



**Høgskolen i Telemark**

Avdeling for allmennvitenskapelige fag

# **Mutuality or patronage?**

## **-a review of Norway Cup as an arena for development cooperation**

Evaluation team

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## Foreword

We would like to thank the following organisations and people involved in the evaluation for taking their time to talk to us:

MYSA (*Mathare Youth Sports Association*, Nairobi, Kenya): Bob Munro (founder of MYSA and current chairman of Mathare United), Haevenar Maloba (footballer, played for Mathare Utd. at the Norway Cup in 2003 and 2005; Henry Majale (Executive director), Ismael Hussein, Ursula Khayeshe (coach and programme coordinator for womens football), George Wambugu, teacher; Beatrice Wambui, social counsellor, plus various informal conversations/interviews with other staff at MYSA.

Brumunddal IL: Lars Sevilhaug

The Strømme Foundation: Lars Saaghus, adviser and programme coordinator and Jan Inge Revheim, Market and communications department

Sport in Action: Frank Mushindu, executive director

Edusport: Gregory Shikombelo, football coach ; Bwalya Mwamba, director; Michael Mwango, executive director and Rose Mwape (former player for Kabwata Girls in the Norway Cup 1999-2001)

NOWSPAR (*National Organisation for Women in Sport, Physical Activity and Recreation*, Lusaka, Zambia): Mathilda Mwaba, President and Llombe Mwambwa, Secretary General.

Breakthrough Chiparamba Sports Academy: Edgar Musonda, President; Mutale Simbeye, coach; Enock Shanchebo and Davison Ntalasha (players)

Norway Cup/Bækkelaget Sportsklub: Frode Kyvåg, Secretary General

NIF (The Norwegian Olympic and Paralympic Committee and Confederation of Sports):

Bjørn Omar Evju, Head of International Development Cooperation

Journalists: Benedikt Tembo, Daily Mail Zambia and Chris Bwalya, Zambia National Broadcasting Corporation

Oslo, 21 September 2011

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## 1. Background

This evaluation report is based on a request from Norad regarding their support to the Norway Cup football tournament and expenses in connection with the visit of clubs and organisations from the South. The present agreement between Norad and Bækkelaget SK (BSK), the sports club responsible for organizing the Norway Cup in Oslo on an annual basis, expires on 31<sup>st</sup> December 2011.

Norway Cup was initiated in 1972 by BSK as a football tournament for children and youth. During the first decade the tournament was primarily a national tournament for teams hailing from communities in Norway. The tournament grew gradually to become one of the world's largest football tournaments for children and youth. In 2010 around 40.000 players participated, distributed over more than 1400 teams from around 50 nations. It is today an international tournament aiming to promote peace and friendship across cultural borders and claims to being particularly instrumental as an arena for promoting awareness and knowledge about HIV/AIDS in predominantly African communities.

The total budget of the Norway Cup for 2011 is NOK 47 mill., with NOK 8 mill. coming from a variety of sponsors. Norway Cup is administered by half a dozen staff members, helped by an estimated 2,200 volunteers, of which an estimated 600 are involved as volunteers for host teams from the South. Since 2001 Norad has provided financial support to Bækkelagets Sportsklubb and the Norway Cup organizing committee to cover domestic costs in connection with visits of around 30 teams hailing from the South. These teams take part in a project called colourful friendship which, apart from participation in the tournament itself, include a week long stay with a host team in a local community in Norway. The allocation from Norad includes coverage of registration fees, accommodation, food and transport within Norway. The total allocation for the 2011-tournament was NOK 900.000, implying a support of roughly NOK 30.000 per team for players and leaders of these teams during their two week long stay in Norway. Travel costs for teams from the South, which represents a far more substantial cost, is funded through a series of public and private donations, predominantly local Norwegian businesses and organisations. It has never been within the capacity of BSK and the Norway Cup committee to take an active part in the running of development projects which many of the Norway Cup teams from the South have been and remain a part of. The task of the Norway Cup committee and secretariate are mostly limited to facilitate and organize the annual tournament.

Secretary General in Norway Cup, Frode Kyvåg, described the financial situation of the tournament as "healthy, but under constant pressure." During a talk with Kyvåg he told us that he sees Gothia Cup<sup>1</sup> in Sweden as a main competitor built on sports alone, while advocating the benefits and achievements of the Norway Cup in the following way:

"Norway Cup is about cultural diversity. We have won many awards for our work and I like to think that we contribute towards bridging gaps between ethnic communities in an increasingly multicultural Norwegian society. We convey messages of anti-racism and actively promote the inclusion of girls. We work actively against drugs, tobacco and alcohol and contribute to the development of social skills and fellowship. Every year we make profound evaluations and for more than 20 years we only have a handful of negative

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<sup>1</sup> Gothia Cup is a tournament held annually in Gothenburgh, Sweden. Like the organizers of the Norway Cup they boast of being the world's largest and most international tournament. See [www.gothiacup.se](http://www.gothiacup.se)

experiences with defectors<sup>2</sup> and unhappy stories from players after they have returned home. Also we have supported the establishment of local tournaments in the developing world through training of referees and advice to the organizers of East Africa Cup.<sup>3</sup>”.

Norad wanted a closer analysis of the relevance and ability of Norway Cup to achieve results in accordance with Norwegian policies and principles of development cooperation and whether purposes outlined by Norad in their guidelines for the grant scheme had been accomplished. It has not been within the scope of this evaluation to scrutinize in a detailed way how BSK organize the Norway Cup. Our focus has been directed towards partnering organisations connected to two African locations with a history of Norway Cup participation. Choice of locations and partner organisations for this study were partially made out of practical considerations, but long term involvement in Norway Cup was a more important criterium. This is the reason also for giving Mathare Youth Sports Association (MYSA), particular attention and scrutiny in this report, as they have participated with teams at the Norway Cup for more than 20 years. We have also scrutinized the role of four Zambian sports organisations based in Lusaka, including one which specifically aim to involve and empower girls and women. The production of data for this report took place between April and August 2011.

### **Contextualizing sport and development**

The awareness of sport as a tool for promoting social development and peace in areas marked by conflict and/or poverty, have increased considerably during the last decade in particular. Sport has moved from a marginal position to a more privileged and strategic role globally in policy making. A myriad of sports related NGO's of various kinds have been established since the 1990's. From an awareness and belief that sport can improve people's quality of life on one hand and promote peace on the other, the United Nations decided to launch the UN Year of Sport and Physical Education in 2005.<sup>4</sup> It is within this perspective that football, frequently labelled the most global of all sports<sup>5</sup>, has come to play a particularly dominant role as an assumed instrument for targeting goals for development. Often hailed as an arena for cultural exchange, BSK also claim that the Norway Cup contribute to local social development and reconciliation, values mirrored in a recent strategic plan for sport and development cooperation (2004-07), outlined by *The Norwegian Olympic and Paralympic Committee and Federation of Sports* (NIF). In this document it is argued that sport benefits from forming a universal language which exerts positive influences on wider social and political tasks related to health, democracy, education, human rights and gender equality.<sup>6</sup>

There is a wide global consensus on the benefits of sport among organisations and policy makers. To the extent we can locate disagreements about the positive outcomes of sport and development projects, it is often confined to a diverging focus on either development *of* sport or development *through* sport. While the former focus like to address the intrinsic values of

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<sup>2</sup> This refers in particular to a famous incident in 2000 when almost all the players of Viking Freetown, a boys team from a Sierra Leone torn by civil war at the time, defected. The players were granted asylum to stay in Norway and a few continued to play professionally for teams in Norway.

<sup>3</sup> An annual tournament inspired by Norway Cup, taking place in Moshi, Tanzania. The tournament is co-organized between a variety of Norwegian and African partner organisations; MYSA, the Norwegian People's Aid, KRIK Norway and CHRISC East Africa, with NIF having an advisory role. See [www.eacup.org](http://www.eacup.org)

<sup>4</sup> [www.un.org/sport2005/](http://www.un.org/sport2005/)

<sup>5</sup> See Giulianotti (1999) *Football – a sociology of the globalgame*, Oxford, Polity Press.

<sup>6</sup> *Strategic plan for Development Cooperation 2004-07*, the Norwegian Olympic and Paralympic Committee and Federation of Sports.

sport in itself, the latter focus highlights how sport can be applied instrumentally in order to achieve wider social and political goals. A more significant factor here is how sport has come to play a role in an historical era of north-south relations marked more by cooperation and less by what was commonly defined as development assistance, often criticised for enhancing rather than alleviating post-colonial ties marked by dependencies and patronage. As a consequence contemporary sport and development projects generally mirror aspects of an ideology which stresses social over economic development and partnerships built on dialogue, reciprocity and equality. In African contexts this entails a greater focus on grassroots mobilisation and sustainability aimed towards enabling local management rather than reliances on external project management conducted by international development organisations. Significantly, sport is a popular activity through which a lot of children and young people can be reached. Economically sport is also widely regarded as a cost-efficient kind of development assistance by NGO's and governmental organisations. Critical research on sport and development-projects have been scarce, but this is now increasingly catching the attention of social scientists with an interest in development studies.<sup>7</sup> A study which comes close to the considerations in this report is the study made by Hanne Bjertnæs on a Norway Cup team from Namibia. In one of her conclusions she asserts that while signs of empowerment could be found in the individuals having taken part in the Norway Cup, it was difficult to see what bearings this had on the wider community. Unlike in the case with MYSA, this team was not part of a continuous Norway Cup-participation programme.<sup>8</sup>

Our evaluation report is based on shorter field studies in Zambia, Kenya and Norway. It has not been within the scope of this report to give a broad presentation and discussion of sport and development projects.<sup>9</sup> The growing number of critical scientific analysis of sport and development have influenced this analysis. However, a profound scientific discussion of issues dealt with in this field is beyond the scope of this report. In accordance with the terms of reference we were given by Norad, we have focused on the mandate of Norway Cup and to what extent Norwegian policies on development assistance can be identified in the sporting and social practices related to participation in the tournament. From Norad's point of view this is particularly related to the instrumental aspect of sport as an intended tool for promoting values such as gender equality, peace and human rights. A discussion of the mutual benefits in connection with North-South partnerships involved in the tournament will be given a special consideration. We have interviewed around 25 people who are or have been involved in Norway Cup in a variety of capacities with partner organisations based in Lusaka, Nairobi, Kristiansand, Oslo and Brumundal.

