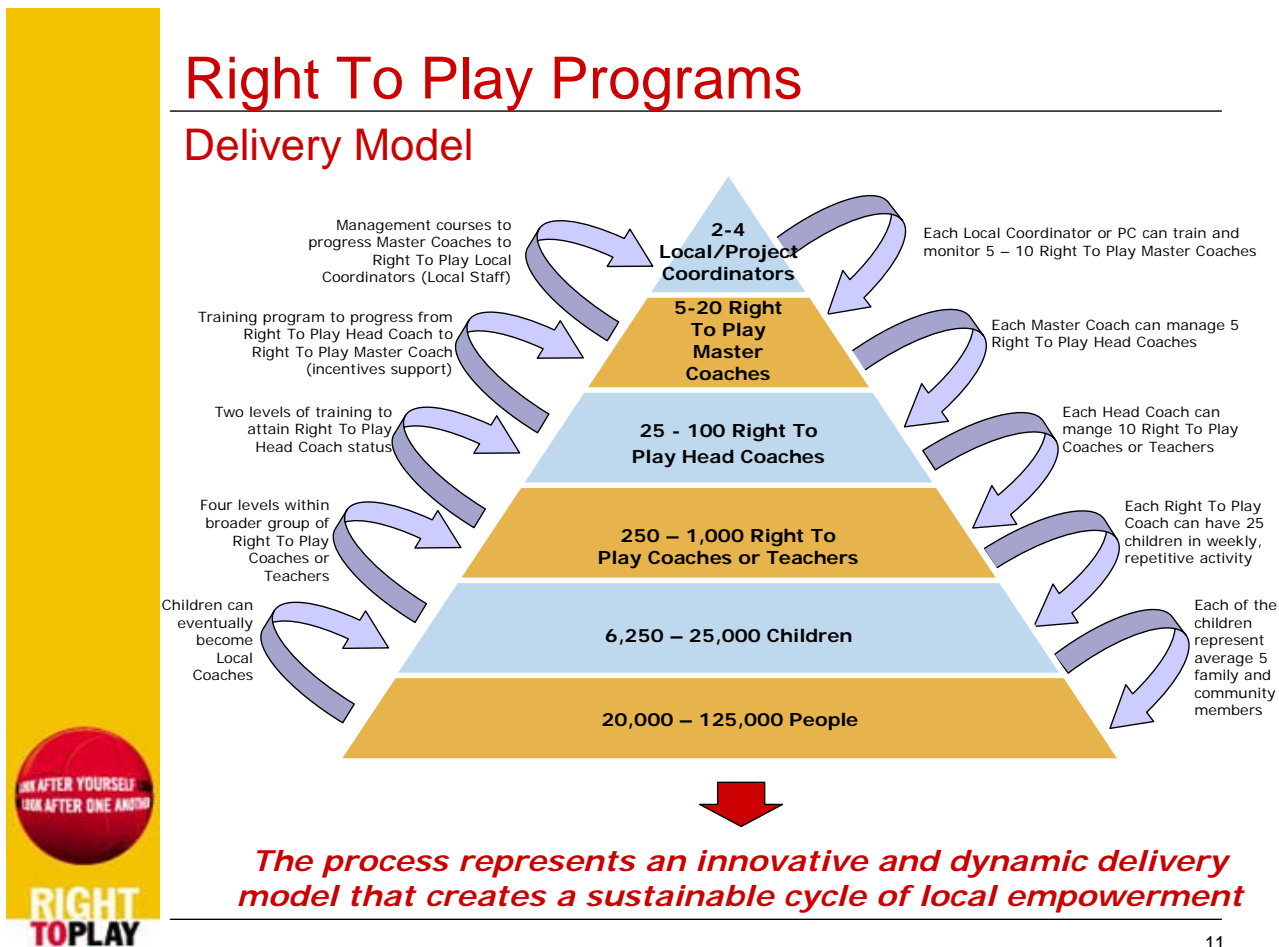
RTP's strategic plan for 2006-2008 says that "due to rapid growth, not enough attention has been paid to how resources and materials are being modified in the field – from operations to training to partnership guidelines" (RTP 2005). A key initiative of 2006 will be to standardise process, systems and materials. Our case studies in Tanzania and Pakistan confirm that very different methods are being used in these two countries. Until 2005, logistics management rested on volunteers (RTP 2005:4). In 2007, an implementation strategy for the coach pyramid model will be developed (see Figure 2). Pilot tests will be done, followed by revisions. In 2008, RTP expects to implement the model across projects (RTP 2005:4). A very positive aspect of the Coach Pyramid is that it is cost effective, and if successful, provides capacity building by use of local resources, reaching a large number of beneficiaries. A challenge in many locations, however, will be to what degree coaches are willing to volunteer.

RTP also plans to test, in 2006, a model called "Blended PC", where one international and one local PC work together. The model is planned to be rolled out in 2008 (RTP 2005:7). In our view, this will be a major improvement in RTP programmes. In Rwanda, this system has functioned for a couple years – as a natural development rather than something that has been planned from the HQ. When some of the international volunteers have left, they have been replaced by local, well-educated people, who work in teams with the international PCs. The Norwegian PC in Kigali said that she preferred this model, since her partner knew the local language and culture.

#### Risk analysis

RTP performs risk analysis of human, technical and financial resources. For every project, a Risk Management Strategy is worked out. The strategy lists 11 risks, and suggests a strategy to handle each of them. Examples are: "Lack of volunteer culture jeopardises sustainable participation in RTP project", "Internal conflict within community groups", and "Breakdown of RTP relationship with implementing partner" (RTP 2006:6).

Figure 2. The Coach Pyramid



Source: RTP (RTP 2006:11)

### 2.6.2 Financial management

The Finance Unit in Toronto gives the impression of being very professional, and the accounting system is very transparent. According to the HQ, RTP has a strict policy on using money in accordance with the budgets delivered. Despite good intentions, however, Norad has noted that budgets are often changed in the financial report on actual expenses. HQ informs us that in 2005, Right To Play made significant efforts to improve the accuracy of the project budgets in order to avoid potential over/underspending during grant periods. However, they argue that situations arise when budget variances are inevitable. Improvements in the internal financial tracking system have allowed RTP to anticipate these potential variances at an earlier stage in the grant period than before, allowing RTP to inform donors and suggest how the over/underspending can be managed within the terms of the grant agreement.

RTP states, as an example, that in June 2005, the organisation received approval from Norad to reallocate funds originally budgeted for an Athlete Forum towards the purchase of a project vehicle in Tanzania. Similarly, in November 2005, RTP received approval from Norad to allocate the

unspent balance of a 2003 grant (NOK 613,551) towards 2005 project expenditure. Both of these situations led to a variance in the budget originally agreed upon in the 2005 grant agreement with Norad. Other budget variances were less significant and therefore RTP did not seek prior approval from Norad but did provide an explanation in the 2005 Financial Report's "Notes to Significant Budget Variances" section.

In a recent letter RTP received from Norad (dated June 21, 2006), Norad indicated that variances between budgeted and actual expenditure in 2005 were either previously approved or explained in the financial narrative and therefore Norad confirmed that the 2005 contract was fulfilled by RTP. Right To Play HQ is determined to build on the progress that has been made towards improving both the project budgets and its communication to donors of any significant changes to budgets throughout the granting period.

Financial management will be decentralised and HQ has started teaching the regional offices the system that is presently being used at HQ. The Finance Unit argues that it would be easier to develop RTP, and that operational efficiency would be better, if funding could be expanded from one year at a time to at least 3-5 years at a time. The Strategic Plan of the organisation is based on 3 years' expectation of funding.

#### Cost effectiveness

The team has found that the cost effectiveness of programmes and cost sharing between HQ and the fields appears to be good. The budget for Tanzania that *SportWorks* Kibondo submitted to the Royal Norwegian Ministry of Foreign Affairs on 30 May 2006 can serve as an example. From the total budget HQ will get 17%, PCs 31.4 %, country costs are 46.1% and overheads 5%. The budgets seem to be carefully worked, with no over-estimation. From our observations, the financial unit of RTP represents quality and transparency. The salary level at HQ is similar to the salary level of other NGOs in Canada (lower than that of the private and government sectors).<sup>1</sup>

### 2.6.3 Performance Planning & Reviewing

#### Employees

RTP has developed a detailed Performance Planning & Review system for their employees (or team members). Within one month of hire, and then in January every year, employees are obliged to provide a Performance Plan. After they have worked for the organisation for three months, and at the end of every calendar year, employees fill in a self-assessment form where they are asked to rate their achievements according to a scale (Performance Planning & Review Form). The form includes a rubric where the employee can give feedback to the manager as well. The employee is asked to name 2-4 colleagues/external contacts who will be contacted by the manager for performance feedback (RTP 2005:5). On the basis of the above information, the manager uses a 'rating scale' to assess how well the person has performed (5 ladder scale from Unsatisfactory to Outstanding Achievement). Until now, only senior staff have used the form. In 2005, a pilot test on PCs was done in Tanzania, and from 2007, the Performance Planning & Review Form will be used by all PCs. The team is impressed by RTP's sincerity in staff development and monitoring. However, as with all self-evaluation exercises, there is a danger that above average self-confident people will overrate their own performance, while more modest staff members may do the opposite. Local partners are not invited to take part in the review, and this is a weakness, in our view.

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<sup>1</sup> The Deputy Regional Manager in Kampala is paid US\$ 36 000 per year (no tax, free housing).



Right to Play has also designed a Balanced Scorecard for the organisation as such (RTP 2006). The matrix sums up achievements in regard to 13 major objectives. The Balanced Scorecard has been taken into use this year, and will be followed up each year from now. The vision of the HQ is that it will help develop and improve leadership style and commitment.

### Volunteers

Persons interested in becoming an international volunteer for RTP apply electronically to the RTP Headquarters. Until now, approximately one out of three applicants has been successful, and half of the organisation's volunteers are from Canada. RTP experiences increasing interest from volunteers, and, at the moment, RTP has around 400 applicants, of whom 47 will be selected. The majority of applicants are from North America and Europe, but there are also some from regions where RTP is running projects. To date, these applicants have not been able to participate in the RTP training course, which is held in Canada due to Canadian government visa regulations. The wish to include applicants from countries where RTP has projects is a large part of the reason for looking towards training taking place in the regions.

The recruitment process involves written applications and two telephone interviews. After the intake, the volunteers get a 10-day field-based training course in Toronto. Some of the PCs whom we talked to, who had been trained in 2004, said that the course that they attended had too few practical exercises. They had not seen the modules they learned being used with children before they came to the field and were to implement the modules themselves. Since then, however, the training course has changed significantly, in particular to include more practical exercises. A PC who attended the course in January 2005, however, said that she would have appreciated even more practical exercises. Another change that has been made in recent years is to recruit older volunteers. The PCs whom we met in Tanzania were between 25 and 30 years old.

RTP HQ says that 95% of volunteers that they have hired have been a success. This is the impression of the team as well – all the RTP volunteers whom we met were well educated, sincere and dedicated. One of RTP's former partners in Dar es Salaam, however, complained that RTP volunteers were behaving unprofessionally and lacked training. It turned out that a generalised statement was made on the basis of one individual PC. The contract with this PC was terminated by RTP after three months. This particular PC had not attended the training course in Toronto, as he was not able to get a visa. RTP says that it has learned from this that if individuals are not able to attend the course, then their success in the field is unlikely.

Volunteers can not choose where they want to be located, but are asked to list their priorities. The impression of the PCs themselves is that many get their first choice accepted. The relationship between Project Coordinators (PCs) and Communication Coordinators (CCs) on the one hand, and RTP on the other, are outlined in the Field Operations Handbook. The handbook outlines the parties' roles and responsibilities, as well as in-field practices. The Handbook emphasises that PCs are to function as role models, and that they are the "catalysts for the development of sport and play within the community" in which they work (RTP 2005:3). Volunteers are urged to respect participants, and told to behave and dress in accordance with 'typical local expectations' (ibid:4). Before going to the field, volunteers receive a Cultural Profile for the area to which they are going. Sexual relationships with project beneficiaries are prohibited (ibid:6). This is a good measure to avoid favouritism in exchange for sex, and coaches should sign codes of conduct that imply acceptance of the same regulations.

Volunteers are paid an honorarium of US\$ 8000 per 12 months (\$667 per month). PCs we talked to said that the level of honorarium was satisfactory – enough for their living expenses and local holidays. RTP covers (modest) housing and project-related costs like transport (RTP does not cover

television, satellite connection, or housekeeping services). In cases where the project has a vehicle, PCs are not allowed to use it for personal purposes. Before taking holidays (20 business days in total for a 12-month period), PCs must have authorisation from their Programme Officer or Country Manager.

RTP offers to pay up to US\$ 500 for language training if “the PC or CC already has an adequate level of comprehension in the language in which they are seeking training”, or “the PC or CC has committed to a term of one year” (ibid:10). None of the PCs or CCs whom we met had been offered language training and they regretted this very much. The Country Manager in Tanzania and one of the PCs had learned Swahili by their own efforts, but the others could only communicate with people in English or through translators. According to the HQ, PCs are entitled to language training and Tanzania, where this has not been offered, is a special case. A PC stationed in Rwanda confirms that RTP has offered her lessons in French throughout her stay.

Upon hire, Project Coordinators and Communication Coordinators sign a Contract of Services (17 pages) which specifies their obligations and rights during the project period. One of the main responsibilities of the PCs, according to the contract, is to “build individual and organisational capacity” (RTP 2005:13). Until the end of 2003, PCs stayed in the field for 6 months only. This has been changed, and from the beginning of 2004, PCs stay for at least one year, which is a great improvement. PCs work in teams of two, and there is a two-week overlap with new PCs. Some PCs said that the high turnover was a challenge, or even a weakness, of the RTP set up. “It sets things back for a while” as one of them put it. In Tanzania, a number of government institutions and organisations reacted against the lack of continuity in RTP projects, since the turnover of personnel has been so high. A PC who worked in the Palestinian territories under the old 6-month system said that the beneficiaries were worried when they left and very curious as to how the new team would function.

The volunteers sign contracts for one year, with the option of a second year. Increasingly, volunteers choose to apply for a second year (either continuing at the same project or getting a transfer to another RTP project).

PCs are required to write an “End of Placement Report”. The report format’s main sections are:

- Project Progress towards Results
- Programme Effectiveness
- Training and Preparation
- Relationship with Right to Play
- Personal Experience
- Future with RTP
- Other Comments

The End of Placement report, which the team has reviewed (Kasulu August 2005), proves to be very informative (Mahar 2005).

There is no requirement that volunteers should do something related to their experience when they are back home, such as visiting schools or visiting private sector groups which fund projects, but one of the former Norwegian PCs has continued to volunteer for RTP Norway in such work. RTP HQ has established an RTP Alumni network where the PCs are asked on a volunteer basis to help national offices in promoting the work they did in the field, as well as attending events, undertaking speaking engagements, attending university clubs, and helping out with the training of new PCs and the recruitment of new volunteers.

RTP has decided to recruit more volunteers from non-Western countries, and to conduct training (including language training) regionally. The team supports this decision, since it will improve sustainability, be more cost effective, and volunteers will have a greater chance of doing practical exercises with local children before they travel to their specific project locations.

## 2.5 Partnership

### 2.5.1 Collaboration agreements with UN bodies and other international actors

In cases where a UN agency invites RTP to work in a particular context, UN agencies tend to be RTP's first partners. In countries where RTP is not yet a registered NGO, the organisation may work directly under the UN. RTP has MoUs with UNHCR, UNDP, and UNICEF at international level. In addition, they have agreements for specific areas. One example is the project cooperation agreement between RTP and UNDP's Programme of Assistance to the Palestinian People (RTP and UNDP 2005).

UNHCR (United Nations High Commissioner for Refugees)

RTP has a MoU with UNHCR of June 2003 (UNHCR and RTP 2003). According to the agreement, UNHCR will provide transport and equipment to RTP Project Coordinators, and the PCs will be included in security measures. The MoU states that specific arrangements are to be made at each location, and contact and collaboration between RTP and UNHCR varies from country to country. In Thailand, RTP uses a donated UNHCR vehicle. In some of the other locations however, the staff at local UNHCR offices feel that they do not have enough resources to fulfil expectations, and some of the PCs we talked to said that they felt that they were a "burden" to UNHCR. PCs in Tanzania and the Palestinian territories experienced that they could not visit the camps as often as they would like to, since there were transport limitations. In the case of Lugufu refugee camp in Tanzania, the problem was solved by RTP buying a second-hand project car. The PCs felt that they could do their work much more effectively when they were provided with their own car. In the Palestinian case, this was apparently not an option, since the PCs needed a UN-registered car for security reasons.

The MoU between UNHCR and RTP is still valid, but at the moment, there is no institutionalised contact between UNHCR and RTP in Kigoma/Lugufu, and RTP does not attend UNHCR meetings.<sup>2</sup> The UNHCR office said that it appreciated RTP activities, but that it had very little knowledge of the way the project was organised,<sup>3</sup> and expressed interest in closer collaboration.

RTP submits quarterly updates to UNHCR on all its projects with refugee populations. The project overviews, in matrix form and sorted by geographical location, provide a very comprehensive overview of the following: type of programme, names of Project Coordinators/implementing partner/RTP staff, sponsor, and a brief update on activities.

UNICEF (United Nations Children's Fund)

The MoU between UNICEF and RTP was signed in 2003. The agreement says that the two partners will develop an annual Activity Plan for each year (UNICEF and RTP 2003). RTP submits

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<sup>2</sup> Interviews with UNHCR offices in Lugufu and Kigoma.

<sup>3</sup> For example, UNHCR did not know that RTP coaches and master trainers do not get incentives.

quarterly reports to UNICEF on all its SportWorks, community based programmes, and SportHealth. The matrix used is less detailed compared to the one sent to UNHCR, but includes location, programme type, and a section on collaboration with UNICEF locally during the reporting time. As with UNHCR, actual collaboration with UNICEF is negotiated in the field. In the case of Tanzania, there is presently no collaboration between the UNICEF office in Dar es Salaam and the RTP Country Office. This is unfortunate, particularly because UNICEF currently runs a nationwide peer coach programme in collaboration with the Ministry of Sports.

UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East)

As with the MoU with UNHCR, this agreement states that the UN body will provide RTP with office space and equipment (UNRWA and RTP 2003). In addition, the MoU also sets up an arrangement where RTP pays a lump sum to UNRWA for procuring cars, obtaining licences, and ensuring maintenance. The cars will be owned by UNRWA, but RTP will have unlimited access to them.

International Olympic Committee

This MoU states (December 2002) that “the IOC will continue to develop its own initiatives in favour of human development” but that the organisation will be supportive of RTP and wishes to continue the collaboration. RTP will not, according to this agreement, use the word ‘Olympic’ or the Olympic symbol in the future. RTP has access to the Olympic Games, hosting a roundtable discussion on Sport for Development and Peace, recruitment of Athlete Ambassadors, fund-raising activities and meetings with top sponsors of the IOC. RTP can also host VIP visits at the games at the cost of the VIPs. This agreement has managed to escalate private support to RTP through its Athletes Ambassadors, such as Joey Cheek’s announcement of his Gold Medal bonus donation to Right To Play.<sup>4</sup>

The International Paralympic Committee

The main objective of this partnership agreement (November 2004), is “to build a partnership between IPC and RTP that includes the involvement of Paralympic athletes in RTP activities” (IPC and RTP 2004:2). RTP Paralympic Athletes are asked to give out information about IPC during their RTP activities, and to “provide inspiration and empowerment for people with and without disability” (ibid.).

## 2.5.2 International Working Group (SDP IWG)

“The Sport for Development and Peace International Working Group (SDP IWG) was established in 2004 to articulate and promote the adoption of policy recommendations for the integration of sport and physical activity into national development and foreign assistance strategies and programs. It comprises representatives of governments, the United Nations and civil society, and Right to Play as the Secretariat” (IWG 2006:ii).

The idea for this working group was conceived by RTP after the organisation had hosted the first Round Table Meeting on Sport for Development and Peace. In the beginning, governmental funding for RTP as a secretariat was provided by Canada, Norway and Switzerland. Austria became a donor in 2006. The group includes representatives of governments (16), the United Nations, and civil society organisations. Three staff members at the RTP HQ work for SDP IWG. The Secretariat has increased its capacity, and is now functioning well, according to the Norwegian representatives. Its

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<sup>4</sup> This donation created about 750 million media impressions around the world (source: RTP HQ).

start, however, was characterised by delays and a changing of concept, and it was not easy for donors to follow the development of IWG in terms of new members and project concept. During its first year, the IWG functioned more as a forum than a working group. A willingness to be pragmatic helped the group develop a work plan. During 2006, things have improved further, there is better contact with the representatives from the governments, and the group looks forward to the report they are going to deliver at the Olympic Games in Beijing in 2008. The Norwegian representatives see RTP as a very good coordinating mechanism for IWG, and RTP has as a goal ensuring that dialogue between the various representatives in the group will be continued.

In June 2005, RTP signed a three-year agreement with UNDP to facilitate work with SDP IWG. The MoU states that the two organisations will build on UNDP's networks at the level of central government, to "facilitate inclusion of sport for development in national programs and policies" (UNDP and RTP 2005). The goal is to mainstream sport into existing activities, programmes and projects.

The role of UNDP is to:

- Participate in the Executive Committee of SDP IWG
- Chair the Executive Committee of SDP IWG
- Participate in the Bureau for SDP IWG (senior policy analyst level members of the Executive Committee)

According to the Concept Paper (2005) the goal of the first report was to gather "best practices" and explore which qualities of sport and physical education activities are useful for development, peace and recreation programmes. This was in line with Norway's own priorities in terms of developing the necessary documentation to improve Norway's sport for development and peace programmes. The Norwegian representatives, in particular, wanted more documentation on "lessons learned" from sport for development programmes that had been scaled up from projects in a limited area to nationwide programmes. However, the majority of SDP IWG members decided at the NY meeting in 2005 to change the project concept and focus on different policies at government level.

The Norwegian representatives followed the development of the report closely and express their satisfaction with both the secretariat's efforts and the final report *Sport for Development and Peace – From Practice to Policy*, RTP 2006. It contains important information on how different donor and recipient governments organise sport for development and peace activities and programmes.

Its main recommendation is for countries to develop a strategy for the promotion of sport for development and peace. Norway, having launched the *Strategy for Norway's culture and sports co-operation with countries in the South* in 2005, already meets this goal of IWG. Since the strategy is already in place, the work of IWG will perhaps not influence Norwegian efforts in the area of sport for development significantly, but IWG remains important for promoting sport as a tool in development and peace programmes in general.

The Norwegian representatives argue that since harmonisation between donors and concentration on fewer issues has been on the international development agenda, it is difficult to promote new efforts like sport for development and peace. IWG, therefore, needs more representatives from government agencies who are actually engaged in development assistance to be able to promote sport for development and peace.

Challenges for SDP IWG are:

- To engage more government representatives who have development assistance as their area of responsibility, including embassies
- To avoid IWG becoming an arena primarily for dialogue and talk, but with few practical consequences

- Acquire scientific documentation on the results of using Sport for Development and Peace
- Encourage the receiving countries to give priority to Sport for Development and Peace in their own political systems

Tanzania and Sierra Leone are among the countries that have recently put sport for development on the agenda. In Tanzania, the Principal Sports Officer's engagement with SPD IWG resulted in a speech on the importance of sport which former President Mkapa gave in his monthly "Speech to the Nation" in July 2005.

### 2.5.3 Collaboration with local partners

Increasingly, when RTP establishes itself in a new area, it invites local NGOs and other organisations to a workshop in order to get to know each other and to get confidence. Some of our informants from other Norwegian organisations working within sport and development argue that, until now, RTP has not been very good at this strategy. In their view, RTP has had a tendency to come to the field with its own project design rather than looking at what is actually there in terms of sports activities and local organisations. It is hard for the team to validate this criticism, but in the case of Tanzania, we agree that the criticism is reasonable. RTP argues that this represents a significant area of learning for RTP over the last couple of years as the organisation increasingly works through partnerships at all stages of a project.

In order to assess potential partners in a systematic way, RTP has developed Partnership Guidelines (draft, 12 pages), to be used by RTP International HQ staff as well as in-field personnel: "Partnership in this case refers to a range of relationships, from collaboration on a training initiative to working in a formalised partnership with shared resources, financial and personnel" (RTP 2006:1). The guidelines cover the following areas:

- Initiation of Partnership (name of project, who initiated contact and so on)
- Description of Partner Organisation (goals, history, partners, funding)
- Partner Criteria Assessment (consonance with RTP values, administration and so on)
- RTP and Partner Collaboration (area, time frame, goals, management, sustainability)
- Formal Partner Agreements (MoU)
- Maintaining Partnerships (including ending partnerships)

The guidelines are clearly helpful in assessing potential partners. The matrix on Partnership Selection Criteria, however, is very detailed, and includes columns where the assessor is asked to indicate if he/she has seen or not seen evidence that fits the criteria, such as "commitment to child development", "is funds management transparent", "what percentage of transactions are made by cheque", "What is the current per project average overhead percentage of the organization" etc. (RTP 2006:71). There is a danger that this detailed assessment may scare away potential partners, or that grassroots organisations that could have functioned well are not considered for partnership because they do not fulfil the requirements.

If potential partners are to fulfil all or most of the criteria, there is little doubt that RTP can only work with well established NGOs. RTP's present partner in Dar es Salaam, African Youth for Development Foundation (AFDY), satisfies only a few of the criteria, and would probably not have been selected if the criteria had been followed strictly. This is certainly a dilemma for RTP and other organisations which want to work through partners in the South. In most countries, there are in fact a limited number of well established organisations that would fulfil all the listed criteria. Since many donors and international organisations are looking for collaboration with this kind of NGO, the efficiently functioning NGOs tend to get more offers than they can handle/accept. They

are also in a position to negotiate, and may refuse partnerships where they are expected to volunteer. In the case of Tanzania, there are a number of efficiently functioning and relatively well funded national NGOs (TAMWA, TGNP, TLA, Haki Elimu, Kuleana). The problem for an organisation like RTP, however, is that these organisations tend to focus on advocacy rather than practical work, and that only a couple of them have a child focus (RTP does not cooperate with any of the above-mentioned Tanzanian NGOs today).

## 2.6 Evaluation and Learning

RTP has clear policies on learning from practice. In their Project Reports, PCs are asked to suggest recommendations, and the Field Operations Handbook is to be “regularly updated on the basis of lessons learned” (RTP 2005:1). However, RTP personnel in the field said that, in spite of such measures, there were examples of issues that had been raised on the ground/in the field and consequently been reported, but which had not reached the higher levels of the organisation, or had been greatly ‘modified’ on their way up through the system.

### Routines for monitoring – local partners

Local partners/coaches in refugee camps are asked to submit weekly monitoring forms to report on the number of children/youth who have attended the activities, their sex, and the number of beneficiaries with disabilities. The forms have recently been changed. The team will come back to coaches’ reactions to the monitoring forms later. In addition to the coaches’ monitoring forms, PCs will visit schools/organisations/refugee camps on a regular basis to observe their activities.

Local Service Providers that receive direct funding (e.g. Insan Foundation and, formerly, Peres Center for Peace) sign MoUs where they agree to provide quarterly narrative and financial progress reports according to the RTP format, as well as monthly informal reports. The organisations also submit annual audited reports. Following the expiration of the contract, a final narrative and financial report should be submitted.

### Project reporting

Project Coordinators are obliged to submit Monthly Project Reports (4-9 pages). The format of the reports has changed, but the most recent version has the following sections:

- Summary
- Country Context
- Major Qualitative Accomplishments
- Quantitative Accomplishment (matrix, including information on number of coaches, sports facilities, number of children reached)
- Challenges Faced
- Successes
- Solutions/recommendations to improve challenges
- Lessons Learned

The three monthly reports that have been reviewed by the team, Ramallah July 2005, Dar es Salaam November 2005, and Kasulu January 2006 (Judd, Gerardi et al. 2005; RTP 2005; RTP 2006), all appear to give a professional, accurate, and honest report of the situation.

PCs are implementers of RTP programmes locally; they are not expected to conduct planning meetings with higher level policy makers. Since the system of Regional Offices is new, to date the



majority of the planning meetings with stakeholders in the field have been conducted by programme staff from the headquarters. The supervisory visit of Andrew Scanlan (Senior Program Officer, Africa II) to Uganda in May 2005 (14 days), for example, included meetings with local authorities, the Norwegian Embassy, Red Cross Volunteers, and Plan Uganda, as well as visits to RTP projects. The report (9 pages) on this visit lists a number of issues that will be followed up (Scanlan 2005). The Program Officer (PO) for the Middle East, Melissa Price, visited Pakistan and Azerbaijan in November 2005 (18 days). The purpose of the mission was twofold. Firstly, the PO visited and monitored existing RTP projects in the two countries together with the RTP Regional Manager, Michael Bedford. Secondly, the team considered locations and partners for RTP's planned projects for earthquake affected children and youth (Price 2005).

#### New evaluation tools

In addition to the long established end of placement reports by PCs, field monitoring visits by Program Officers and so on, RTP has recently developed a set of new comprehensive evaluation tools which have been pilot tested in a couple of project locations during the first half of 2006. The package consists of a set of semi-structured interview forms, survey tools, and focus group guidelines for a number of stakeholders:

- Implementing and/or Partner Organisations
- RTP Coaches
- Key Informants (beneficiaries)
- Children
- Parents/guardians

In Rwanda and Sierra Leone, a baseline study was conducted in 2005 by an external data analysis consultant. Around 1500 RTP coaches and key informants were interviewed together. The interviews with RTP coaches and key informants cover issues such as personal background, involvement with RTP and knowledge of HIV/AIDS, as well as personal sexual history and practice. The main findings from both countries indicate that the respondents have relatively good knowledge of HIV/AIDS, but that some people have serious misconceptions about the disease, and that many (around 45 percent) say that they would avoid any contact with a HIV positive person (Weiss 2005; Weiss 2005). The findings will inform further development of RTP modules and the specific implementation of the projects, which will then be re-tested by a midline study in the last half of 2006.

The people we met in the field, including the Country Manager and Deputy Regional Manager, had not been involved in the development of the evaluation tools; nor had they been asked to comment on them. In response to this criticism, HQ argues that the "evaluation tools are very specific to the pilot countries of Rwanda, Sierra Leone, and Mali – and for this reason only were not discussed with the teams in Tanzania (or Pakistan)". It is still our view that it is important to discuss such pilots with RTP field staff and coaches. From our reading of the evaluation tools, they were very relevant for Tanzania as well.

RTP's routines for monitoring their cooperation with partners in the South are first of all through the internal monitoring system presented above. In the future, scientific research programmes will be put on the agenda to a greater degree.

## 3. Performance Analysis

### 3.1 Case Studies

Worldwide, RTP collaborates with a large number of organisations. Each project is organised differently, depending on the local context (security, culture, price level). This section will present four examples of project implementation in the field. Three of them are based on the team's own field observations.

African Youth for Development Foundation, Dar es Salaam

African Youth for Development Foundation is headed by a man in his forties who has many years of experience from the ruling party's youth organisation (*CCM Vijana*). RTP appreciates its cooperation with African Youth for Development Foundation (African Youth in daily speech) because the organisation appears to have good outreach in the local areas where it operates, and also emphasises involving the lower levels of local authorities (the ward). The organisation was officially registered in 2001, and the agenda of the organisation is to bring HIV/AIDS information to local communities. The organisation is active in four different wards and used to have an office in Kinondoni (the office was recently demolished by the government, due to road extensions). There are no salaried staff in the organisation, but the Director is assisted by a volunteer (Amina Hamisi, one of the RTP coaches) who gets Tsh. 20 000 (US\$ 16) per month in 'transport allowance'. All in all, the organisation has around 50 volunteers in the age group 15-24 years, who get a small allowance (*posho*) when they help arrange training courses or other events (usually Tsh. 1000 /\$ 0.8 per day). Many of them are organised in cultural troupes. The director says that "allowance is needed – but not every time". He adds that the cultural groups that have volunteered for the organisation for some time are those who are selected when the organisation is invited to participate in paid arrangements.<sup>5</sup>

The main sponsor of African Youth is RTP, but the organisation is also used by an established Tanzanian NGO, Tanzania Gender Networking Program (TGNP), to reach people at the local level. This collaboration is a sign that the organisation has some local standing and acceptance. The Director has received training from them, and TGNP conducts seminars with African Youth volunteers and others in the community. RTP staff report that one of the African Youth volunteers, Jumanne, is particularly dedicated and gifted. They see him as a potential candidate if the office is to hire local staff.

#### *Positive findings:*

- Grassroots organisation with outreach in low income areas
- The observed coaches were pedagogical and able to engage workshop participants and the Aids Forum Audience
- One of the most active coaches was physically handicapped (amputee)
- One of the most active coaches was a woman (21 years old)

#### *Challenges*

- Organisation which depends on the organisational capacities of one man

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<sup>5</sup> The *Ishi Campaign* of US AID, for example, pays each participating group Tsh. 100 000 (US\$80), which is a substantial amount in the local setting.

- Coaches have poor educational background – may be a hindrance for proper HIV/AIDS education (tendency to accept popular stereotypes)

#### Primary Schools in Dar es Salaam

RTP collaborates with three schools in Dar es Salaam. Right to Play's MoUs with schools and other partners in Dar es Salaam emphasise that the school/organisation "must hold an appreciation for the *spirit of volunteerism* and firm understanding that under current policy, the school will not receive monetary compensation for implementing Right to Play programming" (original emphasis) (RTP 2005). RTP agrees to deliver training, provide equipment, conduct weekly visits, and conduct regular evaluations of the programmes. The participating schools agree to "implement Right to Play activities for a minimum of twice a week for at least forty-five minutes". Organisations must be registered and have a history of children/youth programming, as well as "physical space in which to run activities". The schools/organisations agree to submit weekly monitoring forms to the RTP Project Coordinators.

Originally, RTP collaborated with six schools in Dar es Salaam. As of May 2006, however, only three schools are still active. The other three schools are no longer part of the programme. In one case, the trained coach was transferred to another region. In the two other cases, RTP reports say that there were "capacity problems." When we asked the head teacher at Mikumi Primary School why, in his opinion, three of the schools had left the programme, he said that one needed to explain to the teachers that "the only benefit one would get from this project was knowledge – for themselves and for the nation" (e.g. no monetary benefits). When we asked the teachers at the Pius Msekwa Primary School the same question, they said that the schools at Temeke had probably chosen to leave since they compared the RTP training with the government system. When attending training arranged by the government, they said, one would get Tsh. 15 000 (US\$ 14) in night allowance. They said that some lost heart (*wengine wanakata tamaa*) when there were no allowances, especially since the training takes place on Saturdays.

Indeed, the design of the *SportHealth* school project in Dar es Salaam appears to be problematic in terms of sustainability for any length of time. Since physical education (PE) was taken off the curriculum some years ago, RTP activities have to be arranged outside of school hours. This means that participating teachers volunteer to come to work one hour earlier in the morning (it is normally too hot to conduct sport activities in the afternoon). Since the principle of volunteerism goes for these projects as well, the teachers are not paid, but receive a RTP T-shirt when they have completed the training and demonstrated that they have in fact implemented the programme for a certain time. When teachers/coaches conduct peer education of fellow teachers or teachers at other schools, the school receives sport equipment such as parachutes, balls, and nets. The head teacher at Mikumi mentioned the fact that attendance is higher on days with RTP activities, and that the sport activities improve the self-confidence of the children. Several of the teachers said that their relationship (*mahusiano*) with the students had improved after they became coaches.

