

# Football For Development



2019-2022: Inspirational stories from the field

**FUDELA**  
Fundación de las Américas

**Cover photo:**

Kids from a community in Ecuadorian Amazonia holding a football before their match

Football in a community in Esmeraldas

Carlos Tenorio holding a SDG cup with one young leader

Children from Quito cheering up before a Game

“

There is no place in the  
world where a man can  
feel happier than on a  
football field

**Albert Camus**  
Writer and football player

# Football For Development

**2019-2022: Inspirational stories from the field**

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# Best Practices & Stories from the Field

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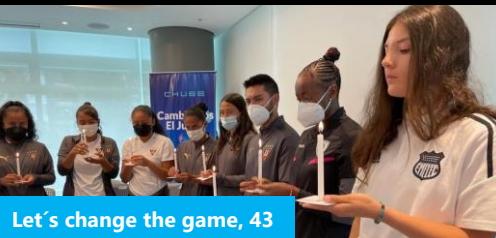


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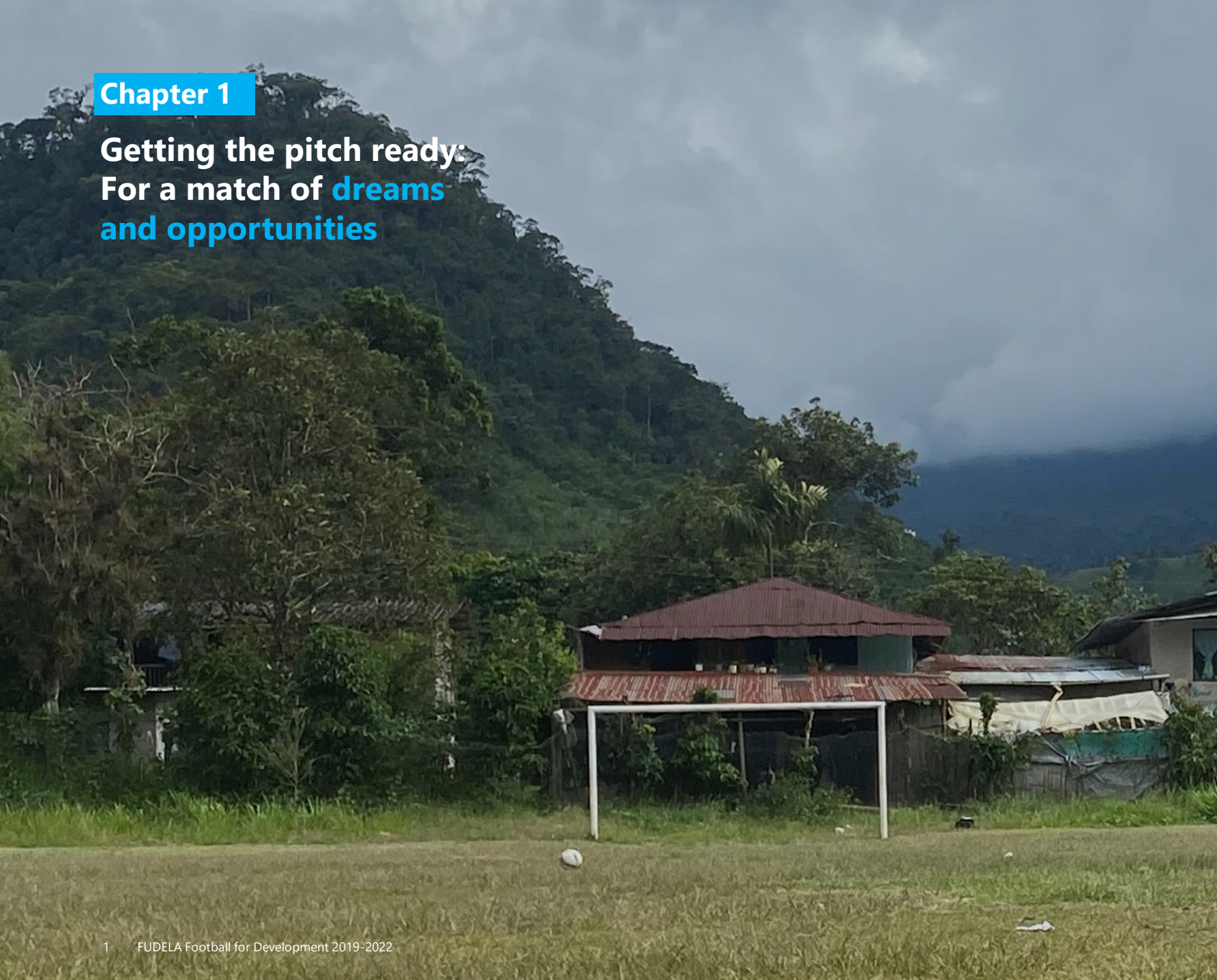


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## Chapter 1

# Getting the pitch ready: For a match of **dreams** and **opportunities**







## Foreword

### Leaving Anyone Behind is a matter of the utmost importance

In 2005, FUDELA was born, as a response to the issues of exclusion and lack of opportunities. Altogether with many actors that believe in the potential of football to deliver social transformation, **A Ganar** emerged as one of the first efforts in Ecuador combining football, youths and development

Today, after 18 years, our country and the entire world are facing new challenges that impel us to continue proposing strategies and actions, which must include everyone. FUDELA welcomes and promotes the **dreams of different groups** in vulnerable situations with a vision of inclusion, prevention and comprehensive human development

At the moment, more than 15 projects are being implemented, hoping to reach more than 6,000 participants in 15 provinces of the country by 2022. This would not be possible without the support of more than 50 partners, international networks, government development agencies and various sporting bodies such as **FIFA Foundation** and Common Goal. We recognize their outstanding contribution and efforts in building a world of opportunities under **Agenda 2030 framework and the 17 SDGs**.

The spirit of this compendium is to show the transformative power of football. Join us through this journey that covers 4 years that of unexpected changes. Through this work we seek to **inspire our passion** to other actors who have a commitment to a sustainable future.

We want to continue strengthening relationships that respond in a sustainable and comprehensive manner to our current challenges



***The universal language of football has the power to unite us as a country, promote profound changes as it has already shown on other occasions.***

**Verónica Escobar**  
**FUDELA President**

## Foreword

### Stories of opportunities need to grow

Football and sport have the capacity to inspire, develop life skills, make us dream and to strengthening us as society. The potential to enhance participation and inclusion is undeniable.

We are convinced that sport and its protagonists can become mirrors for many youths. Through Radio La Red 102,1, we share week by week and we will continue doing so, stories that speak of overcoming and many others of athletes who are referents for children and youths. We have particularly found in FUDELA an exceptional ally, to disseminate many of those stories of children and young people, many of them in situations of risk. Through the uniqueness of football, they are reaching their dreams.

