World Bank - Grant Funding Request (GFR)

Ref. : 4375  
Printed on : 11/10/2011  
Status : Approved

GFR 4375 - Round 29 Colombia Soccer Together: Rethinking how to Improve Gender Equity and Inclusion in the Education System

Team Leader : 00000084925 - Ms Martha Laverde

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| **Grant linked to** | P125697 - JSDF-CO-Rethink.Improve Gender Equity  
Project Status : LEND  
Product Line : RE |
| **Disbursing Fund Type** | Stand-alone Recipient Executed Project |
| **TF Usage** | OP - OTHER INV FINANCING PROJECTS |
| **Managing Unit** | 7640 - LCSHE |
| **Responsible Cost Center** | 7640 - LCSHE |
| **Window Manager** | Ms Yolaine E. Joseph |
| **Funding Window** | 0000004907 - JAPAN SOCIAL DEVELOPMENT FUND (JSDF) - REGULAR PROGRAM |
| **Sub-Fund** | TF080674 - JAPAN SOCIAL DEVELOPMENT FUND (JSDF) - REGULAR PROGRAM |
| **Trustee** | TF023779 - Japan Social Development Fund (JSDF) |
| **Donor** | TF513001 - Japan - Ministry of Finance |
| **Coterminus Staff Assignment** | No |
| **iLap Product Type** | Regular Fund |
| **iLap Activity Type** | Associated with Project (ASSC) |

This GFR includes the following sections: Attachments, Basic Data - TTL Comment, Basic Data Info, Components, Disbursement, GFR History, Outcome, Processing, Project Information, Allowed Expenses, Confirmation, Description, Email History, Financing, Program Specific, Sector/Theme.
1. What is the Development Objective (or main objective) of this Grant?
   The objective of the proposal is to develop and adapt a pedagogical model in six municipalities of Atlantico, Colombia providing skills and values to help vulnerable and poorest girls and boys between 5 to 16 years of age to gain confidence, improve their quality of life, and build a peaceful future.

2. Summary description of Grant financed activities
   Component 1 Adapting and writing up the model
   a) Adapting and writing up the “Soccer Together” Model.
   b) Consultation process with municipal authorities, teachers and local NGOs.
   c) Improvement of soccer fields and soccer kit for each child.
   d) Selecting Scroll and children participants.

   Component 2 Soccer Together in Place
   a) Soccer for peace training.
   b) Value training workshops.
   c) Provision of health and nutrition to each child.
   d) Technical assistance for the model (soccer together training, nutrition and health, psychological support, values, parent and local leaders participation among others).

   Component 3 Strengthening Community and Family Participation
   Technical assistance and workshops with the community and family participation.

   Component 4 Management, communication, Monitoring and Impact evaluation
   a) Project Management.
   b) Monitoring and follow up.
   c) An independent impact evaluation of the experience by an external firm.
   d) An external audit.
   e) Design and implement a communication strategy.

3. What are the main risks related to the Grant financed activity? Are there any potential conflicts of interest for the Bank? How will these risks/conflicts be monitored and managed?
   Low levels of credibility in the municipal government’s intentions and purposes even with the participation of high society individuals. There might be difficulties regarding the involvement of the local government in the development of an alternative model to traditional assistance.

   A significant part of the individuals participating in the program drop out before completion, resulting in a waste of resources, time and efforts. Cultural paradigms and patterns prevent girls and boys to enroll with equal opportunities in the activities. The implementing agency is not familiar with Bank’s procedures and norms. Political and social conflicts may prevent adequate targeting of the program.

4. Describe any significant environmental or safeguard issues related to this Grant and how they will be addressed? To what extent are these issues covered in the ISDS for the project supported by the Grant?
   None.
   Activity Risk Rating: Substantial Risk
5. (Optional question) What can/has been done to find an alternative source of financing, i.e. instead of a Bank administered Grant?

OUTCOME

Description of Grant Outcome Indicators
Grant Specific Indicators Used

At least 80% of participating children improved their health conditions, their eating and oral hygiene habits.
Baseline Value : TBD (Baseline in May 2010)
Date : 05/01/2010
Target Value : 80%
Date : 05/31/2014

100% of participants are attending school and using their free time in a productive and positive manner, decreasing exposure to risky behavior.
Baseline Value : TBD (Baseline in May 2010)
Date : 05/01/2010
Target Value : 100%
Date : 03/31/2014

80% of participants have improved their competence in handling conflicts, and have demonstrated emotional learning skills.
Baseline Value : TBD (Baseline in May 2010)
Date : 05/01/2010
Target Value : 80%
Date : 03/31/2014

80% of parents attend the planned meetings and training activities and are satisfied with them.
Baseline Value : TBD (Baseline in May 2010)
Date : 05/01/2010
Target Value : 80%
Date : 03/31/2014

An innovative and appropriate educational model is being implemented in schools in the six municipalities poorest areas.
Baseline Value : None
Date : 03/01/2010
Target Value : Innovative and appropriate educational model in place
Date : 03/31/2014

COMPONENTS/OUTPUTS
Description of Components / Outputs

Component / Output 1: Adapting and Writing up the "Soccer Together" Model.