Teachers we talked to said that they liked the RTP programme and they were really enthusiastic when they tried out some of the games during a training session that we observed. The team asked both head teachers and teachers at the two schools about their *motivation* for participating in a RTP program. The head teacher at Mikumi School said that teachers had different motivations, but that some used the project to "grow socially" – that is, to increase their popularity in the community. He added that he hoped that the teachers would be taken to Norway. One of the female teachers (independently of the Head Teacher) said the same, and this request was repeated when we came to Pius Msekwa school. The two teachers we talked to said that since they had been with RTP for "a long time", RTP should give them a chance to go to Norway or Canada. "It would give us inspiration, and we could teach Norwegian children". This anticipation of exchange visits must be

seen in light of the many exchange visits that have been arranged between Tanzania and the Scandinavian countries in particular. There is a danger that the teachers' enthusiasm and willingness to volunteer will diminish as time goes by and the anticipated exchange trips do not materialise.

The children also had hopes for various benefits in addition to the actual sport activities – they would like T-shirts and rubber shoes, competitions with other schools, a fence around the field, and an exchange trip to Norway.

According to the Principal Sports Officer, PE was supposed to be introduced into schools from January this year. Very few schools have followed this direction, however. A new curriculum for PE is presently being developed. A local NGO called EMIMA (earlier partner of RTP) claims to be taking part in this process, but RTP does not. The Country Manager says that such policy measures need to be dealt with by the HQ. Taking part in the curriculum development for PE for all the 1400 primary schools in Tanzania would be a golden chance for RTP to get a nationwide outreach for its ideas. While one would certainly not expect RTP to be able to offer international volunteers for all primary schools, RTP could offer intensive training courses to Teacher Colleges, and to selected teachers who would then train others. Grace Rwiza, Assistant Director of the Ministry of Education, and responsible for primary schools in Tanzania, was interested in a closer collaboration with RTP. In its *SportHealth* project in Ghana, RTP tested out a model similar to the one envisaged above.

#### *Positive findings*

- Children are offered sports activities (presently no PE in the regular curriculum)
- Children enjoy the games – motivated to come to school
- Improved relationship between pupils and teachers

#### *Challenges*

- Unsustainable because teachers only volunteer as long as they anticipate benefits
- Not integrated into the school system – a parallel institution

#### Lugufu Refugee Camp, Kigoma

Lugufu I and II refugee camps host close to 100,000 refugees. The UNHCR representative in Kigoma says that UNHCR has no budget for social activities and that the RTP projects are therefore very positive, since the children in the camp otherwise would be idle much of the time. In the refugee camps of North-Western Tanzania, RTP has used the PC model. International PCs have trained local coaches over a number of years, and particularly dedicated coaches have been selected to become master trainers, who train new coaches. Around one quarter of the coaches are teachers, but the sport activities take place outside school hours. Since PE is part of the Congolese curriculum that is being used in the refugee camps, one should perhaps try to integrate RTP activities into the schools.

The present PCs are meant to be the last volunteer team to work in Lugufu. The phasing out strategy is modelled on the Task Team strategy in Ngara Refugee Camp, which the Country Manager has found successful.

#### *The Task Team Model in Ngara*

A Task Team is organised by the coaches themselves, who elect their own leadership. In Ngara, there are a total of four Task Teams. Each Task Team has five master trainers and an average of 50 active coaches. The Task Team works closely together with COVAS,<sup>6</sup> and ten of the master trainers

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<sup>6</sup> Consortium des volontaires pour aider les sidés, a local CBO which started out focusing on HIV/AIDS-affected people, including orphans.

are members of COVAS. The leaders of COVAS are relatively well educated and able to design and write project proposals. The Task Team also collaborates with Norwegian People's Aid (NPA), by building playgrounds for a day care centre, for example. The Task Team arranges a Play Day every month, and the monthly budget is Tsh. 100,000 (US\$ 80). The Task Team's plans and budgets (hand written) are approved by the Country Manager. RTP has hired a Communication Coordinator for the Ngara project. This man was originally hired as a translator, and is external to the group. The coaches therefore have no problem with the fact that he is paid Tsh. 50 000 (\$US 40) per month and has been given a bicycle to facilitate his work. COVAS has written a proposal to start RTP activities in Burundi.

The Country Manager visits Ngara every second month to supervise the programme, and he then brings the allocated money. In his view, the money does not appear to be misused, even if there is no budget for incentives for coaches and master trainers. He had noted, however, that the receipts always added up to exactly 100 000, and admitted that there may be a loss of a few thousand shillings, but not more. The budget we had a look at, for a play day, included drinks for the children of a rather expensive kind.<sup>7</sup> Since it is quite common in Tanzania to get false receipts, this is something RTP needs to monitor closely.<sup>8</sup> We asked Laurian Lamatus of World Vision, who had a very positive view of RTP activities, what he thought would happen if the Task Team model were introduced in Lugufu. He said that if it were not monitored properly, there would be a great risk of corruption. World Vision has developed a monitoring and transparency system for the camps that RTP may learn from (special committees for children, teachers, and so on, which have to report to each other and sign when they receive equipment).

The Country Manager plans to bring the master trainers of Ngara to the other camps to share their experience. This is a good idea, but unfortunately it may be hard to implement since the movement of refugees within Tanzania is very restricted. Moreover, the Country Manager says that the success of the handover of the RTP project to refugees in Ngara is due the role played by COVAS. Since there are no similar organisations in Lugufu, there is no guarantee that the Task Team model will be a success at this location.

#### *Meeting with coaches in Lugufu I*

In Lugufu I, we had a group interview with 27 coaches, of whom seven were female. Twelve of the participants were master trainers,<sup>9</sup> three of them women. Seven of the coaches were teachers (1 female), and ten of the coaches had children who participated in RTP activities. The meeting took place in Swahili. The coaches looked forward to having the Task Team up and running, and above all to getting more autonomy. When asked about their motivation to become coaches, they said that they were happy to teach children and that there was a lot of education (*elimu*) in sports. They learned about various diseases, and also how to train/develop their bodies (*jenga mwili*). They appreciated the fact that the children learned to play together despite gender differences, and that they got to know children from other parts of the camp (Lugufu II).

However, the meeting was above all characterised by a high level of frustration with RTP. A number of the coaches were particularly upset about the fact that they had been RTP trainers for five years without receiving any kind of allowance or remuneration.<sup>10</sup> They felt that this was very unfair, particularly compared to other 'volunteers' in the camps, who are paid a monthly allowance (Tsh. 10,000 – 30,000/ US\$ 10-30). When we asked the coaches why they had chosen to continue

<sup>7</sup> "Jolly Juices" for Tsh. 45 000, almost half of the monthly budget.

<sup>8</sup> A review of Tanzania Cultural Trust Fund (Mfuko wa Utamaduni) revealed that not only were receipts false, but also the auditing – which was performed by a professional Tanzanian audit company – was criticised when a new audit was performed.

<sup>9</sup> There are 18 master trainers in all, 11 of them 'old', seven newly trained.

<sup>10</sup> During training the coaches get a lunch worth 800-1000 shillings (around US \$ 0.7).

for five years when they were not paid any allowances, one of them answered: “To show our abilities. RTP was not registered. We hoped that when it was registered, we would get work.”

While the refugees receive housing, basic foodstuffs and second-hand clothes from UNHCR, they do not receive any cash. Since the secondary school in the camp is private, parents who wish to educate their children are in desperate need of cash. The coaches said that previously, the translators had been paid a modest fee, but that this practice had been stopped a few years ago. The RTP Deputy Manager said that this was news to her, and that it was a mistake. RTP policy is to pay translators a small fee. The case illustrates that even with the well-structured system of RTP, there are communication problems, since the present PCs were not aware that translators were to be paid. Another major complaint from the coaches was that the certificates which they receive from RTP will be worthless when they go back to DRC, since there is no picture. This should be a simple task to organise. It is somewhat surprising that such conflicts have not been settled at an earlier stage. It is unclear to the team whether the coaches have not actually expressed this wish to the PCs, or whether the PCs have not taken the request about pictures on the certificates seriously.

The coaches were particularly upset about the fact that RTP did not support them economically when they had lost a relative or fell ill. In the local cultural setting, it is customary that *all* institutions/people who have some kind of relation to the bereaved or sick help out on such occasions. While we understand that it may be hard to budget for such circumstances for an organisation like RTP, and that RTP is not a social service organisation, it was very clear that the coaches felt that their voluntarism was not being appreciated. This is an area where RTP could perhaps seek advice from other international organisations which have longer experience in the field.

It is the opinion of the team that RTP should reconsider its strict stance on volunteerism. We agree that regular coaches should not be paid, since there is a danger that people who are not really interested in sports or working with children and youth will be attracted by the pay. However, the question whether master trainers, who conduct ten day training sessions for their peers in a very professional way (we observed one such session), should be given an incentive for their efforts should be discussed. If 50 master trainers in Tanzanian refugee camps were paid Tsh. 10 000 per month, the total cost would be less than US\$ 6 000 per year. Compared to the costs of a driver (US\$ 3 300 per year)<sup>11</sup> or international PCs (their pay is low, but housing, air fares, and insurance are extra), this would be a modest post on the budget.

In Lugufu, the team also had meetings with UNHCR and World Vision. As a former athlete and player for the national volleyball team, Mr. Larian Lamatur, Educational Officer of World Vision, appreciates the work done by RTP, and he would like closer collaboration, related to planning and follow-up at primary schools, for instance. We had the same impression from UNHCR at Lugufu 1 camp. They would like RTP to join their meetings with WUT and other NGOs to achieve better coordinated programmes for the refugees. This would mean that it would be easier to handle the volunteers involved in an equal way, with regard to remuneration, for example. Altogether, 949 refugees work in the camp (World Vision statistics).<sup>12</sup> None of the above organisations was aware that RTP translators, coaches and master trainers are not given incentives. We find this somewhat surprising, as RTP claims to have close collaboration with these organisations. The representatives of UNHCR and World Vision (all Tanzanians) unanimously agreed that master trainers should be given incentives.

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<sup>11</sup> The cost of employing a driver in Lugufu is around Tshs 330 000 per month (including night allowance), which makes around US\$ 3 300 per year (NOK 19 800).

<sup>12</sup> Remuneration ranges from Tsh. 18 000 per month for unskilled workers, to 25-30 000 for semi-skilled, and 28-30 000 for coordinators and teachers.

*Positive findings*

- Coaches have been able to recruit girls
- Children from different areas get to know each other
- Communication and play across ethnic groups
- Coaches and children learn about health issues
- Coaches positive towards the Task Team idea
- Master trainers conduct coach to coach training in a very professional way

*Challenges*

- Coaches find it problematic that there is no RTP office in the camp
- Coaches are not included in reporting
- Certificates are issued without a picture (will not be accepted in DRC)
- Coaches expect RTP to fulfil cultural traditions, such as monetary support in the case of illness/death
- Coaches ask for bicycles to ease transport (RTP plans to buy some)
- Translators have not been paid since 2003

Insan Foundation, Pakistan

In Pakistan, RTP uses the “Implementing Partner Model. The reason is ongoing security problems. The ongoing SportWorks project, funded by the Norwegian Foreign Ministry, was started in 2002. The project focuses on Afghan refugees in school in Peshawar and Quetta. According to Insan, there are nearly four million Afghan refugees in Pakistan, of whom 60 percent are children. The project appears to be highly successful in reaching its objectives, so far.

The present MoU was signed in January 2005 and terminates at the end of the year (due to the fact that the Ministry of Foreign Affairs funding is agreed for only one year at a time). The Local Service Provider should provide quarterly narrative and financial progress reports according to the RTP format, as well as monthly informal reports. Following the expiration of the contract, a final narrative and financial report should be submitted. Total support is USD \$198 531 (five instalments, the last released after the LSP’s final report has been received).

Insan Foundation has a 20-year history and working experience from virtually the whole country. The organisation has a very good reputation locally and receives funding from a number of foreign organisations. The word Insan means “human” and the objectives of the organisation are to work for child rights and peace. Insan focuses on children who are disadvantaged, either because they work, are abused or sexually exploited, or are refugees. Insan has for many years used street theatre as a tool of awareness raising and mobilising people on rights-based issues. An important component of Insan’s work is the capacity building of NGO workers and teachers.

Two members of the Insan leadership have been to Canada for RTP training. Since then, they have been responsible for the education of coaches in Pakistan. The main office of Insan is located in Lahore, but the RTP projects are in Peshawar and in Quetta, both places with large refugee populations and Afghan refugee schools. In Peshawar, there are 13 coaches – nine females and four males. In Quetta, there are ten – four females and six males. In addition, there are assistant coaches at the schools. At the three refugee schools in Quetta, for example, there are 127 assistant coaches. One of the coaches in Quetta is a head coach and operates the RTP office there. The same system has been established in Peshawar. Regular coaches are paid US\$ 65 per month by Insan, while head coaches get a slightly higher amount.

Many of the coaches in Pakistan are well educated, and a large percentage of them are teachers. They are enthusiastic and motivated, and can describe amazing achievements, not least in terms of an improvement in the situation of girls and women. Both in Peshawar and in Quetta, the RTP programme has become well known. Some coaches say that children were moved by their parents from schools where the RTP programme was not offered to schools with RTP programmes. Principals from other schools have come and asked for RTP programmes at their own schools, and coaches would like exchange visits between schools. One of the RTP reports, however, says that in a few cases, children have actually been taken *out* of the school because of the RTP sport activities (Insan 2005). The report does not say whether the children were boys or girls, or whether they were taken to another school or simply quit education all together.

The Norwegian Ambassador to Pakistan termed RTP and Insan “a perfect match”. The two organisations have the same goals, and by utilising the Insan network, know-how and good reputation, the project has become successful, with a high level of outreach.

#### *Positive findings*

- Local ownership through Insan
- Local, professional staff (14 at the HQ in Lahore, two at local offices)
- Insan has a good and transparent accounting system, 20 years experience
- Two staff members trained in Canada
- Nine out of 13 coaches in Peshawar are females, and 70% of children attending the RTP programme are girls
- Four out of ten coaches in Quetta are females, and 40-45% of the students are girls
- Informants say that girls have been empowered through the project
- All the coaches had been given a certificate with a passport size photograph
- Coaches are very content compared to those in Tanzania (they are paid US\$65 USD per month)

#### *Challenges<sup>13</sup>*

- Coaches would like more education on health and psychological issues related to children’s situations and the impact of sport
- Activities being repeated – would like a renewal of the programme
- Coaches do not have health insurance
- Media should be utilised in a better way
- Engaging parents
- Better reporting is needed on, for example, achievements linked to good indicators of the objectives. Developing further the new evaluation system from HQ.
- Finding good local NGOs and collaborators – sustainability issues

#### Measles campaign in Tanzania 2005 and external versus internal reporting

In 2005, RTP participated in the Tanzania National Measles Campaign. The campaign was part of the larger initiative led by the International Red Cross, which aims at eradicating measles from Africa by 2006. Since 14 million children had already been vaccinated in earlier phases of the programme, the 2005 campaign targeted children from age five months to five years. RTP’s role in the campaign was to mobilise communities for vaccination through their partners. This was done through sport and play festivals, and communication on campaign activities. The RTP report from the campaign claims that “it can be inferred through participant response to the events as well as

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<sup>13</sup> This list is partly based on the conclusions of a workshop in Peshawar, where all the coaches related their work to the PDCA (Plan Do Check Act) quality circle.



some evaluation activities that public knowledge of the national campaign was successfully increased, and mothers who would not have otherwise taken their children to be vaccinated did indeed visit a vaccination site as a result of Right to Play's contribution to the campaign" (RTP Tanzania 2005:5).

Although RTP describes its involvement in the campaign as a success, the organisation acknowledges that there were some communication problems between it and its partners, and that it should have developed "a stronger relationship with local health workers and government officials prior to events" (ibid. 6). Four NGOs are listed as partners (KOP, Kids on the Pitch, EMIMA, AYDF, CHRISC) as well as five schools. During our field visit in May 2006, only one organisation (AYDF) and three schools were still working with RTP. The report is characterised as being written for donors. For example, in the section on Kigoma Town and Kasulu Town, the campaign is characterised as "a success" (ibid. 13), while the PCs report (meant for internal use) is far more humble, saying that few people actually made it to the stadium since it was located outside the town, and that female attendance was poor.

### 3.2 Inclusion of Partners in Decision-making and Planning

It is vital to RTP that partners are included in decision making and strategy processes. This depends on the partners RTP finds, their capacity, their commitment, and above all the kind of partnership model which is used. In the case of Insan in Pakistan, as we have seen, this seems to function very well. In the Tanzanian case, the partners we talked to did not seem to be included in decision making to any great degree. In Lugufu refugee camp we asked whether the coaches had had an opportunity to give advice or were included in the reporting procedures. One of the master trainers said (while others nodded in agreement) that they were not involved in any way: "We are just told this and that. We have to listen to them, but they don't listen to us."

In our view, the high degree of RTP branding can be a problem for an equality-based collaboration with partners in the South. RTP argues that branding is critical for future funding and partnership and strengthens the possibility of sustainable programmes in the future. It compares its form of branding to that of the Red Cross.

In the case of EMIMA, which itself focuses on sport, the organisation felt, however, that RTP was only interested in seeing its own modules implemented. EMIMA felt that RTP was to a certain degree "taking advantage" of them, since it would ask (in EMIMA's interpretation of it): "Do you know how to facilitate? Do you know how to translate? OK – please do that for us". They felt that EMIMA was expected to implement the RTP programme, and then RTP could come and take pictures, and show them to prospective donors saying "look at what we are doing". Furthermore, two Norwegian informants have argued (independently of each other) that local partners of RTP tend to become "invisible". EMIMA also found it difficult to relate to the high turnover of RTP volunteers and staff: "Everyone who came from Canada came with different activities. It disturbed the continuity".

Local partners are important and can play an essential role by:

- enriching RTP and the common programmes
- helping RTP access and understand local knowledge and cultural practices
- being a useful operational partner
- finding other local partners
- reaching target groups
- developing a good reputation locally and with authorities

### 3.3 Cooperation and Coordination with other Stakeholders

#### 3.2.1 Collaboration with national authorities

At the policy level, RTP seeks to encourage and support engagement by governments in recipient countries, and the SDP IWG is a large-scale initiative to get governments in both the South and the North engaged.