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<sup>7</sup> Vol. 32, issue 3 of the renowned journal for development studies, *Third World Quarterly* (published by Routledge), is devoted entirely to sport and development studies. See especially the introductory chapter for an overview (Darnell and Black, 2011).

<sup>8</sup> See Bjertnæs, Hanne (2007) *Playing to win or playing for empowerment? An analysis of a Namibian team participating in the Norway Cup project*. The team in question, Namibia Superstars, was part of NIF's Africa project.

<sup>9</sup> See especially Giulianotti (2011) "Sport, peace making and conflict resolution: a contextual analysis and modelling of the sport, development and peace sector", in *Ethnic and Racial Studies*, 34 (2) and Coalter (2010) "The politics of sport for development: limited focus programmes and broad gauge problems?", in *International Review for the Sociology of Sport*, 45 (3).

## **Haba na haba<sup>10</sup> – Mathare Youth Sports Association (MYSA) and its international partners**

Throughout the history of the Norway Cup the Kenyan organisation MYSA stands out as the most prevalent international profile of the tournament. MYSA is a pioneering sport and development organisation. Founded in 1987 after an initiative from Canadian born Bob Munro, who at the time was working for United Nations Environment Programme (UNEP), the organisation grew to become Africa's leading sports NGO.<sup>11</sup> The idea from the start was to combine community service in the shape of cleaning garbage from the Mathare shanty town in exchange for the chance to play football. To this day the organisation have fixture lists for both football games and community service. League points for all the teams in the MYSA leagues are achieved from a combination of taking part in the garbage cleaning, getting picked to be role models and winning football games. The organisation maintain the original office near the Mathare Valley but only as a branch office operating mostly as a library and a place where children can come and do their home work after school. As we entered these original offices we met George Wambugu. The close connections to Norway became imminent as, to our slight surprise, George talked fluent Norwegian. Having grown up in the Central province in Kenya with nine siblings and a mother, he had played for Mathare United at the Norway Cup in 1997, while playing for the Kenyan Super League team Lucky Boys. A MYSA scholarship had enabled him to complete his last year at high school and a grant from the Strømme foundation enabled him to spend one year as a student at *Sund folkehøgskole*, located in a rural community in the county of Nord-Trøndelag. He is now responsible for six MYSA libraries in Nairobi, works as a Norwegian teacher for children about to travel to the Norway Cup and also teaches sign language. George is also a host and a guide for the many foreign visitors to MYSA, including students from a variety of Norwegian schools.

The current Headquarters of MYSA is located in Komarock, 2-3 km away from Mathare. These premises include training pitches, seminar rooms, a fitness centre and offices. During our visit at the headquarters, we meet around 20 teenagers in a room taking part in a seminar about HIV/Aids, while some younger boys are playing football inside an astro turfed mini pitch. The headquarter in Komarok was originally established in 2001 with the support from a wealthy entrepreneurial family of Indian origin and the Laureus Sport for Good Foundation.<sup>12</sup> The main building, which is the most recent, was built in connection with the 2010 FIFA world cup campaign in South Africa.<sup>13</sup> The updated figures from April 2011 show that MYSA currently have 24,708 active boys and girls divided on 1749 teams playing locally in 151 leagues divided into 16 local zones, situated mostly in townships north of the city centre of Nairobi.<sup>14</sup> Players selected to play in the Norway Cup for Mathare United may play for any local team in the MYSA league. During a round trip to the different branches, our guide Isamel informed us that there are plans for several more branches. Currently there are four

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<sup>10</sup> MYSA's motto in swahili, translates as "step by step".

<sup>11</sup> For an analysis of the origins and early history of MYSA see Hognestad and Tollisen (2004): "Playing against deprivation- football and development in Nairobi, Kenya", in Giulianotti & Armstrong (eds.) *Football in Africa –conflict, conciliation and community*, Palgrave Macmillan.

<sup>12</sup> The Khetshi Dharamshi Shah family are the owners of Ngonbe Nyati Co in Kenya., a company producing barbed wires and wire/steel fence. One of the sons of the company, Ramesh Shah, served on the MYSA Board of Trustees until early last year.

<sup>13</sup> The building was built as part of the Football for Hope-project, run by the organisation Streetfootballworld in a strategic alliance with FIFA. See [www.streetfootballworld.org](http://www.streetfootballworld.org) and [www.fifa.com/aboutfifa/socialresponsibility/footballforhope/index.html](http://www.fifa.com/aboutfifa/socialresponsibility/footballforhope/index.html)

<sup>14</sup> *MYSA at the Norway Cup 1990-2010*, MYSA document, 2011.

branches covering four zones each.<sup>15</sup> In these zones teams play games and tournaments on dirt and gravel pitches and also meet up for community service or visit the branch office where they can read or study.

We visited the house of the Githuari branch, which included a library open to the local public, and also the premises of the Huruma group, also called the Bjørn Borg branch, named after the company of the famous Swedish tennis legend who has recently entered a sponsoring partnership with MYSA.<sup>16</sup> During the visit to the latter we met the social counsellor Beatrice Wambui, who played in the first MYSA girls team to win the Norway Cup in 2001. Later in the same afternoon we were introduced to Ursula Khayeshe who had taken part in the Norway Cup both as a player, in 2002, and as a coach in 2009, when she became the first female to coach a Mathare United team in the Norway Cup. Ursula holds a coaching certificate and now coaches the Under 21 Mathare Utd. Womens team .

The activities, houses and facilities are sponsored by a number of foreign companies, foundations and organisations, of which the Strømme foundation, Bjørn Borg and the Dutch Football Association (KNVB) have been the most influential in recent years. Of a total budget which in recent years has varied between NOK 5-10 million, the Strømme foundation support MYSA annually with NOK 2,5 million. This includes support to cover travel costs for the teams which travel to Norway on an annual basis. MYSA are totally dependent on their sponsors as executive director Henry Majale, explained to us that they only earn 5% of their total income. This lack of sustainability is in many ways at odds with the principles of the Strømme foundations other projects which are more structured around micro-finance. But the foundation makes an exception with MYSA, as explained by Lars Saaghus,

“Normally we terminate our support after five or six years when we expect projects we have supported to be self-sustainable. However, with MYSA we have made an exception as we see many reasons to not pull out. MYSA has grown continuously during its existence and currently cover large parts of Nairobi. We can see an increasing level of activity in each of the 16 zones they have currently established. After seeing a few problems in the early stages we now see the enormous effects MYSA exerts in the slum districts of the city.”

The Strømme foundation currently supports 127 projects. MYSA is considered to be a very important part of their portfolio and as a globally known organization this involvement undoubtedly benefits the Strømme foundation in terms of an increased goodwill and credibility. Not least because of the impact achieved also in various Norwegian communities which have hosted youth from MYSA during the last 20 years through the colourful friendship project, an issue we will get back to later in this report. When the Strømme foundation initiated their support to MYSA in 1995, support was granted on the condition that the organisation also sent girls teams to Norway and generally increased their promotion of gender equality through the promotion of football for girls.

The selection of teams take place around half a year before departure to Norway and are based both on footballing skills and points earned in the community service. The selected teams then get coached and train regularly together in the months leading up to the Norway

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<sup>15</sup> The Huruma group covers the zones Huruma, Korogocho, Ruaraka and Mathare North. The Dandora group covers Dandora, Kayole, Mailisa and Kariobangi South. The Mathare group covers Mathare, Pumwani, Mbotela and Eastleigh while the Githuari group covers Githuari, Kimo, Mwiki and Kahawa West.

<sup>16</sup> More information about the cooperation with Bjørn Borg is to be found on Facebook page: [www.facebook.com/note.php?note\\_id=204652506227724](https://www.facebook.com/note.php?note_id=204652506227724)

Cup in order to maximise their winning opportunities. Winning is important for MYSA and they have never hidden their sporting ambitions. Since 1990 Mathare United have taken part in Norway Cup with one or more teams annually. During the 21 years since then, 52 teams and approximately 800 players selected from the MYSA-system have played at the Norway Cup. Of the 52 teams 11 boys teams and 2 girl teams have won gold medals, a remarkable achievement for any team, and is evidence of the sporting ambition and effort put into Norway Cup participation. The Norwegian sports sociologist Jan Ove Tangen has argued that despite shifting policies of wrapping sport into issues of inclusion, friendship and health, winning and losing remain the binary code from which the logic and practice of sport unfold<sup>17</sup>. It is easier to find real evidence of this assertion in poor areas where meaning is closely connected to a quest for survival than in affluent communities where the assumption that participation in sport should have anything to do with survival would generally be perceived as alien among young people<sup>18</sup>. This appears to be contrary to much idealized and normative rhetoric in sports in which the importance of “fun” is stressed over and against the competitive aspect. Those who witnessed the celebrations after MYSA’s boys 13 team won the final of this year’s Norway Cup, would find it hard to argue that fun and victory are exclusive aspects of sports participation. In this context the symbolic meaning and significance of winning should not be underestimated.