Description: Using soccer as an educational and inclusive methodology to support under-privileged children has been experimented in Barranquilla since 2007, but no formal pedagogical model has been developed. Activities implemented using the Soccer for Peace methodology are not designed to just teach children to play soccer, but rather to use the popularity of the sport as a mechanism to positively transform their lives.

This methodology focuses on four basic game laws: tolerance, respect, cooperation and solidarity. The activities based on the Soccer for Peace methodology span from soccer games, workshops, provision of nutritional supplements, tournaments, to psychological guidance, parent schooling, and leadership programs. For sustainability reasons, it is important to capitalize the knowledge gained in the implementation of the methodology to design a model that could be used in other municipalities and in the education system. In fact, without a formal pedagogical model, the implementation is dependent upon the subjectivity of a few dedicated individuals which could jeopardize the project’s viability as well as limit its replicability. Therefore, the first component of the proposal aims to develop a pedagogical model that will detail each phase, the activities, the costs, the curricula, the staff’s skills and profiles, the indicators and the expected results. A consultation process with teachers, other NGOs and municipal authorities will be carried out to formalize the model and select the beneficiary schools and children. This component will include the improvement of soccer fields in the Municipalities and soccer kits for each children. The selection of schools and children will be part of this component.

Planned Output/Deliverables:
(i) Adapting the "Soccer Together" Model and (ii) Consultation process with municipal authorities, teachers, principals and local NGOs.

Estimated Value: 142,900.00 USD

Start/End Date: 03/01/2010 to 03/31/2014

Component / Output 2: Soccer Together in place.

Description: In some regions of Colombia, such as the Department of Atlantico, economically disadvantaged children and young people are constantly exposed to dangerous activities, such as drugs, gangs, violence, sexual abuse, and prostitution. Such environment negatively affects their development. Because of the lack of positive role models and their exposure to unproductive free time, they are more inclined to adopt dangerous behaviors and join delinquent groups. The Soccer Together projects aims to provide innovative solutions to this urgent social concern. The model would be implemented over 3 years in six municipalities: Puerto Colombia, Galapa, Barranquilla, Soledad, Malambo and Sabanalarga to help 2,000 at-risk children and young people (ages 5 to 16). The FCC Foundation will work with local school teachers and community leaders to identify children who will benefit the most. All activities of this component will operate in school or community facilities in the municipalities. The implementation will have three sub components:

Sub component 2.1 Soccer for peace training: Twice a week, girls and boys will attend soccer training, following the soccer for peace methodology which helps improve their physical development, self-esteem, leadership skills, and peaceful conflict resolution. In addition, it promotes gender equality through mixed teams, and helps change boys and
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girls behaviors positively. The training is administered by experienced soccer trainers, who have been trained following the Soccer for Peace methodology. The rules of the game are: (i) minimum of two girls and two boys per team. Each boy and girl participating in the program must play the same amount of time during the game; (ii) there are no referees, in their place advisors (tutors) who act as facilitators; (iii) conflicts that arise during the game must be solved by the players themselves; (iv) the first goal of each team must be scored by a girl; (v) children are encouraged to follow values such as honesty, solidarity, respect, and tolerance, and receive Heart Stickers for doing so; (v) they can also collect a Heart Sticker by scoring a goal during a game. The game consists of three periods. During the first period, all players agree to follow the rules of coexistence. During the second period, the game is played. During the third period, players evaluate themselves, as well as their opponents, and the final score is established. The advisor facilitates the agreements of coexistence during the first period and the self-evaluation in the third period. The advisor also mediates potential conflicts and takes notes on the game. The winning team accumulates the most number of Heart Stickers which are then converted into points for the tournament’s scoreboard. If at the end of the tournaments, there is a draw, the team with the most Heart Stickers, as a result of values applied during the game, will be declared the winner. Every week, FCC hosts a tournament for the participating teams. The tournament last six months, and each team plays 2-3 times a month, on alternative weekends. Teams are ranked and winners are recognized at the end of the tournament, with a trophy, medals and awards. The tournament games also follow the Soccer for Peace methodology.

Sub component 2.2 Value Training Workshops: all children attend workshops twice a week aimed to promote personal and social responsibility. The topics taught during the workshops deal with tolerance, respect, solidarity and honesty. They complement what girls and boys learn during their sports training. The workshops are organized and delivered by psychology students of local universities. Each week a specific topic is discussed, and a quality measurement is taken before the workshops and at the end of the month. Specific opportunities would be framed to have children attending cultural activities, lectures given by recognized characters of the community, and field trips to important companies of the city. A community network of supporters would be encouraged to organize and sustain activities promoting identity and belonging for the children and their community. Children who exhibit signs of domestic abuse, low self-esteem, significant difficulties in their behavior, receive additional psychological support from FCC psychologists. Individual hour long sessions are held once a week, for a period determined by the psychologist. They have as objective to get to know better the neighborhood, their reality and needs.

Sub component 2.3 Health and Nutrition: All the children receive three times a week snacks and lunches planned by nutritionists to satisfy the dietary needs of growing children. In addition, they will receive nutritional education to teach the children good eating habits, proper use of eating utensils, and sanitary care, such as brushing teeth and washing hands. In collaboration with each municipal team and under the leadership of the FCC Foundation, each child will have health control visits to a public clinic and vaccination programs. Key partners and stakeholders will be identified to support the development of the project in each municipality.