Tanzania, as an IWG member, has started to put sport on the agenda, and the Ministry of Sport is determined to arrange a Sport Day on the last Saturday of September every year. Principal Sports Officer Mr. Macha says that RTP played a major role last year, printing T-shirts and banners. Apart from this, however, there is no collaboration with RTP. Mr. Macha says that he has been invited by RTP on a few occasions, but that he has been unable to attend. He has therefore never seen RTP activities in action.

RTP Dar es Salaam has attempted to collaborate with the National Sports Council. However, the two parties ended up in a dispute, and their working relationship is now somewhat strained. The conflict developed when the Sports Council invited RTP and a handful of other organisations to a meeting in November 2005. They wanted RTP to sign a contract which involved funding the National Sports Council and their activities. The Dar es Salaam RTP office reacted very negatively to this initiative, for a number of reasons. Firstly, the meeting was arranged for a Saturday and appeared to be informal rather than formal. Secondly, very few stakeholders were involved or invited. The RTP Dar es Salaam office argued that if it was to enter such agreements, it would want higher levels at both the RTP and the Tanzanian side to be involved, as well as UN bodies. The RTP office got the impression that the Sports Council was trying to pressure them, or even 'threaten' them, especially since the Sports Council made it very clear that it was the body which facilitated the NGO registration of RTP in Tanzania. The Sports Council's version of the conflict is that RTP is an individualistic organisation, which is not really interested in partnership, is not willing to be incorporated into local structures, or to report, and basically is just eager to promote itself. The RTP Dar es Salaam office argues that since there is no provision for sport and play for children in the Ministry or Sports Council, collaboration is of limited value. In the team's view, it would be wise of RTP to contact NSC with a view to a new meeting at a higher level.

Nordic donors often have a good reputation in the South, particularly in countries where development cooperation with Scandinavians has a long history. One possibility, in order to reduce the risk of conflicts such as the above, is to use the Norwegian embassy as a go-between in Norwegian-funded RTP projects (this option could also be tried out by other funders). The team is aware of the fact that there is indeed limited time for this kind of work at the embassies, but as long as an efficient use of Norwegian funding is the goal, this is an issue that could be explored. One option is to invite representatives from the embassy to attend meetings between RTP and government representatives in the respective countries.

The Communication Coordinator of RTP Dar es Salaam says that it takes time to understand the context in a foreign country and to build rapport with stakeholders. Having local staff members on board would, in our view, be of great help.

### 3.2.2 Collaboration with UN bodies

The Community Service Assistant at the UNHCR field office in Lugufu said that they are invited to Play Days and other RTP functions, but that generally “RTP is on their own – there is a gap to the rest of us”. She added that RTP don’t share their reports, and that they don’t come to the Interagency Coordination Meetings. This would be a good arena for RTP to learn what other organisations are doing and visa versa. She compared RTP with Roots & Shoots, a small organisation that they had a much closer relationship with. She was also worried about the fact that RTP did not employ local staff, since both RTP foreign volunteers and the refugees were groups with a high turnover. Employment of local (Tanzanian) staff would improve continuity over the project period. She emphasised, however, that the RTP programme should be continued because the children enjoyed it and sport activities could help create peace among the people who participate.

There is presently no collaboration between RTP and UNICEF in Tanzania. However, UNICEF collaborates with the Ministry of Information, Culture and Sports on a programme which in many ways resembles what RTP does.<sup>14</sup> The team thinks there should have been closer collaboration and mutual learning between RTP and UNICEF on these projects.

## 3.4 Phasing Out Strategies and Sustainability

The time perspective for partnerships differs from project to project. When RTP started its development work it had a three-year perspective for the engagement and then it was supposed to be phased out. According to the HQ, RTP has now learned that the time perspective for the stay depends on a number of factors, including the commitment of the partners, the capacity of the local society, the institutional involvement of stakeholders such as schools, and the political situation. RTP no longer has a fixed period for their programmes, but considers each case individually. We strongly support this decision.

### 3.4.1 Quality of local partners’ planning and implementation process

The quality of local partners’ planning and implementation capacity varies enormously. Insan, with its long history and well-established standing, is able to provide reports in the RTP Head Office Report template. Their quarterly report of 28 November 2005 (Insan 2005) is very professionally done, and appears to be honest in terms of what has been achieved and where there have been challenges.

African Youth in Dar es Salaam, on the other hand, is a more grassroots-based organisation. While the organisation appeared capable of planning and implementing training courses and Play Days, the team doubts that it would be able to live up to the reporting requirements of RTP. EMIMA, RTP’s former partner in Dar es Salaam, was relatively well equipped, with its own office and a computer, but it was not very willing to share information about its sources of funding and economic situation in general with the team, and this does not promise much for transparency.

In the case of the refugee camps, capacity also varies across the camps. In Ngara, where RTP has actually handed the project implementation over to the refugee-based ‘Task Team’, a number of the refugees have higher education, they have run a local organisation for several years, and they are capable of writing quite professional project applications. RTP Tanzania has the impression that

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<sup>14</sup> In this “Peer Coach Programme”, which started in 2000, one young male and one young female (aged between 14 and 24 years) from a school in every division of each district are taught various sports activities and health issues (primarily HIV/AIDS). The training course takes place at the headquarters of the district. When the training course is completed, they go back to their villages with some equipment and teach their peers, arrange discussions, and so on. Evaluators from UNICEF will visit the locations once a year.

capacity varies with the origin of the refugees. The Burundians (Ngara) often come from urban areas, whereas the Congolese refugees (Lugufu camp) come from rural areas and have fewer skills in terms of project monitoring and reporting.

One problem for RTP, as already mentioned, is that the funding from NORAD/MFA is year by year. The result is a very unpredictable situation for both RTP and their partners. Long-term planning and real commitment from partners is hard to achieve in this situation.

### 3.5 Communication

Communication between HQ, organisations in the field and partners has so far not been sufficient, according to two of the RTP staff members (one at HQ, one based in the field). The International Communication Director at RTP HQ says that with the introduction of Regional Communication Officers, communication and information will become much better. In addition, they will continue support visits and do supervising in the field, as they have done up to now. With the new system, he argues, it will also become easier to communicate more directly with the country offices, such as the RTP Office in Oslo. RTP HQ is still concerned about building and managing the RTP brand. They argue that public relations are important, but see the risk of overloading people in the field with communication tasks. Multi-year funding is important since it will make it possible to develop the communication sector and to strengthen the national offices.

#### Conflict resolution

In the case of Dar es Salaam, RTP has had to resolve two conflicts with local partners in 2005. The first conflict was with the local Athlete Ambassador (paralympic). According to RTP, he was warned several times about his misuse of funds. He did not respond, and he finally had a letter delivered by hand which informed him that he was no longer wanted as an Athlete Ambassador. The letter was very frank and to the point, stating that misuse was the reason for the termination of the contract.

The second conflict, with EMIMA, had to do with reporting. EMIMA is a volunteer youth sport and community service organisation with four volunteer staff members. On its website, the organisation lists 17 partners, including the Norwegian soccer club FC Lyn, Fredskorpset, NIF, NFF, Norwegian Peoples' Aid, CGC Canada, and UK Sports (EMIMA 2006).

RTP and EMIMA started collaborating in January 2003 and entered a contract in November 2004. Among other things, RTP agreed to cover the salary of EMIMA's Programme Manager, Oliver Katandila,<sup>15</sup> and to sponsor Play Days. During 2005, the RTP Country Manager found that EMIMA did not use the funds for what they had been budgeted for.<sup>16</sup> EMIMA defends itself, arguing that they have delivered proper reports and invoices to RTP. Moreover, the conflict with EMIMA was based on what RTP regarded as careless handling of equipment. During a Play Day, a banner and several balls were lost. According to EMIMA, they had to cover this loss, while they felt that they were not really to blame for what happened. The conflict can partly be understood as a cultural one. As EMIMA sees it, the loss was simply 'bad luck' (*bahati mbaya*) and something that is hard to avoid when one is dealing with large crowds of people in open spaces in poor neighbourhoods. The RTP country office, on the other hand, got the impression that EMIMA did not take the loss seriously enough.

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<sup>15</sup> Tsh 500 000 per month, US\$ 480.

<sup>16</sup> Money was spent on phone cards and transport rather than water for participants during Play Days.

The Country Manager tried to get in contact with the EMIMA Director, Cyprian Maro, on several occasions, but since he is based in Norway this proved hard. EMIMA finally received a letter informing them that RTP would stop paying the monthly salary of the Daily Manager. The letter was written by the RTP HQ, and states that since EMIMA has become a well established organisation, with other funders, RTP no longer sees the need to support it. The letter was written by the HQ. The RTP Dar es Salaam office says that the letter should have been more direct, referring to the problems above. To the team, EMIMA expressed a strong interest in restarting the partnership. Presently, EMIMA's main sponsor is the Kicking Aids Out Network, through Norwegian People's Aid.

A very different kind of conflict occurred some years ago in one of the refugee camps where RTP is active. One of the PCs heard rumours that some of the male coaches had requested sexual services from girls in exchange for being selected for a RTP-sponsored trip. The PC took the rumours seriously and decided to "fire" a number of the male coaches. It is certainly problematic to act on the basis of rumours, and had the coaches been salaried staff one would have needed to have the case treated in a more legal manner, but taken the seriousness of the allegations, we think that what the PC did was laudable.

Development work that uses sport needs to be particularly alert to the danger of sexual exploitation. The RTP manuals have a section where the responsibility of coaches is covered, and where the issue of power is discussed, but this section is not comprehensive enough. PCs sign codes of conduct, and this would be a good idea for coaches as well.

## 4. Results

### 4.1 Indicators and Coaches' Unwillingness to Report

Measuring results from development cooperation within culture and sports is a difficult task (UD 2005). RTP faces a constant demand from its sponsors to show and document results, and it has developed ever more sophisticated tools to register activities, the number of active coaches and children who attend the programmes, the percentage of groups such as the disabled and girls, and knowledge of health of HIV/AIDS among participants. This work, if successful, will strengthen RTP for the future. At the same time, there is a danger of 'over- bureaucratic behaviour', and that resources that could have benefited children and youth will be spent in the Regional Offices or at HQ. One way in which extensive reporting could benefit local communities in the targeted areas is if local staff or local PCs were involved and taught how to manage the Excel spreadsheets used for reporting. This knowledge would be conducive not only to a prospective takeover of the project, but also in the general capacity building of civil society and skill-building for individuals. In its new plan, Right to Play envisages that decentralisation will have the effects mentioned above.

At the moment, the major hindrance to proper quantitative and qualitative reporting is that coaches in some project locations simply refuse to do this task. While coaches in Thailand register the participating children, coaches in refugee camps in Tanzania find the registering task tedious, and many parents are reluctant to have their children's names registered.<sup>17</sup> This problem is a regular feature of PC reports from refugee camps in Tanzania. Coaches appear to use non-compliance as a method in their attempts at getting some monetary incentives for the 'work' that they do.

RTP coaches clearly see the filling in of forms as "work" for RTP for which they should be paid. According to RTP philosophy, it is central that coaches understand and accept that they work for their communities, and not for RTP. However, as long as the RTP coaches do not have adequate knowledge of how the development cooperation system works, including the fact that RTP itself is sponsored by someone else,<sup>18</sup> one cannot expect them to understand that this is something they do for their "community" and not for RTP.

RTP does not have an office in Lugufu or any of the other refugee camps in Tanzania. The office is located in Kigoma, in the house where the PCs are living. A substantial amount of the PCs' time is taken up with reporting to RTP, especially after quarterly reports were replaced by monthly reports. Refugee coaches have not had the opportunity to observe (and participate in) the paperwork that the project implies. It will be very hard for them to perform similar monitoring when they have not been given the opportunity to learn the procedures. It is very important that the planned Task Teams are offered computer courses before the project is handed over to them. In the case of Lugufu, computer courses are offered in the camp, for a fee.

### 4.2 Quantitative versus Qualitative Reporting

Reporting from RTP projects so far has been mainly quantitative. It is our impression that the numbers that appear on the website, and in some reports, do not really reflect reality, and some RTP

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<sup>17</sup> The new registration system asks the coaches to register the children's names only once, and then to give them an identity number. The children's names will not be used by RTP.

<sup>18</sup> This issue came to our attention during our meeting with coaches in Lugufu I refugee camp.

reports mention that it is hard, or even impossible, to get an accurate or even close estimate of the number of children who participate. RTP says that in the past, estimates were to a large degree based on festival participation, while the organisation is now changing its practice and counting the children who participate in games regularly over time.

Another problem with quantitative reporting is that it says very little about what is taking place in qualitative terms. And even if PCs are to report more extensively on what is actually taking place during a Play Day, for example, their lack of language skills may mean that they in fact do not get the proper picture. In Dar es Salaam, the team was invited to observe a Youth Aids Forum arranged by African Youth and fully sponsored by Right to Play. A local cultural troupe had been instructed to perform a small skit on involuntary sex. Afterwards, the facilitators were to discuss the problem with the audience. However, before the skit the cultural troupe performed a traditional dance which featured very erotic movements and playful flirting among the dancers. When this dance was followed by a skit where a young man chased a screaming girl, the intended meaning of the skit was completely lost and the spectators just had a good laugh. There was no discussion following the skit.

The team also noticed that the facilitators generally failed to fully problematise the issues that were discussed. For example, later in the event members of the audience were asked why rape was happening in their society. When someone answered “because girls wear short skirts”, the facilitators noted the answer without any comment, and asked for a new contribution. The same thing happened when one of the theatre groups performed a skit that was meant to enlighten people on gender equality. In the skit, we saw the husband cleaning vegetables (typically a female task) while his wife sat next to him, reading the newspaper. An elderly man enters and asks why on earth the man is doing women’s work. The wife answers in an unsympathetic tone: “Just leave him to clean the vegetables!” Judging from the audience reaction, their sympathy was with the “poor” husband, not with the self-assertive wife.

The lesson from this is that although it is good to use local organisations, it takes time to train facilitators to understand fully the role that they are to play, and the difference between simply informing people (and getting their views) and engaging them in a discussion where one really confronts cultural practices that may contribute to the spread of HIV/AIDS, and issues related to patriarchal traditions and gender equality. One solution would be for Right to Play to hire/collaborate with people who have more professional training in HIV/AIDS work with local communities. In the Tanzanian case, both the College of Arts in Bagamoyo and the Arts Department at the University of Dar es Salaam have spent many years working with theatre for development (Mlama 1991) and could possibly provide training to RTP’s partners.

At the Aids Forum that we attended, the great majority of people present were small children, aged three to ten years. The particular message of the day was “Girls have the right to say no”. While this message may be relevant for small children as well, we were struck by the fact that very few girls of the age group for whom this message is particularly important were present.

### 4.3 Sustainability

The ultimate goal of RTP is that local communities, after RTP support and training over a limited period (three to five years in most cases), will run RTP programmes without any external support. RTP can report very positive stories of how coaches who have been trained in refugee camps start RTP activities when they are repatriated to their home countries. On the basis of the projects that the team has visited in Dar es Salaam, Lugufu, and Pakistan, RTP has an improvement potential in terms of the sustainability of their projects.

One way to increase sustainability is to involve the partners in the whole project process. According to the HQ, partners are supposed to have access to the tools RTP utilises, and also to share the successes (and mistakes) of the programmes. In Dar es Salaam, we did not get the impression that partners or schools are invited to the RTP office to see the extensive reporting work that is taking place there. In fact, the office appeared to be rather isolated from other international NGOs, local organisations, and Tanzanian authorities. In Lugufu refugee camp, the coaches expressed a strong wish for an RTP office in the camp. RTP is working on this. Until now, all the office work has taken place in Kigoma, and the refugees do not get to learn this part of the work. In the RTP project in Jericho, the PCs noted a significant difference after they moved from Tel-Aviv to Jericho itself. The refugees appreciated having them in their own community and the relationship between the PCs and their partners changed substantially.

In Pakistan, where RTP uses the Implementing Partner Model, the partner relationship between RTP and Insan has been based on the sharing of materials and resources. Staff from INSAN have been trained in Toronto, and Insan has shared their audiovisual materials and training booklets with RTP HQ and projects in other countries.

#### 4.3.1 Drop Outs

RTP has trained a large number of people across the globe. The training itself is valuable, and participants hopefully carry their new knowledge and skills with them in their daily interaction with children and youth. There is little doubt, however, that a large percentage of the people who have been trained in RTP modules *do not run regular sport activities* as anticipated. In the case of Dar es Salaam, three out of six schools have left the programme, and some of the organisations that RTP has collaborated with have left the partnership. This means that many people who have received RTP training in Dar es Salaam, perhaps half of them, are not practising what they learned. PCs' reports from the refugee camps in Tanzania say that during the six months that PCs were not present (the absence was caused by registration problems) only one camp continued their activities. In the other camps, PCs had to retrain coaches and recruit new ones. In Lugufu I, the coaches say that they did number 45, but that only 25 are left.

In Azerbaijan as well, the drop-out of groups and individuals has been a constant challenge. According to a 2005 RTP Mission Report, "The long term sustainability of the project is threatened by groups and a large number of individual participants who cease to participate after a milestone has been reached" (Price 2005:45:12).

Pakistan is an exception from the picture painted above, but there the coaches are paid. The RTP report states that there is concern about the sustainability of the project once payment is phased out.

#### 4.3.2 The Principle of Voluntarism – a threat to many RTP projects

Norway's Strategy on Development Cooperation within Culture and Sports emphasises voluntarism. RTP fits well with the strategy, since one of its guiding principles is that all participation in RTP projects should be voluntary, and that no incentives should be paid out.

According to the RTP Handbook, RTP determined that financial incentives would not be provided for coaches or other participants in RTP projects after extensive consultation with staff, PCs, CCs and other organisations. The Handbook also states that "once RTP begins to establish field offices and hire local program staff, this policy will be re-evaluated." The book further argues that "reliance on incentives has the potential to have detrimental effect on sustainability and could create a relationship of dependence". The dilemma we see, however, is that the projects do not appear to be



sustainable under the present system, either. In the team's view, the most effective way of making RTP values and activities sustainable is to get it included in curricula for primary schools, and adopted by local NGOs.