Stories such as about equal opportunities or gender equality, or access to quality education are indispensable in football and society. Although they are already absolutely visible, this efforts must keep growing. Thus, the vast majority of the Sustainable Development Goals are linked in one way or another with sport. The emotion that football spreads, the illusion that it generates must also contribute to the visibility of these objectives. Sport must be committed in eradicate the inequality of opportunities. Through football, many boys have managed over the years to get out of extreme situations. We have seen how FUDELA develops programs for the protection of children and adolescents, to insert immigrants and vulnerable Ecuadorians towards poverty reduction.

We celebrate this effort of FUDELA that shows how football and sport in general, are powerful mechanisms to strengthening the Sustainable Development Goals.

**Alfonso Laso**  
**Director Radio La Red and Teleamazonas**



---

***We are convinced that  
sport and its  
protagonists can  
become mirrors that  
multiply those dreams.***

---

## Foreword

### The essential values of sport help people build themselves.

Everything I have been able to achieve has been for football. The ball, with all its expressions, has forged me as a human being.

Now that I can contribute to the development of our country, I want to give back many of the lessons I learned on trips, concentrations and in unforgettable matches such as the 2006 World Cup in Germany. The essential values of sport help people build themselves.

The female presence is important in every level. We must understand that an inclusive society means respecting your wife, your girlfriend, your home, because we are all agents of change. It is thinking about those who gave us life and, most of the time, encourage us to continue even if the circumstances are difficult. I want to congratulate everyone, the FUDELA family, all the people who make it possible for these projects to be carried out. We may be few to face risks such as drug addiction, family abuse and lack of opportunities in general, but if we are united, we can achieve positive things and, with the help of a ball, transform lives.

We seek inclusion and this important tool such as sport can help us have a better society and a country of true dreams that come true.

I congratulate you for fighting for your dreams, you are sheltered by FUDELA, which is a great family.

**Carlos Tenorio**  
**Historic legend Ecuadorian National Team**  
**Former player Al Saad, Qatar**



***We may be few but if  
we are united with the  
help of a ball we can,  
transform lives.***



## Foreword

### The potential of football to foster inclusion and empowerment

From FIFA and CONMEBOL, the commitment to the 17 SDGs and the 2030 Agenda is more visible with the recent adherence to UN initiative Global Goals.

Sport and football makes us work and sets us goals and objectives to meet. There are private foundations and institutions that have been recognized for their work, for example, with amputees, young mothers, children in situations of domestic violence, drug addictions, among others. Football has the potential to bring solutions to these challenges.

Through various tools it is possible for vulnerable people to integrate into society, have an orderly disciplined life, take care of their health and their integrity.

I have the honor of being the representative of South America on the FIFA council. Inclusion and equity are objectives that CONMEBOL has been pursuing with a view to strengthening women's football and female empowerment. There are three pillars focused on developing skills, strengthening talent and building loyalty. New skills are being promoted through women's leadership courses and we have appointed female referees for men's tournaments.

Today women have greater participation in football with spaces such as the National Day of Women's Football, which in Ecuador is celebrated on March 7, and was welcomed by CONMEBOL on the same date as the South American Women's Football Day.

We hope to continue adding efforts and allies so that football grows with equity and sustainability.

**Sol Muñoz**  
CONMEBL Representative in the FIFA Council



***Inclusion and equity  
are objectives that  
CONMEBOL has been  
pursuing with a view to  
strengthening women's  
football and female  
empowerment***





## Introduction

### An appeal to the purity and essential values of this game

Humanity is going through the final stages of a unique moment in history marked by COVID 19 pandemic. This parenthesis allowed us to rediscover ourselves and value proximity again: **to play as a team, the warmth of a goal hug, the smell of fresh grass**. Not only in Maracanã in Rio or the Nou Camp in Barcelona, the beauty of the game is also found in those paddock football fields, in alleys where nothing is needed more than a cloth ball and the desire to discover that tingling when a match kicks off

We live in days where indifference is the constant of a world that is losing its values and references. Its universal language must fulfill a transcendental purpose and appeal to its **purity and essential values**: fair play, camaraderie, the beauty of the celebration and teamwork.

Qatar 2022 will be a unique event that for the first time seeks to establish new benchmarks in terms of sustainability for social, human, economic and environmental development. Football and sport continue to break down borders and help to achieve true integration spaces. **The best play is made of positive inclusion** without Leaving Anyone Behind.

This memory is a testimony of the transformative power of football and the ability it has as the king of sports to transform realities and make this a better place to live. It is at the same time a tribute to the hidden protagonists, coaches and facilitators that deliver learnings and legacies in different communities. This book highlights those **stories and fields** that are outside the covers and flashes but deserve recognition because they are the champions of life, the protagonists of the game that humanity is playing for its future.

Join us on this journey in which the ball will be the protagonist.

**Mauricio J Córdova**  
Football for Development Leader FUDELA



“

***Football has to resurface from its roots to contribute with spaces for inclusion and education.***

## Chapter 2

# The Triangle of Change: Comprehensive FUDELA Model of Football for Development









## 1. For whom FUDELA works

It is estimated that more than 1.8 billion people are between the ages of 10 and 24, [which represents the largest generation of young people in history](#) who will soon be facing the consequences of not making quick decisions.

Young people are the key to a sustainable future as they are capable of generating key changes that allow the achievement of the SDGs to improve the lives of people and the health of the planet. On the contrary, lack of productive spaces creates a socio-affective vacuum that leads to risk situations such as premature pregnancies, alcoholism, suicides and exposure to risk factors. such as drug trafficking and gangs. Youths in Ecuador are at the moment in high risk of exclusion and vulnerability

### +25% NEET

Neither study nor work (CAF)

### +100.000

Youths are not able to access to higher education

### +5 million

People facing mental health problems in Ecuador

Connected with each other like never before, they have the ability to propose innovative solutions, generating social progress. Despite their importance, young people continue to face conditions of exclusion and other conditions of vulnerability in areas such as:

### +24% youths

World population  
in 2030

#### Other challenges

**Human mobility situation:** Effects of forced displacement also at the local level with people looking for opportunities in cities

**Education:** School desertion and devaluation of essential lifeskills in particular in countries from the Global South

**Mental Health:** In Ecuador, an increasing number of people face obesity and mental health issues such as stress or depression (La Hora 2022).

**Multidimensional violence:** with a worrying normalization of violence against women with normalization of situations such as machismo and lack of opportunities.



## 2. Integral model Football for Development

### Concept: Triangle of Change

Triangulation in football is one of the most effective mechanisms for building plays and is based on the collaborative work of several players. It opens spaces and generates movements that allow a team to achieve a change of perspective in relation to its current location.

