**The SEED Plan B Project**

1. **Objective and relevance (the world around us)**

**1.1 Objective and introduction**

The overall objective is to strengthen the organization and purpose of the SEED network by forming a SEED Sports club that works to create better livelihood opportunities for vulnerable young footballers in Northern Ghana through mentorship and education empowerment.

We call the project **SEED Plan B** because it takes its starting point at supporting young Ghanaian footballers to develop a Plan B for their future if/when their sports career is over which will contribute to poverty alleviation, decent work, and economic growth.

The SEED Plan B intervention is an extension of the Sports Entrepreneurs for Economic Development Project which created a network of 300 young entrepreneurs who among other objectives would advocate for better policies for entrepreneurship in Northern Ghana. The project has just reached its end, and despite the corona disease, the project has been implemented according to the plans and with the expected results. The network of 300 young entrepreneurs and potential entrepreneurs for the SEED Project has been created and has been engaged in various dialogues to identify the challenges they face at the various levels of entrepreneurship. Afterward, resource persons engaged the network to develop their capacities on how to address the challenges identified. A policy document has been developed after a series of engagements with the network members and they have presented it to duty bearers at the regional and national level. The network has also embarked on a series of sports gala events to advocate for a better environment for entrepreneurship to thrive.

Despite the successes chalked at this level, there is still a lot of work to be done and we wish to include a new and very vulnerable target group in this extensional project. There are more potential entrepreneurs and youth in general who do not know of their economic rights and how to access them. It will also require further engagement with duty bearers and more advocacy campaigns on a larger scale to influence policy at the regional and national levels.

SEED Plan B which is a continuation of the SEED project will build the structures and capacities that can help young vulnerable footballers to create a second option, should they fail to pursue a sports career or when it is over. The intervention will do this by forming a SEED Sports Club that will promote education and create mentorship programs between 450 young vulnerable footballers and the already existing members of the SEED network.

During the previous project, we have realized that the educational and human capacities within the SEED network are very high. The network attracted persons with an interest in sport but also persons with high energy and motivation/dedication factors. The SEED network will continue some activities under the HOPin Academy organization but this project will elaborate on 150 persons from the network, which have come up with the idea of creating this new SEED Sports Club. The aim of the SEED Sports Club is to support young vulnerable footballers both when trying their luck into a professional football carrier but predominantly by promoting the importance of a plan b – by which we mean education either informal or unformal systems.

This project has its starting point at the importance of education. It is the key to success in the future and to have many opportunities in our life. Education has many advantages for people. For instance, it illuminates a person’s mind and thinking. Having an education in an area helps people think, feel, and behave in a way that contributes to their success, and improves not only their personal satisfaction but also their community. In addition, education develops human personality, thoughts, dealing with others, and prepares people for life experiences. It is important that the young footballers in the communities pursue education to a decent level. Therefore, the SEED Plan B will engage 150 members of the SEED network as role models who will provide mentorship support to the vulnerable footballers to ensure they attain a decent level of education. For the further clarification of different groups in this project, we will call these 150 persons the *Plan B Mentors*. Within these 150 persons are 25 persons that will be engaged very closely together with the HOPin Academy team in the setting up and management of the club. We call this group the *Front runners*.

The sports club will function as a platform for the SEED Network including Plan B Mentors and Front runners to further empower youth in Northern Ghana on their economic rights and advocate strongly to empower more youth on their education, economic and civic rights. The intention of the sports club is that it will convene the SEED network members, vulnerable young footballers, veteran sportspersons, and other youth in Northern Ghana through

* sporting activities
* mentor programs
* empowerment/educational workshops
* policy dialogues

The SEED Plan B will engage a new target group of 450 young vulnerable footballers living in communities in Northern Ghana.

**1.2 Problem to be Solved**

The extensive global media coverage dedicated to professional, particularly European football, and the cult of stardom attached to footballers plying their trade on this lucrative stage, are claimed to have popularised the myth of a career in football as a means of upward social mobility (Christensen and Sørensen, 2009, Poli, 2010). This is considered particularly problematic for young people in West Africa, where a handful of high-profile cases depicting upward career paths conceal far more common occurrences of downward career trajectories and unfulfilled dreams (Darby et al., 2007, Poli, 2010). The precarious nature of a career in professional football fails to deter West African youth, and the pursuit of football stardom typically comes at the expense of formal education and vocational training. In the case of Ghana, the number of amateur football clubs and youth academies is rising, a reflection of broader trends taking place throughout sub-Saharan Africa (see Darby et al., 2007). For example, in March 2011 while registration was still taking place, the GFA[[1]](#footnote-1) regional office in Accra estimated that 700 clubs in 12 regional zones would take part in a new regulated national junior ‘Colts’ league (under 12, 14, and 17). Two hundred and forty of these clubs were located in Accra spread over 11 districts, with the number of registered youth players estimated to be in the region of 20–25,000. Whilst 184 of these clubs were located in the Northern Region with the number of registered youth players estimated to be in the region of 10-15,000. This is a testament to the high interest rate in sports in Northern Ghana as the number of sporting clubs is increasing.