Since 1994 Mathare Utd. have had a senior elite men’s team who currently play in the Kenyan Premier League and have in recent years won both league and cup honours. Further, more than 25% of current Kenyan Premier League players have at some point played for a youth team in leagues organised by MYSA.<sup>19</sup> Three of the currently biggest international Kenyan star footballers were recruited from teams and leagues organised by MYSA. McDonald Mariga became the first ever Kenyan footballer in Italian top level football when he signed for Inter Milan, shortly after Inter won the UEFA Champions League last year. The other best known Kenyan male footballer, Dennis Oliech, played for Mathare United before signing for French club Nantes in 2005. He now plays for another French club, Auxerre. Former female player Doreen Naburi played until recently for the German top club Werder Bremen.

During our stay in Nairobi we were invited along by Henry Majale and MYSA staff members to join them in the not always reliable MYSA bus to watch a cup match between Mathare Utd. and Gor Mahia in the Nyayo National Stadium. Inside the stadium we sat down next to MYSA’s “father”, Bob Munro, currently chairman of Mathare United and also the MYSA board of Trustees. On the same stand, but in a section separated with a fence, celebrity fan and Prime Minister Railo Odinga made his entry in the green Gor Mahia shirt, accompanied by cheers from his fellow supporters.<sup>20</sup> During the game we were told that five of the players on the pitch had played in the Norway Cup, indicating how intrinsic the Norway Cup is as a motivating factor. All the elite players have come through the MYSA system and by an assigned duty to coach junior teams the senior players have to maintain a close contact with the activities of MYSA.

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<sup>17</sup> See Tangen (2004) *Hvordan er idrett mulig?*, Kristiansand, Fagbokforlaget.

<sup>18</sup> See a previous report on Norway Cup: Hognestad (2005) “Football is survival here – rapport fra en pilotundersøkelse i Zambia om erfaringer fra Norway Cup”, Norges idrettshøgskole.

<sup>19</sup> *MYSA at the Norway Cup 1990-2010*, MYSA document, 2011.

<sup>20</sup> Gor Mahia is closely linked to the Luo tribe and the football team have taken their name from a Luo legend possessing mystical powers See [http://en.wikipedia.org/wiki/Gor\\_Mahia\\_F.C.](http://en.wikipedia.org/wiki/Gor_Mahia_F.C.)



### **Encountering the realities of the Mathare valley**

In the morning after this game we had the chance to meet one of the players, Haevenar Maloba (21 years old). Haevenar had played three times in the Norway Cup between 2001 and 2005. As a junior player he had also played twice in a tournament in the Netherlands. He had been involved in community service as a child and had in more recent years coached various youth teams in MYSA. Maloba grew up with his mother and five brothers in the Mathare valley, one of which played in Norway Cup last year. Maloba took us around to where he lived together with a friend in the Mathare valley. It was a tiny hut with walls made of card boards and corrugated iron for roof. Inside there were posters of one of the biggest stars of contemporary African football, Cameroonian international Samuel Eto'o, and the former Portuguese player Luis Figo. He introduced us to his many friends in the neighbourhood and showed us a room where locals gather to watch mostly UEFA Champions League or English premier league football. He then showed us a place where people could get access to clean water where locals could take a shower or wash their laundry for 3 KES (around NOK 0,20). Other than that sanitation was poor and the Mathare river running through the valley works mostly as a sewage. In the streets and alleys people tried to make a living as shop keepers, hair dressers or as various craftsmen and women. The Mathare valley is constantly increasing as people from rural areas get drawn towards the lure of the big city. The shanty town of Mathare extends over a 10 km long area from top to bottom and currently (2011) holds a very uncertain and fluid estimate of around 750.000 inhabitants.

Everywhere we could see people walking around in football shirts of various European teams, including one with black and blue stripes carrying "Mariga" on the back. Our guide, Maloba, was picked to play for the Kenyan national team for the first time in December 2010. He proudly tells us about his first meeting with the biggest stars of Kenyan football before taking us to an open field near the Mathare river where a dozen homes had been burnt down and many people killed as a result of the violent tribal conflicts which took place in Nairobi in the wake of the general election in 2007. Maloba explained how, unlike Kenyan politicians and even other football clubs, MYSA has always aimed to unify people from different tribes and managed to stay out of tribalism. Our guided walk was rounded off with a visit to his mother (45). She had raised five boys on her own and now lived in an apartment in a block of flats nearby together with her youngest son. Her husband and Maloba's father had died nearly 20 years ago. The money Maloba earns from playing for Mathare Utd. goes into covering school fees for his younger brother and he had also managed to pay for his mothers apartment. In other words, quite a lot of responsibility for a 21 year old footballer. On taking part in the Norway Cup, Maloba said:

"Norway Cup has helped me a lot and opened a few doors which otherwise would have remained shut. By meeting and socialising with Norwegian kids and learn about another culture was a real eye opener to me. Then to beat them on the football pitch gave myself and the whole team an incredible boost and self-confidence. It showed us that everything is possible."

An interesting point in this comment is the way he stresses both how Norway Cup worked as an educational cultural arena, yet at the same time gaining self-confidence through winning against their Norwegian counterparts on the football field. This is an indication that there is no experienced conflict between a focus on an "us" winning against "them" and at the same time building friendships and conciliation. Coming from a background where life is a struggle and a quest for survival, this is a striking differentiating factor between many African youth and Norwegian youths, whose material worries are often limited to whether their parents will let

them have the latest iphone. This difference may also be located in the way they approach football in a way which is more fuelled by dreams about being able to one day be able to break away from their hardships. This may include whole families who may celebrate their children's participation:

"When we were young the only thing that was on our mind was just to travel to Norway. Our family would forget the problem that was facing them and make a big party to celebrate when we travel and coming back. After coming back we are seen as big players. Then one has to focus and set a good exmple to the rest. Going to Norway was a starting point in making my dreams come true. I knew with a little more effort I can make it and also help my family out of poverty. If you make it, as players of Mathare, also the community share the joy."

While this comment reflects a strong sense of community in and around MYSA and the Mathare United-teams participating in the Norway Cup, there is little doubt that the daily life in the Mathare valley is very challenging. Hence, coming back after the Norway Cup tournament had for some of Maloba's team mates been a frustrating experience as he told about players ending up in trouble:

"It was quite hard. Some of my friends came back and lost focus. They ended up stealing and one was even jailed for seven years for armed robbery. While in Norway we had everything; food, water and access to all the football equipment we needed. However, without Norway Cup and without MYSA there would have been much more crime. MYSA is there when we return, but they don't pay salaries and as we grow older it is a major problem if you don't have another job."

It would be naïve to suggest that playing football and being part of MYSA's various courses and programmes automatically keep young people away from crime and other undesirable activites in challenging circumstances. To expect of an organization like MYSA to prevent all of its 25,000 members to commit criminal acts would imply sending an overwhelming social responsibility to the wrong address. Generally all the children and youth involved in MYSA-programmes are subjected to a very strict discipline, and this goes especially for youth participating for the Norway Cup. Despite Maloba's story above, Lars Saaghus in the Strømme foundation asserted that the level of discipline exerted on the youth has ensured that there are very few problems. As an example he told us a story about how MYSA immediately sent home prematurely two top players who were caught stealing in the shopping tent at the Norway Cup venue at Ekebergsletta in Oslo. This story serves to show how players from a challenging background as the one in the Mathare area are subjected to a disciplinary regime which would probably be both alien and unacceptable for youths in an affluent society like the Norwegian.

In terms of possible wider local impact, no exact records exist on how MYSA may have changed life opportunities in the slums of Nairobi in positive or negative ways. It is however worth noting that after 1996 teenage pregnancies have for example gone down in the areas of Nairobi where MYSA operate. In the same period the infection rate of HIV has dropped significantly on a more general level. The exact reasons for such positive trends are impossible to document in exact ways. Suffice to say, it seems reasonable to suggest that MYSA may figure as a small piece within the incredibly complex social and political factors at play in processes which have produced such statistics.

### **Local development, mutuality and the importance of role models**

With the hardships and daily life challenges in mind, a two weeks stay in Norway could easily be seen as serving the purpose of creating awareness about differences between life opportunities for young people in Norway and the misery they return to in Mathare or other parts of Nairobi after the two weeks in Norway, which Bob Munro admitted is widely experienced as a trip to Disneyland. However, he saw MYSA's international network more as a platform for creating opportunities for young people in Nairobi and highlighted the importance of role models in particular. He listed an impressive series of success stories, mostly in terms of educational and sporting achievements involving individuals having gone through the MYSA system, in an email he posted to us shortly after talking to him in Nairobi.<sup>21</sup> Everyone we spoke to in the MYSA organization underlined the importance of Norway Cup and how it motivated and educated the young people involved. In the MYSA headquarters trophies from the Norway Cup, scarves, photographs and pennants from a variety of Norwegian sports clubs were displayed. A lot of the current MYSA staff have previously taken part in trips to the Norway Cup and keep in touch with a number of Norwegian friends, predominantly through Facebook and other social media.

