



**FUNDACIÓ  
BARÇA**

**Refugee Programme  
Final Report**

2017/2018



## Executive summary

Stavros Niarchos Foundation (SNF) collaborated with Barça Foundation in Greece, Italy and Lebanon to implement a sport-based education programme with children and youth residing in communities and centres with high proportions of refugees.

The aim of the project was to improve life skills and emotional well-being, as well as foster social cohesion and integration among refugee and local youth.

Barça Foundation identified the following local implementing partners in each country to collaboratively deliver the project: Praksis; Movement on the Ground; Organization Earth; Italian government; Cross Cultures Project Association. Barça Foundation trained a total of 191 young leaders and peer educators on how to deliver the Barça FutbolNet methodology, a curriculum that uses sports as a means to promote peace, tolerance and understanding among children and youth through sport, games, reflection tools and educational activities.

The duration of each FutbolNet session was two-hours and trained coaches delivered, on average, two sessions per week for between 21 and 48 weeks, depending on the site.

A total of 3266 children and youth participated in the project: 1227 in Greece, 1747 in Lebanon, and 292 in Italy, amounting to aggregated total of 426,528 hours of sport-based education delivery.

Additionally, Barça Foundation and its implementing partners hosted 6 community football festivals which brought together 200-300 people – participants, friends, family and wider community for a day of football activities. Former FC Barcelona players attended 2 festivals.

An external evaluation concluded that the project fostered positive social outcomes including:

- 1) The provision of safe spaces in otherwise dangerous environments;
- 2) High satisfaction and attendance among participants;
- 3) Participants feeling calmer, less fearsome and less angry,
- 4) Friendships and enhanced bonds among participants,
- 5) Respectful and tolerant attitudes observed among participants;
- 6) Reduced conflict situations among participants; and
- 7) Increased confidence and communication skills among girls.

## Project Snapshot

- Project date: September 2017 – July 2018
- Countries: Greece, Italy, Lebanon
- Regions: Athens, Lesbos; Sicily, Calabria; Beqaa Valley
- Implementation partners: Praksis; Movement on the Ground; Organization Earth; Italian government; Cross Cultures Project Association
- Execution period: 13 months
- Coaches' seminars conducted: 7
- Educators trained: 191
- Number of sites: 18
- Sessions (two-hours) delivered per site (on average): 72
- Participants reached: 3266
- Total average hours delivered: 2592 (72 sessions \* 2 hours \* 18 sites)
- Festivals hosted: 6

Country	Type of Implementation	Implementing Organisation	Coach Educators	Participants
Greece (Athens, Lesbos)	Refugee camps	Organization Earth (NGO)  Movement on the Ground (NGO)	28	<b>1039</b>  1 camp: 30% female 2 camp: 100% male
	Public schools	Praksis (NGO)	14	<b>188</b>  30% female 5% refugees
Italy (Sicily, Calabria)	First reception centres for unaccompanied minors (FAMI)	Social work cooperatives financed by Italian government	53	<b>292</b>  100% male 94% refugees
Lebanon (Beqaa Valley)	Municipal football pitches close to informal settlements	Cross Cultures Project Association (NGO)	96	<b>1747</b>  13% female 57% immigrants

## Context Overview: Greece, Italy and Lebanon

The war in Syria has displaced more than 5.2 million people outside its borders (and around 6 million internally). Refugees fleeing these crises have looked for shelter in many neighbouring countries, such as Lebanon, as well as European countries, most notably Greek and Italian coastlines, through extremely precarious means of transport.

In Lebanon, between 1.1 and 1.5 million Syrian refugees have crossed the border; these figures represent around 20% of the Lebanese population. The Lebanese government does not give the refugee status to Syrians, and their presence in the country is mainly administered by the United Nations High Commissioner for Refugees (UNHCR). Refugees are not properly settled in camps, but scattered in informal settlements, notably in the Beqaa Valley.

In Greece, the International Organization of Migration (IOM) stated documented that 62,206 refugees were stuck in Greece by July 2017. Some of them in the Athens camps (like Skaramagas) or in the Aegean islands, like the Moria and Karatepe camps of Lesbos.

In Italy, the IOM estimates that around 95,000 refugees arrived in this country during the first six months of 2017. Almost all the people arrive by sea and come mainly from Sub-Saharan countries, with around 13% being unaccompanied minors.