As discussed above, the principle of voluntarism is practised very differently in the various locations, the most important factor being whether the project is implemented as a regular PC project, or whether it is outsourced to an implementing partner, as in the case of Pakistan. In Rwanda, coaches are paid a small transport allowance, and although they would have liked to have got more incentives, they are not nearly as upset as the coaches in the Lugufu camp. In the Palestinian territories, at least in the early phase of the project, monetary incentives were not an issue, although there were always requests for equipment. Despite the fact that there was great enthusiasm for the project, the PC who worked there doubted that the trained coaches would continue their activities if RTP left after three years and there was no follow-up. The RTP mission report from Pakistan states that "given that coaches are currently paid for their participation, the RTP team had some concerns regarding the sustainability of the project after RTP phase out" (Price 2005:45).

We are touching a central problem here. Among the projects that the team visited, the projects in Pakistan were the most convincing and the place where coaches gave unanimously positive feedback. In Tanzania and Azerbaijan, on the other hand, the RTP PCs are constantly challenged by coaches who demand incentives. In Azerbaijan, "Partners are adamant that financial incentives must be present to fully gain their interest and participation" (Price 2005:45:12). While the projects in Azerbaijan are not funded by Norway, and were not visited for this study, we find the report from this location very informative and relevant for the discussion on voluntarism, particularly because the report suggests new forms of project administration that could be tried out at other locations as well.

In the Azerbaijan case, the solution suggested by the RTP Mission Report is to terminate activities with schools and community centres that are no longer interested, and to find new ones (ibid. 13). The question is whether the problem will really be solved by finding ever new partners. In the meantime, the resources that have been spent in the first place may not be utilised, at least not for RTP sport activities. And how will one know that the new partners are really committed? Our experience from Tanzania shows that as long as a foreign donor is involved, people will be willing to enter contracts on a "volunteer basis" with no promised returns, simply because they hope that the donor will appreciate their dedication and in the long run come up with some kind of benefit.

A dilemma we have to consider is that reliance on voluntarism means that only the children living in communities where the adults have the will, capacity and interest to volunteer will benefit. There is the risk that the most disadvantaged areas are omitted from RTP programmes as a result.

In light of the problems and dilemmas mentioned above, we see a need for Norway to address and problematise its own stance of voluntarism within culture and sport. The idea of voluntarism is clearly based on the way sport is organised in Norway and other countries in the North. It is true that voluntarism here characterises most sport activities with children and youth. However, the sport activities are usually organised by some kind of sports association, and parents/guardians pay membership fees for their children. In most cases, sports fields and their maintenance are something that the municipalities are in charge of. Governments in the South seldom give priority to sports fields for local communities and in many places the large majority of parents/guardians work in the informal sector where the hours are long (often 12 hours per day or more). Under such circumstances, it is naïve to believe that parents/older youths will start coaching their children on a mass basis without monetary incentives. To expect teachers to coach their pupils outside working

hours on a long-term basis without any extra pay is even more naïve. There are probably very few teachers in the Western world that would do this.

We think the RTP Mission Report from Azerbaijan offers a solution to the problem which is perhaps worth trying out in several locations. In Azerbaijan, local staff will be hired to assist the international PCs. The locally recruited PCs will be termed “Community Mobilisers”, since this is a familiar term in the local setting (Price 2005:13). The report recommends that Community Mobilisers should be employed through local organisations/partners, which will provide office space and supervision, and that they will be responsible for “communicating with and motivating communities” (ibid. 47). The Community Mobilisers will, in contrast to the PCs, “be familiar with the language, culture, and the professional climate” (ibid. 48). The Action Plan stipulates that Community Mobilisers should be hired in February 2006, and the report envisages that these CMs can reach the regional level of the RTP organisational structure in the long run (Price 2005:48). This model is similar to the ‘Blended PC’ model.

The ‘Blended PC’ model is something we find viable for the future work of RTP. Based on what we have seen in Tanzania and in Pakistan, there is also a need to follow up and evaluate the quality of the education (e.g. health messages) given by coaches. Some PCs’ reports say that coaches do not give a proper introduction to the games or discuss their meaning with the children/youth afterwards. Some coaches may also have limited knowledge of the issues they are to discuss. In Peshawar, one of the trainers suggested that the coaches should have more health education. One of the PCs who work in Rwanda said that the coaches’ ability actually to discuss health issues with the children varies greatly. Some do it very successfully, others just talk about other things (they know that they are supposed to talk with the children for around 15 minutes after the games). In her view, this was to a large degree related to the coaches’ level of education, but other factors also counted. Their solution was to have refresher courses, as well as to have master trainers evaluate the performance of other coaches on a regular basis.

#### 4.4 The HIV/AIDS Component

The school project in Dar es Salaam is a *SportHealth* project, in which HIV/AIDS education is a central element. One of the teachers at Mikumi said: “With the younger children, it is difficult to talk about it. For standard 1 and 2 it is enough to say that AIDS kills. For st. 7 we can teach them how to prevent it.” He added that HIV/AIDS is part of the curriculum, but that it is “very shallow” and that one can use sports to “insist more”. Another teacher, at Pius Msekwa, said: “When we teach about HIV/AIDS in the classroom, the children fall asleep, but through sports, they actively take part, and they understand more quickly.”

When we asked the students themselves what they liked about the games, one of the girl students at Pius Msekwa said that she hoped to be famous through sports. When asked if there was any difference between the RTP-organised sports and other forms of sport, four pupils said that there was no difference, while one said that it was different since they used a frisbee and one said that it was different because they learned about HIV/AIDS. Other students then joined in, saying they learned about puberty and how to protect themselves. We asked them what other sources they had for learning about HIV/AIDS. They said television, radio, magazines and advertisement boards. They were not able to see/verbalise any difference between this form of HIV/AIDS information and the information they received through the RTP sport programme.

The Director of African Youth for Development is a member of the HIV committee in his ward,<sup>19</sup> but he complains that the leaders of the committee do not call meetings. He says that it is a

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<sup>19</sup> Some years back, the government decided that all wards in Tanzania were to have HIV/AIDS committees.

challenge for RTP that no people in leadership positions will come to their meetings or functions if they do not get an allowance. He says there should be a budget for inviting councillors.<sup>20</sup> It is important to have policy makers on board, he said, particularly because the government only sees/reads reports from local authorities, not from organisations like AYD (or RTP).

When we asked the coaches in Lugufu refugee camp how they taught the children about HIV/AIDS, they answered that they educate them through games, and riddles in particular.<sup>21</sup> We witnessed this during the games that we observed. One PC said that the RTP modules should have been expanded to include new games, since coaches appeared to become bored with repeating the same games every week, and felt that they had discussed what needed to be discussed with the children and youth. One of the skits that were performed during the AIDS Forum day that we observed depicted a young man who had gone to take an HIV test which proved to be positive. When he went home to tell his father, he was rejected. While the skit communicated an important social issue, that one should accept and care for AIDS victims, the troupe failed to communicate something very important: the fact that one cannot always tell that someone is HIV positive. The young man in the skit had all the common signs of a person who has developed AIDS to an advanced stage: black rashes, fungus around the mouth etc. As argued above, if RTP's grassroots partners are to have an educational function, they need help to develop their knowledge and skills.

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<sup>20</sup> He suggested Tsh. 20 000 (US\$ 16) at least.

<sup>21</sup> Riddle in call and response style: "Ukimwi – unaua. Wembe, sindano – kila mtu na yake" (AIDS – kills. Razor blade and needles – everyone should have their own).

## 5. Right to Play and Norwegian guidelines

The main guidelines for Norwegian development cooperation is the MFA Report 'Fighting Poverty Together' (UD 2003). The report states that Norwegian development efforts will be guided by the eight Millennium Development Goals as defined by the UN, and the overall main objective is poverty reduction. In 2005, the Ministry of Foreign Affairs published Norway's new strategy for development cooperation within culture and sports. In the strategy, support to sport activities is related to sport as a right, sport as having worth in itself, and sport as a tool for peace, development and social mobilisation for health initiatives. Sport is said to be one of the main arenas for voluntarism. Norway will support "sport for all", not sport at an elite level. Collaboration with national voluntary sport organisations is a priority. The strategy refers to the work being done by NIF, NFF, and RTP, and states that the three organisations complement each other because they fulfil different roles (UD 2005).

Norwegian support to non-governmental organisations active in development cooperation is channelled through Norad and the Ministry of Foreign Affairs. Since 2002, RTP has received funding from both bodies for projects in countries where Norway has collaboration agreements. MFA is responsible for support to humanitarian assistance on a short or medium-term time perspective, while Norad is responsible for long-term development cooperation (Norad 2004).

The goal of Norad's support to Norwegian NGOs is to enable these organisations to work for central Norwegian development goals together with their partners (Norad 2004). A central principle for Norwegian development cooperation is that initiatives should be in line with the recipient countries' own development strategies and plans. This principle does not apply to humanitarian aid (UD 2004:151). The greater part of the support is to be used for securing social, economical, and political rights. The Norwegian strategy for poverty reduction has a wide perspective and opens the way for a wide range of Norwegian actors (Norad 2004).

Right to Play has expressed a strong interest in becoming a Norwegian association, with possibilities for more long-term Norwegian funding than the international office presently has through the grant scheme for international organisations and networks. This section will briefly present the relevant guidelines for support from Norad and MFA and assess to what degree RTP projects fulfil these objectives. The emphasis will be on projects that we have observed in the field.

### Chapter Post 160.70 Civil Society (Norad)

The main objective of this post is to support long-term development cooperation that will enhance poor people's civil, political, economic, and cultural rights. The goal is that the support shall enable civil society in the partner countries to play a central and independent role in the development of democracy and good governance. It is of central importance that the capacity of local partners is enhanced (UD 2004:155-6). More than 80 Norwegian voluntary organisations receive support from Norad. Norad has developed a guide for institutional cooperation which sets out the objectives and guidelines for this support (Norad 2001). The main objectives are listed below.

### *Objectives of institutional cooperation*

1. Strengthen professional, organisational and management capacities of cooperation partners in priority countries
2. Improve efficiency in the implementation of development activities in priority countries through the development of human resources and organisational capacity
3. Promote administrative development and good governance
4. Promote local democracy and popular participation in developmental and decision-making processes
5. Promote institutions in civil society and the private sector
6. Strengthen knowledge of, and interest and participation in, development cooperation in Norwegian society

Source: (Norad 2001:6)

Capacity building and strengthening of civil society is a central aspect of Norwegian support. The case studies presented in chapter five reveal that Right to Play works in very different ways in different countries. Of RTP's 43 current projects,<sup>22</sup> 16 are run by international volunteers (without local staff), 12 have a combination of PCs and local staff, and 6 are run with local staff only (see list in appendix 4). Collaboration with institutions in the recipient countries varies greatly. In Pakistan, RTP collaborates very closely with Insan Foundation, as we have seen, but it had not had contact with other local organisations to any degree, the Afghan consulate or the Norwegian Embassy. In Tanzania, there was presently no collaboration with government authorities, but according to the project overview, RTP collaborates with government institutions in 11 of the 23 countries in which it works (Azerbaijan, Dubai, Zambia, Uganda, Mozambique, Sudan, Sierra Leone, Rwanda, Sri Lanka, Thailand).

**Table 1. Staff at RTP projects**

International volunteers only (PCs)	16
Combination of PCs and local staff	12
Local staff only	6

In Pakistan, RTP uses the Implementing Partner model. The Implementing Partner model was introduced due to security reasons, and it is not very representative of the way RTP works. The projects, through partnership with Insan Foundation, fulfil many of the objectives listed above. Insan staff have received training in Canada, reporting in RTP format promotes management, and the project has very good results in terms of the empowering of girls and women.

The two projects that were assessed in Tanzania, on the other hand, score lower on fulfilment of the seven objectives. The six projects in Tanzania are among the 16 projects that are run without local staff. This does not mean that they do not involve capacity building. A large number of coaches are trained by PCs, and master trainers train new coaches. The master trainers we observed in Tanzania were professional and appeared to have internalised RTP manuals and ideas. However, since many of the master trainers are teachers, it is hard to tell from a short visit whether their skills stem first of all from RTP training, or whether they had the skills when they were recruited as RTP coaches. The projects in refugee camps are supported by MFA and not Norad, but in our view the principles of capacity building are still relevant.

<sup>22</sup> 10 of the projects are pending (awaiting a sponsor).

One weakness we noted in Tanzania is that no coaches (neither at schools in Dar es Salaam nor in refugee camps) are involved in the actual project reporting to RTP (only registration of participants). As long as the goal is transparency on the part of coaches when they run projects by themselves in the future, RTP should set a good example and share more information than it does today. If more openness and involvement were in place, coaches and project beneficiaries would learn that RTP practises a very strict policy when it comes to private use of vehicles etc., and that this is valid for foreign PCs as much as for local staff and volunteers.

Through the use of Athlete Ambassadors, RTP scores high on the seventh objective of Norad-supported institutional cooperation, namely to 'strengthen interest in development issues in Norwegian society'. However, organisations that receive support from Norad/MFA are expected to mobilise and engage their members or supporters beyond the collection of funds (UD and Norad 2001:3). Since RTP is not a membership-based organisation, this may be a challenge.

The guidelines for institutional cooperation state that Norwegian institutions must have a high level of "development cooperation expertise", including knowledge of:

- The Norwegian development guidelines and institutions
- Development cooperation methodology and quality assurance
- Development cooperation administration
- Development theory and processes
- Country and regional knowledge

The RTP office in Norway has two employees, a Director for the Nordic countries, and a Director for Communications & Marketing. The Director has a very strong background in voluntary associations in Norway, sports management and leadership. However, she did not have experience with development cooperation when she entered the position in 2002. Since neither of the two employees in RTP Norway has long experience or educational background within development work, capacity building should take place before the organisation is considered for support as a Norwegian organisation.

Norwegian organisations are expected to (9):

- Play a role in the overall Norwegian development cooperation policy vis-à-vis the country in question
- Collaborate with institutions in the recipient country and Norway

Up to now, management of Norwegian-funded projects has gone through the HQ. There has not been regular, direct contact between the RTP office in Norway and institutions or partners in the South, since all communication has gone via the HQ. One of the other Norwegian organisations active within development and sport argued that it would be beneficial to the Norwegian office if it could become a Norwegian organisation, since it would then have more autonomy. RTP Norway has had limited collaboration with other organisations in Norway. To a certain degree, this may be caused by the fact that the organisations active within development and sport compete with each other for government funding, corporate sponsors, and athletes to market them.

Chapter Post 163.71 Humanitarian Assistance and Human Rights (MFA)

Support from this chapter comprises short-term humanitarian aid. Central criteria for support are good channels and coordination. The guidelines state that it is important to see humanitarian aid in connection with work for peace and reconciliation. Sport can have an important role to play here.

Representatives of UNHCR and other organisations working in Lugufu refugee camp emphasise that RTP does an important job in the camp since there are few other initiatives for children. They said that children enjoyed the games and activities very much, and that the activities perhaps kept some youth from venturing into illegal activities. In this camp, however, RTP did not collaborate closely with UNHCR. The coaches mentioned that it was important for themselves and the children to meet and interact with people from other ethnic groups. This is an important aspect, since refugees both in the camps and upon repatriation need to cope with multi-ethnic settings.

### A final remark

The team's impression is that RTP is an organisation led by a highly qualified and professional staff. Infrastructure in terms of financial control, staff and volunteer recruitment, monitoring and reporting is indeed impressive. On the ground, however, where RTP's activities are actually taking place, things look less convincing in some of the locations. The main reason appears to be that RTP is a young organisation which has expanded rapidly rather than consolidating its work in a few selected locations.

Development work is hard, and development work which presupposes voluntary involvement from the grassroots is particularly hard. RTP should be very serious at making contact with, or expressing willingness to learn from, other organisations which have longer experience in the areas where RTP is implementing projects. The team has the impression that RTP, as a newcomer, has had a tendency to be concerned more than is usual with branding and ownership of its own material and projects. This attitude may effect the collaboration, or lack of collaboration, with other organisations (international and local) and even with government authorities in the countries where they work.

Donors, and the whole sub-system that development aid entails, has sometimes been criticised for creating parallel structures in many developing countries. After a period of frustration with corrupt and inefficient governments in the 1980s, donors turned to 'civil society' and started to channel a substantial part of their aid through NGOs. The present trend in development theory and thinking has been to go back to government authorities (including budget support and basket funding), and to anchor local development initiatives in local authorities. In light of this, RTP's poor collaboration with national and local authorities in Tanzania is a bad sign. However, for RTP, and other development actors, it is a constant challenge to balance the above ideal of local engagement with good project management and protection against misuse of funds. Hopefully the new contacts with the Ministry of Education made in DSM during the review can improve RTP's collaboration in a beneficial way.

Right to Play is a young organisation and it has shown great willingness to learn and to change practices that have proved not to work well. Still, we find it somewhat surprising that during its first years of operation the organisation used methods that are clearly neither practical nor sustainable. Examples are six-month contracts for PCs (up to 2004), very limited or no overlap between teams, and no or limited hiring of local staff/PCs. It is our opinion that a number of these mistakes could have been avoided if RTP had been more willing to seek advice from other organisations and practitioners, particularly those that have long-term experience from working in the countries where RTP has established itself.

Right to Play has expressed a strong interest in long-term Norwegian funding for its projects, and in becoming a Norwegian organisation. Multi-year funding of projects would make it easier for RTP both to plan and to run the projects. A multi-year funding arrangement would also make it easier to commit local partners and get sustainability as a result. Norwegian guidelines for development cooperation encourage the use of sport as a tool in development work and as beneficial in itself. Right to Play is one of the few organisations that have specialised in this field. The organisation has

proved to be cost effective in the field, and has a dedicated and professional staff. Decentralisation of the administration to countries in the South will hopefully entail lower administrative costs. Provided the organisation follows up its plans for hiring more local staff and for decentralising training and administration, as well as building strategies for improving partnerships with local organisations and government authorities, the review team supports the idea of long-term funding of RTP projects. This support can be channelled through the Right to Play headquarters, or through Right to Play as a Norwegian organisation, provided it fulfils the requirements that Norad has set for Norwegian organisations to qualify.