Achieving a triangulation cannot be done in an isolated and static way. From a triangulation, other virtuous triangles are formed that allow the team to advance in the match. Human development is a key principle

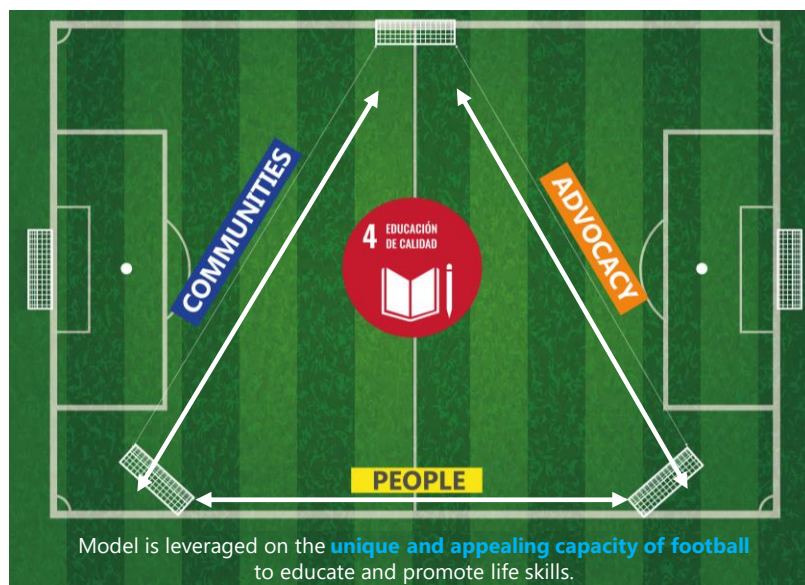
### Approach

**Responds to the current challenges** that have worrying effects mainly on disadvantaged youths

Places **people** as cornerstone with spaces of emotional support, reconstruction of resilience, life plans and livelihoods

**Adaptable and scalable** according to the needs of communities.

**Comprehensive since** it seeks to generate changes in various actors and 3 different levels



### Theory of change

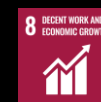
Underlying scheme of impact measurement with SDG #4, Quality Education, as the articulating axis of change and continuous improvement. The M&E work establishes the accompaniment of the local teams to guarantee the good execution of the project. Therefore, it incorporates the main axes of work that have been worked on with football and that have been strengthened in the 17-year history

### Main area of change SDGs



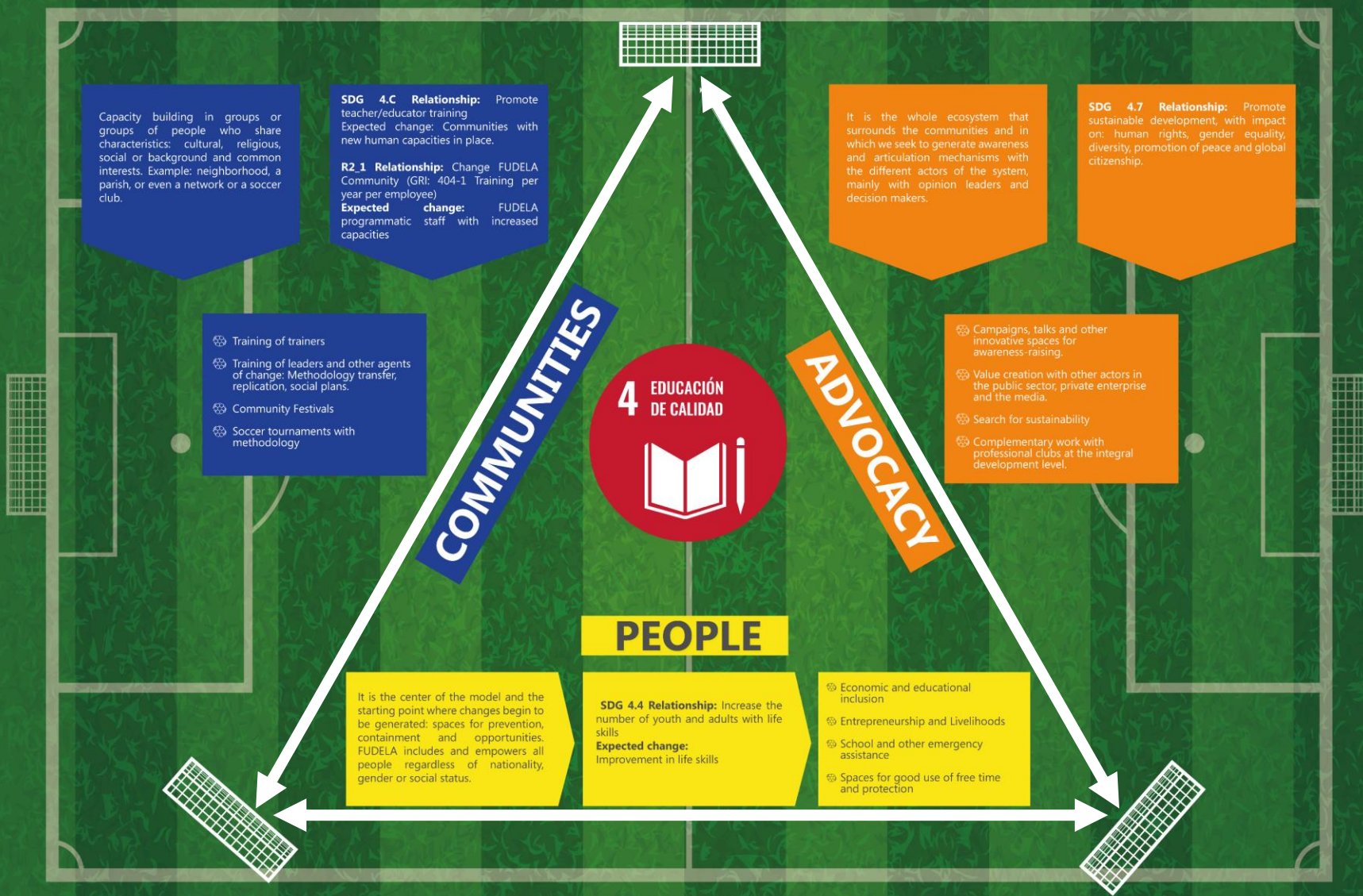
Football has great potential to generate learning on and off the pitch. It is aimed at fulfilling SDG #4, Quality Education,

### Additional impacts in SDGs





# Triangle of Change



## Types of Activities

- ⚙️ Processes: Set of activities with a duration of +3 months.
- ⚙️ Rapid training spaces: Up to 2 months in duration.
- ⚙️ Advocacy Spaces: One-time events of short duration.

## Impact Assessment

- ⚙️ Continuous evaluation that includes: baseline diagnosis, formative evaluation and final evaluation.
- ⚙️ Incorporates quantitative and qualitative evidences.