Planned Output/ Deliverables : (i) Training sessions for all the sub components delivered to 2000 at-risk children during 3 years; (ii) Health control and vaccination to 2000 at-risk children during 3 years.

Estimated Value : 1,261,100.00 USD
Component / Output 3: Strengthening Community and Family Participation.

Description: In order to promote a healthy family experience and community life, a participatory strategy will be implemented. It is of crucial importance to promote a coherent and progressive transformation of the context where children grow. As they experience values such as gender equality, solidarity and tolerance during soccer training and workshops, they should find in their family and community the opportunity to be tolerant and proactive. Children learn by the example of adults, so it is necessary that the community and family become a supportive context for their learning process. Every month FCC organize family workshops, lectures, and social gatherings for parents led by professional facilitators and special guests to promote and reaffirm the family values taught to their children. Lectures give them the knowledge and the strategies needed to perform their role as parents in the complete development of their children. It is also necessary to make parents and the community in general part of FCCs Project and of any other social integration activity. It is also important to understand what beneficiary teenagers want and to obtain an excellent articulation among the different actors who are working in the neighborhood, in order to obtain a lasting social transformation.

Planned Output/ Deliverables: (i) Parents education plan presented; (ii) workshops with parents organized and (iii) quality satisfaction enquiry results published.

Estimated Value: 76,600.00 USD

Start/End Date: 03/01/2010 to 03/31/2014


Description: This component aims to draw lessons from this experience that will be undertaken in six Colombian municipalities. This will serve to determine whether the Soccer Together model is worth for replicating and what would be the best practices to focus on. Also, the component will include providing technical and administrative assistance, procuring additional equipment, hiring consultants and staff to expand its activities to the regions where the Grant will be implemented and to perform more efficiently while fulfilling banks financial and procurement requirements. Five different activities will be organized under these components: (i) Project Management; (ii) Monitoring and follow-up Internal Bank Report Page 5 of 17; (iii) an independent impact evaluation of the experience by an external firm; (iv) an external audit and (v) the design and implementation of a communication strategy. Having an external evaluation of the performance of the Soccer Together project is very important to give credit to its results and decide whether to reproduce it or not. It is also essential to examine the process and its results by an independent agent to assess on the outcomes, to draw lessons, and to improve the governance and accountability. External audit: verifying if the grant funds were appropriately and transparently used is essential when Bank and public funds are involved. This is crucial to ensure that the grant effectively benefited those it targeted. A communication strategy in support of the project will be developed using outreach and communication channels such as the press, the audiovisual media, sensitization workshops for school principals, teachers, students, parents, as well as meetings with community groups. The communications strategy will help mobilize the participation and commitment of entrepreneurs, political and technical authorities and the community at large. It will play, therefore, an important role in consolidating the social dimension of the proposal.
Planned Output/ Deliverables: Midterm and final report delivered: i) communication strategy; ii) written document-results and lessons learned iii) video report relating the experience of children iv) annual external audit.

Estimated Value: 419,400.00 USD

Start/End Date: 03/01/2010 to 03/31/2014

Is the Implementing Agency a Government entity? #(in case of joint implementation by government and NGO(s), please provide details on the legal status of each agency under Grant Implementation Arrangements below) : No

Administrator: International Bank for Reconstruction and Development

Does this grant proposal qualify for the special allocation for Africa? : No

1. Was a JSDF Seed Fund used to prepare this grant? If so, please indicate the TF number.
   No

2. Justification for Incremental Bank Costs - Under exceptional circumstances, if additional resources are needed, incremental Bank costs can be requested up to 9 % of the grant amount.

   The Soccer Together project will be managed by the Fundacion Futbol con Corazon, a well respected NGO with strong experience in supporting social programs in the coastal part of Colombia, specially in Barranquilla. Barranquilla and the others municipalities where the project will be implemented are a very far away from Bogotá, demanding travel and subsistence costs for supervision. Given the level of decentralization of the project, the Bank may need to hire consultants, from time to time, to carry out field visits on its behalf to ensure the activities are carried out in accordance to Bank guidelines and project requirements. Given that an element of the project is the participation of different actors involved in the educational, social and economical local sectors, such as the local secretariats of education and governmental organizations (ICBF, ACR, SENA), it will be necessary to have coordination meetings during the supervision of the project.

3. Rationale and Participatory Approach - Briefly present (a) the origin and rationale for the proposal;

   The proposal arises from: (i) the interest of the education authorities of the municipalities to use soccer as an
alternative to the violent behavior of children; (ii) the interest of the Governor of Atlantico, the local authorities and the Futbol con Corazon Foundation in supporting the education system through innovative experiences; (iii) the need for actions to gradually incorporate into the formal education system the social and cultural rights of children living in low-income neighborhoods.

4. Rationale and Participatory Approach - (b) participatory activities which led to the proposal concept;

The Futbol con Corazon Foundation initiated a dialogue first in Barranquilla and then in other municipalities to identify needs and interests. The municipalities were carefully chosen, based on a number of indicators: poverty, social problems, and educational needs. FCC has held more than 20 meeting in 2009 with parents, teachers and NGOs to discuss the soccer for peace methodology. The dialogue with the six municipalities authorities, NGOs and potential stakeholders has started to be a process of piloting the experience in which the participation and support of new partners.