FutbolNet was implemented in these 3 countries, targeting both refugee and local children and youth, in order to foster integration among communities and achieve the ultimate goal of social inclusion.

## Why Sport to Foster Social Inclusion

### ***Sport can provide a way to break barriers and stigma***

Sport has the potential to change perceptions of society linked to the capacities of different social groups: through sport, children – regardless of their gender, skills or socio-cultural background – can interact in a recreational and positive context which helps them become aware of their own potential. This also helps reduce stigma and discrimination whilst changing the attitude of the guarantor of rights.

### ***Sport is a vehicle to increase child participation***

Sport is a channel used to include children and youth in their own learning and development process. It teaches them how to actively participate in decision making and to freely express their own beliefs. It can also help them acquire life skills such as conflict resolution and communication, which will help them defend their own opinions.

### ***Sport promotes comprehensive development***

Sport plays an important role in improving physical and mental health, increases self-esteem and fosters a better academic performance. Sport also teaches basic life values and skills to children and youth such as discipline, teamwork, equality, tolerance and respect towards others, all of which shape up their behaviour and helps them chase their life objectives. Sport too can help teach decision-making skills, build personal and self-esteem, foster responsibility, etc. Sport also teaches the importance of optimal physical fitness and good habits whilst giving participants the chance to have fun.

***Sport: a space for support, relationships and conduct change***

The social aspect of sport, including the regular interaction between children, their peers and adults, makes it the ideal atmosphere where to convey messages which influence behavioural changes and transmit social rules. It also provides a safe environment which supports dialogue with trusted adults about sensitive issues such as violence prevention, drug consumption and HIV among others.

For the above reasons, the FC Barcelona Foundation, in accordance with its strategic plan, uses sport as a social-inclusion tool for groups of people at risk of exclusion such as children and youth refugees and asylum seekers.

## **Implementing Partners and Sites**

***Greece (Praksis, Organization Earth, Movement on the Ground)******Praksis***

Praksis is a Greek non-governmental organisation that implements programmes throughout Greece with the objective of eliminating social and economic exclusion of vulnerable social groups and the defending their personal and social rights. The project was implemented in five Municipality of Athens schools within the framework of the Open Schools Program, which is coordinated by the Athens Partnership and funded by Stavros Niarchos Foundation. The project commenced in Athens public schools from January 2018 after several months of planning and coordination with the municipality.

**Project sites**

- 8th Elementary School, Athens
- 106th Elementary School, Athens
- 8th High School, Athens
- 12th High School, Athens
- 51st Elementary School, Athens

**Organization Earth**

Organization Earth is a Greek non-profit non-governmental. One of their key pillars is refugee integration, wherein they provide refugee relief, integration tools and developmental services. The project was implemented in refugee camps in Athens, one of the organisation's well-established territories.

**Project sites**

Skaramagas refugee camp, Athens

**Movement on the Ground**

Movement on the Ground is an international NGO with core programming in Lesbos, Greece. Movement on the Ground meets unmet needs during humanitarian crises and provides assistance in the way of logistical, financial, and service delivery. The project was implemented in refugee camps in Lesbos.

**Project sites**

- Moria refugee camp, Lesbos
- Kara Tepe refugee camp, Lesbos

## *Italy*

### *Italian Government*

The decision about where and how the project was implemented was made in collaboration with UNHCR Italy. The project was implemented in first reception centres for unaccompanied minors and transfer of the FutbolNet methodology was considered the most effective way to ensure sustainability.

#### **Project sites**

- Cooperativa Sociale Il Nodo, Catania I (first reception centre for unaccompanied minors)
- Cooperativa Sociale Prospettiva, Catania II (first reception centre for unaccompanied minors)
- Cooperativa Sociale Badia Grande, Trapani ((first reception centre for unaccompanied minors)
- Cooperativa Sociale Los Migrantes, Riace (first reception centre for unaccompanied minors)
- Cooperativa Sociale Crotone, Crotone (first reception centre for unaccompanied minors)

## *Lebanon*

### *Cross Cultures Project Association (CCPA)*

CCPA is a Danish politically-independent, non-profit humanitarian organisation whose ethos is to develop, participate and implement projects which cut across cultural lines. Their main objective is promoting reconciliation and integration among people through dialogue and collaboration. CCPA is known especially for its Open Fun Football Schools programme, which fosters friendship and sports cooperation between children and adults living in divided communities whilst promoting grassroots football and other sports activities for children. The programme is based on voluntarism, parent support and the basic principles of "Sport-for-All", whilst building sustainable "Sport-for-All" platforms in local communities.