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## Appendices

1. List of Interviews
2. Norwegian Athlete Ambassadors
3. RTP Revenues and expenditures 2005
4. RTP current projects
5. Terms of reference

## Appendix 1. List of Interviews

### PEOPLE MET: RTP HEAD OFFICE, TORONTO, CANADA

Date	Place/institution/department	People met
08.06.06		Debra Kerby, Chief Program and Policy Officer Will Reynolds, Chief Operations Officer Godlove Ntaw, Director Field Operations Roohallah Shabon, Regional Director Middle East and Asia Andrew Scanlan, Senior Program Officer Africa II Kerri Moloney, Grants Manager Lorna Read, Director Research and Program Development
	RTP, Volunteer Services Team	Vicki Hill, Manager Volunteer Services Kerri Emmonds, Senior Recruitment Officer Intake Kelly Anderson, Senior Recruitment Officer Outreach Susan Glaser, Travel Coordinator Julia Porter, Training Officer Jia Lu, Administrative Assistant Volunteer Services
09.06.06	Finance	Dennis Lepholtz, Chief Financial Officer Lalit Varma, Controller Karri Moloney, Grants Manager
	Communication	Tommi Laulajainen, International Communication Director
	Sport for Development and Peace International Working Group	Elizabeth Mulholland, Director Public Policy and SDP IWG Anna Alexandrova, Manager Policy
	Regional Directors	Roohallah Shabon, Regional Director Middle East and Asia Andrew Scanlan, Senior Program Officer Africa II Godlove Ntaw, Director Field Operations

PEOPLE MET: NORWAY

<b>Date</b>	<b>Place/institution</b>	<b>People interviewed</b>
04.05.06	Norad and MFA	Tone Slenes, Executive Officer for Right to Play, Norad Marianne Rønnevig, Executive Officer, Department of Press, Cultural Affairs and Information (PKI), MFA Stein Erik Kruse, HESO Anne Skjelmerud, Department of Social Development and Service Delivery, Norad Monica Djupvik, Health Advisor, Norad Julia Jacobsen, Section for Humanitarian Affairs (HUM), MFA Finn Arne Moskvil, Norad
04.05.06	RTP Norwegian office	Laila Andresen, Director, Nordic Countries
04.05.06	Norges Idrettsforbund (NIF)	Anne Kristine Soltvedt
11.05.06	RTP	Johann Olav Koss, President
15.05.05	Norad and MFA	Tone Slenes Veslemøy Lothe Salvesen Marianne Rønnevig Monika Djupvik Ivar Evensmo
15.05.06	Norges Idrettsforbund (NIF)	Bjørn Omar Evju, President
15.05.06	Norad	Svanhild Nedregaard, Senior Adviser
15.05.06	Ministry of Foreign Affairs (MFA)	Marianne Rønnevig, Unit for Information and Press Beate Stirø, Unit for Information and Press
	Fotballforbundet (NFF)	Anders Krystad, President
28.06.06	Chr. Michelsen Institute	Inger Johanne Tjoflaat, RTP applicant
29.06.06	RTP Project Coordinator	Kirsti Vik, stationed in Rwanda (telephone interview)
30.06.06	Former RTP Project Coordinator	Erik Rønstad, stationed in Tel-Aviv/Jericho 2003-04 (telephone interview)
30.06.06	RTP Athlete Ambassadors	Even Wetten, Skates (individual telephone interview) Gøril Snorroeggen, National Team, Handball (individual telephone interview) Marit Breivik, Coach of the National Handball Team (individual telephone interview)

PEOPLE MET: PAKISTAN

<b>Date</b>	<b>Place/institution</b>	<b>People interviewed</b>
30.05.06	Right to Play	Michael Bedford, Regional Manager
30.05.06	Insan Foundation, Islamabad	Mohammad Mushtaq, Director
31.05.06	Royal Norwegian Embassy, Islamabad	Janis Bjørn Kanavin, Ambassador Harek Aspenes, First Secretary
01.06.06	Insan Foundation, Peshawar	Farah L. Malik, Program Manager
	Hamida School, Peshawar	<i>Meeting with teachers and coaches</i> Amanullah Nasrat, Principle Huzrit Soma Ayaz Salma Nusrat Shabnam Suduat Khalida Allahyat Zeba Fatimi Tamana Shazia Muhammed Khalida Sekandery Hangama Sigm Halema Jabarkhil Maryam Hemat Sqferullah
01.06.06	Afghan Consulate in Peshawar	Mohammad Walid Parwin Bashiri Zahra Rajab Umar Kul Allahyari Qadee Khan Majidee
	Coaches in Peshawar	Ahmad Zai Hamida Aicbax Lail Safi Akhlar Jehan Zarmina shojai Suhak Mariam Kosha Fraidoon Sahil Farida Kakar Basbibbi Kaker M. Shoaib Alami, Assistant Head Coach
	RTP office in Quetta	Muzhgan Talal, Head Tamina Khan, Coach (former teacher)
02.06.06	Aurat Publication and Information Service Foundation, Islamabad	Naeem Mirza, Director Legislative Watch Programme
02.06.06	SAHIL, Islamabad	Maningeh Bano, Executive Director

PEOPLE MET: TANZANIA

<b>Date</b>	<b>Place/institution</b>	<b>People interviewed</b>
19.05.06	Mikumi Primary School (Observed games, informal interviews)	Evord, Head Teacher Cuesence Augustino, teacher and coach Florentina Nyoni, teacher and coach Kissa Konga, teacher and coach
	RTP	Christian Carrillo, Country Manager Tanzania Dyonne Burgers, Deputy Regional Manager Africa II Kris Daniel, Project Coordinator Mattia Carlo Gerardi, Project Coordinator LeAnn Judd, Communication Manager
	Pius Msekwa Primary School	Roda Zigura, Head Teacher Bakari Abdallah, teacher and coach Lillian Onello, teacher and coach Group of 24 students from 3, 5, and 6 <sup>th</sup> grade
	Ministry of Information, Culture and Sport	Frank Macha, Principal Sports Officer (also National Director of Special Olympics Tanzania) Emmanuel L. Mollel, Principal Cultural Officer
	African Youth Development	Kazanzu Kitwana, Director
20.05.06	African Youth Development, Workshop & Play Day	Amina Hamisi, AYD assistant, Coach Romano Charles, Mashija Arts Group, Coach
	RTP	Christian Carrillo, Country Manager
21.05.06	RTP team, Lugufu	Anne-Marie Burgeois, Project Coordinator Alex Nikitchina, Project Coordinator
22.05.06	World Vision, Lugufu Camp	Laurian Lamatus, Educational Officer
	Lugufu Camp, RTP coaches	Meeting with group of 25 coaches (6 female), including: Bokene Saidi Bockis, Lokendo Mfaume Wilonja, M.L. Fazili Tenazi Mwashi Hassan, Robert Mombey Mlewa Pilipili
	Lugufu Camp, observed games	Informal interviews with children: Maria, 10 years Mboa Safara, 7 years
	UNHCR, Lugufu camp	Akazio Jafar Juliao, Head of Field Office Veronica Mziya, Community Services Assistant
23.05.06	Observed Coach to Coach training	Master trainers: Lokendo Mfaume, Wilonja, M.L. Fazili Tenazi, Mwashi Hassan Robert Mombey, Mlewa Pilipili
	World Vision, Community Based Rehabilitation Centre	Placide Juma, Nurse and CBR Supervisor
	World Vision	Sara Masoi, Team Leader
	World Vision	Jackson Coy, Community Based Rehabilitation Officer
24.05.06	UNHCR, Sub Office Kigoma	Penninah Munoru Justus, Head of Sub Office Mutiko Kimu, Programme Assistant
25.05.06	Norwegian Embassy, DSM	Kari Edwardsdal Hansen, Programme Officer Bodil T. Day, Programme Officer, HIV/AIDS
	EMIMA	Oliver Katandila, Programme Manager Lea Mbage, Office Administrator
	Ministry of Education	Grace Rwiza, Assistant Director
	RTP Country Office	Christian Carrillo, Country Manager Dyonne Burgers, Deputy Regional Manager Africa II (Final discussions)

## Appendix 2. Norwegian Athlete Ambassadors

### **Curling**

Dordi Nordby m/ team

### **Fotball**

John Arne Riise  
Roar Strand

### **Friidrett**

Jim Svenøy  
Marius Bakken

### **Håndball**

Alexander Buchmann  
Byåsen Håndball Elite  
Camilla Herrem  
Glenn Solberg  
Gøril Snorroeggen  
Håvard Tvedten  
Heidi Tjugum  
Håndballjentene  
Håndballherrene

### **Håndball forts.**

Kristian Kjelling  
Linn Kristin Riegelhuth  
Tonje Nøstvold  
Vigdis Hårsaker

### **Kjelkehockey**

Rolf Einar Pedersen

### **Orientering**

Anne Margrethe Hausken

### **Roing**

Olaf Tufte

### **Sandvolley**

Bjørn Maaseide  
Ingrid Tørlen  
Jan Kvalheim  
Jørre Kjemperud  
Nila Håkedal

### **Sandvolley forts.**

Tarjei Skarlund

### **Seiling**

Christopher Gundersen  
Siren Sundby

### **Ski**

Anette Sagen  
Asle Tangvik  
Hans Petter Buraas  
Kjartan Haugen  
Lasse Kjus  
Roar Ljøkelsøy  
Tone Grawoll

### **Skiskyting**

Halvard Hanevold  
Liv Grete S. Poiree  
Raphael Poiree (litt norsk ☺)

### **Skøyer**

Ådne Søndrål  
Eskil Ervik  
Even Wetten  
Lasse Sætre  
Øystein Grødum  
Peter Müller (litt norsk ☺)  
Petter Andersen  
Rune Stordal

### **Snowboard**

Daniel Franck  
Kjersti Østgaard Buraas

### **Sykkel**

Gunn Rita Dahle Flesjå

### **Taekwondo**

Nina Solheim

### **Vektløfting**

Stian Grimseth

Source: RTP Norway



**Right to Play International -CONSOLIDATED**  
**Revenue and Expenditure-Consolidated, Programs and National Offices**  
**For the year ended December 31, 2005**

	<b>Actuals Fiscal 2005</b>
<b>RESTRICTED REVENUES</b>	
<b>Government</b>	
Government Grants Norway	\$ 2,237,405
Government Grants Netherland	1,956,203
Government Grants Swiss	309,223
Government Grants USA	1,317,520
Government Grants Canada	929,571
Grant Unicef	230,327
Other	11,300
<b>Total Restricted Revenue Governments</b>	<b>6,991,549</b>
<b>Foundations and Others</b>	851,052
<b>TOTAL RESTRICTED REVENUE</b>	<b>7,842,601</b>
<b>UNRESTRICTED REVENUES</b>	
<b>Fundraising</b>	
Individuals Major Gifts > \$50 000	1,175,828
Corporate Donations	1,582,322
Individuals Donations less than \$1 000	36,883
Individuals Donations \$1 000 to \$50 000	1,290,378
Other	412,054
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>4,497,465</b>
<b>DONATIONS IN KIND</b>	
Value in kind	2,189,260
Donations in Kind	123,728
<b>Total In-Kind Contribution</b>	<b>2,312,987</b>
<b>TOTAL REVENUE</b>	<b>14,653,054</b>
<b>EXPENDITURES</b>	
RTP International Programs	10,008,239
RTP Canada Operations	1,961,345
RTP Norway Operations	391,380
RTP Netherlands Operations	592,025
RTP Switzerland Operations	226,081
RTP US Operations	82,949
RTP UK Operations	26,403
RTP Italy Operations	60,369
<b>TOTAL EXPENDITURE</b>	<b>\$ 13,348,791</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 1,304,263</b>

Project Country, Name & Location	Year Started	Sponsor/Funder	Yearly Budget (2006) in Canadian \$	Local Partners	Number of International PCs	Number of Local Project Staff (Excluding drivers & security.)	Number of Country Office Staff (including expats)	Number of Regional Office Staff (including expats)
<b>ASIA</b>								
Azerbaijan <i>SportWorks</i> -Baku & Sumgayit	2004	Swiss Agency for Development and Cooperation	\$ 377 752	Buta Hayat Norwegian Refugee Council UNID-HSSC UNHCR Cabinet of Ministers of the Azerbaijan – Department for Problems of Refugees/IDPs	2	1		1
UNICEF Indonesia <i>SportWorks</i> Project #1-Banda Aceh	2006	UNICEF Indonesia	295 790	UNICEF Local Partners	2	0		
UNICEF Indonesia <i>SportWorks</i> Project #2-Banda Aceh	2006	UNICEF Indonesia	295 790	UNICEF Local Partners	2	0		1
Pakistan Earthquake <i>SportWorks</i> -Mensehra & Balakot	pending	pending		Insan Foundation Pakistan Others to be confirmed upon receipt of funding.	0	0		
Pakistan Refugee <i>SportWorks</i> -Peshawar & Quetta	2002	RNMFA	330 984	Insan Foundation Pakistan	0	4		n/a
UNICEF Sri Lanka Tsunami <i>SportWorks</i> Project #1- Hambantota	2006	pending UNICEF Sri Lanka	289 190	UNICEF UNDP Southern Provincial Council Ministry of Youth and Sports Sarvodaya Shramadana Movement	0	0		
UNICEF Sri Lanka Tsunami <i>SportWorks</i> Project #2-Matara	2006	pending UNICEF Sri Lanka	289 190	UNICEF UNDP Southern Provincial Council Ministry of Youth and Sports Sarvodaya Shramadana Movement	0	0		1
Thailand Refugee <i>SportWorks</i>	2002 2002 2006 2006	Ban Don Yang Tham Hin Nu Po Umpium USAID via American Refugee Committee (ARC)	334 878	Ministry of the Interior (MOI) United Nations High Commissioner for Refugees (UNHCR) American Refugee Committee International (ARC) Zuid-Oost Azie (ZOA) Catholic Office of Emergency Relief and Refugees (COERR)	4	0		
Thailand Migrant <i>SportWorks</i>	2005	USAID via American Refugee Committee (ARC)	188 355	Prime Partner – American Refugee Committee International (ARC) Principal Partners – The Thailand Ministry of Public Health (MoPH) & the Office of Vector Borne Disease Control (OVBC) Implementing Partners – RTP, and the ASEAN Institute for Health Development of Mahidol University (AIHD) Technical Assistance Partners – Armed Forces Research Institute of Medical Sciences (AFRIMS), and the Thailand MoPH – US CDC Collaboration (MoPH/CDC) Donor Partners – Rotary Hospital Medical Supplies for International Distribution (ROHMSID) and Project C.U.R.E.	2	0		
Thailand Tsunami <i>SportWorks</i> -Trang	2006	pending UNICEF Thailand	206 690	UNICEF Thailand Ministry of Education (Education Area Service Offices & Non-Formal Education) World Vision International	0	0		1 3
<b>AFRICA I (West and Francophone Africa)</b>								
Benin <i>SportWorks</i> -Kpomasse	2001	Frey Foundation	76 510	Aide et Action UNHCR Benin Ministry of Education	0	1		1
Chad <i>SportWorks</i> -Iridimi	2005	RNMFA & US State Department	480 624	CARE Canada, UNHCR, CCF, RET, UNICEF	0	0		
Chad <i>SportWorks</i> -Mile	2005	RNMFA & US State Department	264 848	CARE Canada, UNHCR, CCF, RET, UNICEF	0	0		0
Ghana <i>SportHealth</i> -Accra	2001	NORAD	355 001	• Accra Teacher's Training College (ATTC) • Greater Accra Sports Coordinators (GASC) • Ghana Education Services, Special Education Division • Ghana AIDS Commission • Street Academy • Play Soccer Ghana • Ministry of Education and Sport • Ministry of Women and Children's Affairs • Expanded Program for Immunization (EPI) • Health Promotion Unit (MOH) • National Sports Council • School, Health, Education Program • UNICEF	3	1		1
Liberia <i>SportWorks</i> -Monrovia	2005	Individual Donor	510 198	UNHCR Liberia, UNICEF Liberia, Liberia Red Cross Society	3	0		1
Mali <i>SportHealth</i> -Bamako	2002	Netherlands Ministry of Foreign Affairs - Social & Institutional Development Dept.	450 085	ENDA, CARITAS, Projet Jeunes	3	0		1 see below