**The football Pitch in FUDELA:** Has a special meaning since it marks a clear analogy with life: it is the space where we create, fight, set challenges and teach. It offers emotional support and strengthens resilience and livelihoods. It develops resilience and contributes to the construction of peaceful communities. Contributes to physical and mental well-being; as it prevents factors such as sedentary lifestyles and stress



### 3. FUDELA: Leader in football for development in Ecuador

#### About our work

FUDELA lead the field of tool for social transformation. Throughout this time, different methodologies and advocacy spaces have been incorporated with the main players in the football ecosystem at a national and international level.

#### Our efforts 2019-2022

- ⚽ **+7000 participants** impacted
- ⚽ **+4000 annual hours** promoting good use of free time
- ⚽ **+250 trainers** and young leaders with new capacities
- ⚽ **50 tournaments** with purpose
- ⚽ **+40 advocacy** spaces and events in communities
- ⚽ **+90 active** partnerships

#### Our operation

Since 2005 Transforming Lives and creating opportunities



2 countries

**+60%**

Coverage in border areas (North)

**15**

Provinces and 4 local offices working

**+6**

Global Networks membership

**+30**

Communities and 50 safe spaces



## 4. Main partners and other stakeholders

### Football networks



### International cooperation



### Government and public sector



### Football Clubs



### Businesses



### Other important networks



### Media partners



## 5. Our efforts 2019-2022

2019

April

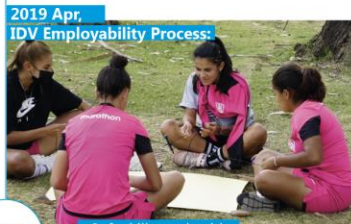
June

July

August

October

September



### Football Programs

Goals for Life and Dreams (**Tournaments**)  
10 Goals for inclusion (**Life skills**)  
"Cambiamos El Juego" (**Professional football**)



2020 Jan,  
Launch Tournaments  
Leave No One Behind



2020 Jun, The future is at stake:



Campaign promoted by  
FUDELA due to the  
pandemic

2020, Sept  
Forum Soccer and equal  
opportunities



2020, Dec, Community  
program renewal



2020

January

March

June

July

September

October

December

2020 Mar,  
Visit River Plate Foundation:



Integration through a  
ball with children from  
Ecuador and Venezuela

2020, Jul,  
Women's Football Gala:



Participation in the first event that  
recognizes the transforming role of sport

2020, Oct  
Workshops with  
the women's team El Nacional:



Cambiamos  
El Juego

## and Methodologies

"Leave No One Behind" Cup (**Tournaments**)

Football base certification I and II (**Coaches capacities**)

FUDELA Play (**Virtual learning**)

## 5. Our efforts 2019-2022



DIRECTV

Awareness campaign  
with DirecTV and local  
clubs



OIM  
ONU MIGRACION

Campaign promoted by  
FUDELA due to the  
pandemic



la red



UNHCR  
ACNUR

Meeting space between  
border communities of  
Ecuador and

2021

March

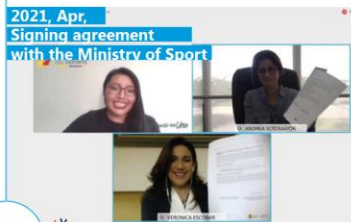
April

August

September

December

December



Ministerio  
del Deporte

Gobierno  
del Ecuador

Juntos  
lo logramos



UNHCR  
ACNUR

Participation in the first event that  
recognizes the transforming role of sport



Cambiamos  
El Juego

Advocacy event framed in SDG  
# 5 and the prevention of

### Football Programs

Youth Games (**Festivals**)

Global Citizenship (**Life skills**)

Active minds active futures (**Life skills**)

2022, Feb, Quality  
Seal de Common Goal



2022, Active Minds:



Project to strengthen mental health in adolescents and young people

2022,  
Presentation of the shirt:



of the FUDELA Community  
Champions team at the Rodrigo Paz stadium

# 2022

February

March

2022, Feb  
Kick Off Stadium  
Rodrigo Paz:



Recognition event for key actors of FUDELA with participants at the Liga de Quito stadium

2022, Mar  
IDV, Carneras  
y Quito F.C.:



Workshop

2022, Goal and Peace  
Week (Colombia):



Within the framework of the project We are Equity

2022,  
Mundialito ODSs:



Business Tournament that revolves around the SDGs

## and Methodologies

Transformative Sports (**Coaches capacities**)

Somos Equidad (**Coaches capacities**)

Kickingball and baseball (**Life skills**)









## Chapter 3

### Goals and Milestones 2019-2022.

## 1. People

During the pandemic, FUDELA became a benchmark for other local and regional NGOs, in the ability to adapt virtual resources without losing the essence of football (FUDELA Play). Similar outcomes occurred in the development of innovative methodologies which permitted a safe return to on site activities with biosafety standards.

To facilitate learning, new arrival mechanisms were seen, including the creation of a virtual learning environment FUDELA Academy, spaces with mentors, webinars, among others.



The work with vulnerable Ecuadorian youth and human mobility was highlighted if the incessant flow of young people from Venezuela and the marginal conditions of various areas of the country.

### 6 core values

Respect, communication, teamwork, discipline, self development and leadership

As key results, living conditions of children and adolescents and their families have been favorably improved through the prevention of risk situations. In addition, the recovery of the vision of the future, self-esteem and emotional support of different groups of boys, girls and adolescents and their families were also impacted through empowerment and capacity building, livelihoods (employment / productive insertion) and leadership, applying methodologies such as the use of social football, replication of activities, social plans.



### Main changes

Improvement in socio-emotional skills for life in +5000 participants

### Impact

- +8000 indirect participants
- +400 participants reached with FUDELA Play resources
- +800 youths in the A Ganar employability model
- +50 tournaments
- +50 safe spaces where football is practiced

### Diversity

**46%** participants in human mobility

**54%** female participation





A very important issue to overcome was aggressiveness. FUDELA's work contributed to prevent this negative factor and supported not only the youth but also the families to improve their mental well-being. The construction of recreation spaces and the good use of time were important results that were complemented by the reinforcement of life skills and universal rights.

Thanks to football, now the participants have a higher level of employability with assimilated tools and knowledge. Likewise, facilitators and participants reflect on their own attitudes (and behaviors) and can adapt their attitudes (and behaviors).

In response to the scarcity of educational and employment opportunities, many young people received educational alternatives in soft skills, technical training, employability, as part of the livelihood model of FUDELA A Ganar.



***Set goals in life, whether in studies, sports or in daily life. Do it from the heart and in the end the reward will be very good.***

***Neisi Dajomes, Olympic medalist***

Creation of opportunities was an urgent need as a result of the loss of productive spaces during pandemic. As part of FUDELA's community intervention strategy, several partnerships with companies and other educational institutions were an important engine in the generation of productive insertion and the creation of new capacities. FUDELA ventured into the organization of sporting events such as CSR services for companies. This strategy allowed, participants of A Ganar and other young leaders of FUDELA to get other types of tools aimed at self-employment, which included mentoring spaces and delivery of seed capital.