Barça Foundation and CCPA have been working together since 2012 and have reached more than 12,000 youth and children in Oman, Qatar and Iraq. The previous common experience in the Middle East has facilitated this new joint venture and the fact that CCPA has their MENA office in Beirut helped facilitate effective implementation of the project.

#### **Project sites**

- Municipal football pitch Kamed El Lawz, Beqaa Valley
- Municipal football pitch Majdel Anjar, Beqaa Valley
- Municipal football pitch Jib Jannine, Beqaa Valley
- Municipal football pitch Bar Elias, Beqaa Valley
- Municipal football pitch Saadnayer, Beqaa Valley
- Municipal football pitch Mansourah, Beqaa Valley

## Activities – Seminars, FutbolNet Delivery, Festivals

### Training seminars

Barça Foundation ran seven (7) FutbolNet Seminars which were attended by a total of 191 participants (“coaches”) across the three countries. The seminars (16 hours duration) comprised theoretical and practical sessions aimed to equip coaches with information, skills and resources to deliver the FutbolNet curriculum in their respective communities. The seminar emphasised how to create an empowering experience for youth and transmit values associated with sport necessary to promote changing attitudes and accelerated learning. The seminars were certified by the University of Barcelona and all participants received an official certificate which qualified them as socio-sporting educators.

<b>Greece</b>	<p><b>1st training:</b> Organization Earth office, Athens, July 2017  <b>2nd training:</b> Praksis sports facilities, December 2017</p> <p><b>Number of coaches trained:</b> 42</p>
<b>Italy</b>	<p><b>1st training:</b> Catania, September 2017  <b>2nd training:</b> Riace, January 2018</p> <p><b>Number of coaches trained:</b> 53</p>
<b>Lebanon</b>	<p><b>1st training:</b> Lebanese International University Stadium, Beqaa Valley, September 2017 (55 coaches)  <b>2nd training:</b> Saadnayel, Beqaa Valley, October 2017 (28 coaches)  <b>3rd training:</b> Municipal football pitch, Mansourah, Beqaa Valley, February 2018 (13 coaches)</p> <p><b>Number of coaches trained:</b> 96</p>

### FutbolNet methodology

The Barça Foundation’s FutbolNet programme methodology uses physical activity and sport as an agent of change for children and youth in vulnerable environments. FutbolNet promotes the values of FC Barcelona – effort, respect, teamwork, humility and ambition – through football-based games and activities.

There are three basic rules: 1) there is no referee, which encourages autonomy in the resolving of disputes by the children and youth; 2) the teams must be heterogeneous in terms of gender, disability, football skills, place of origin, among other things; and 3) everyone must be encouraged to participate. When rules come from the participants themselves, they are the first to respect them, while the trained educators guide them to propose rules that allow them to have meaningful experiences around values. After playing a match according to these self-determined rules, the teams come together and the trained coach encourages critical thinking and discussion.

The duration of each FutbolNet session was two-hours and trained coaches delivered, on average, two sessions per week for between 21 and 48 weeks, depending on the site.

### Participant Numbers

Country	Total Number of Participants	Number of participants per site	Male-female ratio	Percentage of refugee and local children
Greece – refugee camps	1039	Kapa Tepe camp: 601 Moria camp: 50 Skaramagas: 388	Kara Tepe: 70% male 30% female  Moria: 100% male	100% refugee
Greece – public schools	188	8th and 106th Elementary School Athens: 60 8th High School Athens: 57 12th High School Athens: 30 51st Elementary School Athens: 41	70% male 30% female	5% refugee 95% local
Italy	292	Catania I: 80 Catania II: 49 Trapani: 80 Riace: 57 Crotone: 26	100% male	94% refugee
Lebanon	1747	Kamed El Lawz: 313 Majdel Anjar: 298 Jib Jannine: 277 Bar Elias: 285 Saadnayel: 294 Mansourah: 280	87% male 13% female	57% refugee 43% local

### Festivals

A kick-off event and 5 festivals took place during the project: 2 in Greece, 2 in Italy and 1 in Lebanon. FutbolNet festivals bring children and youth from the project together for an exciting day of football and games, and they are also open to everyone.