Right to Dream Academy[[2]](#footnote-2) has provided FANT and HOPin Academy with important information about the livelihood of young footballers in Northern Ghana. The academy mostly recruits young footballers for their programs in the northern part of Ghana because the concentration of young footballers is very high here. Their database of young footballers who did not get selected for the academy will serve as an important element in the recruitment of the target group of 450 young vulnerable footballers.

The sight of children walking to and from public primary schools in their unmistakable uniforms is now commonplace in Tamale. The organization of pre-tertiary education as it exists today does appear to have facilitated an increase in educational provision for young people in Ghana. Research has found that the current system – consisting of a 6 years primary level (fully state-subsidized), followed by 6 years at secondary level comprising 3 years in junior (fully state-subsidized) and senior secondary (partially state-subsidized) respectively – has led to overall increases in enrolment (Osei, 2004). In spite of this, a study by the UNDP (2002 cited in Osei (2004)) found junior secondary enrolment rates to be strongly linked to household income, with 65% of children from the poorest quintile of households enrolling compared to 94% of children from the wealthiest quintile. The distribution of senior secondary enrolment is further skewed, with rates ranging from 27% for children from the poorest quintile to 77% for those from the wealthiest. Moreover, a study by Gondwe and Walenkamp (2011) noted that in the 2007–2008 school year 1,224,964 pupils enrolled in Ghanaian junior secondary schools, yet enrolment for senior secondary dropped drastically to 454,681 for that cohort.

The respective owners of local clubs in Sagnarigu and Jisonayili in Tamale mentioned that most of their players who had ‘dropped out’ came from low-income single-parent households, often with a history of limited educational attainment. This situation reinforced a long-standing perception in Ghanaian society, as Jordan Anagblah, former vice president of the GFA explains below:

*“It is a trend that you will find in the whole of West Africa, that good footballers did not go to school. Those who don’t have good parents and come from poor homes are the people who have the chance to be on the streets every day playing football. A very good footballer therefore often did not go to school.”*

This is why the SEED Plan B project has a key focus on formal and informal education. The target group of 450 young vulnerable footballers will be in different stages in life and some of them will be supported to go back to school while others that have been out of the school system for years will receive more informal education and guidance about their plan b. The essence of HOPin Academy to work with entrepreneurship and innovation among youth becomes extremely relevant when assisting this group of young boys. Typically, the youth contribute to sustaining the family but not to sustain their own future; and they remain economically dependent on their families.

As much as 35% of the population in Ghana is between 15-35 years, and this group is highly affected by the social, political, and economic development in the country. They experience social injustices and inequalities in several areas of their lives, but they are also the main drivers of future change, and ensuring that they have the capacity and supporting structures to participate and influence the development is therefore essential. The youth is marginalized at all levels of society, from the home to the institutional level, especially in rural communities. Families take pride in the number of children they have, but children are seen mainly as sources of labour for farm and housework and not regarded as contributing to the development of their communities. The youth is therefore not exposed to much information and enlightenment. This affects the social development of most young people who lack the confidence to express themselves or their talents. Furthermore, the development of children and youth in Ghana’s northern regions is affected by a poorly functioning educational system. According to a World Bank analysis (2010) on the efficiency and effectiveness of Ghana’s education sector, the poor in the northern regions of Ghana receives less than 30% of Ghana’s national resources per school-age pupil compared to their southern counterparts despite the poverty profile of northern Ghana. This results in inadequate educational infrastructure and poor quality of education due to a lack of qualified and committed teachers in deprived areas.