Visiting teams from deprived areas must go through courses where they learn about the society they will face and the Norway Cup itself as part of their preparations before departure to Norway. Apart from the week long tournament they stay a week with a host team in a Norwegian community. The purpose of this stay is to meet and socialise with Norwegian

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<sup>21</sup> The following information was provided in an email from Bob Munro (19 April 2011): ".....for example, the Captain of the 1990 MYSA team was David Thiru. A few years later, David became the first MYSA youth to earn a Diploma in Business Administration, served as MYSA's Finance Manager during a challenging decade of growth and is now the Director of the MYSA Sports and Community Leadership Academy. One of his teammates, former streetkid Gabriel Njoroge, now has a UEFA B Coaching Licence from the Dutch KNVB Academy and coaches Mathare Youth FC and the Kenyan national U17 youth team. On the team for the 1992 Norway Cup, Captain Maurice Wambua subsequently headed MYSA's first AIDS prevention project in the mid-1990s, was a top striker for Mathare United and on the Kenyan national team, joined and played for a US college and is now a lecturer in mathematics at Ohio State University. His Assistant Captain, Francis Kimanzi, later started the innovative MYSA Shootback Photography project, then headed MYSA for several years, earned the top UEFA A Coaching License and has been the most successful coach of Mathare United and the Kenyan national team. Not coincidentally, the goalkeeper on that 1992 team was Peter Karanja who is now the MYSA Executive Director (but presently on leave until June studying for a Diploma in CSR at the University of Geneva in Switzerland).

Maqulate Onyango is yet another example from those who travelled to Norway and she is now a pioneering role model for men and women in sports and community development. Maqulate joined MYSA in 1995 as a 13-year old player in the Mathare Zone and later became one of the first females to referee in the MYSA leagues, the KFF Nairobi Provincial and Nationwide Leagues and the Kenyan Premier League. She was also the first female to head the MYSA Referees Department (2004) and the first Kenyan woman to qualify as a Referees' Instructor for the Royal Netherlands Football Association (KNVB) Academy. She then served as a KNVB/MYSA instructor for referees courses in Kenya, Nigeria, South Africa, South Sudan, Tanzania, Uganda and Zambia.

Maqulate has also represented MYSA at international sport for development conferences in Ethiopia, Morocco and Zambia. In 2010 Maqulate became one of the youngest persons and the first female from Kenya to be appointed as an international Match Commissioner by the Confédération Africaine de Football (CAF). In 2011 Maqulate received a Diploma in Management Studies from the Kenya Institute of Management and was also appointed as the Director of the MYSA Sports and Environment Programme, one of the top management positions in MYSA.

Among the over 1,000 MYSA youth who have so far travelled to Norway, there are many, many more inspiring examples which I could happily cite. Moreover, each one of them become new heroes and role models for their peers and younger kids in their extended families, schools and community so what they have seen and learned is shared with thousands of other youth."

youths. Their stays are organised by the local Norwegian sports club and they get accommodated either with Norwegian families or at schools. During this week it is largely up to the host team itself to organise activities and show their guests around in the local community.

The three MYSA-teams have had regular arrangements for staying in three different locations with three different host teams. The Girls 16 team stay at Sotra outside Bergen, the Boys 16 team stay at Søgne near Kristiansand and the Boys 14 team stay in Brumunddal, a village north of Oslo. In addition to this a series of high schools are involved in MYSA's work. There are several visits to MYSA's offices in Nairobi organised each year and in addition to the Mathare United teams competing in the Norway Cup, there is the *Haba na Haba* drama and dance group from MYSA, touring various Norwegian schools every autumn. However, the links with Brumunddal are oldest and dates back to 1993. In the wake of public meetings organised by far right activists and trouble caused by clashes with protesters against the far right protesters, the national public focus was on Brumunddal, which a commentator in a national newspaper described as "the place God forgot",<sup>22</sup> referring to the troubles the village was going through. Lars Sevilhaug has been involved in the Brumunddal sports club for as long as he can remember and took a particular interest when they were asked to be hosts for MYSA teams. As I met him at the petrol station he is running in Hamar together with his wife Toril, he explained the background for their initial contacts with MYSA in the following way:

"Arne Myrdahl<sup>23</sup> was the starting point. Racism was fierce in Brumunddal at the time. Vietnamese refugees were attacked in the streets. Anti-Myrdahl protesters, including people from Blitz<sup>24</sup>, came up from Oslo and together with a growing number of locals – showed their back to Myrdahl and his compatriots during a public meeting. Our village was not a particular nice place at the time. After initiatives from NFF<sup>25</sup> and people working for Telenor<sup>26</sup> we made links with MYSA and in 1993 they sponsored a trip to Nairobi for one of our boys teams. The following year MYSA brought two of their teams up to Brumunddal."

Lars explained how they always saw it as point to show the youth from Mathare how people live in Norway and what Norwegian society is about, but how they like to think that they provide for opportunities for a genuine reciprocal exchange which entails that Norwegian youth, leaders and coaches will also learn from the young Kenyans and get to know them properly. Bob Munro (MYSA) suggested that:

"The MYSA youth also help change many distorted images about Kenya and Africa and even help reduce racism. For example, in the early 1990s the town of Brumunddal (near Lillehammer) had the worst reputation in Norway for racism and neo-nazism. In 1994, Brumunddal starting hosting MYSA teams and in 1999 the MYSA/Brumunddal project was cited as a pioneering and innovative initiative during the European Year Against Racism."

Munro also argued that the impact of being in Norway and living with host families influenced the attitudes and lives of the young players and their friends in the slums:

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<sup>22</sup> Commentary by Norwegian author Vetle Lid Larsen in the daily Norwegian newspaper *Aftenposten*.

<sup>23</sup> Arne Myrdahl (1938-2007) was a Norwegian far right political activist who organised anti-immigrant rallies and public meetings against national immigration policies in particular in the late 80's and early 90's.

<sup>24</sup> An anarchist political movement, situated on the far left and based in Oslo. Blitz was founded in 1982.

<sup>25</sup> The Norwegian Football Federation

<sup>26</sup> A national tele communications company

”Living with Norwegian host families and then meeting other youth from around the world during the Norway Cup really changes their views about themselves, about the wider world outside the slums and Kenya and, most importantly, about what they want to do with the rest of their lives. On their return, they become instant role models and leaders who then also influence the attitudes and lives of many schoolmates and friends. To improve their ability to do that, immediately on their return from Norway they all go on a 5-day residential training course on key social issues and threats to youth such as HIV/AIDS, drug abuse, teenage pregnancies, etc. The courses also include sessions on improving their communications skills. Despite the high costs of air fares, that is why it is such a special, important and irreplaceable investment.”<sup>27</sup>

For the host team, Brumunddal, there is a definite stress on the mutual benefits while at the same time acknowledging that the people from the Nairobi slums have different needs and challenges than us, as Lars explains:

“This influences the things we like to show them in our community while they are here. We take them around and show them our community, but we try to do it in a way which appears relevant to them. For instance this year, rather than taking them to typical tourist attractions, we have decided to pay a visit to the local renovation company and show them how garbage can be incinerated into heat.”

The host teams could best be described as a decentralized support for the visiting teams. They are presented with a few basic rules provided by the Norway Cup organizers, but the freedom to organize the week long visit in their own ways is an essential part of the host team arrangement. Lars and his wife, Toril, are involved every year with the visit from MYSA and keep their own camp around their mobile home at the camp site right next to the venue for the Norway Cup. This has become a regular base for the players from Mathare and Brumunddal to come for a chat, a drink or simply to relax.

From the comments above it is significant to see how MYSA and other visiting teams have influenced people in a variety of Norwegian communities. The mutual dimension of the exchange and meeting with Norwegian peers which takes place in connection with the Norway Cup is pointed out as a key element by Bob Munro, chairman of Mathare United:

”As in any successful partnership, there must be mutual benefits. For example, youth in Norway also benefit as the MYSA youth help change their views of themselves and the world as well. Over the years many host parents [...] told me it has been one of the best things to happen in their own family. After only a few days, the parents are surprised and delighted at how the intellectually curious and astonishingly cheerful MYSA kids had influenced the often self-centred attitudes and views of their own teenagers.”<sup>28</sup>

The last comment here should be analysed in relation to a shifting focus of key Norwegian partners such as NIF and the Strømme foundation who have indicated that money spent on relatively expensive air tickets to Norway would reach further if ploughed into activities in local African communities. In line with NIF’s new priorities, the Strømme foundation has hinted to MYSA that they should reduce the number of teams coming every year. However during our meeting with Revheim and Saaghus at the Strømme foundation offices in Kristiansand, they more than hinted that organising a local tournament like the East Africa

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<sup>27</sup> Email from Bob Munro 19 April 2011

<sup>28</sup> Email from Bob Munro, 19 April 2011

Cup is not particularly cheap either as especially transport between African nations are cost demanding. Despite calling for a greater moderation in terms of teams travelling each year, MYSA stand out as highly important in the profiling and reputation of the Strømme foundation and made no secret of their intentions to continue the support to MYSA. Terminating support for MYSA-teams travelling to the Norway Cup does not appear to be an issue in the Strømme foundation.

Two key questions arise out of these tendencies:

- 1) Can the effects of Norway Cup justify the amount of money spent on bringing teams from deprived areas?
- 2) Would those money be spent more wisely in the local communities of the respective teams rather than in connection with a football tournament in Oslo?

With those two questions in mind we shall delve into the Zambian context, which is slightly different and marked by more but smaller sports NGO's operating in different ways through sports academies and organisations promoting specific social and cultural issues with a more infrequent and limited participation in the Norway Cup than the case is with MYSA, who have earned an almost institutional position in the tournament.