5. Rationale and Participatory Approach - (c) its innovative features in responding rapidly to the needs of the poor and vulnerable groups;

This project differs from other sport-related social programs in three innovative ways: (i) FCC works with schools to effectively address the needs of children through the integration of academic training, physical and sports education; (ii) soccer projects in Colombia are usually only for boys; FCC uses soccer to promote gender equality by encouraging girls' participation with the goal of reaching a 50/50 participation ratio of boys and girls; (iii) it focuses on using soccer to promote positive values such as tolerance, respect, cooperation and solidarity that will develop the individual and social competencies needed to live in peace; (iv) improving the health, education and nutrition conditions of the beneficiaries; and (v) promoting parent participation and community involvement in education and social activities at the local level.

6. Rationale and Participatory Approach - (d) describe the intended beneficiaries and provide an estimated number of beneficiaries and cost per beneficiary.

This proposal will benefit 2000 at risk boys and girls, their families, schools and communities in six municipalities. Those are municipalities and children of the poorest and vulnerable area. The process to select the municipalities and the school is based on the information of the SISBEN -System for the Selection of Programs Beneficiaries (Sistema de Identificación de Potenciales Beneficiarios de Programas)- and the Department and Municipal data. The cost per beneficiary will be around US$1,000.

7. Sustainability - Indicate the mechanism for sustainability of the proposed activities after the completion of the grant. This should include a description of the exit strategy and mechanism for long-term sustainability with specific measures and cost.

This pilot project is expected to be improved and replicated upon completion; it has been designed to ensure a smooth and viable implementation as well as to provide long-term solutions to its beneficiaries. The main sustainability guarantees are: (i) the solid main implementing agency which assumes a coordinating role. The agency is an independent NGO not affected by changes in government and with a strong reputation for working with children and communities; (ii) the different strategies that the foundation is already implementing which will ensure the sustainability of the programs. It is one of their main goals to become a sustainable organization, which does not rely solely on grants and donations, but rather on market-based income-generating projects; (iii) FCC is going to build a soccer facility in a high income neighborhood (where soccer is a very popular sport) to rent out to individuals, teams or soccer schools and raise funds to support the sustainability of this proposal. A market study was done and the proposal has the support of two important private organizations: Carulla Viveros SA and Exito SA; both the design and implementation are based on local partnerships which guarantee the local ownership of the activities and their impact on the ground; (iv) local municipality administrations and the local Secretary of Education have agreed to formulate policy guidelines for the future of the project including financial support. Once the project is approved, local legal agreements will be signed to guarantee this support; (v) the local private sector has expressed interest in
participating in the project, with both technical and financial support; (vi) fundraising and providing services. The FCC foundation has an excellent experience in fundraising, more than 3 million dollars have been collected from the private and public sectors during the last three years. Some of the concerned entities are: Accion Social, Gobernacion del Atlantico, Jacobis Foundations, Fundacion Exito, Fundacion Carrulla, Alta Consejeria Para la Reinsersion (ACR ), Coperacion Espanola. A description of these projects are:

La Paz Mega. The numbers of beneficiaries is 300 children and youths between 5 and 16 years of age. Services Offered: sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of “Futbol por la Paz”, “Leadership Club”, and teaching for the parents. Sources for Funds: Infrastructure and Endowment: Samuel Azout. US$190,000 ones Sustainability: Fundación Fútbol con Corazón (FCC), Jacobs Foundation, Fundación Éxito. USD $ 115,000 annual.

La Chinita Plus. The number of beneficiaries is 200 youths between 5 and 16 years of age. Services Offered: sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of “Futbol por la Paz”, and teaching for the parents. Sources for Funds: Infrastructure and endowment: Fundación Bavaria and FCC USD$ 40,000 ones and Sustainability: FCC, Fundación Bavaria USD$ 115,000 annual.

La Playa Basic The number of beneficiaries is 300 young kids between 5 and 16 years of age. Services Offered Sports Entertainment, tournament with the methodology of Futbol con Corazon and snacks. Sources for Funds: Endowment: FCC USD$ 30,000 and Sustainability: FCC, Fundación Nutrir y Transelecta USD$ 60,000 annual.

El Pueblo Mega. The number of beneficiaries is 450 youths between 5 and 16 years of age. Services Offered: Sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of “Futbol por la Paz”, “Leadership Club”, and teaching for the parents. Sources for Funds Infrastructure: Fundación Cottabaco US$190,000 Endowment: FCC, Fundación Nutrir, Fundación Ramirez Moreno US$ 40,000 Sustainability: FCC, Fundación Jacobs, Johnson & Johnson US$ 150,000 annual.

8. Country/Sector Background - Provide any specific information related to country and sector strategies which may support this proposal.

By 2008 the nationwide poverty rate dropped to 46% of the population, and the extreme poverty rate to 17.8%. Improvements in national averages, however, mark serious ethnic, gender, and regional differences and overwhelming disparities remain. Extreme poverty in rural areas increased from 27.4% in 2005 to 32.6%. Colombia has one of the most unequal wealth distributions in the world where the poorest 20 percent of the population receive only 3% of total national income; its Gini index of 0.55 is the second highest in Latin America behind Brazil. Reducing these gaps and promoting social and economic inclusion of vulnerable groups remains a critical challenge. The World Bank supports Colombia though the Country Partnership Strategy (CPS) for fiscal years 2008-11 that aims to address, among other areas, regional disparities and the special needs and conditions of youths. The high % of unemployed youth, in particular in poor rural regions, is a growing challenge for the regional and national authorities.