Often age itself is a vector of inequality, excluding young people from access to financial resources, work opportunities, social welfare mechanisms, and decision-making spaces, despite their rights to it all. The youth tend to be excluded from discussions that concern them and their future and are poorly represented at all levels of decision-making structures in the community and beyond. Positions of power in Ghana, and in Northern Ghana, in particular, are culturally related to high age, which implies respect for elders but also tends to leave young people without the courage and self-esteem to air their views in the presence of elderly people. The inequality between elders and the youth is also illustrated in the frequently used local expression “big men and small boys” where high age, influence, wisdom, and wealth make up the term big men, and youth, ignorance, and lack of resources constitute the term, small boys. Traditionally there have been some opportunities for male as well as female youth, especially in rural areas, to take up youth leadership positions within the chieftaincy. In the government system, at the local, regional, and national levels, however, youth is poorly represented.

The project will take place in a stable context.

**1.3 Strengthening of civil society organization**

This intervention will engage volunteer Plan B Mentors and promote active citizenship and public engagement by empowering youth to know their educational, civic, and economic rights and how to advocate for these rights. Additionally, the Plan B Mentors volunteers will also tutor young vulnerable sports persons in communities to ensure they realize their rights to education and in the long run fight poverty and promote equal access to resources.

The setting up of a sports club with the aim of providing guidance, mentorship, education, and training to young footballers will strengthen the civil society organization around sport (primarily football in the beginning) to be more than *just* sport. There are not likewise settings in Tamale or Ghana that we know of, and the intention is that the club will become a meeting point for young footballers to share knowledge, experiences, and dreams while at the same time having the opportunity to get counselling on different topics like contract reading/understanding, scholarship programs, education possibilities, etc.

**1.4 Climate- and environmental considerations**

The intervention will strive towards having as climate- and environmentally friendly approach as possible. As a result, there will be only two physical monitoring visits from FANT Denmark to Ghana to reduce the environmental damage of flying. Also employing virtual means of communication will reduce the frequency of travel which will prevent environmental degradation. Besides considerations related to travel, the intervention is carried out with respect to minimizing the impact on the natural environment.

1. **The partnership/collaborators (our starting point)**

**2.1 HOPin Academy**

HOPin Academy is an innovation hub with a keen focus on employing entrepreneurship as a catalyst to drive change and reduce the levels of poverty and rural-urban migration of youth from Northern Ghana to Southern Ghana. The Academy has a special focus on delivering business development and digital skills training, business advisory, and business incubation. Since its Inception in 2013, HOPin Academy has impacted over 15,000 lives through its various projects and programs. The Academy also has a very active community of young people and volunteers with a common goal. Through the HOPin Incubator program which is a program designed for young people with business ideas, 1000s of young people have benefited directly and indirectly from the program. However, the Academy has recently moved its focus into creating an enabling environment for entrepreneurship to thrive so that when young people have business ideas it is easy to access government services and already existing businesses can grow without barriers. As a result, the organization has embarked on a series of policy dialogues with state institutions and thanks to the SEED project has acquired a decent level of progress in that agenda. HOPin Academy is also currently embarking on an intervention with funding from CISU and in collaboration with Bidrag til Ghana to evaluate the progress start-ups from their incubator program have made since 2014, and through the results create a report that will draw the roadmap to the sustainability of businesses in Northern Ghana. The project will through a conference also support the start-ups with capacity building sessions from resource persons to become sustainable.

With the SEED project, HOPin Academy has expanded its network of volunteers which will be built upon in this project. Around half of the 300 members of the network have been involved in the idea stage of creating a sports club to reach out to vulnerable young football players.

**2.2 FANT Denmark**

FANT DK was founded in 2012 and consists of a Board of Directors who has the overall responsibility for the direction of FANT DK. FANT DK has two full-time employees: Head of Secretariat Cecilie Hauerberg and Administrative Leader Josephine Touray. Cecilie Hauerberg is the co-founder of FANT DK and has worked on development projects since the beginning of FANT DK. FANT DK has established a large membership base which adds a legitimization dimension to FANT DK. FANT DK also receives funding from a wide range of partners, which includes private companies, professional sports athletes/clubs as well as private and public funds. Besides the Board of Directors and the two full-time employees, FANT DK has a dedicated team of volunteers. The volunteers are divided into three groups: Project monitoring, Campaign, and freelance trainees.



The volunteers, trainees, board, and employees have different expertise within theoretical and practical knowledge about development work, SoMe strategies, press, and media, marketing, project administration, financials, fundraising, sports management, and communication.

Through previous collaborations and partnerships with various organizations, FANT DK has gained important experience in organizing and mobilizing people through sport. FANT DK has knowledge on how to organize people in sports clubs and how to include marginalized groups as well.