### **The Zambian context**

The importance of Norway Cup is no less in Zambia but operates with a different organizational structure than the case is with MYSA. Rather than one big organization dominating the scene, there are several smaller sports NGO's, all founded in the 1990's with roots in the Sports for All<sup>29</sup>-projects which were initiated in the 1980's. Key organisations in Zambia are Edusport<sup>30</sup> and Sport in Action<sup>31</sup>, both of which have been partners with NIF from the start. In addition there is SCORE<sup>32</sup> and Breakthrough Sports and Chiparamaba<sup>33</sup>. The organisations promote similar values and issues related to sport, education and HIV/Aids awareness, but operate in different locations in order to avoid competition and conflict of

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<sup>29</sup> Sports for All was established by the International Olympic Committee in 1983 in order to improve the levels of physical activity, underlining the social and health benefits of sports. See [www.olympic.org/sport-for-all-commission](http://www.olympic.org/sport-for-all-commission)

<sup>30</sup> Edusport was founded in 1999 after an initiative by Oscar Mwaanga, currently a senior lecturer at the faculty of business, sport and enterprise, Southampton Solent University. From the start Edusport tried to combine development of sport with education as a means for social development. They cooperate with schools, churches and a wide range of national and international sports NGO's and is one of the leading organisations in Zambia on sport and development. See [www.edusport.org.zm](http://www.edusport.org.zm)

<sup>31</sup> Sport in Action was founded in 1998 and was the first local Zambian Sports NGO to be established. The organisation operates in 24 districts, organising a series of activities, focussing on improving lives through sport for children from challenging backgrounds. Teaching various life skill and increase knowledge about healthy behaviour is a central part of the educational work of Sport in Action. See [www.sportinaction.org.zm](http://www.sportinaction.org.zm)

<sup>32</sup> SCORE (Sports Coaches Outreach) is an international organisation established in South Africa in 1991. They currently have offices in South Africa, Namibia, Zambia and the Netherlands. SCORE recruits sports volunteers from a wide range of countries, including Norway. See [www.score.org.za](http://www.score.org.za)

<sup>33</sup> Breakthrough Sports Academy was established by Edgar Musonda in 2003. Recruiting children and youth predominatly from the Luangwa, Garden, Kwa Mutongu and Chilulu compounds, all located north of Lusaka city centre, a Boys 13 team from this academy took part in the Norway Cup in 2004, under the name Kicking Aids Out. This author did a study among the boys, coaches and leaders of this team. See Hognestad (2005): "Football is survival here" – rapport fra pilotundersøkelse i Zambia om erfaringer fra Norway Cup", Norges idrettshøgskole. The organisation merged with Chiparamba Sports and currently cooperate mostly with Swedish and German organisations and football clubs. Their current work also include organising football leagues in refugee camps on the border to Kongo. The organisation currently have seven paid staff members. See also <http://bsazambia.yolasite.com>

interests. Executive director of Edusport, Michael Mwango, sees the history of all current sports NGO's in Zambia in close relation to the Norway Cup:

"All local sports NGO's in Zambia can be related to Norway Cup. Through Norway Cup the kids are able to see and experience a new culture. The hope of being selected to a Norway Cup team inspires the children and motivates them to do sports and really make an effort. The sporting effects of this was evident through the fact that four former Norway Cup participants figured in the Zambian national team which reached the quarter finals of the last Africa cup of nations tournament. "

There is no history of one Zambian team or organisation being represented annually at the Norway Cup. Partly due to a rotational system of teams, picked mostly through NIF's Africa project, from various Southern African countries and funded as part of larger cooperation projects involving Norwegian organisations and the Norwegian government. The Zambian teams who have competed in the Norway Cup have been local teams from townships in Lusaka. Chawama stars, a Boys 14 team were the first in 1998, followed by Chilenje in 1999, Kabwata Girls 1999-2001, Kalingalinga in 2002 and Breakthrough Sports (renamed "Kicking Aids Out"<sup>34</sup> for the tournament) in 2004. The focus on HIV/AIDS has been a key issue which have ben addressed to the youth involved in the Norway Cup. During our visit in Lusaka we got the chance to meet two of the players who played for the Kicking Aids Out team in 2004, Davison Ntalasha and Enock Shanchebo. They have fond memories from both Ekebergsetta and Haugesund, were they were hosted by Vard.<sup>35</sup> Aged 21 they both play football still, but the dreams they carried as 14 year old players have been moderated slightly, as Davison explained:

"Back then I wanted to be the best football player in the world. Now I am more focussed on finishing high school. Getting a job is hard, but easier if you have finished school. And I want to continue playing football after I finish school, hopefully in November."

While both have played for Edusport's senior team recently, Enock also plays for the Zambian national futsal team. Since playing in the Norway Cup in 2004 he has also coached a few children's teams. But playing football professionally in Zambia is a challenge in various ways:

"With Edusport we played in the 3r division and they didn't have much money for salaries. They paid us a little bit, but only if we won. We can still play but Zambian football is full of corruption and usually you need to either know the coach or pay him in order to get picked for the team."

To make a living out of football on a senior level in Zambia appears impossible without the support from a patron, while the opportunity to make more lucrative contracts with teams in one of the European leagues remains an option for a very limited number of players.

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<sup>34</sup> Kicking Aids Out was started after an initiative from Edusport and established in 2001 with support from NIF and Norad. The founding meeting was held in Nairobi and hosted by MYSA. The main purpose of the network is to share knowledge and experiences from using sport as a tool for addressing HIV and AIDS for young people. The organisation is currently an international network with members from a wide range of countries. For a detailed account into the history of the work of Kicking Aids Out see Brenda Chipande (2010) "The Kicking Aids Out Network" 2001-2010, an historical overview. Document can be downloaded at:

[www.kickingaidsout.net/news/Documents/The%20Kicking%20AIDS%20Out%20Network%202001-2011.pdf](http://www.kickingaidsout.net/news/Documents/The%20Kicking%20AIDS%20Out%20Network%202001-2011.pdf)

<sup>35</sup> See Hognestad (2005): " 'Football is survival here' – rapport fra pilotundersøkelse i Zambia om erfaringer fra Norway Cup", Norges idrettshøgskole.

However, Fwayo Tembo, who played for Edusport's team, Kalingalinga, in the Norway Cup in 2002, is about to become one of the big stars of Zambian football at the age of 22. After a trial with Strømsgodset of Norway failed in 2007, he signed for the Tunisian side Etoile Sahel before getting a contract with Swiss side FC Basel, with whom he won the Swiss league and played champions league football last year.<sup>36</sup> While problems with corruption remain a general problem in both Zambia and Kenya, there was one Zambian football team who became pioneers in the promotion of girls football around the turn of the millenium.

### **Kabwata girls – advocating football for girls**

Kabwata girls won the Norway Cup in both 1999 and 2000. The team received a lot of media attention both in Norway during the tournament, but particularly in Zambia, as Chris Bwalya, working for Zambia National Broadcasting Corporation, remembers:

"I travelled with the team as a cameraman in 2000. The final against Alabama from the United States was shown on Zambian television. We interviewed players and coaches during the tournament and produced daily news from Ekebergsletta to Zambian TV."

After the tournament the young girls became celebrities and the president at the time, the Late Frederick Chiluba, even gave a reception for the Kabwata girls at the State House in Lusaka. 11 years on we meet one of the players from then, Rose Mwape, outside the offices of Edusport, located in the Kabwata township. She is now 26, a mother of three, and tells us that her eldest son has started playing for an academy. She is married to footballer Lawrence Lubinda, who at the time of the interview happened to be on a trial at Norwegian club Moss. She has very fond memories of the Norway Cup:

"I remember the first time. We won the qualifying tournament organised by Sports for All at the Zimco complex. Suddenly we were going to Norway. It felt unreal. It changed our lives and initiated a grassroots movement which saw an incredible rise in the number of young girls playing football. In Norway we stayed with our host team Heggedal all three years and they even helped to raise money to cover school fees for some of the players."

When asked about how Norway Cup affected her and her team mates on issues not directly related to football, she informed us that none of the players have been infected by the HIV-virus. Rose went on to tell about how she still wishes to play football, but admitted it is difficult with three young children. A few of the original Kabwata girls team continued to play football, including Annie Namukanga, who went on to captain the national team and recently finished her degree at Loughborough University in England, thanks to a scholarship obtained through her role as a leader for the "Go sisters"<sup>37</sup> programme in Zambia. However dominant gender roles in particular makes it difficult for especially married women to play football. This was one of the backgrounds for the decision to select a girls team from Zambia again for the 2009 tournament, as executive director of Sport in Action, Frank Mushindu, explained to us:

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<sup>36</sup> Several other players with a background from Norway Cup teams are playing for clubs in the Zambian premier league. A handful also plays abroad apart from Tembo; William Mjobvu, Justin Zulu and Rodger Kola, who all play in Israel, and Hichari Himonde, who plays for TP Mazembe in Congo (July 2011).

<sup>37</sup> An organisation based in Lusaka. It was founded in 2002 after Edusport received a grant of NOK 200.000 from the board of Their Royal Highnesses Crown Prince Haakon and Crown Princess Mette-Marit's Humanitarian Fund. Go Sisters was founded by the former captain of Kabwata Girls, Annie Namukanga. The purpose of the organisation is to strengthen girls' possibilities for education, control over their own body and to get girls involved in organised sport.



”After knowing we would have a Zambian team in the 2009 Norway Cup, we organized a tournament. It was a cooperative project between Edusport, Sport in Action and Score and an equal number of players were recruited from these NGO’s. The focus was on promoting girls and women in sports. But a focus was also on getting parents involved and make them aware that sport is good for a lot of things and sport can in fact also be one way of ensuring that children do not drop out of school. In a different way, the players who come back to Zambia become famous and not everyone has been able to handle that. This was especially the case with Kabwata Girls. They got more attention from the boys, and a few got pregnant while still being teenagers.”

