

Mission and Vision	<p><b>Mission:</b> Cross Cultures exists for the purpose of developing, participating in as well as implementing projects cutting across cultural lines, and which have as their main objective <i>the promotion of reconciliation, social integration and civil society participation through dialogue and collaboration.</i></p> <p><b>Mission statement:</b> Cross Cultures is firmly convinced that <b>DELIBERATE GAMES, DIALOGUE and COLLABORATION</b> are the best learning tools and the best tools to facilitate <b>BRIDGING and BONDING</b> between people.</p> <p><b>Vision core:</b> Today Cross Cultures is considered among the world leading organizations that has specialized in using community sports and our Open Fun Football School program as mechanism to:</p>				 <p><b>STRATEGY 2016-17</b></p>
Overall desired change	<p><b>Stimulating peace and reconciliation</b></p> <p>By bringing people living in post conflict communities to play and interact together across ethnic, social, political and/or religious divides we provide ground for alternative stories and positions to the ones of conflict – stories that aims at helping the participants to include rather than exclude each other, to fight exceptional thinking and to stimulate peaceful coexistence</p> <p><b>Open Fun Football Schools (OFFS)</b></p>	<p><b>Stimulating Young people's resilience</b></p> <p>By giving the young generation the possibility to access the 'Cross Cultures Future Sport Leadership Education' we provide the participants opportunities to learn, build network and gain hands-on experience of how to communicate and operationalize their ideas and visions for the future</p> <p><b>OFFS + Youth</b></p>	<p><b>Promoting gender equality</b></p> <p>By enrolling minimum 40% female/girls participation in all our activities we provide females/girls a platform to advocate and promote gender equality and promote active participation on all levels in the world of football (leaders/coaches/players) and in the civil society at large</p> <p><b>OFFS + Girls</b></p>	<p><b>Facilitating Cross-sector Juvenile Crime Prevention</b></p> <p>By facilitating cross-sector cooperation and introducing a three-level governance structure within the field of juvenile crime prevention we stimulate partnership and cooperation between Sport + Social + School + Police (SSP) that work together to prevent children and youth from becoming delinquents or victims of crime.</p> <p><b>OFFS + SSP</b></p>	
Conceptual Assumptions	<p>Cross Cultures' approach to peace and reconciliation derives from the experience of how wars and ethnic conflicts affect people and their possibilities of returning to a peaceful everyday life. Our experience tells us that moving away from the hatred and mistrust between people affected by civil war and conflict is not easily accomplished. Trust rarely comes from discussing the conflict or the problems. Rather, we follow a practice-oriented approach and believe it can be fostered and sustained through local level activities that facilitate dialogue and cooperation. That is, through the lived experience of having something in common with the people we would otherwise see as 'others'.</p> <p>Hence, through the OFFS program we bring people in conflict to play and interact, and challenge the seemingly natural division of people into ethnic, political, or religious affiliations, by providing an alternative. In focusing on the wellbeing and happiness of their children, OFFS give the adults, who are otherwise in conflict, a legitimate excuse to interact. In that sense, children's football can provide a 'free space' where people can interact together amidst societal conflict, and when people play together they are able to connect and redefine their relationship by demystifying each other, having dialogue and building trustful relations.</p> <p>Cross Cultures consider youth as a valuable resource for all communities and a potential powerful source of change whose energy and skills need to be harnessed. Being the next generation, which is expected to take over in rebuilding and developing post-conflict societies, they should be given the best opportunities to learn, build network and express their views and ideas for the future. In order to become such an active resource for their communities and countries, young women and men need to learn how to be creative and visionary, and they need to gain their own experiences of civic engagement and democratic participation. Furthermore, young people's resilience is strengthened, when they gain hands-on experience of how to communicate and operationalize their ideas and visions for society, and when they are given the opportunity to be positive role models as volunteers, coaches and assistant coaches for other young people and for children.</p> <p>Cross Cultures' approach to gender equality builds on the premise that including girls and women in community level grassroots football can be a valuable tool in combatting gender-based stereotypes as well as fostering female well-being and community participation.