Project Country, Name & Location	Year Started	Sponsor/Funder	Yearly Budget (2006) in Canadian \$	Local Partners	Number of International PCs	Number of Local Project Staff (Excluding drivers & security.)	Number of Country Office Staff (including expats)	Number of Regional Office Staff (including expats)
Rwanda <i>SportHealth</i> -Kigali	2003	USAID via CARE USA/the Communities Responding to the HIV/AIDS Epedemic (CORE) Initiative	210 943	The CORE Initiative CARE Rwanda City of Kigali - Division of Youth, Sports and Culture National AIDS Control Commission (CNLS) Kigali Youth Council Ministry of Education FEECAS (Forum des Educateurs Encadreurs des clubs Anti-SIDA) - Sport for Peace and Culture Foundation Red Cross Youth House Project Handicap International UNICEF National NGO forum	4	3		
Rwanda <i>Steamboat SportHealth</i> -Kigali	2005	Steamboat Foundation	72 833	Foundation Sport For Peace	0	1		
Rwanda UNICEF <i>SportHealth</i> -Kigali	2005	UNICEF Rwanda	56 204	UNICEF, Ministry of Education	1	0		0
Sierra Leone <i>SportHealth</i> -Freetown	2003	USAID via CARE USA/the Communities Responding to the HIV/AIDS Epedemic (CORE) Initiative	250 832	Ministry of Youth and Sport Sierra Leone Red Cross Society Pikin To Pikin War Child Holland Forum For African Women Educationalists (FAWE) Community Mobilisation for Poverty Alleviation & Social Services (COMPASS) Medicins Sans Frontiere (MSF) Conforti Community Aid Children's Organization (CCACO) Help a Needy Child International (HANCI) National HIV/AIDS Secretariat	1	1		
Sierra Leone <i>SportWorks</i> -Kono	2003	Canadian International Development Agency	246 268	Sierra Leone Red Cross, Kono District Association for Children in Need Peacewinds Japan Local schools Talking Drum Studios	1	1		
Sierra Leone <i>SportHealth</i> -Makeni	2003	USAID via CARE USA/the Communities Responding to the HIV/AIDS Epedemic (CORE) Initiative	106 326	Ministry of Youth and Sport Sierra Leone Red Cross Society Pikin To Pikin War Child Holland Forum For African Women Educationalists (FAWE) Community Mobilisation for Poverty Alleviation & Social Services (COMPASS) Medicins Sans Frontiere (MSF) National HIV/AIDS Secretariat Conforti Community Aid Children's Organization (CCACO) Help a Needy Child International (HANCI)	1	1	4	3
<b>AFRICA II (East and Southern Africa)</b>								
Ethiopia <i>SportHealth</i> -Addis Ababa	2002	Netherlands Ministry of Foreign Affairs - Social & Institutional Development Dept.	369 379	Ethiopian Gemini Trust Family Guidance Ethiopia Ethiopian Paralympic Committee Sport The Bridge GOAL Ethiopia	4	7		0
Mozambique <i>SportHealth</i> -Maputo	2002	Netherlands Ministry of Foreign Affairs - Social & Institutional Development Dept.	420 058	Ministry of Youth and Sport Ministry of Education	3	4		0
Sudan <i>SportWorks</i> -Juba	2003	UNICEF Sudan	361 092	UNICEF Sudan Ministry of Youth and Sports Ministry of Education War Child	1	3		0
Tanzania <i>SportHealth</i> -Dar es Salaam	2002	NORAD	271 590	Uhuro Wa Wasichana Primary School Mikumi Primary School Plus Msaikwa Primary School African Youth Development Foundation	3	0		1
Tanzania <i>SportWorks</i> - Grumeti	2005	Grumeti Fund	216 024	Grumeti Fund District Office for Education District Office for Sports	2	0		
Tanzania <i>SportWorks</i> -Kasulu	2001	pending	326 707	UNHCR World Vision International Rescue Committee Tanzania Red Cross Society Africare	4	0		
Tanzania <i>SportWorks</i> -Kibondo	2001	pending	369 084	UNHCR Tanganyika Christian Refugee Service International Rescue Committee Southern Africa Extension Unit	4	0	see below	see below

Project Country, Name & Location	Year Started	Sponsor/Funder	Yearly Budget (2006) in Canadian \$	Local Partners	Number of International PCs	Number of Local Project Staff (Excluding drivers & security.)	Number of Country Office Staff (including expats)	Number of Regional Office Staff (including expats)
Tanzania <i>SportWorks</i> -Kigoma	2001	pending	249 370	UNHCR World Vision Tanzania Red Cross Society	2	0		
Tanzania <i>SportWorks</i> -Ngara	2001	pending	104 293	UNHCR Jesuit Refugee Service Volunteer Consortium to Support People with AIDS	0	0	1	
Uganda <i>SportWorks</i> -Imvepi	2002	EFG Bank Employees - Switzerland	247 238	District Education Office German Development Service Jesuit Refugee Service Office of the Prime Minister of Uganda UNHCR	2	0		
Uganda <i>SportHealth</i> -Kampala	2002	NORAD	395 703	Lutheran Youth Manpower Development Association Soft Power Education Uganda National Association for the Blind Uganda Red Cross Society Central Branch Uganda Society for Disabled Children Naguru Sport Health Centre	3	1		
Uganda <i>SportWorks</i> -Nakivale	2001	pending	264 459	Office of the Prime Minister German Agency for Technical Co-operation UNHCR	4	0		
Uganda <i>SportWorks</i> -Oruchinga	2001	pending	189 532	Office of the Prime Minister Uganda Red Cross Society UNHCR	2	0		
Uganda <i>SportWorks</i> -Rhino	2002	Aegon & other RTP NL event fundraising	329 961	District Education Office German Development Service Jesuit Refugee Service Office of the Prime Minister Refugee Welfare Council UNHCR	4	0	1	
Zambia <i>SportWorks</i> -Kala	2002	Foundation for Sport & Sport History	224 144	UNHCR HODI (Zambian NGO) World Vision AAH – Action Against Hunger	1	3		
Zambia <i>SportHealth</i> -Lusaka	2002	Netherlands Ministry of Foreign Affairs - Social & Institutional Development Dept.	240 319	Implementing Partners Breakthrough Sports Academy Northmead/Garden Sports Alliance ThoKiz (Kabwata coaches) Chawama Youth Sport Foundation (CHYSF) Mtendere coaches Chikumbi Community Centre (CCC) Afrika Youth Sports Academy (AYSA) Kamanga coaches (KAYSA, CYC, ZOCS) Junior Coaches in Concern – Chilenje (JCC) Matero coaches Child Abuse Prevention Education (CAPE)  Sport for Development Partners Kicking AIDS Out Alliance (KAO) Sport In Action EduSport SCORE National Sports Council of Zambia  National and International Partners UNICEF Student Partnership Worldwide (SPW) German Technical Service (GTZ) Netherlands Ministry of Foreign Affairs Ministry of Sport, Youth, and Child Development Ministry of Education / University of Zambia	3	2		
Zambia <i>SportWorks</i> -Mwange	2002	Foundation for Sport & Sport History	12 408	UNHCR HODI (Zambian NGO)	n/a	n/a	0	2
<b>MIDDLE EAST</b>								
Dubai-Special Initiative Project	2006	Individual Donor	604 513	Ministry of Education (MoE), Department of Sport and Health (DoSH), Dubai Educational Zone (DEZ), Dubai Educational Council (DEC), HRH Princess Haya's Office, 10 partner schools, Youth Clubs, Norwegian University of Sport, External coaches	0	2	n/a	
Lebanon <i>SportWorks</i> -North, South & Central	2006	Individual Donor	121 337	UNRWA Mandated Schools and Training Centres; Community Groups Summer camps; UNRWA	0	7	2	
Occupied Palestinian Territories <i>SportWorks</i> (Jericho & Ramallah)	2006	RNMFA	309 968	UNRWA Mandated Schools and Training Centres; Community Groups Summer camps; UNDP, UNRWA	0	7	2.5	
Twinned Soccer Schools	2003	RNMFA	117 155	Peres Centre for Peace Abu Assukar Centre for Peace and Dialogue	0	0	0	3

## Appendix 5

### GUIDELINES FOR ORGANISATIONAL REVIEWS OF NGOs THAT RECEIVE FUNDING FROM NORAD

2 May 2006

#### Introduction and objective

In its remit, the Norwegian Agency for Development Cooperation (Norad) has been assigned responsibility for ensuring that organisations that receive financial support can demonstrate achievements at an efficient and rational level in relation to the goals set by the organisation for the Norad-financed work

For several years, Norad has carried out assessments, studies and evaluations as part of its quality assurance of the organisations' aid efforts, but their competence in the aid field and administrative capacity has often been assessed without visiting the organisations' local partners. The form in which aid is given has changed significantly and today, great emphasis is placed on the partner organisations' (in the South) active share in the planning and implementation of projects and programmes. Moreover, the requirements are more stringent with respect to efficiency and focus on results in development work, and there is greater focus on learning and the development of capacity. This new template for reviewing organisations shall reflect these changes.

These guidelines provide information about how Norad will carry out systematic organisational reviews of Norwegian NGOs which receive funding from Norad. The guidelines have primarily been drawn up for use in reviewing organisations with cooperation agreements, but, if necessary, they can also be used in connection with organisations which enter into one-off agreements with Norad.

The guidelines describe the division of responsibility in Norad in all phases of reviews and they provide a template for the Terms of Reference for such reviews. The guidelines, which have been drawn up by a working group under the leadership of the Civil Society Section (ESS), are intended to help the departments to carry out reviews in a uniform manner, so that comparisons can be made and common lessons learned.

*Right to Play (RTP) is currently supported by three departments at Norad and the Ministry of Foreign Affairs (MFA) but does not have a cooperation agreement or a multi-year contract. Nevertheless, the reference group has considered it appropriate to apply this system. However, the guidelines and the description of the assignment contain only the elements that are relevant to the review of RTP. Among other things, there will be less participation by Norad, the MFA and RTP than in reviews of Norwegian organisations that are engaged in closer, multi-year cooperation with Norad. The review will therefore be more independent than an ordinary organisational review.*

#### Reference group

The purpose of the reference group is to ensure that the review is as relevant and comprehensive as possible. Norad's executive officer for Right to Play is a member of the reference group and coordinates its work. The group includes representatives from the Department of Social Development and Service Delivery at Norad and executive officers from the Department of Press, Cultural Affairs and Information (PKI) and the Section for Humanitarian Affairs (HUM) at the

MFA. These members possess knowledge of the organisation, partners, reviews in general or experience from relevant technical areas.

The following are important tasks for the group:

- To comment on the Terms of Reference
- To take part in meetings with the team that is conducting the review.
- To take part in relevant (eventual) seminars.
- To take part in the debriefing seminar.
- To comment on the final report and contribute to the follow-up plan.

### **Composition of the team**

The team leader is the external consultant, who also writes the report. At Norad or the organisation's request, the team leader shall be available for discussions about recommendations and follow-up points.

### **Entering into a contract**

Endeavours should be made to utilise framework agreements in accordance with the procedures that apply to ordering, carrying out and reporting professional assignments. When purchasing services from consultants who do not have a framework agreement with Norad, the contract templates in the Agreement Manual shall be used.

### **Brief information about the work process**

The review consists of three phases - planning, implementation and follow-up, and it will normally be carried out as follows:

1. A reference group is appointed.
2. Terms of reference are drawn up and sent to potential consultants in accordance with the applicable guidelines.
3. The team is put together and contracted.
4. The team carries out a study and review of the documentation.
5. The team organises a meeting for the reference group with a presentation of the provisional findings and discussion about the further focus of the review.
6. Country visits to at least two countries including a debriefing before travelling home.
7. The dialogue phase between the team, the organisation and Norad/MFA about the provisional report.
8. The final report with conclusions and recommendations is sent to Norad.
9. Presentation of the report to the organisation, Norad, MFA and others.
10. Summing up and follow-up of the report with a separate plan.

### **Country visits**

The review shall include visits to at least two countries in which the organisation has office and/or local partners. The countries chosen should help to shed light on the breadth, type of project and partnership as well as positive and negative learning.

### **Responsibility**

The department that administers the agreement with the organisation has prime responsibility for the review being carried out on Norad's part.

*Planning of the review*

- **A reference group** consisting of members from Norad and relevant department(s) in the Ministry of Foreign Affairs is appointed by the responsible department.
- **The responsible department** prepares draft Terms of Reference (ToR). The draft is sent for comment to the reference group and the organisation. The final Terms of Reference are approved by **the department**. Embassies in countries which are candidates for country visits should be informed about such plans as early as possible.
- **The responsible department** puts together and contracts the team for the review and thereafter convenes the first meeting with the team and the organisation in Norad at which the ToR is reviewed and a shared understanding of it is arrived at.

*Carrying out the review*

- The case administrator in **the responsible department** is the point of contact for the team/the consultants, assisting the team by providing relevant information and documents, maintaining a continuous dialogue and making other practical arrangements to facilitate the team's work.
- **The team** presents provisional results to the reference group and presents a proposal for a programme for the country visit for approval by the **responsible department** in Norad.
- **The team** is responsible for carrying out a debriefing of the organisation and partners before travelling home from the country visits.
- **The team** is responsible for sending a draft of the final report for correction and comment by Norad, the organisation and its partners.

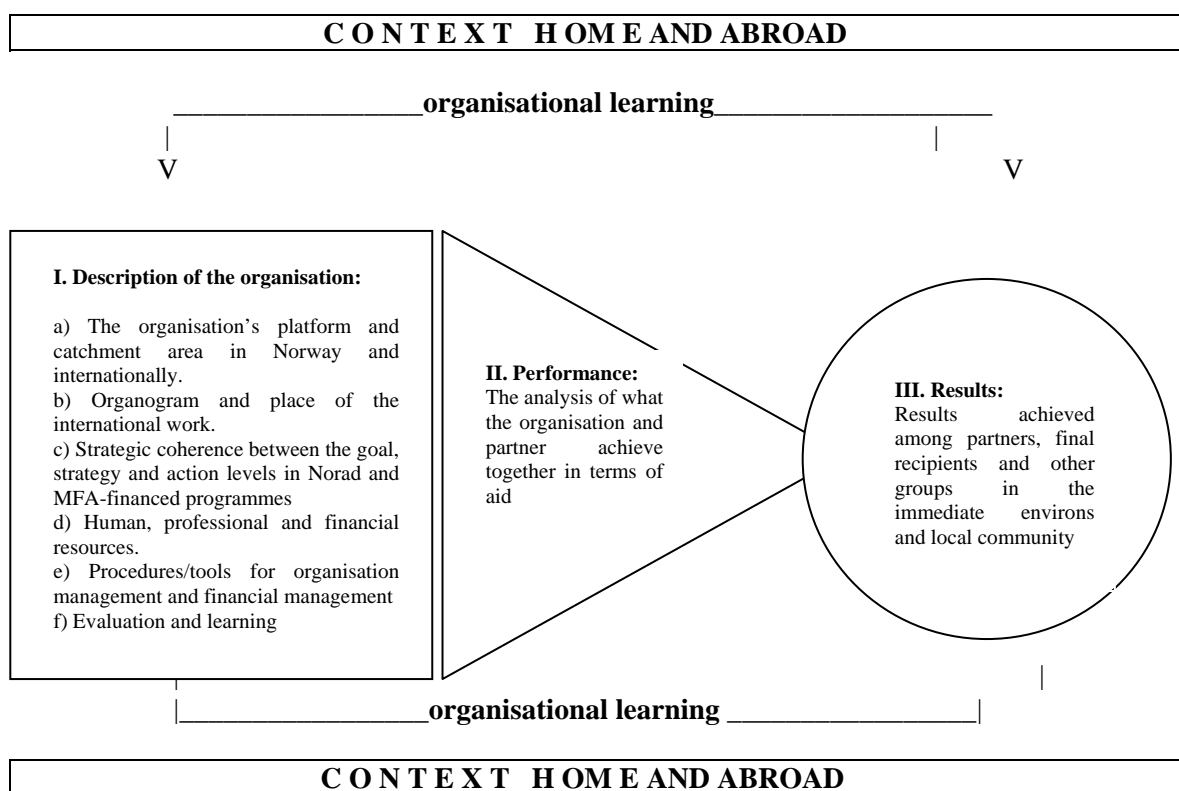
*Follow-up of the review*

- **The responsible department** is responsible for sending the final report to the relevant experts in Norad and the organisation in order to obtain comments on the report.
- **The Director General** assesses the consequences for further funding of the organisation.
- If it is considered that the review may be a candidate for follow-up in the media, the responsible department will write a response memo about Norad's standpoint and follow-up of problematic matters, specifying who will be spokesperson in connection with the case. The memo will be distributed to the Director General, the coordinating entity (ESS) and Norad's information department.
- **The responsible department** is responsible for ensuring that the whole of Norad benefits from the experience and lessons from the review.

## TERMS OF REFERENCE (ToR)

### 1. Model for work on the organisational review

In the figure below, the main components of the review are illustrated by an open organisational system in which the different parts are dependent both on each other and on the surroundings. The organisational review will comprise a capacity analysis of the system's performance and find out where its strengths and weaknesses lie. Its performance, which is illustrated in **triangle (II)**, is specified in more detail in section 4 (pp. 8-10). The analysis also requires knowledge about *organisational matters* that must be taken from the **square (I)**, and the results achieved by the partners, among final recipients and other groups illustrated by the contents of the **circle (III)**. The contents of these sub-figures are also described in more detail in section 4.



An organisational review concentrates on the services the organisation delivers. This means services delivered both upwards in the organisational chain to Norad/MFA and players in the international arena, and downwards to partners abroad. Services also includes what partners deliver upwards to the organisation (RTP), to other national players and downwards to local target groups. Services delivered upwards can, for example, include the organisation's reports to Norad/MFA. Services delivered downwards can include the organisation's programmes and collaboration with local partners. It is the "*performance of the system for delivery services*" that is to be analysed, not the services themselves.

**The context** at home influences the organisation in Norway and Canada; the context abroad influences the organisation and partners in their joint work. By context is meant framework conditions which the organisation cannot influence itself, factors it can influence as a result of prolonged purposeful efforts, and factors in its surroundings which it can readily influence.



The organisational review will normally start with a description of the services delivered at different levels in the organisational chain. The description shall be related to the context in question. It shall also provide an overview of the distribution of resources in the organisational chain. As the analysis of the organisation's and partners' services progresses, the causes of the conditions that are uncovered will be examined in more depth, both factors of an organisational nature (**the square box I**), the partners' roles and resources, and factors that can be attributed to the context in which the work is done.

It is important not just to examine the results (**Circle III**) among partners and final recipients/target groups but also the results for other groups in the immediate environs and the local community. Unintended consequences of the organisation's and partners' work are also relevant to examine in this connection. As illustrated by the arrows in the figure, there is continuous interaction between the organisational chain and the surroundings. In this interaction a great deal of communication and learning takes place at different organisational levels between the organisation, partners and recipients, which is important to performance.

The capacity analysis of this organisational system shall assess both the services delivered and the quality of the ongoing interaction processes, which will require the use of different kinds of indicators.

The **square (I)** contains the actual description of the organisation, including the organisation's platform, organogram, strategic coherence, human and financial resources and procedures/tools, evaluation and learning.

The analysis of the organisation's ability, together with its local partner, to make use of its resources in order to achieve results takes place in the **triangle (II)**. **The analysis of performance is the most important part of the organisational review.**

**The circle (III)** contains the results which the organisation achieves together with its partners with respect to the development of the partners' capacity and aid to final recipients. The results are divided into two parts in order to illustrate that most organisations have the twofold goal of strengthening local partners and thereby strengthening special target groups and/or civil society. In addition to observations, interviews and the material available in the organisation's reports to Norad/MFA, the country visits will show whether the results among partners or final recipients are actually in accordance with the picture painted by the organisation in its reports.