The latter comment points to another outcome of the celebrity status of the Kabwata girls and highlighting the need to make sure parents follow up their children after the tournament. Mushindu stressed that seeing how parents were involved in Norwegian sports clubs was one of the greatest benefits at the 2009-tournament:

”One of the things we have been most impressed with during our stay in Norway is parent involvement. Our 2009 Team Zambia (Girls 14) had a host team (also girls 14) from Halden {Tistedalen I.L.}. We stayed in a school [Skjeberg folkehøgskole] the week before the tournament. This was a very good experience. We have particularly learnt about parent involvement. It is not so common for parents here to take part in the sports activities of the children. Therefore we decided to start parents forums in Zambia in order to try to get them more involved here.”

Mushindu saw another great benefit through learning about the structure of the Norway Cup organisation:

”Also, with regards to event management a very complex system is in place at the Norway Cup, with a combined involvement of corporate bodies, parents and other partners. On a smaller scale, but inspired from the Norway Cup we now organize a national tournament in netball for girls annually, in which we focus on girls from the provinces.”

The selection of players for the girls team were heavily influenced by guidances from NIF who wished to highlight a combination of issues related to gender and poverty. The composition of girls with different backgrounds had an effect on how they experienced the trip according to Mushindu:

”Obviously, travelling to Norway was for most of the girls a very big step. Negative effects were visible in the first few days. Some of them got home sick and felt lost in an alien environment. The weather was particularly bad that year with a lot of rain. The girls came from very disadvantaged backgrounds. Some of them were orphans. This was one of the requirements which were outlined by NIF. We had to recruit girls from deprived areas so you can imagine that also when they came back, they also came back to a more upsetting reality. The poorest of the poor had to be included. We now have concrete plans in place to strengthen girls activities in Zambia. After the tournament we did a debriefing with players and parents involved. It turned out that some parents had incredibly high expectations. They thought their children would come back with loads of money. But all in all, I would certainly say that the positives outweigh the negatives with regards to the trip to Norway. We focus on combining football with the teaching of life skills as a tool for reaching out to communities. Activities may not only include sports, arts and traditional dances are also on the agenda.”

These comments suggest that there have been disagreements about the criteria for selecting players between NIF and organisations like Sport in Action and Edusport, who like to keep sport as the main focus and apply training in life skills programmes close to sports activities. Now they were asked to include girls from very deprived areas who had not played football before. This caused irritation, as the president of Edusport, Bwalya Mwamba, explained:

”The team was selected from a variety of very poor communities. This was all and well, but some organisations wished to promote their own interests. I would say that NIF do not understand the generics of local Zambian football culture.”

This understanding of NIF’s involvement highlights a dilemma between whether they as a sports NGO should act more as social workers than sports coaches and leaders. It could also be analysed on the back of differences in approach which could be related to the distinction between concerns for development *of* sport or development *through* sport mentioned earlier. This was one of the backdrops for NIF, being the decisive funding agent in this context, asking NOWSPAR to act as a coordinator of Team Zambia, as explained by President Matilda Mwaba:

“Edusport and Sport in Action had originally expected to be asked by NIF to organise a Zambian team to travel. I think NIF came to us because they felt NOWSPAR was a neutral organisation with less vested interests in the selection process. In the end a compromise was reached as Edusport, Sport in Action and also SCORE were asked to select a few players each. Edusport also supplied the team with a coach.”<sup>38</sup>

It must be noted here that in a memorandum of understanding between NIF’s Norway Cup project and its relevant Zambian partners for the 2009-tournament there is no mention of the inclusion of ”the poorest of the poor” as noted in the quote from Mushindu above.<sup>39</sup> Hence it is difficult to trace in any exact way how these notions have gained a foothold in the communication between NIF and its partners. However, a compromise seems to have been reached between the Zambian organisations involved due to NOWSPAR’s initiative towards involving SCORE, Edusport and Sport in Action.

### **NOWSPAR and Team Zambia 2009 – addressing gender issues**

As the case has been with MYSA, participation in life skills activities was a key criteria for selection to the 2009 Team Zambia who went to Norway, according to Secretary General Secretary of NOWSPAR, Llombe Mwambwa. NOWSPAR was established in 2006 to promote greater involvement from girls in sport. Matilda Mwaba explained the background for establishing the organisation and how it all started with a different sport than football, namely judo:

“There was an obvious need in Zambia to address both issues of gender equality and gender abuse. It started when I tried to be elected as president for the Zambian judo association. I ended up being the president for 10 years. Judo is self-defence. It is very important to enable girls to defend themselves and to give them a better self-confidence and a sense of control over their lives. I discovered how limited opportunities were for girls in sport. We originally tried to establish NOWSPAR through the National Sports Council, but nothing happened. We

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<sup>38</sup> Gregory Shikombelo

<sup>39</sup> ”Memorandum of understanding – Norway Cup project 2009”, Norwegian Olympic and Paralympic committee and confederation of sports, 2009.

felt that an NGO like Go Sisters had a competitive focus in their activities, while we wished to highlight human rights issues in relation to gender. On the back of these things we founded NOWSPAR in 2006.”

NOWSPAR currently has a variety of partners. NIF is one of the most important, but they also intend to cooperate with the Zambian government.<sup>40</sup> Matilda Mwaba has a long and varied background in sport and development projects and networks. She is former President of Kicking Aids Out and has also worked with talent identification for the Zambian Olympic committee. She got involved with Kicking Aids Out predominantly as she saw HIV as affecting women’s participation in sport in a particularly bad way. She was also a leader for the Kicking Aids Out boys team who played at the Norway Cup in 2004 and in 2006. For the 2009 Team Zambia, NOWSPAR coordinated the practical issues for the team. Most of the girls selected came from orphanages. Most of them had never been outside Lusaka, and a few had never interacted with a white person, when they flew to Norway. Having travelled with a Boys 14 team in 2004 and a Boys 16 team in 2006, Matilda Mwaba, identified a few challenges with regards to the selection for the team in 2009:

“Having previously travelled with boys teams who came from the same district and played football together on a regular basis through organisations like Edusport, Sport in Action, Breakthrough Sports or SCORE, things were easier with them than with the girls team who went in 2009. Team Zambia was a much more complex affair. Most girls had played football but not in a very organised way and with many of them coming from very challenging backgrounds it took a lot of effort to sort out all the birth certificates which were needed for them to get new passports.”

With reference to NIF’s involvement in deciding which organisations and countries in Southern Africa should be asked to select teams for participation in the Norway Cup, Mwaba suggested a better and more predictable rotational system in order to promote cooperation rather than competition between local sports NGO’s. With regards to the benefits of the Norway Cup participation Mwaba saw the most important outcomes through the life skills programmes they organised with the host team (Tistedalen I.L. from Halden); peer leadership and cultural exchange. Matilda Mwaba described the trip of the girls as a fantastic and joyful experience for the girls:

“For the girls who went it was like winning a jackpot. They went from the compound to a world which appeared like a dream to them. All girls apart from three were orphans or grew up with extended family members. They became close friends during their stay in Norway and still keep in touch with a few of their Norwegian friends. Four of the girls were interviewed on Norwegian TV and in the papers. As in any dream you wake up in the end and we worked hard to prepare them for the return back to the compounds in Lusaka.”

Although experiences from the trip were described in such positive terms, “the dream” also had challenges other than the bad weather and the home sickness mentioned above, as Mwaba explained:

“The food served hasn’t gone down too well with any of the teams I have travelled with. They got used to it, but they generally think there is too much bread and too little rice to go with the meals. Also we stayed in a hostel quite a distance from the venue. Long distances, sometimes

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<sup>40</sup> See [www.nowspar.org](http://www.nowspar.org)

poor logistics and matches played at different venues caused a bit of fatigue and confusion at times.”

Apart from creating awareness about HIV/Aids, which has been the dominant social focus for the Zambian sports NGO’s since the 1990’s, gender equality issues and addressing abuse of girls and women have taken on an increased importance in recent years. On possible wider effects of participation in the Norway Cup, Frank Mushindu of Sport in Action says:

”It has certainly put Zambia on the map. Teams that take part get a lot of publicity in the national Zambian media. They also tend to get substantial media coverage in the Norwegian media while they are there. Many Norwegian students now come here to work as sports volunteers. I believe Norway Cup has a multiplying effect which makes kids here work and train hard, creating sustainability in terms of effort and focus. I would say travelling to Norway is a good idea, although we must always ask ourselves; what next? And one of the issues we have raised is whether we should replicate Norway Cup in a Zambian context. We know that this would take an enormous amount of preparation, but if we can create a competitive climate in which organizations must focus on facilitating the training of sports skills and education in order to be considered, this could be a real possibility in the foreseeable future.”

We were surprised to find out about the level of publicity in national media in both Zambia and Kenya over teams taking part in the Norway Cup. During a conversation with Benedict Tembo, a sports journalist at the Zambia Daily Mail, he identified a major benefit of the Norway Cup in the way Kabwata Girls became agents for change with regards to including girls in sport and promoting girls participation. Tembo saw this in relation to the rise to fame of the Kabwata Girls as role models through a substantial media coverage and an increased awareness about the importance of including girls in sports.

Secretary General of NOWSPAR, Llombe Mwambwa, viewed the most important benefits of participation in the Norway Cup through networking and a closer cooperation with a variety of sport for development programmes and projects. Asked if she had to choose between spending a certain amount of money on travelling to Norway Cup or spend them on local projects, Mwambwa hesitated a bit before saying:

”I would probably invest those money locally rather than send the girls to the Norway Cup. As an organisation we see cultural exchange as secondary to local projects and activities. However I would say that there is possibly a link here as the Norway Cup is important for motivation and possibly generates an increased local participation in sports”.