## 2. Communities

Interestingly, new capacities (knowledge and resources) were installed for facilitators, young leaders with direct effects on their groups and with the promotion of gender equality as a fundamental premise. Along these same lines, FUDELA developed intensive programs such as Active Minds Active Futures (Mental Health) and a German Certification in football base and for development

Another outstanding activity was the transfer process of the German football methodology that targeted young leaders and other coaches involved in grassroots soccer. The group of coaches received innovative skills to overcome the pandemic.

With the use of social distancing (Football in Corona) plus all biosafety measures and protocols, it was possible to implement training in communities and strengthen the employability of coaches and young leaders.

In the same line of employability and in a complementary manner, it is relevant to mention that the A Ganar program includes a certification process to train trainers in new methodologies that include work in a pandemic and tools to structure projects. This set of activities was implemented with the support of the German Government and streetfootballworld and made it possible to strengthen the structure of grassroots football in the country.

### 6 handbooks

Developed for coaches and communities with endorsement of key partners

Family and Communities were highly involved through festivals and other integration spaces: Lower incidence of situations of discrimination against people in situations of human mobility and greater openness to entrepreneurship



### Main changes

+150 football teachers and young leaders strengthened socio-emotional skills in more than 20 communities

### Impact

- 15 training courses and workshops
- +50 festivals and community activities
- 6 new topics covered and 6 handbooks
- More than 15 partners certifying courses
- +100 multiplier events

### Diversity

**30%** participants in human mobility

**46%** female participation





### Inspiring training session in Casa de la Selección:

Participants from 6 provinces in Ecuador and more than 20 communities gathered in the “house” of national football team to discover new mechanisms to teach football.

As our players and legends, participants felt the responsibility of representing the country in the fields of future and development

### 3. Advocacy

The articulation of actions was sought with local public and private actors at the level of incidence, especially those related to soccer and sports, to improve the opportunities of access to rights and inclusion of adolescents, young people of the population of interest and local, through processes of incidence, awareness, systematization and innovation. To mention some of them: Ecuadorian National Federation, IDV, Women's Super League, Directv, CHUBB, among others. These are efforts linked in addition to the fulfillment of the SDGs in the framework of the 2030 Agenda.

Advocacy is a determining component in the interventions managed by FUDELA since it allows the involvement of new partners in the project and allows the dissemination of the different activities.



As part of its advocacy purposes, FUDELA maintains its leadership role with the transmission of the unique radio program Deporte para el Desarrollo thanks to the association with one of the FM stations with the largest audience in Ecuador, 102.1 FM. Football is approached transversally. At the end of July 2020, a delegate from the FIFA Foundation participated in this space with the possibility of disseminating the different efforts that are being dedicated worldwide.



Several awareness-raising spaces were organized with the aim of connecting the universal power of football to social needs. The participation of local and international football figures, individuals and organizations was highly relevant. These events also fostered cooperation with other local actors at the local and international levels

#### Main changes

Increased awareness in decision makers regarding the positive inclusion of vulnerable groups, sustainability and

#### Impact

- 700 people reached in workshops and events
- +200 radio programs
- +50 partners involved in football for development
- 10 advocacy campaigns
- Involvement with 4 international networks

#### Diversity

**30%** participants in human mobility  
**75%** female participation





FUDELA was chosen as one of the partners of the Ecuadorian National League after carrying out processes with several clubs such as Deportivo Cuenca, IDV, El Nacional, Liga de Quito, among others



***On a football field as in life men and women have the same ability to achieve our dreams. Let's build equality together".***

**Cristian Pellerano,  
Independiente del Valle captain**

In cooperation with Directv audiovisual capsules were launched with the aim of promoting equal access to opportunities and empowerment. Also in female football, special emphasis was placed on values related to Gender Equality (SDG 5). FUDELA developed a complete handbook and participated in SOMOS Equidad, the most inclusive collective project that has been developed in Latin America

FUDELA also promoted discussions with industry's decision makers as was the case of "Encuentro Fútbol por la Paz". Other important milestone was the cooperation with Ecuador's National Assembly.

FUDELA's work had an impact on the FIFA website, highlighting the role of our organization during COVID 19 and the different alternatives that we are implementing to continue spreading the universal power of football. One of the key actions was the crowdfunding campaign **Nos Jugamos El Futuro**



## Chapter 4

**Best practices and  
inspirational Stories  
shared from the field  
of dreams**







## The most important match of their lives

### Effective integration and values for life

Just one hundred meters and a narrow bridge separates Ecuador and Colombia. Endless mountains and a warm climate reflect the beauty and diversity of this area.



**Chical:** 10 minutes from the Colombian border

**Awá community:** One of the 14 ethnic groups recognized in Ecuador

**Key partners:**



Emotions are breathed in a handful of attendees who have gathered at the Chical field. It is not Carlos Gruezo or Gigi Moriera who in a few minutes will jump onto this field of wooden goals and where there is only one rule: that everyone can play. Today is the turn of young people from **Ecuadorian and Colombian communities such as Tallambí and La Guala**

This match symbolizes the union between two countries and all the vitality and passion that characterizes young people. From very early on, boys and girls from both borders arrived with the illusion of finding themselves in the eyes of other mates

Some, like **Amalia Guiz** from **San Marcos Community**, had to walk more than 5 hours. This young woman is part of the. Although she is passionate about soccer, her life is different from that of other young people since her main mission is to work in the field to help her family.

Through FUDELA's processes youths from these towns have new life plans for their future, as in the case of Amalia, who is about to finish her high school. Changes are noticeable in the expressions on their faces and the way they communicate. Now they see a future of great challenges but without losing their role in their community

**19-year-old Steven** conducts the game. He is one of the leaders in the area although until not long ago he was part of **FUDELA's Community Champions**. Now his mission is to keep youths away from various risk situations that abound in this area.



Football has allowed them to strengthen their soft skills through integration spaces such as this **binational matches**. Other smaller ones like **Marlon** from **"La Esperanza"** and his cousins look forward to the game from the edge of the field, imagining the moment when they can play.



***My mind felt that it was me who was playing and running listening to the voices of my friends cheering us on. I had in my stomach a desire to call them "my team".***

**Marlon, 14 year old, Chical**

Although the goals were shouted with emotion, the greatest victory was that this handful of boys, girls and young people took away a unique learning experience. It was the best game of their lives because they felt welcomed, protected and supported by being part of the same team. Football is fertile ground to continue growing with firm roots.







## Winning at the lack of opportunities

### Empowered youth with spaces for productive insertion

Esmeraldas, the “green” province of Ecuador is recognized for its beautiful beaches and for being the cradle of excellent soccer players. Also for being the most unequal area with high levels of marginality and exclusion. Football is helping to prevent risk situations such as drug consumption and different forms of violence.