This proposal complements very well the World Banks approach in support of Colombia's development strategy by targeting at-risk children, their families and communities. These girls and boys do not have positive mentors and role models to guide them, they don't participate in any extracurricular activities, and are exposed to violence, drugs, prostitution, unsafe sex practices, gangs, are malnourished, do not have medical/dental services, and have an excess amount of leisure time. The La Paz neighborhood in Barranquilla, for example, clearly reflects this situation with its population of 10,000 residents, 6,000 of which are children (4,000 of which are female).

According to Futbol con Corazon studies, there are 20 to 30 registered cases of intra-family violence every month. Many of the children who live in La Paz belong to homes where the heads of households are working mothers who barely earn the legal minimum salary (COP$516,500 or US$273), consequently leaving their children to roam the streets and creating few opportunities to invest time wisely. For this reason, according to the La Paz's rehabilitation center, there are high rates of drug addiction (50-60% among youth), domestic violence, prostitution and school drop outs (7%). Children have low self-esteem, low life aspirations, a lack of dreams, and are resigned to their unfavorable
situation. This leads to low levels of continuation into higher education and lack of employment opportunities which could improve their life situation. The Soccer for Peace project will therefore target these problems to break the cycle of poverty and self-destruction, to have a positive effect on their lives, giving them the opportunity to develop a new set of values and learn of positive approaches to improve their social situation.

9. Rationale for Grant Funding versus Bank Lending - Briefly describe why the proposed JSDF activities could not be financed under the Bank-financed operation or by other sources.

Although the World Bank has provided informal support and advice, it is unable to include this project in its lending portfolio given its small size. The average size of Bank investment loans to Colombia in FY08/09 was US$100 million. The project is more suitable for grant and capacity building funding in this pilot stage. The project is aligned with the CPS and would be highly complementary to all ongoing operations supporting assistance to violence-affected communities.

This project will allow the development of an innovative model for improving gender equity and inclusion in the education system. If results are positive, the model could be integrated into future Bank operations in the education sector. This grant would allow the Futbol con Corazon approach to be tested in a large number of schools to see if it proves viable for wider replication or mainstreaming.

10. Grant Implementation Arrangements - Grant Recipient

Fundacion Futbol con Corazon

11. Grant Implementation Arrangements - Name and Address of Implementing Agency

Fundacion Futbol con Corazon
Cra. 59 No. 47-51
Barranquilla, Colombia

12. Grant Implementation Arrangements - Please provide the rationale for the selection of the implementing agency

Fundacion Futbol con Corazon has a very good technical and financial capacity, and it has extensive experience in working with vulnerable children in the Department of Atlantico. It is well respected for its work and achievements by all partners involved in the education sector at the local and national level. Even though FCC does not have experience with Bank's projects, it has had experience with other international agencies and national and departamental institutions as it is mentioned below.

13. Grant Implementation Arrangements - Briefly describe the organization's mission, country/sector experience, program of activities, sources of financing, and evidence of financial management capacity to assure appropriate use of JSDF funds.

Fundacion Futbol con Corazon was created by Alberto and Samuel Azout on October 2007, as a nonprofit organization in Barranquilla, Colombia. It was certified by the Barranquilla Chamber of Commerce and is registered under the private law with a mixed private capital and its own patrimony. As such, it is able to receive funds and contract services. It has a very good technical and financial capacity, and it has experience in working with vulnerable children in the Department of Atlantico. It is well respected for its work and achievements by all partners involved in the education sector at the local and national level. The Governor of Atlantico has endorsed this request supporting the Foundation as a well known NGO in the region. The FCC has developed the methodology (based on previous experience in Medellin) which has inspired this proposal, and as such, it has the legitimacy to lead the implementation of the project.

The FCC foundation has an excellent experience in fundraising, more than 3 million dollars have been collected from...
the private and public sectors for the next years. A description of these projects and the financiers are:

La Paz Mega. The numbers of beneficiaries is 300 children and youths between 5 and 16 years of age. Services Offered: sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of "Futbol por la Paz", "Leadership Club", and teaching for the parents. Sources for Funds: Infrastructure and Endowment: Samuel Azout. USD$ 190,000 ones Sustainability: Fundación Fútbol con Corazón (FCC), Jacobs Foundation, Fundación Éxito. USD $ 115,000 annual.

La Chinita. Plus. The number of beneficiaries is 200 youths between 5 and 16 years of age. Services Offered: sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of #Futbol por la Paz#, and teaching for the parents. Sources for Funds: Infrastructure and endowment: Fundación Bavaria and FCC USD$ 40,000 ones and Sustainability: FCC, Fundación Bavaria USD$ 115,000 annual.

La Playa Basic The number of beneficiaries is 300 young kids between 5 and 16 years of age. Services Offered Sports Entertainment, tournament with the methodology of Futbol con Corazon and snacks. Sources for Funds: Endowment: FCC USD$ 30,000 and Sustainability: FCC, Fundación Nutrir y Transelca USD$ 60,000 annual.