Whilst seeing that money spent on sending teams to Norway would reach further if spent locally on developing infrastructures and strengthening educational resources, there was a broad agreement about the benefits of the Norway Cup extending far beyond the two weeks each team spend in Norway. Bob Munro of MYSA admitted that....:

“If someone had given me the choice back in 1990 whether I rather wanted the money spent on sending the first MYSA-team to Oslo on local projects, I would probably have grabbed that opportunity with both hands. However after witnessing face to face the enormous effects in terms of motivation, self-confidence and social awareness which the chance to be selected to go to the Norway Cup create, I would say that the significance and importance of the tournament for the kids in MYSA cannot be overrated.”

This statement is backed up by Bjørn Omar Evju at NIF who admits that probably in more than any other organisation, Norway Cup is an integrated part of MYSA's day-to-day activities.

### **A summary of analysis in relation to the Norway Cup**

#### *Norway Cup's objectives, mandate, development assistance strategy and its response to Norwegian development aid policy priorities*

From our empirically based analysis above we find reasons to conclude that Norway Cup's objectives and mandate in relation development assistance strategies and Norwegian development policy priorities are satisfactorily accomplished. This includes geographical priority areas and promotion of issues like human rights, gender equality and HIV/AIDS awareness in particular. Through their institutionalized links with community-based organizations like MYSA, Norway Cup indirectly contributes to improving the environment and public health in some of the poorest communities in Africa.

#### *Norway Cup's organisational structure*

Norway Cup relies heavily on volunteers in order to organize the tournament and its added projects, including the visits of teams from the South. Without the thousands of volunteers involved Norway Cup wouldn't be possible. However Norway Cup have also built a substantial and a highly professional structure in order to handle budgets and communicate with donors, sponsors and other partners. In order to make ends meet they cooperate with private sponsors and provide an arena also for commercial interests. The accounts from Norway Cup itself show however that the organization is not generating profits spent on other projects or activities.

#### *Norway Cup's partnership work*

Regarding the responsibility of Norway Cup in issues like criteria and strategies for choosing partners, teams and leaders, this occurs to be in line with listed priorities. A system for preparatory courses and post-tournament projects in the South is in place, but the monitoring of these is a complex operation relying on trust with their many networking partners. It is beyond the capacity of BSK to monitor processes taking place in specific club communities, before and after the tournament. With regards to the distribution of roles there seems to be a need to draw up some lines for the responsibility and commitment of BSK through their work with Norway Cup partners in the South. Our evaluation shows that the Norway Cup network contributes to development in the South. While contributions to issues such as health, gender equality, tolerance and peace are difficult to measure, it is important that a high degree of specificity is maintained. Our empirical study is based on teams hailing from areas where the challenges are marked more by poverty than ethnic conflict. In recent years Norway Cup has profiled themselves as a contributor to peace by bringing children from different ethnic groups from conflict areas together to form a team for participation in the Norway Cup. We have not had the opportunity to study teams from areas such as Palestine, Iraq or Afghanistan. However, claims to peace building in those regions by bringing children together to play football in Oslo need to be balanced by a greater realism than what seems to be the case at the moment. BSK would do well to stress that their ambition in this regard is limited to a

promotion of tolerance and not present themselves as Peace makers, as the level of conflict in those regions remain fierce.

*Norway Cup's administrative/management capacity, including financial management*

Through a long history with a continuous leadership Norway Cup has built a huge capacity for planning and preparing teams from developing countries to compete in the Norway Cup. Surprisingly, in the last three decades there have been only a few unfavourable incidents such as the team from Sierra Leone who defected in 2000, but systems have been put into place to prevent this from happening again. The flow of finances are being closely monitored each year by an overall Steering Group of volunteers from relevant professions in the public and private sectors. It has not been within the scope of this evaluation to investigate possible incidents of corruption in a detailed way. Suffice to say no incident or suspicion of corruption have been detected. On the contrary, a lot of organisations involved in the Norway Cup network identify themselves against corrupt leadership. Rumours (from agents in Norway) about sexual abuse and favouritism with regards to selection of girls teams with a male coach, were denied by male and female leaders involved and remain as only unproven rumours.

*Norway Cup's professional and technical capacity and knowledge management, including systems for management of:*

Norway Cup is not a development organisation by itself. Norway Cup does not run projects in the south. Its key function is to provide the necessary administrative, financial and technical skills and resources it takes to organise the tournament each year, which include hosting around 30 teams or around 600 players, coaches and leaders from the South. Through their network they contribute to local development projects, but only in an advisory capacity. Within this network there are a number of skilled people who does the work for them, both with regards to making priorities and highlighting issues like HIV/AIDS awareness and human rights. Many of the friendship clubs hosting teams from the developing world have had this role annually for several years. They must follow a few basic rules and programmes intended to prepare them for the tournament, but they have the freedom to introduce the visiting teams to their local community in the ways they prefer. Although there is no formalized system for evaluating events and activities these teams are involved in during the preparatory week, the foreign teams and Norwegian communities are satisfied with the many mutual benefits for both parties.

*Norway Cup's use of resources in relation to activities and results (cost effectiveness):*

Generally sport appears to be a cost-efficient kin of development. The support of around NOK 30.000 from Norad to cover expenses for each of the 30 teams from the South appears to be a cost-efficient way of supporting and stimulating also local development projects. Especially if we consider the fact that this is meant to cover accomodation, transport and food for nearly 600 people for two weeks. In the wider context we found that Norway Cup have developed a well-functioning and dynamic system for coordination with partners in the South, institutionalized through more than 20 years of networking. In Norway politicians, businesses, NGO's and government representatives draw benefits from their involvement in the Norway Cup. It is impossible to estimate exactly how much Norway Cup contribute to the local economy in Oslo during the tournament, but rough estimates suggest tens of millions NOK each year.

*Norway Cup's results management and achievement of planned result*  
(“Results” defined as outcome beyond the individual experience of team members)

With regards to risk assessment, “negative” incidents which have appeared have been handled situationally and individually. This seems to be a reasonable and efficient way, precisely because there have been few negative incidents to report. It is easier to identify results beyond individuals and teams having been involved in the Norway Cup in the case with MYSA than with the Zambian teams. This has to do with MYSA being the one dominant organization, operating in the city of Nairobi and beyond. MYSA generally have a greater capacity and has developed a highly professional local management structure. In Zambia they are good on sports but they haven't developed the resources to influence their local communities with the impact that MYSA has. However, it is important to stress that sports clubs and organisations are *part of* the communities in which they operate in and as such exert positive influences and provide children and young people with a chance to not only enjoy sports, but also through close cooperation with schools, earn scholarships and an education through sport. In that way it is difficult to argue that sports clubs or organizations do not contribute to the development and well being of the wider community. In a Norwegian context the Norway Cup has figured as a pioneer in the promotion of tolerance and anti-racism in an increasingly multicultural Norwegian society. The development profile of the Norway Cup must be seen as a part of a much wider structure in which Norwegian schools, sports clubs and students have been involved as players, leaders, teachers, coaches and sports volunteers.

### **Conclusions**

The wider effects of Norway Cup are unquestionable but also difficult to measure. However it is important to keep in mind that the contributions from Norway Cup are not without limits. Most sports NGO's could be criticized for charismatically conveying evangelical messages about how sports can heal any ills of a society. Therefore it seems vital to present the Norway Cup also with a degree of realism. A footballing youth tournament like the Norway Cup can create peace and create local social development only to a quite limited degree. This is not to suggest it is unimportant, quite the contrary. Our study shows that Norway Cup has a huge importance and a wide ranging impact, especially for teams, organisations and individuals from the South involved in the tournament. Analysing how such participation have affected the local communities is a complex operation. In the case of MYSA we find that to ask how MYSA has influenced the lives of people in the local community is an imprecise question. By going there it becomes obvious that MYSA has rather become a big *part of* the local communities they operate in. It is noteworthy how many players who have played at the Norway Cup remain in football either as players or coaches and many have created career opportunities for themselves through scholarships and education.

Youth are not drawn to sport because of human rights or health issues. Young people are drawn to sports as athletes or spectators because they find it fun and enjoyable. It is from this basic starting point that the passion for sport evolves. By using the most global and popular sport of all, Norway Cup has earned its current position as a leading arena for cultural exchange in and through sports. However, as in all partnerships where one part brings in most of the finance there is a possibility that this partner, willingly or unwillingly, looks more like a patron than a partner. The huge challenge in that respect is to create principles for ideological mutuality which moves beyond the mere economic sphere. Our study shows that Norway Cup may well be defined as an arena for social and cultural mutuality, although the tournament itself relies on structures of patronage.

While sports organisations often claim that the great benefit of sport is its universal language, it is important to recognize its many different dialects. Youths from poor countries generally play sport with a greater motivation and ambition than youth from affluent societies, as the dreams of the former is more fired up by a desperation caused by poverty. Rather than providing a kind of "dream land" for young people from deprived areas, Norway Cup could be criticised for waking the poor up to a demonstration of a wealth they can never have when they return. While we would highlight the importance of partner clubs and organisations in their efforts to provide opportunities for careers in and through sport, our study has clearly shown that Norway Cup is about much more than spending two weeks playing football in Norway. Through their various partners and networks Norway Cup has especially contributed towards the promotion of gender equality and the inclusion of girls in sport and through providing a motivational platform through which awareness and knowledge about HIV/Aids can be built.