#### I. Kick-off Festival

To mark the start of the project, a kick-off festival took place in Mytilini, Lesbos on 8th June 2017. Former FC Barcelona players hosted a football clinic with children from Kara Tepe refugee camp and the city's own football club (250 participants in total). Following the camp, a football match took place at Mytilini football stadium between a mixed Greek football team that won the European championship in 2004 and former FC Barcelona players which was watched by clinic participants, their friends, family and wider community.

## **II. FutbolNet Festivals**

5 festivals took place during the project in the following locations:

- **19th November 2017: Majdal Anjar, Beqaa Valley, Lebanon**

There were 230 participants including participants from Majdal Anjar project and family members, along with the governor of Majdal Anjar and other VIPs who conducted celebratory speeches.

- **10th March 2018: Mytilini, Greece**

This festival was specifically for the participants of Kare Tepe refugee camp and their families. There were 200 people in total. Unfortunately, unlike the kick-off festival, the municipality made minimal effort to help with venue logistics or promote the event to the community.

- **6th April 2018: Trapani, Italy**

The festival took place in a central park of Trapani and there were participants from the two first reception centres in Trapani, along with many local people, totalling around 200 people.

- **3rd June 2018: Stavros Niarchos Foundation Cultural Center gardens, Athens, Greece**

There were 200 participants at this festival, 50% of the children came from the Skaramagas camp and 50% of the children came from the project at the Athens city centre schools. Former FC Barcelona and Olympiacos FC player, Giovanni Silva, also participated in the event.

- **22nd June 2018: Catania, Italy**

Barça Foundation, along with UNHCR, requested to put a pitch in the middle of the main town square, during a period festivities and music to celebrate the International Day of Refugees on 20th June. For political reasons, the request was refused. Instead, the festival took place in a school nearby the square and it ended up being a big success with much interaction between participants from Catania's first reception centres and local people.

## **Impact**

The project objectives were:

**Objective 1:** Foster the emotional wellbeing of the refugee children and youth by providing a safe and organised environment to play in.

**Objective 2:** Foster social inclusion and the coexistence between host communities and refugees.

**Objective 3:** Improve educators' skills by using sport as an educational tool.

An external evaluation was conducted on the project and reported the following significant findings (\*full evaluation and executive summary available for review):

<b>Objective 1</b>	<ul style="list-style-type: none"> <li>• Provision of safe spaces in otherwise dangerous environments</li> <li>• High satisfaction and attendance among participants</li> <li>• Participants feel calmer, less fearsome and less angry</li> </ul>
<b>Objective 2</b>	<ul style="list-style-type: none"> <li>• Friendships and enhanced bonds among participants</li> <li>• Respectful and tolerant attitudes observed among participants</li> <li>• Reduction of conflict situations among participants</li> <li>• Increased confidence and communication skills among girls</li> </ul>
<b>Objective 3</b>	<ul style="list-style-type: none"> <li>• High level of programme logistics and planning</li> <li>• Understanding of FutbolNet rules and educational approach by coaches</li> </ul>

### ***Safe Spaces (Obj. 1)***

FutbolNet sessions provided a safe environment for the children and youth to play, and during the sessions they forgot about their problems, had fun and laughed. Furthermore, the programme offered a structured routine that promotes a good balance between physical and mental stimulation, and between activities that allow the child to develop as an individual (waking up on time, taking care of their equipment, etc.) and those that teach social skills and coexistence with their peers.

### ***High Satisfaction and Attendance (Obj. 1)***

Participating children and youth loved attending FutbolNet and many expressed that it was the only activity of the day they looked forward to.

### ***Participants Feel Calmer, Less Fearsome and Less Angry (Obj. 1)***

Participating children and youth showed a clear improvement in their life skills (critical thinking, autonomy and self-confidence). Furthermore, some indications raised from the quantitative study suggest a general improvement in self-esteem, and some success stories have been described on how embracing new capabilities have changed some children's lives.