El Pueblo Mega. The number of beneficiaries is 450 youths between 5 and 16 years of age. Services Offered: Sports entertainment, workshops on values, lunch, snacks, tournament with the methodology of "Futbol por la Paz", "Leadership Club", and teaching for the parents. Sources for Funds Infrastructure: Fundación Coltabaco US$190,000 Endowment: FCC, Fundación Nutrir, Fundación Ramirez Moreno US$ 40,000 Sustainability: FCC, Fundación Jacobs, Johnson & Johnson US$ 150,000 annual.

14. Grant Implementation Arrangements - If the grant will be implemented by more than one entity, briefly describe the responsibilities of each implementing agency.

None

15. Grant Implementation Arrangements - Other institutions (if any) involved in grant implementation. If sub-grants are a component, describe how they will be managed.

None

16. Consultation with Other Development Partners - Describe consultations with Japanese embassy, JICA, as well as other MDBs (e.g., ADB, IDB, AfDB, EBRD) in the design of grant activities (indicate names of officials contacted at Japanese embassy and dates).

Mr. Koji Masuoka, Second Secretary and Mr. Danny Marin, responsible for cooperation programs for the Japanese Embassy were informed and both of them were very positive regarding the proposal. They found it relevant for the ongoing situation of children in the north part of Colombia and for the education system and the participation of the private sector. They also saw as very important the different strategies described to ensure the sustainability of the project. They were very interested to know more about the implementation process of the project, the criteria to involve the municipalities and other technical issues.

A meeting with the above-mentioned officials of the Japanese Embassy in Bogota, was held on December 11, 2009. The officials confirmed that they knew the proposal well since the team had kept them informed throughout the grant preparation process. They were very positive about the proposal and supportive of the project. They consider it as an innovative program with a clear positive impact on the education system. They found the proposal well justified. They are aware that the Futbol con Corazón NGO is a very well-known organization with a good reputation in both the public and private sectors.

17. Consultation with Other Development Partners - Explain the division of labor among the various partners in order to avoid overlap between programs.
18. Financial Arrangements (Should be filled out in consultation with FM Specialist) - Are interim unaudited financial reports required? If yes, indicate frequency. Note: These reports should normally be used to support disbursement.

Based on the evaluation of the financial information received from FCC the FM specialist proposes and overall FM risk rating of Substantial based on the following factors: 1) relative inexperience in implementing projects of this magnitude: FCC has only implemented small projects up to $190,000; 2) relatively small financial base: The financial Statements as of December 2008-2007, show a total amount of assets of $408,000 (2007: $110,000); 3) The financial statements were audit by an individual Accountant who did not include internal control recommendations, so we are not aware of the strengths/ weaknesses of the internal control environment; 4) the financial statements are generated manually; a new financial information system is expected to be implemented from January 2010, 5) FCC does not have an Accounting Procedures Manual; 6) No prior experience with Bank or other donor procedures. FM will visit the FCC in Barranquilla premises to complete the assessment of the FM arrangements. They will meet with the FCC partner who is a very strong economic group in the Northern part of the country (Carulla Viveros SA).

Given the substantial risk FM propose that the grant agreement include a effectiveness condition related to a Fully operational financial management system. In addition FM encourage the Team to consider the use of a Fund Administrator (Fiduciary Entity) to manage the project funds, if the FCC does not have the internal capacity to do so. The team agreed with these two recomendations.

An interim unaudited financial report is required. It will be semi-annual.

19. Financial Arrangements (Should be filled out in consultation with FM Specialist) - Describe the audit requirements.

Annual Audit.

20. Disbursement Arrangements (Should be filled out in consultation with the Finance Officer) - Will advances to a Designated (e.g., Special) Account be required?

Yes.

21. Disbursement Arrangements - What is the proposed ceiling for advances? (This can be a specific amount or a period if interim unaudited financial reports are used to support disbursement).

$190,000

22. Disbursement Arrangements - If a Designated Account will not be used, specify how disbursements will be made (e.g., direct payments, reimbursement for prefinanced expenditures).

NA

23. Disbursement Arrangements - Specify the type of documentation that will be provided to support disbursements, e.g., interim unaudited financial report, SOE, or copies of records (e.g., actual invoices).

SOE

24. Additional Obligations - Covenants drafted by the lawyer can be inserted in this space when, exceptionally, any additional obligations of the Recipient need to be specified.

None
25. SDV Technical Reviewer: Please comment on the proposal as per the JSDF Specific Instructions. TTL: Please indicate, in capital letters, where in the proposal the comment has been reflected. Please provide tab and field references.

Thanks for the opportunity to review this interesting and very useful proposal. I believe it should be supported by JSDF. Find some comments below.

1. This type of project is very relevant and appropriate for Colombia and it offers great potential for impact. It is culturally relevant because soccer is a feature of Colombian culture. In addition; sports as a peace instrument is becoming mainstreamed among public and private organizations working for reconciliation and peace. I find this use of sports very fitting for peace and reconciliation because of the learning and application of rules of the game; the need to develop skills and discipline to be successful; and the strengthening of self-esteem as these skills and discipline are acquired. In addition; it may become for some of the students a potential source of employment if they become very good players by joining local or national professional soccer teams.