In 2019, HOPin Academy and FANT Denmark both conceived the idea of the SEED Project and by April 2020 the project was approved with funding from CISU. This was the first project for the partners to involve in together and it has been a great success. Project goals have been reached and the partnership has been strengthening when learning more about each other’s capacities, strengths, and weaknesses. This new project has been in the making since November 2020 where Josephine Touray and Cecilie Hauerberg from FANT DK conducted a monitoring visit in Tamale. The first ideas for this project were discussed and in January HOPin Academy began the writing process. In April 2021 Cecilie Hauerberg visited Ghana to help with the evaluation of the SEED project and the last discussions about this new project were made and the application finalized.

For this application, FANT DK is the main applicant and carries the responsibility of the overall intervention. FANT DK is responsible for the overall monitoring of the project, reporting to CISU, and participating in relevant online meetings/workshops/activities. FANT secretariat and volunteer group will provide technical advice and assistance to HOPin Academy during the project period when needed. FANT DK is also accountable for the final report to CISU at the end of the project. HOPin Academy is responsible for implementing the project in Northern Ghana, writing reports to FANT DK, and provide necessary information for FANT DK to monitor the project and to obtain and nurse a good relationship to the important partners in the project like schools, government institutions, sports veterans, etc.

It is only in the second intervention for the partners to engage together and therefore there is still a lot to learn about each other. The partnership will be strengthened when collaboration in a field where both partners have important knowledge (HOPin Academy = Education, Innovation & Entrepreneurship, FANT = mobilizing vulnerable groups through sport). Each partner plays an important role in the project and has experience in different areas that builds the foundation for the project. There is planned for two monitoring visits to make sure to build a strong relationship between the partners and to ensure sharing of experience along with the project implementation. FANT is the key player providing knowledge about vulnerable footballers – HOPin as the key player providing knowledge about local conditions and educational options.

1. **Target groups, objectives, and expected results (our intervention)**

**3.1 Target groups and stakeholders:**

This project seeks to build a platform for young vulnerable footballers to get guidance about a plan b for their lives. This involves several different stakeholders with different contributions. The figure here shows an overview of the most important stakeholders/contributors for the project:



The primary target group for the intervention is:

* 450 vulnerable footballers living in deprived communities within Northern Ghana aged 13 to 35 years
* 150 Plan B Mentors (including the 25 Front Line Members)

The intervention will cover communities in the 5 regions of Northern Ghana, thus Northern Region, North-East Region, Upper East Region, Savannah Region, and Upper West Region. The gender balance in the 450 vulnerable sports persons is expected to be around 10-20% female and 80-90%, males. This exact problem where young people drop out of school because they are chasing a professional football career is premier among young boys and that is why this intervention has its primary focus on boys. Within the 150 Plan B Mentors, the division is 50-50 male and female.

The secondary target group for the intervention is:

* Boards and management team of HOPin Academy
* Collaborators (see figure above)
* Government stakeholders (see figure above)
* Footballers in Northern Ghana

The secondary target group will get new knowledge and information about

* how to prevent young footballers from dropping out of school
* how to help them create a plan b besides football
* where to find relevant information/guidance for this vulnerable group (The SEED Sports Club)
* the importance of supporting this group of young footballers to become useful for society and local communities

For this project to become a success, it demands participation from all the listed target groups in each separate way. The target group of 450 young footballers is new for HOPin Academy and therefore we acknowledge that there is still a lot of important information about this group that we need to collect and analyze along with the project implementation. In relation to this application, HOPin academy has held several meetings with professional sports clubs in Tamale to get the needed knowledge about the target group. Maccarthy Mac-Gbathy from HOPin Academy and Cecilie Hauerberg from FANT has held two meetings with Right to Dream Academy that have a connection to the Danish football club FC Nordsjælland. Through these meetings, the young footballers and the management of the academy have helped explain the exact dilemma that this intervention seeks to address.

The 450 footballers have to participate actively in creating their plan b – this is essential for the success of the project. The Plan B Mentors are ready to support and give guidance but there is no “one solution fits all” in the project because each of the 450 footballers shall be actively participating in the creation of their own individual Plan B.

**3.2 Objectives, project goals, outputs, and activities**

The overall objective is to strengthen the organization and purpose of the SEED network by forming a SEED Sports club that works to create better livelihood opportunities for vulnerable young footballers in Northern Ghana through mentorship and education empowerment.

Project goal 1: As of 1st of July 2022, 150 Plan B Mentors have been trained and educated in how to provide relevant guidance to young vulnerable footballers about a Plan B, have been matched with individual footballers, and helped them design and begin the Plan B.