### ***Friendships and Enhanced Bonds (Obj. 2)***

Over time, a stronger affective bond was created (and continually reinforced) among the children and with the educators, and a sense of belonging to the FutbolNet group emerged. They do not feel alone anymore, they feel cared for and their emotional well-being grew as their involvement in the project increased.

### *Respect and Tolerant Attitudes (Obj. 2)*

Though reluctant at first, after a few sessions participating children and youth accepted and embraced the rules, values and structure of FutbolNet, behaving in a more orderly, respectful and collaborative way than before. Furthermore, they openly recognised the importance of the rules and the reflection circle of the game, acknowledging that they feel better and have more fun when they play under these rules and values, and they are now able to transfer this good behaviour pattern outside FutbolNet, for example, at home or in school.

### *Reduction of Conflict Situations (Obj. 2)*

One of the clearest findings from the evaluation was the value that stakeholders gave to the FutbolNet project in increasing tolerance and “acceptance of difference” among children. The evaluation reveals a set of positive adjacent results grounded on the very central idea that all children are equal during the FutbolNet, no matter their origin, sex, religion, age or sports skills. It has been proved that the influence of these results pertaining to respect and tolerant attitudes led to a reduction and better management of conflict situations during FutbolNet sessions and beyond.

### *Increased Confidence and Communication Skills Among Girls (Obj. 2)*

Although there was not enough significant evidence and contributions to be able to clearly infer if the programme has contributed to reduced causes of inequality between boys and girls, there is modest evidence to show that some positive impact has been made regarding the increase of tolerance of boys on the pitches, treating girls as equal, and in the increase of confidence and empowerment of girls participating in FutbolNet. One powerful finding was that FutbolNet offered the real possibility for girls to play football and practice sport, in contrast with what happens in their countries of origin or even some places in the refugee camps. Nearly 20% of the beneficiaries overall were girls, and the evaluation reveals that there is no much room for girls to practice sport out in the streets.

### *High level of programme logistics and planning (Obj. 3)*

The evaluation conveyed that the programme planning was adapted perfectly to the needs of each venue: there was satisfactory time and field management by coaches, there was presence of cultural and language mediators when needed, and transportation of participants to and camps to fields was organised well.

### *Understanding of FutbolNet rules and educational approach by coaches (Obj. 3)*

All educators implement correctly the rules and structure of FutbolNet and understand the educational approach to the programme. The evaluation showed that educators incorporated a new set of skills relating to games and activity-based facilitation and that educators became more capable of understanding what “to educate” means and what strategies better promote significant reactions among children. This is evident in the way that the FutbolNet values were transmitted to participants and outcomes within objectives 1 and 2 were achieved. Coaches also played a critical role in the high satisfaction and attendance of participants, for example, in many cases participants reported that it was the only activity of the day that they looked forward to.

## **Comment, Objective 2 – social inclusion/co-existence between host communities & refugees**

While the first and third objectives were achieved fully, the second objective was only partially achieved. The project instilled education and perceptions around concepts such as tolerance and difference among coaches and participants, however in Greece due to the overarching political and social structures (for example camps being isolated, relations between local and refugee children being confined to FutbolNet sessions, refugees not being registered citizens of the country, societal frustrations over immigration and so on) it was difficult to foster social inclusion beyond the project participants and influence broader coexistence between host communities and refugees. In Lebanon,

however, social inclusion and interaction between refugee and local children and youth was achieved, with 43% local and 57% refugee participation. The project here helped to change perceptions and attitudes of local children and youth towards refugees.

## Key Areas for Improvement for 2018/19

Lessons learnt and improvement measures were derived from the Final Evaluation Report prepared by B-Link Barcelona Strategic Projects and Roots4Sustainability and through consultation and meetings with Barça Foundation regional coordinators and implementing partners.

### *Coaches*

#### ***Demographic of coaches***

Last season, the majority of coaches across the project sites tended to be male. Barça Foundation country coordinators have put mechanisms in place to boost female coach numbers. In Greece, for example, the educational teams will comprise one male coach and one female coach working together.

In Lebanon, the demographic of coaches was not only male, but also coaches with predominantly football backgrounds, which meant that they tended not to absorb the social aspect of the methodology. Barça Foundation Lebanon Coordinator is working with CCPA project manager to identify prospective coaches who have experience in teaching and volunteering with youth. The Scouts organisation is one source of prospective candidates, for example.