2. The project document is generally clear and complete. However; I see areas for improvement that I outline below.
   a. The Grant Development Objective should be simplified for greater clarity. As I understand it; the grant objective is to develop a generic model; adapt it and apply it in six municipalities. This grant objective contributes to skills and values the higher level objective (INCLUDED DESCRIPTION PAG. 2 OF 15) The monitoring section of component 1 could be further specified (SEE ON CORRESPONDING MONITORABLE DELIVERABLES SECTION). (INCLUDED COMPONENTS 1; 2 AND 4 AND SECTION 4.3) C. The sustainability section is somewhat weak. There is a mixture of comments on relevance; desires and opportunities with actual sustainability. I suggest that the sustainable elements are the vocation of the Foundation on this very topic and the introduction of a policy in the department and the municipalities on the practice of this type of sport. This should be relatively easy since physical education and sports are part of the curricular. In addition; I suggest to emphasize the sustainability of results/outcomes such as the skills and values of students rather than on project activities. (INCLUDED PARAGRAPH 19) . The link to other activities of the Bank (Secondary Education and Rural Education) is not clear. It would be important to make the link more explicit. (INCLUDED THE MORE EXPLICIT LINK WITH THE TWO EDUCATION PROJECTS) E. Finally; the Table of activity risk is weak. First; lack of understanding of the grant proposed activities would contradict the fact that soccer is such a popular sport. The concept of the grant is quite clear and simple. Second; the increase of conflict is highly unlikely and also its impact in the practice of the activity. The capacity of the agency will be evaluated by the Bank before implementation. The risk may be more related to the complicated procedures of the Bank for which training and technical assistance may be necessary. (INCLUDED CHANGES IN RISK ASSESSMENT WORKSHEET; HOWEVER WE DECIDED TO MAINTAIN THE RISK OF SOCIAL CONFLICTS SINCE THIS IS A REAL RISK ACCORDING WITH THE LOCAL AUTHORITIES).

26. Directions for TTLs: Please provide the name and area of specialization of the SDV Technical Reviewer.

Jairo A. Arboleda, Consultant; Social Development Unit; LCCCO

27. Thematic Technical Reviewer: Please comment on the proposal as per the JSDF Specific Instructions. TTL: Please indicate, in capital letters, where in the proposal the comment has been reflected. Please provide tab and field references.

Thanks for the opportunity to review the proposed JSDF application of reference.

In general; I think this proposal is in line with regional objectives and the desire to apply innovative approaches to expose at-risk children and youth to productive activities that may bring about positive behaviors and lifestyle choices. The proposal is also in line with one of the key thematic areas and operational work the C&Y unit coordinates and supports across the regions. The proposed implementation agency; Fundación Futbol con Corazón; appears to be a solid NGO with extensive experience working with at-risk children and youth in Barranquilla. I noted they use sports as an entry point to reach both at-risk students and their families; which is important to ensure students and families understand and experience change as a unit; which increases the likelihood of sustaining changes over time. Also; I note the strong emphasis on using this opportunity to measure the impact of this type of
intervention on social and health indicators of well-being; this is very good although making inroad on health
indicators may prove to be a bit of a challenge (more below). As you move forward with the proposal; I would suggest
sharpening the following items: Objective/Component Description: I think these would need to be refined further to
make them more concise and to the point. Also; it would be useful to apply a similar structure to the description of
each the components. I think that each component’s description begins with a bit of a background and then moves
on to the explanation. I would suggest eliminating this background (unless it is absolutely germane to the description)
and concentrate on the objective and the list of activities supporting the objective. (INCLUDED CHANGES; PLEASE SEE
DESCRIPTION NO. 1 AND COMPONENTS) Monitorable Deliverables/Outputs: I would suggest refining these by
structuring them around “themes” under which you will have several deliverables; more or less like you have done for
Component 1. Also, it would be good to have similar levels of specificity for each output so that they have more or
less equal weight. (Included more explicit measurable outputs in Section 2.1 components and in section 4.3)
Indicators: In general, the proposed indicators respond to the intended intervention. I have some misgiving about
indicator 1 because of its lack of specificity at
this point and; even if it is made more specific, changes in health may be beyond the scope of what this intervention
may hope to achieve. Another iteration to refine and calibrate indicators to a level that can be attributable to the
intervention may be in order; which I believe you are planning to do with the prospective grantee in the context of
the baseline and impact evaluation design. (PLEASE NOTE THAT THE PROPOSAL CONSIDER AN IMPACT EVALUATION
DESIGN WHICH INCLUDE A BASE LINE AND A MID TERM AND EX-POST EVALUATION) Budget: I think there are some
discrepancies between the spreadsheet and the figures presented in Table C. I see that the operational expenses are
only $140,000 and consultant services are almost 1.3 million (by the way this figure is on the high side, which is
different from the disaggregated budget presented. If so, section 3 needs to be reviewed and amended. (IT WAS
CHANGED; A NEW VERSION WAS INCLUDED).

Sustainability: I think it would be important to support some of the Foundations activities to promote and raise funds
(especially as the project begins to gather evidence) to ensure some of the operational costs can continue to be
financed after the funds from this proposal dry up; in particular the feeding component; which according to the
disaggregated budget takes up about 25 percent of the fund’s proposal. (INCLUDE CHANGES IN THE PARAGRAPH 19).