**Esmeraldas:** Ecuadorian province with the highest marginality levels

**7%:** Ecuadorian afro descendant population



**Key partners:**

On the field “March 15”, southwest of Esmeraldas, **Abel from Ecuador and Aron from Venezuela** share a football match with other young Ecuadorians, Colombians and Venezuelans. For Abel, this is his greatest passion. He dreams of following in the footsteps of other famous Emeraldians such as Gonzalo Plata or Piero Hincapié. Abel today fulfills a different role as a young leader, which at the time he learned from his mentor Yamali Blanco.



**Livelihoods model of FUDELA in a beach in Esmeraldas:** Football is used to strengthen life skills such as team works and communication



This brave Venezuelan a former participant of **A Ganar**, after being forced to leave her country for the social crisis. Football opened up life opportunities as she already has two certifications.



“

*I left my country 3 years ago, to seek a better future. In FUDELA , I found the family I needed. I learned new skills and discovered more than I knew about myself. I am proud to serve children and adolescents, working daily tirelessly knowing that everything I do is to make them better people.*

**Yamali, 22 year old, Venezuelan. Former A Ganar participant and currently football facilitator**







## A factory of dreams

### Mixed Community Tournaments football methodology for development

Coca Payamino is a beautiful region located in the middle of Ecuadorian Amazonia surrounded by amazing river and landscapes



**Yasuni:** Most diverse reserve in Ecuador

**46%:** Ecuadorian youth population

**Key partners:**



Next to the court of this town of less than 700 people, you can see the statue of the Italian educator Leonardo Murialdo who gives the name to the team of **Ashley and Elvia, two girls from the Kichwa community**



They participate in the Goals for Life and Dreams tournament. Their smiles are big and crystal clear like the Bueno River that runs serene and happy a few meters from their homes.

Altogether with **Nayeli, their "values coach", also Kichw**, they travel a few kilometers every Saturday to play their weekly game. Values such as respect and teamwork are reinforced in each match. Beyond the result the tournament is a great occasion to share, enjoy and learn that men and women have the same rights and opportunities



***The best possible reward is to see changes in boys and girls. Today they are less shy and more secure of themselves. My dream is to continue inspiring more people to become leaders in their communities"***

**Nayeli, 18 year old Kichwa leader from, El Coca**



For now, these little 12-year-olds do not know the changes that are taking place in women's soccer in Ecuador and in other parts of the world. The only thing that goes through their minds is the joy of feeling part of a team, the tingling of jumping onto the field and the emotion of receiving a card. blue for your positive actions.

**+3.300 youths**  
have taken part in tournaments

Since 2019, within the framework of the FIFA Foundation Community Program and with the support of the state oil company FUDELA, it has been implementing inclusive mixed tournaments in more than **6 provinces and 17 communities** throughout Ecuador, also leaving other installed capacities that boost family economies. of the zones.

These tournaments are innovative since they incorporate a mixed and inclusive modality with which men, women, people in human mobility and with disabilities play in equal conditions under the supervision of value coaches who fulfill a training mission.





The application of football methodologies for development helps to prevent the violence that is common in this and other areas of Ecuador, with notorious impacts on the way boys and girls relate to each other.

### **+50 young leaders**

empowered in more than 19 communities in Ecuador

It also integrates local communities and promotes life skills and leadership abilities among young people. So far, more than **1,000 value cards have been displayed**, helping to raise awareness among young and old in an inspiring way.

In the Waorani community of Konipare lives Andrea Nenguimu. Her team participated with more than 10 indigenous communities at Yuralpa



***Football lead boys and girls to fulfill their dreams and goals. Communities can get closer to each other, strengthening their ties for the well-being of all.***

***Andrea, 15 year old Waorani participant***

## Nobody beats a team of friends

### Integration and Effective Inclusion

Boys, girls and adolescents from Quito Community Champions learn that the perseverance, struggle and values that are promoted in the processes of FUDELA are the path to follow to achieve their dreams and goals.



**Quito:** Capital of Ecuador

**+400M:** Venezuelans have fled to Ecuador

**Key partners:**



FUDELA has mixed teams in under 14 and 17 categories. From the hand of "Profe Carlitos" every week. Around football, a virtuous circle of values and involvement of parents has been generated, who are also part of tournaments. Football permits the integration local people and people in human mobility contributing to social development of children, adolescents and families, thus generating effective integration. Although it is not always possible to reach the finals, the most important thing is to see how through sport they prepare to succeed in the great game of life.



Effective inclusion and equality are learned on the field in inspiring ways that prevent discrimination and poverty.

FUDELA's team members had the unique opportunity to have the squad presentation in the most important stadium, where Ecuador's national team plays



***It was an inspiring moment. Football can bring hope and any dreams may come true.***

**José Larreina, 15 year old Ecuadorian participant**



***Football with purpose, because it teaches us about life opening new paths for our future***

**Omaira, 14 year old participant (Venezuela)**



Sport effectively integrates and this is how community champions achieve new capacities and values. Through the good use of free time, football unify boys, girls as a team, regardless their nationalities or beliefs

The experience that Omayra Arenas has with FUDELA is remarkable. Despite being migrant and young, football has taught her many important lessons







Football is not only about the competition but to demonstrate the teamwork, empathy, respect. Team members learn to act as role models giving examples for other smaller peers. In this safe spaces Venezuelan and Ecuadorian youths continue training, giving the best of each one always with a positive mind. **Abraham Narváez, 17 years old**, feels proud of his team. This is why he leaves his life on the field to achieve goals, demonstrating happiness.



*We teach them to learn from their mistakes, to never give up despite adversity and with firm values for their future*

**Carlos Espinoza, FUDELA team coach Quito**

## Goals for our Future

### Transfer process of football base and grassroots methodologies

Roselin Landaeta is a non conventional woman from Venezuela enthusiast of football. She was part of a project that prepared **more than 100 coaches** during two years to use football resources with vulnerable groups.

"Leaving my country has been one of the hardest experiences of my life, starting from scratch in all areas is very difficult. This passion began at a very young age. I started with kicking ball, a Venezuelan mixture of football and baseball. I met FUDELA thanks to the German Methodology Certification, an experience that encouraged me to have my own little soccer school. Despite I have a very humble I learnt to overcome these challenges using creativity, knowledge and initiative. I made our own materials with old tires and bottles.



**"I want to give low-income children an opportunity to continue dreaming through football..**

**Roselin Landaeta,  
Venezuelan participant**

The main goal of this project is to strengthen the football structure of FUDELA and of other local grassroots organizations that are using football, such as: local schools, youth football academies and local football associations through diverse activities such as workshops, football tournaments and training sessions. Thus, increasing the level of sport participation in Ecuadorian youth and supporting other sport initiatives of the German Government in Ecuador



**Quito:** Capital of Ecuador

**+400M:** Venezuelans have fled to Ecuador

**Key partners:**



Another inspiring history comes from a participant working with a blinded team. An impairment is not a reason to stop sharing and learning. FUDELA proposes inclusive alternatives that enhances the participation of minorities. In this sense, this project achieved a highlighted participation of females coaches with more than 30% females attending 80 hours of course.