The balance and mix of coaches with sports experience and coaches with social education experience was shown to be most effective for programme delivery.

#### ***Task description of coaches***

Barça Foundation country coordinators have revised task description of coaches and coordinators to outline and re-emphasise expectations of coaches and partner organisation coordinators. Additional tasks have been included (and additional time allocation budgeted for) including regular team meetings, session preparation, and monitoring / reporting activities.

#### ***Coach development***

The evaluation report highlighted that coaches require, or expressed interest in, additional and continued personal and professional development, such as continuous trainings or seminars on specific topics. In order to address this, Barça Foundation country coordinators have planned to conduct more frequent, scheduled site visits (weekly in Athens and Beqaa Valley due to base of coordinators) and will also conduct specific and refresher seminars every 2-3 months.

#### ***Training materials***

After reviewing coaches' feedback, we concluded that the seminar learning objectives and training resources could be adapted and innovated in several ways. Barça Foundation training team is looking at ways to enhance the materials and instruction through videos, new games adapted to specific age and characteristics of each group, posters conveying images enacting social values, and a platform whereby coaches can exchange materials.

## ***Participants***

### ***Educational background***

The educational background of refugee participants was found to be generally lower than that of the local participants.

In Lebanon many of the refugee children do not attend school. In some cases, FutbolNet is the children's most structured educational activity and it became their version of school. In other cases, some children found FutbolNet sessions difficult to grasp. Barça Foundation wants to align its programme with broader efforts that promote the attendance or return of refugee children in Lebanon to school. Barça Foundation Lebanon Coordinator is conducting research on strategies and organisations in Lebanon that are helping refugee children transition into the formal school system, as well as exploring what role the project could have in encouraging school participation and retention.

Similarly in Greece, although refugee children attend school and there is a wider culture that promotes attending school among refugee youth, refugee children tended to be further behind educationally than the Greek children due to not having attended school in the country they came from. Additionally, there were language barriers that posed challenges for mixing refugee and local children during sessions.

To improve the understanding of FutbolNet among children with low education levels, Barça Foundation Country Coordinators are working on more visual and digestible examples of the values in practice.

### ***Social integration***

In some sites last year, the project worked largely or solely with refugee children – for instance in the Italian first reception centres for unaccompanied children where refugee children and youth reside, and in Greek refugee camp Skaramagas inside which the project took place. In other sites last year, more integration and targeting of both local and refugee children was possible – for instance in Lebanese informal settlements in Beqaa Valley and in Greek public high schools. Where there was minimal integration in sessions, Barça Foundation Country Coordinators tried various initiatives to encourage it, for example, holding sessions in other locations, providing transport to and from sessions for children who otherwise would not be able to participate, and bringing translators to overcome language barriers. These efforts will continue this season, taking into consideration the wider sociocultural realities. In many instances, the access and sharing of space that the FutbolNet project provides combined with the educational component on respecting and tolerating differences are powerful contributions to breaking down barriers implicit in these realities.

### ***Gender equality***

Two main findings of the external evaluation in relation to gender equality were that 1) the project enabled girls, who did not otherwise have the opportunity, to play sport, either because they were coming from countries where girls' participation in sport is prohibited or because there were no opportunities in the camps or informal settlements, and 2) There was increased tolerance and respect for girls among boys on the pitch. In several sites, it was recorded that boys initially refused to play with girls, but over time boys became increasingly accepting and encouraging of girls joining in the sessions.

Although the external evaluation highlighted some positive findings, there was not enough significant evidence to infer that the project reduces structural gender inequality. The evaluation recommends reviewing the project with strategic gender needs in mind, for example considering the inclusion of further-reaching work on the norms and the social cultural traditions that determine girls' position in the social structure, as well as structural obstacles that cause inequality.

This year, Barça Foundation will include special specific sessions about gender issues in order to promote critical thinking and reflections. The inclusion of more female coaches is also deemed to positively impact on the gender-perceptions and provide much needed female role models. Additionally, Barça Foundation Country Coordinators will consider adapting and changing sessions and timings to accommodate more girls.