Significantly, our findings suggest that there are mutual benefits to be drawn from especially the long term and continuous relationships between local Norwegian sports teams and Norway Cup teams from the South. By seeing how anti-racism was promoted at a very early stage through Norway Cup and quite specifically influenced a local Norwegian community once notorious for its far right activism, it is reasonable to conclude that Norway Cup has increased levels of tolerance in an increasingly multicultural Norwegian society. It could be argued that the need to continue this work was highlighted by the ideological background for the atrocious terrorist acts in Oslo and at the island of Utøya which took place just nine days prior to the 2011 tournament. Also our findings suggest that the stereotypical, miserable images of African communities often presented in media reports from Africa have been altered and nuanced through the Norway Cup. While our findings indicate that the chance to be selected for a Norway Cup team generates activity and enhances motivation, the tournament has also produced obvious benefits for a series of Norwegian organisations. Through their support and affiliation with Norway Cup teams from the South, various organisations have been able to promote their own interests and purposes. Hence we conclude by stating that the question whether the money allocated to the Norway Cup would be more wisely spent in deprived local communities, is not relevant in view of the fact that the mutual benefits and values generated through the Norway Cup appear to be quite unique. As we can see a growth in local tournaments inspired by Norway Cup appearing, we can conclude that Norway Cup also stimulates local activity in the South. Furthermore it is worth mentioning that the total costs of hosting 30 teams from the South for two weeks would not by far be covered by the support from Norad without the efforts of several hundred volunteers. We conclude that Norad's annual support of NOK 900,000 appears to be a symbolically important, cost-effective and multibeneficial investment.

### **Recommendations**

Norad and the Norwegian government should continue supporting the Norway Cup. On the basis of our findings we would however specify two areas in which there are room for improvements:

1. In a development context BSK should be encouraged to strengthen their technical support to sports tournaments and similar activities in the South and share their experiences, and high levels of competence in that respect, with partners in the South.



2. BSK must provide a clearer frame for their contributions and particularly sharpen their focus on the attribution of roles with regards to their involvement with organisations from the South. BSK should work to maintain dialogues and communications with friendship clubs in Norway and teams and organisations from the South.

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- "MYSA at the Norway Cup 1990-2010", MYSA document.
- Strategic plan for Development Cooperation 2004-07*, the Norwegian Olympic and Paralympic Committee and Federation of Sports.

## **TERMS OF REFERENCE – ORGANIZATIONAL PERFORMANCE REVIEW OF NORWAY CUP**

### **1. Background**

Organizational reviews of nongovernmental organizations (NGOs) receiving, or being considered for long term support from Norad's support scheme for civil society development are performed on a regular basis. The reviews are part of Norad's quality assurance of its cooperation with NGOs and will form part of the basis for decisions on future cooperation with the respective NGO.

Norway Cup was established in 1972 by Bækkelagets Sportsklub as a football tournament for children and youth. It has since the start been a yearly recurring activity and as from 1979 the yearly number of participating teams has exceeded 1000. Norway Cup is today an international tournament with the aim to promote peace through friendship between youth across national and cultural borders, regardless of ethnic origin and religious beliefs. (Norway Cup has been awarded the privilege of hoisting the UN flag during the tournament.) Norway Cup aims at being instrumental in the establishment of north-south friendship clubs and the making use of its potential as an arena for promoting awareness and fight against HIV/AIDS.

Norad has provided financial support to Bækkelagets Sportsklub's Norway Cup engagement since 2002 on one year agreement basis. In 2008 a 3 year agreement was signed. However, no organizational review has as yet been undertaken. As the present agreement will expire on Dec.31<sup>st</sup> 2011 an assessment of the possible justification of further support is required. This review will contribute to such assessment. Norad's financial support to Bækkelagets Sportsklub primarily covers costs incurred relating to southern participating teams' stay in Norway. Costs incurred in South - preparations and transport - are covered under Norad's agreement with NIF and others, by Norwegian embassies or through other channels.

Bækkelagets Sportsklub cooperates with a number of partners and sponsors, hereunder Norwegian NGOs which identify and finance the transport of southern teams to Norway.

### **2. Purpose of the review**

The purpose of the review is to assess Norway Cup's relevance and ability to achieve results in line with the guidelines for the grant scheme and in conformity with general Norwegian policy and guiding principles for development cooperation. The review shall hereunder assess Norway Cup organization's professional and technical, organisational, management, financial and administrative qualifications for achieving results in a cost-effective and efficient manner. The review shall in addition assess the extent to which Norway Cup's goals have been reached in South and in Norway respectively.

The review shall draw conclusions on Norway Cup's relevance, suitability and ability to deliver planned results and on the achievement of the organization's goals, and present recommendations for follow-up action towards/by Norway Cup.

### **3. Scope of the review.**

The review shall describe and analyse Norway Cup's ability to deliver in accordance with its goals, including – but not limited to – the following:

*Norway Cup's objectives, mandate, development assistance strategy and its response to Norwegian development aid policy priorities, hereunder:*

Value base

Geographical priority areas

Relationship to such cross-cutting issues as human rights, gender equality and environment protection

Work methods and added value (comparative advantages)

*Norway Cup's organisational structure, hereunder:*

Type of organisation/governing bodies/management.

Decision-making lines/internal communication

Collaboration with donors, sponsors, stakeholders

Budget

*Norway Cup's partnership work, hereunder:*

Strategy and system/criteria for choosing partners

Distribution of roles/relationships/ownership in South and in Norway team selection and participation of leaders

Planning and preparations in South and in Norway

Transparency at all levels of work

System for post-tournament competence-/capacity development in South and in Norway

Sharing of lessons learned

Network-building, friendship clubs being established and followed up.

*Norway Cup's administrative/management capacity, including financial management, hereunder i.a.:*

Planning capacity and risk identification/assessments/prevention/handling, i.a. with regard to the potential for abuse and favouritism.

Quality assurance and control systems

Personnel resources

Financial management systems (clarity and transparency)

Systems for disclosing and reporting corruption and financial irregularity Monitoring of money flows

*Norway Cup's professional and technical capacity and knowledge management, including systems for management of:*

Geographical/context knowledge

Organizational knowledge and skills

HIV/AIDS awareness approach

Friendship clubs

*Norway Cup's use of resources in relation to activities and results (cost effectiveness), hereunder:*

Wages/fixed costs in relation to programme/project costs

Breakdown of costs by activities/partners in South and in Norway Norway Cup's coordination with other stakeholders.

Coordination with other stakeholders at country level, including task-sharing with other stakeholders

Relationship with national/local authorities

*Norway Cup's results management and achievement of planned results, hereunder i.a.:*

("Results" defined as outcome beyond the individual experience of team members)

System for monitoring results/end-user relevance (including indicators and sources used).

System for results assessment and reporting, including detection and handling of negative side effects/risks

System for learning and implementation of change

Results actually achieved in South and in Norway

#### **4. Implementation.**

The following methods and sources of information will be used in the review:

Document studies with particular emphasis on key policy/reference documents, relevant reports, evaluations, including:

- Cooperation agreements with Norad, Norway Cup's policy and strategy for development cooperation work, reviews/evaluations, annual reports, websites 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 (Principles and rules 2009/-10)
- White paper no 35 (2003-2004)
- The grant letter for the year 2010
- The report of the Rattsø committee (2006).
- Norad's strategy towards 2010
- Other relevant documents

Interviews in Norway with Norway Cup's management and staff; NIF, Strømmestiftelsen, Norad, Ministry of Foreign Affairs and other relevant persons/organisations.

Field visit to ----- including interviews with teams, players and leaders, partners and relevant authorities and, if relevant, peers. Field visits shall preferably be concluded with a debriefing of a group of relevant participants.

#### **Composition of team:**

The review shall be undertaken by a team composed of an external consultant and an adviser from Norad. The external consultant will be the team leader and will have the overall responsibility for the report. The Norad adviser will contribute in all phases of the review in his/her own capacity and not as a Norad representative.

The external consultant will have:

Good knowledge of current Norwegian development policies.

Good knowledge of civil society as development arena and instrument.

Thematic knowledge of sports in development.

Relevant experience from similar reviews or evaluations.

#### **Timetable:**

Norad will call for an initial meeting with the team to clarify any questions relating to the understanding of the Terms of Reference and other relevant issues.

Total timeframe is stipulated to 1 month of which approx. 10 days will be spent on field work abroad.

An inception report shall be submitted to Norad for comments within...

A draft report shall be submitted to Norad and Norway Cup's management for comments within ----

A final report shall be submitted to Norad and Norway Cup's management within ....

The report shall be written in English, (word format). It shall contain a short summary with conclusions and recommendations presented in a logical way (approx 2-3 pages) and shall not exceed 20 pages (Appendixes may be added).

The report shall use Norad's template for reviews.

The team shall be prepared to give an oral presentation of the report to a meeting with relevant stakeholders.

## **5. Reporting**

Norad will arrange an inception meeting with the review team to clarify any questions related to the terms assignment description.

After completion of document studies, data collection and interviews in Norway, the team will submit an inception report containing a brief overview of preliminary findings, along with a plan and focal points for the field visit.

A draft report shall be submitted to Norad and Norway Cup's management for comments within 10 days after field completion.

The final report shall be submitted to Norad and Norway Cup's management within one week after receipt of Norad's comments to the draft. It shall be written in English (word format) and shall not exceed 20 pages, including a summary of approximately 2-3 pages. Submission shall be in electronic format as well as 5 copies in paper format.

The report shall be presented orally by the team leader to a stakeholders' audience in Norway.