**Empathy is the key to overcoming obstacles. Football is spoken in a universal language in which everyone can play.**

**Victor Tapia, coach working with blind players**



# INDEPENDIENTE DEL VALLE

## NUNCA DEJES DE SOÑAR



A meaningful outcome was the installation of new capabilities to overcome COVID-19 new normalities. On site activities were performed with biosecurity standards. Another remarkable outcome was the application of technology as a complementary channel to deliver the contents. Advocacy spaces such as workshops and webinars were determinant to spread the potential of football base.

The project showed us that when uniting forces even the most difficult challenges can be surpassed. Thanks to you, we were able to give back hope and the sense of future to people who have in their hands the responsibility of educating our future.

**+1200 youths**

In replicas, tournaments and training sessions





## Active minds with active futures

### Promoting mental health and other principles

COVID19 brought severe effects in the mental health dimension of youths: depression due to school dropout or human loss, reduced social skills, physical inactivity, obesity, generalized fear, stress, increased alcohol consumption, etc. Aggressiveness is another issue to address. Before the pandemic, violence on different levels (including sexism) was already present in many homes.



**Quito:** Capital of Ecuador

**+400M:** Venezuelans have fled to Ecuador

**Key partners:**



Sport festivals were held in the provinces of Carchi, Esmeraldas, Imbabura, Pichincha and Sucumbios, with **more than 500 participants** in total. These activities contributed to the strengthening of values such as resilience, empathy, self-control and the management of emotions, providing spaces for healthy recreation and promoting the good use of free time.



The "Active Minds" project uses the power of sport (**football**, baseball and table tennis), to strengthen mental health, a state of well-being in which the individual realizes his own potential, can face the factors stressful, enjoying life and being able to contribute to one's community. This project is aimed at +250 youths (from 12 to 17 years old) in 4 regions of Ecuador, with a special focus on women and groups in human mobility (refugees)

Methodological transfers have been made upon the application of leisure-sports activities and tools with the focus on reinforcing and promoting mental health. These workshops consisted of working with a national team of 30 learning facilitators or mediators who met once a month to talk about a specific social-emotional skill. These skills are correlated gradually, beginning with the "Management of Emotions and Feelings" until reaching the "Interpersonal Relations".

Facilitators and young leaders from Carchi recall this experience with emotion. Thanks to active minds, we have been developing some important activities for our children such as life skills.



***"It fostered leadership and teamwork. . In turn, children have changed their behavior and the parents are much happier to interact and share."***

**Valeria Suarez, facilitator Ibarra**



***"Relevant learnings to teach children how to manage feelings and emotions, through challenges and dynamics."***

**Oswaldo Morey, facilitator Quito**





## Let's change the game

### Empowered young woman in and off the pitch

Claudia Pineda is a Venezuelan football player from "Dragonas" the female team of Independiente del Valle and USFQ. A few years ago she left her home country to pursue new dream and opportunities. Now after 5 years she is member of the first squad and has participated in other formative programs of FUDELA.

Claudia is one of the 150 impacted female players in Cambiemos El Juego, a female empowerment program that FUDELA has been promoting since 2019 with CHUBB Seguros. Claudia highlights the importance of changing the game as many women face aggressions and still need to struggle to find opportunities in different contexts



*The workshops fill you up as person. We recognize our strengths and see our future from a different perspective*

**Claudia Pineda, 26 year old Venezuelan football player**

This process contributes to the work of female professional clubs such as Guerreras Albas Liga and Eléctricas de Emelec with spaces for growth and comprehensive human development. It impacts players on and off the field, breaking paradigms and prejudices strengthening their role as agents of change.



The principal activities are: motivational sessions, workshops and Advocacy spaces. Baseball and kinkingball have been combined with football to achieve results that are beyond inspiring. The leader of this process, **Marilay Marquez, also Venezuelan**, sees the results as "a unique opportunity to promote women's dreams of change on a personal level and with renewed life plans."



Football and sport continue to break down borders and help to achieve true integration spaces. During Qatar 2022 Ecuador and Venezuela will be vibrating sheltered by yellow, blue and red and the same passion. The best plays are built on positive inclusion. For many girls, playing soccer is an opportunity and being able to make it to the soccer team.

**+50 young leaders**

empowered in more than 19 communities in Ecuador







## Stories that inspire, integrate and connect

### Disseminating football through sound waves

First Sport for Development program in Ecuador. This practice communicates challenges and solutions to reduce inequalities in a different and transformative way. The contents are presented from a sustainability and rights approach, with a transversal impact on other ambits. Advocacy is generated around SDG No. 10. Giving voice to minority and vulnerable groups, is the main contribution of the project, fulfilling the call to Leave No One Behind.

**The enduring power of radio to promote diversity and contribute to building a more peaceful and inclusive world"**

**António Guterres,  
UN Secretary General**

The project started in a joint effort of FUDELA and Radio La Red 102.1, one of the leading and benchmark sports station in the country. It consists in a 25-minute radio that shows the role of sport as a tool for transformation and social progress, in accordance with the Declaration of the United Nations 2030 Agenda for Sustainable Development.

with actors and interest. It has been possible to have a transformative impact on the reduction of different forms of inequality.

In addition, other partners and communities can disseminate their outstanding actions related to football within the framework of sustainability and reduction of inequalities. Youths and young leaders have also been able to develop communication skills.

One of the main contributions is to give a voice, through a high-reaching station, to social issues and vulnerable groups that otherwise would not be able to do so. This, in correspondence with SDG No. 10.2, which demands actions to enhance and promote the social, economic and political inclusion of all people, regardless of their age, sex, disability, race, ethnicity, origin, religion or economic situation or other condition.

**+261 programs**  
and **+5700 minutes** in **5 seasons**

**+200,000 people**  
reached annually.

**+1000 voices**  
Have been heard



Main changes achieved include greater attention to the intersection of sport with the reduction of inequalities and transversally with all the SDGs. Changes in the perception of conjunctural factors that are part of the local and international Social Agenda: human mobility, mental health, child labor, among others.



Positive results are also noticeable in awareness campaigns and other fundraising ideas.



**Heartbreaking stories that, upon hearing them create links with reality**

**Alfonso Laso, Ecuadorian journalist**







## We all play for our future

### An inspiring and collaborative response to COVID 19

#### The Campaign

As an institutional response to the multiple effects generated by COVID 19, FUDELA, altogether with several institutions and personalities, carried out an awareness and fundraising campaign called “We Play For Our Future”. Main goal was to raise USD 15,000 dollars to provide food and cleaning supplies to 1,000 families in 9 provinces of the country.