</p> <p>By prioritizing female participation in our activities, we provide girls and women with access to a domain that is still, by many, seen as a male domain. When we make girls and boys play football together, establish girl's football teams, and recruit female coaches and volunteers in local communities, we do not only enhance the wellbeing and active community engagement of the participants, but also provide other girls and women (as well as boys and men) with alternative role models and opportunities.</p> <p>Cross Cultures' SSP-approach builds on the basic perception that efficient crime prevention measures are not a matter for the police alone. It requires coordinated and joint efforts by key personnel from the public sectors and the civil society, i.e. from the stakeholders who are in daily contact with children, youth and their families. Further, the earlier risk behaviour is spotted and addressed; the better are the chances to prevent the situation from taking a wrong turn. Hence, SSP is about building a governance structure in local communities that allows the relevant stakeholders to meet to share perspectives and to agree on joint actions, coordinated cross sector efforts and solutions.</p> <p>OFFS+SSP is about introducing a three-level governance structure (strategic, coordinating and operational) within the field of juvenile crime prevention. It is based upon a unique approach, developed in the Open Fun Football Schools program and formed in cooperation with the SSP-Secretariat of Copenhagen. The SSP-network is meant to complement and to improve the children and youth initiatives and actions run separately by the police, the school sector, the social sector and the sport clubs. Thus, the SSP-initiative is about building network and cooperation between the sectors: school, police, social service and sport clubs to strengthen their individual and collective capacity in the field of juvenile crime prevention.</p>				
Programs	<p><b>UEFA-FSR:</b> Bosnia Herzegovina, Croatia, FYR Macedonia, Montenegro, Kosovo, Serbia, Georgia, Armenia, Azerbaijan, Moldova and Ukraine</p> <p><b>Sida:</b> Iraq</p> <p><b>Foundation FC Barcelona:</b> Oman</p> <p><b>SFW/GIZ:</b> Ukraine</p>	<p><b>UEFA Children's Foundation:</b> Georgia</p> <p><b>Operation a Days work:</b> Iraq</p> <p><b>Mellefolkkeligt Samvirke/DEMENA:</b> Tunisia</p>	<p><b>UEFA-FSR:</b> Bosnia Herzegovina, Croatia, FYR Macedonia, Montenegro, Kosovo, Serbia, Georgia, Armenia, Azerbaijan, Moldova and Ukraine</p> <p><b>Sida:</b> Iraq</p> <p><b>Mellefolkkeligt Samvirke:</b> Tunisia</p>	<p><b>EU I &amp; EU II:</b> Georgia</p> <p><b>Sida (2014-16):</b> Moldova</p>	
Concept Notes	<p><b>SFW x 4:</b> Iraq, Jordan, Ukraine, Lebanon</p> <p><b>EU:</b> Tyrkiet</p> <p><b>AFC:</b> Central Asia</p> <p><b>Sida:</b> Syria-regional</p>	<p><b>UNHCR:</b> Iraq, Syria</p> <p><b>UEFA Children's Foundation:</b> Balkan</p> <p><b>Mellefolkkeligt Samvirke/DEMENA:</b> Tunisia, Egypt?</p> <p><b>Sida:</b> Syria-regional</p>	<p><b>Sida:</b> Syria-regional</p>	<p><b>EU III:</b> Georgia</p> <p><b>Sida (2017-20):</b> Moldova</p> <p><b>Sida:</b> Ukraine</p>	

# THEORY OF CHANGE

<b>Input</b>	<p><b>IF</b> Cross Cultures uses the Open Fun Football School (OFFS) program as platform to</p> <ul style="list-style-type: none"> <li>➤ supporting and building capacity of our local partner organization,</li> <li>➤ mobilising and training voluntary leaders and coaches in our specific fun-sport-concept</li> <li>➤ organizing Open Fun football Schools, Fun Festivals etc. for children across divides</li> </ul>	<p><b>IF</b> Cross Cultures uses the Open Fun Football School (OFFS) program as platform to</p> <ul style="list-style-type: none"> <li>➤ implement the Cross Cultures Future Sport Leadership Education</li> <li>➤ facilitate self-organisation, club formation, vocational training and association building</li> <li>➤ stimulate self-organised activities for youth, disadvantaged children and widows</li> </ul>	<p><b>IF</b> Cross Cultures uses the Open Fun Football School (OFFS) program as platform to</p> <ul style="list-style-type: none"> <li>➤ promote girls participation in OFFS and community sports;</li> <li>➤ recruit and build capacity of female instructors, leaders and coaches</li> <li>➤ facilitate a national/regional network of female instructors, leaders and coaches</li> </ul>	<p><b>IF</b> Cross Cultures uses the Open Fun Football School (OFFS) program as platform to facilitate network, communication and cross sector collaboration between Sport + School + Police (SSP) in local communities and introduces the key stakeholders to the Cross Cultures approach to OFFS + SSP</p>
<b>Output</b>	<p><b>THEN</b></p> <ul style="list-style-type: none"> <li>➤ A platform for multi-ethnic and inclusive sport activities are organised on national level across divides.</li> <li>➤ A network of voluntary OFFS-instructors OFFS-leaders, OFFS-coaches and OFFS-coach assistants have been mobilised and trained at inter-regional seminars in the Cross Cultures child-centred and community-based fun football approach</li> <li>➤ OFFS, Fun Festivals and other inclusive grassroots sport activities children of different backgrounds have been organised by the voluntary OFFS-leaders, OFFS-coaches and OFFS-coach assistants</li> <li>➤ Follow-up education has been facilitated to encourage club formation and parents involvement</li> </ul>	<p><b>THEN</b> young leaders and coaches have</p> <ul style="list-style-type: none"> <li>➤ completed an action-leaning training and have learned how to communicate and operationalize their ideas and visions for society</li> <li>➤ obtained leadership and organisational skills through facilitating self-organised inclusive activities for youth, disadvantaged children and women.