Project goal 2: As of 1st of July 2022, 85% of the primary target group of 450 young footballers has created and began an individual Plan B as a result of the mentorship program.

Project goal 3: As of 1st of July 2022, the SEED Sports Club has been formed to promote the Plan B mindset amongst young footballers and serve as a model club to other community football clubs and youth interested in football in Northern Ghana.

**Activities in relation to Project Goal 1**:

1.1 Introduction workshop for the 150 Plan B Mentors

1.2 Researching six different themes

1.3 Presentation and sharing of research findings

1.4 Workshop about how to become a good mentor

**Activities in relation to Project Goal 2**:

2.1 A thorough mapping of the target group including meetings with relevant stakeholders

2.2 Introduction workshop for the 450 young footballers

2.3 The establishment of mentor programs between Plan B Mentors and footballers

2.4 Monthly meetings to confirm progress and challenges in the mentorship relations

2.5 Football Bootcamp with veteran footballers to share their stories and journey

**Activities in relation to Project Goal 3**:

3.1 Workshop on how to set up the club

3.2 The actual setting up of the club

3.3 Feedback workshop with stakeholders, local clubs, and the Plan B Mentors

3.4 Founding AGM for SEED Sport Club

**Activities in relation to more than one project goal:** 4.1 Evaluation

**Outputs in relation to Project Goal 1:**

1.1 150 Plan B Mentors from the SEED network have been orientated on the program in coordination with HOPin Academy.

1.2 150 Plan B Mentors from the SEED network have received training on mentorship and selected relevant themes.

1.3 150 Plan B Mentors from the SEED network have shared researched findings of six selected topics and created a manual for each of the themes.

**Outputs in relation to Project Goal 2:**

2.1 A thorough mapping of the young vulnerable footballers and their everyday field - including meetings with relevant stakeholders, sporting clubs, schools, the regional sports secretariat, chiefs, sports journalists, veteran sportspersons, and the regional educational directorates - has been conducted.

2.2 450 young footballers have been selected for the project and have decided to participate.

2.3 450 young footballers have through various engagements with the Plan B Mentors, HOPin Academy management, and veteran sportspersons, been educated about their economic rights, civil rights, sports rights, and educational rights.

2.4 Mentors and mentees are reviewed monthly to confirm progress and proffer solutions to challenges.

**Outputs in relation to Project Goal 3:**

3.1 HOPin Academy management team and the Front-Line Members have decided, planned, and prepared everything concerning the new SEED Sports club-like logo, registration, homepage, constitutions, members management rules, SoMe channels, partners, etc.

3.2 Relevant stakeholders have giving important input to the creation of the SEED Sports Club.

3.3 The SEED Sports Club has been launched with participation from government stakeholders listed in the figure on page 6.

**3.3 The overall strategics of the intervention**

Before this application lies many discussions and considerations between the partners. Not only between the two main partners in this project but also organizations in Sierra Leone, Sports ministries in both Sierra Leone and Ghana, Danish professional Football clubs, African football academies, former African professional footballers, etc. The Plan B project has been in the making in FANT Denmark for several years without taking an actual formulation. The members of the SEED network have been very active in setting the actual strategies of this new project and a few young Ghanaian footballers also contributed with their advice. The preparation has been thorough to make sure the project establishes the keystones for working in this field and hopefully being able to expand to reach even higher numbers of young vulnerable footballers in the future. Both HOPin Academy and FANT are ambitious and hope/believe that this project with the establishment of the SEED Sports Club can be only the beginning of a bigger scale program that focuses on *not* leaving young vulnerable footballers behind but helping them to follow their dreams while building individual capacities in other areas concurrently. As a part of the evaluation it is planned to discuss how to make the Plan B project sustainable in the future and for it to be independent from Danish finance.

The following highlights some of the main strategical considerations, that build the foundation for the Plan B Project:

**Mentors and voluntarism**

It is never easy to challenge the existing line of thoughts among people, build up confidence among vulnerable groups and get people to change behaviours. FANT Denmark has seen how good role models in Sierra Leone have managed to succeed in these areas and are using this experience in this project. Personal relations are important when dealing with humans why the personal relationship between the mentor and the footballer is an important part of the project. Two and two and in smaller teams the mentor and footballer will work to conduct a realistic Plan B for the footballer. All of the 150 Plan B Mentors are volunteers which is possible because of different reasons. Firstly, they all have a passion or love for the sport, secondly, there is a great culture of voluntarism in Ghana where all students (after university) have to do one year of National Service giving back to the country. Thirdly, the volunteer job as a Plan B Mentor is something that will empower their CV and also increase their social and professional network. All activities within project goal 1 aims at preparing the Plan B Mentors for the assignment so they have the capacity (both professionally and personally) to guide and support the footballers.