The campaign had the support of Ecuadorian sports figures such as **Carlos Tenorio, Luis Fernando Saritama, Juan Carlos Burbano**, among others. In addition, it had the support of several companies, institutions and other allies that joined: Oriente Seguros, General Motors, La Red, Liga, Independiente del Valle, collaborators and allies of Google, Common Goal, UDLH.

#### +36 historical items

Auctioned for more than USD 4,500

#### +1000 food & biosecurity kits

Delivered to 1,000 families in 9 provinces of Ecuador:

**CAMISETA ORIGINAL NIKE RAYADOS DE MONTERREY DE MÉXICO, 2011**  
De Walter Ayovi con la que ganó su primer campeonato de Liga en México

**MOMENTO HISTÓRICO:**  
Clasura 2011, uno de los más hermosos goles anotados por Walter Ayovi en su carrera desde 43 metros a ras de suelo a ras de Chivas de Guadalajara, un momento importante para seguir el sueño para conseguir el título de Liga

**OBJETO DONANDO POR:**  
Walter Ayovi

**VALOR INICIAL DE LA SUBASTA:**  
USD 350 - Con este aporte adicional al monto a 28 familias.

**HISTORIAL DE LAS ÚLTIMAS 5 MEJORES OFERTAS:**

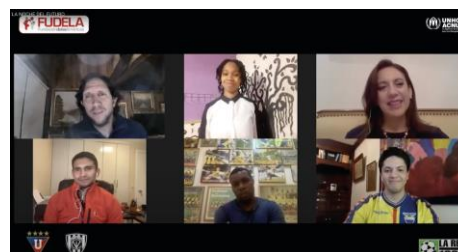
Abr 04, 2020	\$150	Lorena Rosero
Mar 31, 2020	\$130	José Pineda Mirena
Mar 31, 2020	\$125	Florencia Pérez
Mar 27, 2020	\$100	Josely Mirena

**USD 150**  
Oferta Actual

[HACER UNA OFERTA](#)

#### Special actions:

1. Virtual auction of historical articles of Ecuadorian sports legends on [www.nosjugamoselfuturo.com](http://www.nosjugamoselfuturo.com)
2. Special streaming with football legends and young leafers
3. Using General Motors trucks kits were delivered by FUDELA staff members



***The workshops fill you up as person. We recognize our strengths and see our future from a different perspective***

***Claudia Pineda, 26 year old Venezuelan football player***







## Chapter 5

**Thinking in 2030  
and beyond:  
Our vision of a  
sustainable  
future for our  
youths**









## 1. New challenges

With just 7 years ahead of 2030 which supposes the fulfillment of the 17 SDGs, FUDELA renovates its commitment in the accomplishment of Agenda 2030

This vision goes beyond Education as we are already envisioning efforts towards 2050 with the new challenges that will shape society relationships and Earth's sustainability.

As a step forward in education programs livelihoods suppose an additional challenge as the lack of opportunities is one of the reasons for exclusion and risk environment

### Priorities

#### 1. Football and livelihoods

New social enterprises related to football and sport: Clothing factory,

#### 2. FUDELA training center

New sport facilities

#### 3. Football & environment

Awareness and new capacities

## 2. Targets and priorities

FUDELA has still much to contribute as one of the pioneering organizations in the management of football as a tool for transformation. We know better than anyone the value of this game for the prevention, protection and creation of opportunities in groups of adolescents and youths who are increasingly exposed to risk factors such as drug use.

Based in our [“Triangle for Change”](#) model and its underpinning M&E system, FUDELA seeks to sustain its commitments towards disadvantaged youths.

### Targets 2030:

#### +20.000

Participants with strengthened life skills

#### +10 social enterprises

Delivered to 1,000 families in 9 provinces of Ecuador

#### 50 new spaces

Where football is practiced: pitches, tournaments, etc.

## 3. Football Development Fund

An additional challenge is related to financial sustainability. Towards 2030 and beyond, FUDELA will adapt the traditional model that relies in funds coming from international cooperation. Although the role of current donors is determinant in our capacity to attend our populations of interest, a new investment fund will enhance

### Fund operation

- ⊕ Administered by FUDELA and overseen by a Board of recognized members from different sectors
- ⊕ Annual audited reports
- ⊕ Use of independent bank account
- ⊕ Fund will operate according to FUDELA Modell and Theory of Change

### Fund forecast

#### USD 1 Million

Fund forecast until 2030

#### +20 new partners

Committed in supporting youths from +9 provinces of Ecuador:

#### +25% of Funds

Allocated to self sustainable actions: social enterprises, crow funding





#### 4. Leaving No One Behind depends in the capacity to create collaborative partnerships

We are willing to initiate a space for articulation with new international players sharing our same commitment and values. Sustainability continues to establish itself as an effective source of value creation and with greater roots in the business model of companies and networks.

The approach implies substantial commitments in the social, environmental and economic dimensions, with traceable impact indicators for its main stakeholders.



Projecting actions in macro areas such as peace building, poverty reduction or protection of the planet, supposes that individuals achieve true well-being at the level of their physical but also mental health is possible in the extent that true collaborative partnerships happen





## 4. Concluding remarks

With a huge range of experiences over the last 4 years, this section presents a set of recommendations to practitioners, individuals and organizations, that are keen to use football as a vehicle of change.

- ☉ A comprehensive strategy is needed to effectively respond to the situations described along this. SDGs, adaptation to local realities and focus on human development and soft skills, are mandatory aspects to cover.
- ☉ Need to adjust the mechanisms of arrival to the participants, facing the different processes with more participatory spaces that link other people in the family and community circle
- ☉ Reinvention and adaptation of methodologies to carry out virtual, semi-face-to-face and face-to-face processes, according to the reality of the different locations .
- ☉ Technology has played a decisive role in reaching youths people with an adequate use of free time and recreation.
- ☉ Delay in the delivery of funds and difficulty in securing other types of counterparts required for the sustainability of the project is a serious aspect
- ☉ Promote cooperation mechanisms with other local actors at the local and international level, and in the public, private and civil society is key to secure financial sustainability
- ☉ It is also key to continue exploring alternatives that measure and make visible the intangible impact that mental health work generates, with a preventive approach and, at the same time, with enormous potential as a generator of value for the different stakeholders.





# Nuestros Titulares



Charly Tufiño

24 años, Esmeraldas  
A Ganar - Cascales

2010

A mis 15 años  
vivía en la calle  
sin casa ni familia



Astrid Paz

20 años, Venezuela  
A Ganar - Quito

2421,1 KM

Por distancia

Tuve que recorrer  
para llegar a Quito

2 años

en el camino







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You have to fight to achieve your dreams. You have to sacrifice and work hard for it.

**Leonel Messi**  
Argentinian player

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**Cover photo:**

Kids from a community in Ecuadorian Amazonia enjoying a football session

Disabled player from Cotopaxi

Youths from Esmeraldas sharing a drink after a game

Children from Quito sharing in a friendly match



## 2019-2022: Inspirational stories from the field

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