Hope you find the input useful as you move to the next iteration.
Warm regards
Alex

28. Directions for TTLs: Please provide the name and area of specialization of the Thematic Technical Reviewer.

Alexandra Valerio, Senior Economist; HDNCY

29. Specify Associated Bank-Financed Operation the grant will complement. Provide project name, project ID,
Board date, project development objectives and components.

1. Colombia Rural Education Project (APL Phase II) P082908 04/17/2008

Colombia Rural Education Project (APL Phase II) contributes to increase equitable rural access from preschool to
upper secondary education, promote higher retention of children and youths in the school system, and improve the
quality and relevance of education for rural communities and their school populations. There are three components:
(i) improving departmental secretariat of education and municipal management capacity for rural education quality;
(ii) strengthening rural education management at the school level for better and more equitable results in access,
completion; and quality of learning; (iii) strengthening ministry of education for project coordination; monitoring;
and evaluation.


Antioquia Upper Secondary Education Project supports the Department of Antioquia's long-term vision to improve the
employability of young people and increase the competitiveness of the labor force. There are three project
components: (i) increasing equitable access and retention in upper-secondary education; (ii) improving equitable educational achievement in upper-secondary education; and (iii) increasing the proportion of public school secondary-education graduates who continue on to tertiary education. One of the strategies of this project is to help the young people to develop a culture of peace and their life project.

The objective of this proposal is consistent with the overall objectives of the Antioquia Education Project and the national Rural Education project which are, among others, to promote opportunities for children and young people to increase their quality of life and promote peaceful coexistence. However, the Rural Education project is focused on small municipalities and rural areas of some regions of the country. Barranquilla and other local areas are not included in the project and will not be for the foreseeable future. The Antioquia project is focused only at that department's level. It is expected that the lessons learned from the implementation of the Soccer Together model will be used by these two projects and that some cross-fertilization activities will be promoted among the projects.

30. Financing Plan - Please indicate other sources of financing that will support the proposed grant-funded activity (eg. recipient, other donors, etc.)

None

**DISBURSEMENTS**

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**ALLOWED EXPENSES**

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**RELATED PROJECT INFORMATION**

**Basic Project Information**
Project Description
Gender, equity and inclusion to education.

The objective of the proposal is to develop and adapt a pedagogical model in six municipalities of Atlantico, Colombia providing skills and values to help vulnerable and poorest girls and boys between 5 to 16 years of age to gain confidence, improve their quality of life, and build a peaceful future.

Based on the evaluation of the financial information received from FCC the FM specialist proposes an overall FM risk rating of Substantial based on the following factors: 1) relative inexperience in implementing projects of this magnitude; FCC has only implemented small projects up to $190,000; 2) relatively small financial base; the financial Statements as of December 2008-2007, show a total amount of assets of $408,000 (2007: $110,000); 3) The financial statements were audit by an individual Accountant who did not include internal control recommendations, so we are not aware of the strengths/weaknesses of the internal control environment; 4); the financial statements are generated manually; a new financial information system is expected to be implemented from January 2010, 5) FCC does not have an Accounting Procedures Manual; 6) No prior experience with Bank or other donor procedures. FM will visit the FCC in Barranquilla premises to complete the assessment of the FM arrangements. They will meet with the FCC partner who is a very strong economic group in the Northern part of the country (Carulla Viveros SA).

Given the substantial risk, FM propose that the grant agreement include an effectiveness condition related to a
Fully operational financial management system. In addition, FM encourage the Team to consider the use of a Fund Administrator (Fiduciary Entity) to manage the project funds, if the FCC does not have the internal capacity to do so. The team agreed with these two recommendations. An interim unaudited financial report is required. It will be semi-annual.

### Project Milestones

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### Project Financing

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World Bank - Grant Funding Request (GFR)

Ref. : 4375                                      Status : Approved
Printed on : 11/10/2011

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CHECKLIST

The agreement governing the use of funds under this Donor fund requires, inter alia, that:
I confirm that the grant is linked to the RE product line.
I confirm that I attached a detailed cost table (for Recipient#executed grants), and a Risk Assessment Worksheet.
I confirm that the technical reviewers# comments have been incorporated into the proposal, and that changes were annotated next to each comment.

As Task Team Leader (TTL) for this grant, I confirm that the activities this grant will finance and the proposed use of grant funds comply with the above requirements.
Ms Martha Laverde on 02/15/2011

As Window Manager for this grant, I confirm that the activities this grant will finance and the proposed use of grant funds comply with the above requirements.
Ms Yolaine E. Joseph on 03/01/2011

PROCESSING

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- Solicitud Governador y Fundacion.pdf
- Carolina Renteria ED REQUEST.docx
- Detailed Cost Table 11- 7-09.xlsx
- REVISED TF Detailed Cost Table DEC 29 09 ML.xlsx
- TF Detailed Cost Table 11- 7-09-2.xlsx
- REVISED TF Detailed Cost Table DEC 30 09 ML.xlsx
- Notice of Approval - JSDF 29 Colombia Soccer Together.pdf
- FCC-Risk Assessment Worksheet.doc
- GFR4375Risk Assessment Worksheet.pdf