**Don’t kill the dream**

This Plan B project is not about killing the dream for the young boys about becoming professional football players. Everyone should have dreams and follow them. But sadly, the statistics show that only very few succeed in living the dream as a professional football player and the aim of this project is to help young vulnerable footballers to get an education and become someone in life – at the same time as they are trying to achieve their dream. *Act. 1.2 Researching six different themes* is a part of the motivation for the footballers to be a part of the project. The six different themes are 1. Available/possible job opportunities, 2. Reading and understanding football contracts, 3. Scholarships nationally and internationally, 3. Opportunities and government regulations in the football industry and 6. Injuries management. The Plan B Mentors will be divided into groups and investigate each of these six themes very thoroughly and create a manual for each of the themes. The access to information like this and guidance in these different themes will serve as a big motivation for the footballers to take part in the project. And it will support them in trying to follow their dream but on an informed basis and with backup assistance if needed.

**No “one-size-fits-all” approach**

The 450 footballers in the primary target group are 450 different persons. They are aged between 13-35 years, they come from different backgrounds, live in different communities, and have different capacities and interests. There cannot be a one-size-fits-all approach in creating a relevant and realistic Plan B for these 450 young footballers. Each of the 450 footballers will have to go into a dialogue about their own personal Plan B, there is no Plan B template. Of course, the Plan B Mentors will have limitations in what and how they can support the mentees but each of the 450 footballers will have a tailored Plan B plan by the end of the project.

**The creation of a space to acquire counselling, guidance, and knowledge organized as a Sports Club**

The target group of this project is 450 vulnerable footballers, but the aim is to be able to reach out to a much higher number in the future. The organization of a SEED Sports Club has the aim of creating a space – a sports space that the target group is familiar with – where footballers can get counselling and support, find relevant information and sign up for mentorship agreements. In future dreams, the Sports Club could have a reception with students undertaking their National Service, a football pitch, a sports bar, a workshop facility, meeting rooms, a library with relevant material, computers, etc. It could be a Sports Club with no aim of creating *professional* football players but with the aim of creating *informed* *and* *educated* football players.

**If you want to go fast go alone if you want to go far go together**

In inspiration from the Sustainable Development Goal 17; *Partnerships for the Goals,* this project has built its strategy around creating partnerships with different relevant stakeholders. It is the essence of the project. Collaborations with local football clubs, academies, and communities are essential when reaching out to the target group of 450 vulnerable footballers. Next is collaborations with schools, private companies, and relevant government institutions to actually activate the target group in their Plan B. When Plan B Mentors are researching about theme 6. Sports injuries, they need to collaborate with local health institutions, doctors, sports clubs, etc. to collect the needed information and set up structures that can support the footballers in this area in the future. There are countless examples of how the strategy of the project is built on partnerships and collaborations both with governmental and private stakeholders. In the preparation for the project, there has been a mapping of potential collaborators/partners, but we expect more to appear along with the project implementation.

**3.4 Systematising experiences**

HOPin Academy will ensure every key activity of the project is shared across our social media and website, local news portals, and print media. After each activity, a report will be developed for documentation and in order to ensure the quality of delivery, there will be an evaluation of each activity on the project after implementation which all will be shared with FANT Denmark. The Evaluation, in the end, is also to ensure that important experiences are collected and shared among relevant stakeholders.

**3.5 Risks**

There will always be several risks to consider when implementing development projects. One risk that has been analyzed is the risk that some of the 150 Plan B Mentors will not perform as hoped. This will affect the three footballers that are connected to the mentor negatively when these footballers do not get the needed support to create and implement their Plan B. It is expected that up to 10% of the Plan B Mentors are not going to perform. Act. *2.4 Monthly meetings to confirm progress and challenges in the mentorship relations* shall help the management team of HOPin Academy to discover potential difficulties like this and act on them. Firstly, a conversation with the Plan B Mentor will take place and if it is decided to take the Mentor out of the project, HOPin Academy will either replace the three footballers with other Plan B Mentors (that are willing to take in more mentees) or be responsible for the mentorship in the management team.

1. Ghanaian Football Association [↑](#footnote-ref-1)
2. Right to Dream academy is an academy in Ghana with connections to the Danish Superliga club FC Nordsjælland. [↑](#footnote-ref-2)