</li> <li>➤ formed a youth network under the umbrella of our local partner organization to promote, advocate and facilitate youth activities based on the fundamental principles of associational freedom, volunteerism, gender equality and inclusiveness (Open-for-All)</li> <li>➤ completed vocational training and thus obtained work experience and better life opportunities at home as well as a chance to</li> </ul>	<p><b>THEN</b></p> <ul style="list-style-type: none"> <li>➤ Minimum 40 % of all participants in the OFFS program are female's/girls (instructors/leaders/female coaches)</li> <li>➤ A national and regional female network is formed to             <ul style="list-style-type: none"> <li>- motivate girls/women to participate community sport</li> <li>- enhance capacity of female leaders and coaches;</li> <li>- further stimulate and promote community-based female programs with the purpose to female participation equal opportunities in civil society at large</li> <li>- advocate and promote the female/girls initiatives in local communities at large;</li> </ul> </li> </ul>	<p><b>THEN</b> cross sector networks are established facilitating</p> <ul style="list-style-type: none"> <li>➤ new partnerships between Sport + School + Police</li> <li>➤ cross sector SSP-activities in local communities</li> <li>➤ Trust and confidence between children/youth at risk, communities and SSP stakeholders.</li> </ul> <p>give the young generation the chance to participate, take action and have influence in local communities – and on their own lives.</p>
<b>Outcome</b>	<p><b>RESULTING IN</b></p> <ul style="list-style-type: none"> <li>➤ Adoption/institutionalisation by local stakeholders of principles and values introduced at the OFFS-project for organising children's sport activities</li> <li>➤ Local football clubs become involved in inter-community tournaments, matches and other inclusive grassroots football activities</li> <li>➤ The number of new community football clubs and teams in general and, more in particularly, the number of girls' football clubs and teams increases</li> <li>➤ The cooperation between local municipalities, local sport clubs, primary schools and other community stakeholders in organizing children's grassroots increases in scope</li> </ul>	<p><b>RESULTING IN</b></p> <ul style="list-style-type: none"> <li>➤ young leaders initiating self-organised activity-groups and becoming positive role models as volunteers, coaches and assistant coaches for other young people and for children</li> <li>➤ a national youth network that exist to advocate for, develop and implement cross cutting bottom-up youth activities</li> </ul>	<p><b>RESULTING IN</b></p> <ul style="list-style-type: none"> <li>➤ girl's and women's access to and participation in Sport-for-All activities in local communities has been improved;</li> <li>➤ more women are active in bottom-up civil society activities;</li> <li>➤ Widows and young females have attended vocational training to enhance self-subsistence and livelihood</li> </ul>	<p><b>RESULTING IN</b> a three-level cross sector governance structure (strategic, coordinating and operational) that allows key persons from Sport + School + Police to define and address local needs and develop a dialogue based cooperation across the sectors in the field of primary, secondary and tertiary juvenile crime prevention.</p>
<b>Impact</b>	<p><b>FINALLY</b></p> <ul style="list-style-type: none"> <li>➤ Mobility and communication between children and adults living in divided communities through children's sport activities is improved</li> <li>➤ A civil society network is formed that engages local stakeholders in organizing inter-community-based children's grassroots sport/football based on democratic values and voluntarism</li> </ul> <p><i>And contributing to foster inter-community relations and civil society initiatives contributing to peaceful co-existence, tolerance, equality, social cohesion &amp; inter-ethnic relations</i></p>	<p><b>FINALLY</b> enhancing resilience and life opportunities by giving the young generation a chance to participate, take action and positively influence their local communities – and personal lives.</p>	<p><b>FINALLY</b> contributing to</p> <ul style="list-style-type: none"> <li>➤ stimulate gender equality through active female participation in bottom-up civil society activities;</li> <li>➤ improve quality of life and livelihood through empowerment initiatives</li> <li>➤ a spillover effect must be assumed. As the new awareness of the women will impact the lives of their sons and husbands.</li> </ul>	<p><b>FINALLY</b> contributing to</p> <ul style="list-style-type: none"> <li>➤ Permanent cooperation and partnerships between Sport + School + Police (SSP)</li> <li>➤ Confidence between the citizens, communities and the SSP-network</li> <li>➤ Problem oriented bottom-up approach to achieve security and juvenile crime prevention</li> <li>➤ Respect for good governance principles, human rights and diversity</li> </ul>