An organisational review shall thus assess an organisation's ability to achieve effective aid given its available financial, human and professional resources and work methods. The main question is whether the organisation – together with its partners – has the capacity and professional expertise required to achieve its goals and implement the measures and programmes supported by Norad or MFA respectively, or which Norad or MFA will respectively support. This presupposes that the organisation is familiar with the specific aims and guidelines attached to the funding they have received, since a different guideline applies to Norad and MFA funding respectively. It also presupposes knowledge about the socio-cultural context in which it operates and that it has a realistic ambition level for its work. Other important aspects include examining to what extent and how the organisation coordinates its work with other organisations, locally and in relation to the national authorities. And whether it is familiar with and utilises the same guidelines and standards in its work as other players do?

The team's assessment shall take account of Norad/MFA's experience of dialogue with the organisation, meetings, country visits, the organisation's follow-up of previous grant letters, participation in various national and international forums etc.

After an overall assessment, Norad and MFA should be able to:

- Determine whether the organisation has the required system for management and control of its own activities, including expertise with respect to developing and applying methods and systems for the documentation of results and long-term effects.
- Determine whether the organisation's reports to Norad/MFA give a true picture of partners and final recipients and provide Norad/MFA with an adequate basis on which to assess further support.
- Determine whether the organisation is capable of adapting goals and means to each other, and adapting means and goals to the situation and the context.
- Determine RTP's status in relation to the different support schemes in Norad/MFA. For instance whether RTP can be supported over chapter post 160.70 as a Norwegian organisation, and whether RTP can be supported over chapter post 163.71 as an organisation which operates humanitarian activities. Is this difference reflected in the interventions of RTP?

## **2. Background**

Right to Play (RTP) is an athlete-driven, international, humanitarian organisation that uses play and sport as an arena for child and youth development in the most disadvantaged regions of the world. RTP has programmes in 23 countries in Africa, Asia and the Middle East, a head office in Canada and national offices in Norway, Switzerland, the Netherlands, the UK, Italy, Canada and the USA. The organisation is not currently included on the OECD/DAC list of international organisations approved for ODA.

RTP was established in November 2000 by Johann Olav Koss as a continuation of Olympic Aid, which was established by the Lillehammer Olympic Organisation Committee in 1992. RTP states that its total budget for 2004 was CAD 15 million (approximately NOK 75 million) and that 83 per cent of the budget is spent on programmes and project development in the field and at the head office in Canada.

“The goal of Right to Play is to enhance child and community development through sport and play, including the development of healthy lifestyle behaviours. RTP promotes child's right to play. Play and sport provide many developmental and health benefits to children, and are essential to their healthy physical, social and emotional development.” (Source: Application to Norad 2006).

RTP currently receives financial support from Norad (through ESS) and the Ministry of Foreign Affairs (through HUM and PKI). Norad and the MFA wish to obtain an overall picture of their cooperation with the organisation and therefore require a joint, independent review of RTP's development and humanitarian activities, with emphasis on support for local partners. A field study in Tanzania and Pakistan is proposed as part of this process because Tanzania is a relevant country for Norad's support for the organisation, and because projects in Pakistan have been supported several years by the MFA. Norad supports the same programme in Tanzania, Uganda and Ghana and believes that the lessons learned in Tanzania can be transferred to programmes in the other countries.

The review will be carried out by a team of two external consultants (Siri Lange and Sigmund Haugsjå) and will provide the basis for future cooperation between RTP and Norad/MFA.

### **Support from Norad**

Norad currently has one-year agreements with RTP under the grant scheme for international organisations and networks. RTP has received NOK 4 million per year from Norad for 2005 and

2006. In 2004 Norad allocated NOK 2.5 million to the organisation (in addition to the NOK 1.5 million provided by the MFA). Until 2004 RTP received support from the MFA's UN Section through the multilateral allocation (the GAVI Fund) for this SportHealth programme, which, among other things, supports national vaccination programmes in developing countries.

Norad supports SportHealth programmes in Tanzania, Uganda and Ghana. Activities must be linked to national health programmes, hygiene education and information on HIV/AIDS. Trainer and coordinator training, democratic development through organised sport, gender equality and a holistic development perspective are also important elements of RTP programmes.

### **Support from the MFA**

The MFA's Section for Humanitarian Affairs (HUM) has one-year, project-specific contracts with RTP. HUM allocated more than NOK 5 million to these projects in 2004 and more than NOK 7 million in 2005. These funds were spent on projects in Palestine, Afghanistan, Pakistan and Chad. For 2006, RTP has applied for an increase of HUM funding to cover several other countries. HUM funding is largely spent on children in refugee camps in areas affected by war and conflict.

The MFA's PKI department is providing NOK 3 million over a period of four years (2005-2008) for the organisation to be the secretariat for Sport for Development and Peace, International Working Group. The International Working Group aims to promote sport as an instrument for peace and development and to produce two reports on this issue. The first report, "Sport for Development and Peace: From Practice to Policy" was launched at the Turin Paralympics on 10 March and the second will be launched at the Beijing Olympics in 2008.

## **3. Purpose**

The purpose of the organisational review is to examine the organisation's ability to provide effective aid. By effective aid in this context is meant:

- The cost-efficient use of funds
- Results that are in accordance with Norwegian political priorities
- Relevance to final recipients
- The ability to achieve its own goals.

The review shall assess the organisation's professional, financial and administrative capacity to – together with its partners – carry out programmes that implement the organisation's Norad/MFA-financed measures and programmes.

## **4. The scope of the assignment**

The review shall be based on the following reference material:

- The organisation's cooperation agreement, contract and other relevant contact with Norad and the MFA, its policy and strategy for aid work, reviews, annual reports, website and applications, as well as research-based literature aimed in particular at the areas within which the organisation works, and documents with reference to 'best practices'
- Applicable guidelines for grants to civil society (2001)
- White paper no 35 (2003-2004)
- This year's Letter of Allocation 1 from the MFA to Norad
- MFA guidelines for the administration of grants which applies to chapter 163.71 Humanitarian assistance and human rights that are administered by the Department for Global Affairs. (Updated 1 March 2006).
- Security Council Resolution 1325, on women, peace and security

- Strategy for Norway's cooperation on culture and sport with countries in the South

The organisational review shall form the basis for a general assessment of both RTP ability to provide effective aid, as well as its reporting to Norad/MFA and the quality of the organisation's internal communication. The analysis shall also include an assessment of the head office's organisational structure and dimensions in relation to the different part of the organisation's own functions and tasks. The review shall cover the whole organisational chain from head office in Canada, national offices to local partner<sup>23</sup>. The work will consist of studying, analysing, concluding and presenting recommendations and proposals for follow-up.

An overview of the factors and questions that will be natural to examine in more detail follows below:

### **Description of the organisation (Square 1)**

- The organisation's area of operation, platform and structure:
  - In Norway and internationally
    - Including activities and networks in Norway (especially with a view to assistance pursuant to chapter 160.70 as a possible "Norwegian organisation)
    - The degree and form of cooperation with the Norwegian Olympic Committee and Confederation of Sports (NIF) and other relevant organisations in Norway.
  - Mandate, policy and strategy/ies.
  - Governing bodies, organisational structure and working methods
    - Including division of responsibility between Canada and Norway. What is the mandate and authority of the Norwegian office?
  - Organisation chart showing the location of international activities
  - Strategic coherence between goal, strategic and operational levels
  - The organisation's partners/the extent to which it operates on the basis of partnership (or implements activities itself)
    - Including the degree of recruitment and use of international volunteers as opposed to
    - local partners
  - What are the organisation's routines for (a) monitoring and (b) formalised dialogue/cooperation with any partners in the South.
- Capacity and technical competence
  - Routines/tools for management, financial control and measurement of results
    - Including the cost-effectiveness of programmes and cost sharing between Head Office and field.
  - Risk analysis of human, technical and financial resources
- Evaluation, and systems and routines for learning from own mistakes and successes
- Other aspects of the organisation about which Norad/the MFA require information:
  - The link between sport, health and HIV/AIDS in the programmes (what is RTP responsible for?)
  - Inclusion and attitudes based on gender, HIV status, disability, etc.
  - Knowledge about/attitudes to HIV/AIDS and prevention (behavioural change, condoms, control/negotiating ability concerning sexuality)
  - Relevance to Security Council Resolution 1325 (women, peace and security)
  - Use of mobilisation strategy and marketing strategy (Are the media and celebrities

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<sup>23</sup> The local partner can consist of a network of individuals, informal local community groups (CBOs), individual NGOs, NGO networks, government or semi-government organisations. The context in which such players operate is also highly variable, which strongly influences the critical variables for capacity building it will be most relevant to examine in the review.

- used for publicity purposes and/or genuinely integrated with and committed to programmes?)
- Right to Play's progress and performance as secretariat for the project Sport for Development and Peace, International Working Group.

## **Performance analysis (Triangle II)**

### Of RTP

- Policy, strategy and programme of measures for building capacity of partners.
  - How and on the basis of which principles does the organisation select its partners?
    - Including the degree to which programmes have the support of local communities
  - To what degree and how does the organisation contribute towards strengthening its partners?
    - Including added value in addition to financial contribution
  - How does it contribute to the development of knowledge for partners who, for example, have good ideas but are weak at putting their ideas into practice?
  - How does the organisation seek to measure and monitor the achievement of results?
  - Which indicators for success has it established/is it establishing?
    - Including the ability to identify and achieve results in the field.
  - How does it check capacity in connection with the work that is done?
  - To what degree are partners included in decision-making and strategic processes?
  - Which other roles do partners play in relation to RTP?
  - How does communication between head office, the organisation in the field and partners function?
    - Including the degree of cooperation and coordination with other organisations in recipient countries (the UN, local resources, national AIDS councils, health programmes and services), national authorities and plans.
    - Does RTP participate actively in current coordinating mechanisms, for instance within the UN? (The extent to which RTP is aware of coordinating mechanisms in the field and allows itself to be coordinated).
  - What is the time perspective for partnerships? To what extent is a phasing-out strategy prepared so that the partner can ultimately stand on its own?
    - Including the sustainability and long-term perspective of activities and the relevance of this to the guidelines attached to humanitarian funding.

### Of local partners

- The quality of the partner's planning and implementation process:
  - ✓ To what extent are partners and target groups included in the planning and implementation phase?
  - ✓ How much local expertise and resources is mobilised in programmes?
  - ✓ How realistic are the goals and the planned results during the planning phase?
  - ✓ How are indicators used in the planning phase?
  - ✓ How are risk analyses carried out in the planning phase?

### Of both RTP and local partners

- Reporting and evaluation of capacity-building results:
  - ✓ What indicators and other instruments are used to report goal attainment at different levels?
  - ✓ What are the reporting requirements and how are they followed up?
  - ✓ What feedback is given on reports from partners?
  - ✓ What guidance is triggered by feedback on reports?
- Learning in the organisation and by local partners:
- The quality of communication when:

- ✓ A failure takes place in terms of quality and delivery date in relation to contractual obligations
- ✓ Conflicts and corruption occur.

### **Results achieved among partners and final recipients (The circle III)**

- What has been achieved in terms of building partners' capacity that can be attributed to RTP?
- How has this contributed to strengthening civil society?
- What results have been achieved among final recipients?
  - ✓ What is the level of the results (input, output, outcome)?
  - ✓ To what extent are indicators used in reporting?
  - ✓ How is the risk situation handled during the programmes?
    - including the topic gender equality (Rules and actions to prevent abuse of women/children? Who participates in the RTP activities in the field? Are there drop outs?)
  - ✓ To what extent is the target group involved in the reporting of goals?

## **5. Work process and method <sup>24</sup>**

The main part of the review will be carried out in Norway, where RTP has its head office. Two country visits will also be carried out as part of the review, and also a visit to the main office in Canada.

### **General information about the collection of data/information**

The review shall be based on document studies, but also on the use of a self-evaluation form and interviews in order to ensure necessary participation in the process.

The self-evaluation form will preferably be used by board members and employees at head office and country level and possibly others. Interviews, which should be based on an interview guide, can be conducted with a sample of persons at all levels in the organisation, including partners and (possibly) target groups or other stakeholders.

### **The study and documentation phase**

The first part of the review will consist of an in-depth study of the documents concerning the organisation and its cooperation with and reporting to Norad/MFA and its local partner.

The provisional results from this phase shall be presented to the reference group at a meeting/seminar. At the same time, the team shall present a reasoned proposal concerning the programme for the country visits for approval by Norad/MFA before departure.

### **Country visits**

During country visits, a quality assessment of the partnership will be carried out, and tests of what it actually delivers in terms of goods and services to the final recipients will be a central element. In addition to conversations with project employees, it will also be necessary to speak to people who are not dependent on the organisation in any way. Examples of such persons are (a) peers, i.e. other players who work within the same field in the same country, and (b) players at the local level, for example residents in areas in the vicinity of where the organisation's activities take place, but who do not benefit directly from the organisation's work.

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3) Two good reference documents as regards organisational analysis are Stein-Erik Kruse's "How to Assess NGO Capacity: A Resource Book on Organisational Assessment", 1999, Bistandsnemnda and "Institutional Assessment and Capacity Development: Why, What and How", produced by EuropeAid for the European Commission, September 2005.

The team holds a debriefing with the organisation and its partners before travelling home from country visits.

### **Interpretation of the data and observations**

The consultant's subjective standpoint shall be explicitly stated in the report, and the methodological approach shall be systematic and analytical. As far as possible, conclusions shall be based on triangulation, i.e. elucidation of the same question from several angles using data from composite source material. The document studies and interviews shall be organised in a manner that ensures they are representative and that the analysis provides a basis for drawing tenable conclusions.

### **Analysis and conclusion**

All assessment of the reliability and relevance of the management of the undertaking and its finances shall be based on documentation.

### **Recommendation and follow-up**

The review shall provide Norad and MFA with new knowledge about the direction further cooperation with RTP should take. The recommendations shall be structured with this in mind and contain proposals for improvements on which Norad/MFA should focus in its follow-up work.

The recommendations should also contain proposals for measures to improve RTP's organisational structure in order to optimise the organisation's aid activities. Otherwise, the team is free to include other recommendations that are deemed to be relevant to furthering the objective of the review.

The team leader is responsible for the final report, but any internal disagreement about its conclusions and recommendations should be stated in the report.

## **6. Reporting**

In order to allow an opportunity for comment and for correction of any factual errors and misunderstandings, the team will send a draft of the final report to RTP and Norad/MFA no later than the end of 16<sup>th</sup> of June with a deadline for responding to the team one week later – before the 26<sup>th</sup> of June.

### **Final report**

The final report will be structured in accordance with the Terms of Reference. It shall be written in English, contain a summary of approx. 3-4 pages and be approximately 40 pages long. Appendixes can be added. 5 printed copies of the final report shall be sent to Norad as well as in electronic format.

RTP may on its own or partners' behalf request that information that is considered particularly sensitive with respect to the life and safety of staff be included in separate appendixes with restricted access.

### **Information, presentation and publication**

At the request of the organisation or Norad or the MFA, the team leader/consultant shall be available for discussions about recommendations and follow-up points.

As part of the assignment, the team leader and/or consultant shall make a presentation of the final result no later than two months after the report is completed, at a half-day seminar for RTP and personnel from Norad and the MFA. Here the consequences of the report should be discussed between the different parties.

## **7. Time schedule and budget**

### **Time schedule**

The work will commence in April, and the final report will be presented to Norad the 30<sup>th</sup> of June 2006. If there are special circumstances the report can be delayed after approval from Norad, but no longer than the 15<sup>th</sup> of September 2006.

### **Budget**

As a separate appendix (the costs are stipulated to maximum NOK 360,000 NOK).  
The review should not exceed a total of 9 working weeks for the two consultants.



## Recent Reports

### **R 2006: 11**

LANGE, Siri in cooperation with ESRF: Benefit streams from mining in Tanzania: Case studies from Geita and Mererani. Bergen, 2006, 53 pp.

### **R 2006: 10**

GLOPPEN, S., C. Atoo, E. Kasimbazi, A. Kibandama, J. Kiiza, S. Makara, G. Okiror, L. Rakner, S. Rwengabo, L. Svåsand, R. Tabaro , A. Tostensen: Uganda's 2006 Presidential and Parliamentary Elections. Bergen, 2006, 28 pp.

### **R 2006: 9**

SELBERVIK, Hilde: PRSP in Tanzania: Do Mkukuta and the CCM election manifesto pull in the same direction? Bergen, 2006, 24 pp.

### **R 2006: 8**

SELBERVIK, Hilde with Knut Nygaard: Nordic exceptionalism in development assistance? Aid policies and the major donors: The Nordic countries. Bergen, 2006, 93 pp.

### **R 2006: 7**

TOSTENSEN, Arne: Bridging research and development assistance. A review of Danish research networks. Bergen, 2006, 37 pp.

### **R 2006: 6**

TOSTENSEN, Arne: Regional dimensions of Norwegian country programmes in East Africa. Bergen, 2006, 20 pp.

### **R 2006: 5**

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## SUMMARY

Right to Play (former Olympic Aid), is an athlete-driven international humanitarian organisation which uses sport and play as a development tool for children and youth. The central delivery method is through international volunteers who teach RTP modules to local coaches based in refugee camps, at schools, or in community based organisations. This review was commissioned by Norad and the Ministry of Foreign Affairs, and the team visited RTP projects in Pakistan and Tanzania. The team found that RTP employ very different methods in different locations, and that the degree of partnership, local involvement, and coaches' satisfaction, varies a lot. RTP is a young organisation and has expanded very rapidly, presently running projects in more than 20 countries. The team warns RTP against expanding to new countries for the time being. The organisation has proved to be cost effective in the field, and has a dedicated and professional staff. Provided the organisation follows up on their plans for hiring more local staff and decentralising training and administration, as well as making strategies for how to improve partnerships with local organisations and government authorities, the review team supports the idea of long-term funding of RTP projects.

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