### ***Parental involvement***

Across all sites, parental involvement is minimal, and parents tend not to be aware of, or involved in, the project. Barça Foundation believes that parents could play a key role in encouraging their child to attend FutbolNet and school. And more generally, adult role models could play an important role in consolidating the learning from the project. This season, Barça Foundation Country Coordinators will host parents' workshops at the start of implementation. Additionally, the new coaches and coordinators' task descriptions will explicitly include responsibilities to engage parents.

### ***Project Management***

#### ***Coordination roles and responsibilities***

Several measures that are being put in place for this season to improve project communication and coordination. The Barça Foundation Country Coordinators have drafted a detailed description of the support and oversight requirements which includes activities that will assess workloads, avoid overwork by the project coordinators, improve communication and information flows, and promote accountability among coaches, coordinators, and staff. They have also allocated more time within the project calendar for such activities / meetings.

#### ***Monitoring and reporting***

The external evaluation showed that the higher the number of sessions children participated in, the greater the improvement of their life skills and the lower their feelings of fear, anger and sadness. In some sites, however, there were challenges with data collection which hindered the possibility to analyse against the project's intended objectives and outcomes. In Lebanon, coaches did not regularly complete attendance registers, therefore it was difficult to track the frequency of individual participants, or encourage their continued participation in the project. To address this challenge for the upcoming season in Lebanon, there will be an increase in coaches' hours to allow for additional time for data inputting and collection activities.

The external evaluation highlighted the need for a standardised system that captures, processes and measures information on the basis of the same instruments across all sites, linked to the project's theory of change. This is a strategic initiative that Barça Foundation Projects team is focusing on this season and we are currently reviewing the monitoring information and tools.

## **Sustainability**

Knowledge transfer and integration of FutbolNet methodology into long-term educational and youth-development structures are fundamental to the project's sustainability. Barça Foundation always identifies local, national and international organisations that base their intervention model on local communities that live near the intervention centres. FutbolNet training seminars conducted by methodological experts allow us to train local educators and coaches on the FutbolNet methodology so that they implement it within their local organisations / schools. With organisations that are already working with children and youth, the FutbolNet methodology offers a new and innovative tool. In areas where there the project starts from scratch and there are no prior sporting and/or educational activities, it is

necessary to identify and hire staff. In this instance, long-term sustainability is harder because once the project ends salaries are no longer covered and there is no certainty that the activities will continue to take place. In order to mitigate this sustainability risk, Barça Foundation prioritises training up educators who have the opportunity to apply the transferred methodology in his/her own job/activities. 2-3 years is considered a good duration of time to consolidate learning and experience in order for educators to forge their own version of delivery.

For this project, specifically, Barça Foundation is working on tailored exit planning and timelines for each site, with view to maximising the success of knowledge transfer and continued FutbolNet programming once funding from SNF concludes. In Greece, along with Praksis, the objective is to integrate the FutbolNet methodology within the sports curriculum in public high schools, while in Lebanon Barça Foundation is undertaking research to explore several potential scenarios that arose as possibilities last year. Finally, in Italy, the project fostered sustainability through building the capacity of educators who are working within, and covered by, the Italian public administration.

## Media and Communication

The communications strategy developed for this programme aimed to promote visibility of the programme and raise awareness of the challenges facing refugees. The key approach within the strategy was to gather beneficiary testimonies in order to build impactful life stories that effectively demonstrate how the project works and illustrate the gravity of the situation. The testimonies were then presented in multiple formats and tailored to different audiences. Six media trips were made to programme sites by Barça Television, professional photographers and journalists. The purpose of these media visits was to create short and medium length documentaries, in particular the one-minute video capsules that have since been seen by millions of people around the world.

The World Refugee Day on 20th June was a significant day which was leveraged in order to communicate the programme. Barça Foundation organised a refugee forum and launched a global campaign on this day. The campaign videos had more than three million views.

There has been a high level of transparency on the programme internally within FC Barcelona and externally to FC Barcelona's audiences. Content developed as part of the communication strategy featured in the Barça Foundation website, the Barça Foundation magazine, the Club Review, as well as all social media channels – Facebook, Twitter, and Instagram, where high levels of engagement and interaction were observed.

Finally, Barça Foundation was recognised as "Foundation of the Year" at the 2017 Peace and Sport Forum in Monaco. The award was specifically credited to Barça Foundation due to the work that it is doing for refugees, thereby enhancing the awareness of the refugee programme on an international platform.



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