



FÚTBOL SIN POBREZA

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Fútbol Sin Pobreza
Interactive Qualifying Project Proposal



WPI

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Abstract

Fútbol Sin Pobreza is a program created by Fundación Paraguaya to help aspiring fútbol players eliminate their family's poverty. The team collaborated with Fundación Paraguaya to co-create promotional materials that would help restart and expand the Fútbol Sin Pobreza program to fútbol clubs in Paraguay. Research exploration, interviews with the participants of the program, and an assessment of Fundación Paraguaya's current outreach methods contributed to the establishment of our deliverables. The deliverables include a presentation outlining the Fútbol Sin Pobreza program, a testimonial video, a brochure that outlines the Fútbol Sin Pobreza program, a detailed list of ways to finance the Fútbol Sin Pobreza program, and a detailed financing guide. Recommendations include the continued use of our presentation and brochure, a partnership with participating programs, and methods to finance the program.

Acknowledgements

During this semester we had the privilege of working with several people from both Worcester Polytechnic Institute and Fundación Paraguaya, without whom we would not have been able to fully complete our project. We would like to thank Prof. Angel Rivera and Prof. Dorothy Wolf with their help in guiding us through our project. We would also like to thank the staff from Fundación Paraguaya who we had the pleasure of working with, and those we interviewed.

Executive Summary

Introduction

Fútbol Sin Pobreza is a program that was created by Fundación Paraguaya in 2019. The program aims to help aspiring fútbol players and their families overcome their poverty by applying the Poverty Stoplight methods. Fútbol, or Soccer, is the most popular sport in Paraguay and it is seen to overcome poverty for some families. Thus far, Fútbol Sin Pobreza has only been able to work with a small number of young fútbol players before outside factors affected the program. Fútbol Sin Pobreza is currently at a standstill due to a lack of funding and the impact of the COVID-19 pandemic.

Objective

The goal for this project is to help Fundación Paraguaya restart and expand the Fútbol Sin Pobreza program to other fútbol clubs in Paraguay by co-creating promotional materials that can be presented to club directors.

Methods

We identified three major steps to achieve this goal. The first step was to establish the benefits of Fútbol Sin Pobreza through interviews with participants of the pilot program. Our team collected first-hand accounts from staff of Fútbol Sin Pobreza. These testimonies were acquired through semi-structured interviews. The second step was to assess Fundación Paraguaya's current outreach methods. These outreach methods were evaluated for their content and form. The third and final step was to create promotional materials that will advertise the Fútbol Sin Pobreza program to club executives and directives, and to develop a financing plan that will help reduce the cost of the program.

Deliverables

We created five deliverables: a presentation outlining the Fútbol Sin Pobreza program, a testimonial video, a brochure that outlines the Fútbol Sin Pobreza program, a detailed list of ways to finance the Fútbol Sin Pobreza program, and a detailed financing guide. Our first deliverable is a presentation that Fundación Paraguaya can use to promote the Fútbol Sin Pobreza program to fútbol executives and directives. The presentation includes information about the program and how the program can benefit a fútbol club. This is a presentation that can be given by a member of Fundación Paraguaya's staff. Included within this presentation are speaker notes that help guide the presenter and ensures that they touch upon key points throughout the entire presentation. Our second deliverable is a testimonial video that is included within the Fútbol Sin Pobreza presentation. The testimony is from an interview that our team conducted with Roberto Cáceres, the Director of Fundación Cerro Porteño. Cáceres spoke to the value and benefit of the Fútbol Sin Pobreza program during this interview. A brief audio clip was selected from the conversation and was attached to an image of Cáceres. This video also includes subtitles to allow for the audience to clearly see and hear what is being said. Our third deliverable is a brochure that can alternatively be used to promote the Fútbol Sin Pobreza program. Fundación Paraguaya can send out the brochure to club executives and directives if they are unable to give a formal presentation in person. This brochure outlines the Fútbol Sin Pobreza program, how the program can benefit a fútbol club, and how the club can get into contact with Fundación Paraguaya. Our fourth deliverable is a brainstormed list of ideas that outlines ways in which the Fútbol Sin Pobreza program can be financed. This list was created with the help of our counterparts with the hopes that either Fundación Paraguaya, a fútbol club, or the fútbol community could help raise funds that would cover the cost to participate in the program. Our last deliverable is a detailed financing guide. This guide can be used as an alternative resource to help fund the Fútbol Sin Pobreza program. Four ideas were taken from the brainstorming session with our counterparts and were expanded into much more detail as to how to execute each specific financing method. This guide outlined methods such as company sponsors, auctions/raffles, crowdfunding, and an Adopt a Player program.

Conclusions and Recommendations

Our team put together some recommendations on what Fundación Paraguaya could continue to do in the future: Our first recommendation is to use the presentation developed by the project team to promote the Fútbol Sin Pobreza program to other fútbol clubs in Paraguay. This presentation should be regularly updated with statistics from the program as it continues in the future. The next recommendation is to distribute the brochure to fútbol clubs that staff members might not be able to travel to. Like the presentation, the brochure should be regularly updated with recent statistics from the program. Another recommendation is that Fundación Paraguaya should consider partnering with Cerro Porteño when presenting the Fútbol Sin Pobreza program to other fútbol clubs in Paraguay. Involving a current participant of the program gives more weight to the initiative. Our last recommendation is that more fútbol clubs will participate in the program if they do not have to finance the program themselves. Using the ideas that our team brainstormed with our counterparts, money could be raised to eliminate the financial burden that some clubs might be facing when deciding to participate in the program.

We hope that the products our team created will help expand the Fútbol Sin Pobreza initiative throughout Paraguay and even internationally. This program will contribute to Fundación Paraguaya's goal to reduce poverty by using fútbol as a means of reaching vulnerable families. By introducing young fútbol players to the Poverty Stoplight, they can act against their and their family's poverty and create an alternative plan if they do not make it to the professional leagues.

Spanish:

Introducción

Fútbol Sin Pobreza es un programa creado por la Fundación Paraguaya en 2019. El programa tiene como objetivo ayudar a jóvenes futbolistas y sus familias a superar su pobreza utilizando las herramientas del Semáforo de Eliminación de Pobreza. El fútbol es el deporte más popular en Paraguay, y muchas familias lo ven como una oportunidad para salir de la pobreza. Por ahora, Fútbol Sin Pobreza sólo se pudo implementar con un pequeño número de jugadores antes de que factores externos afectasen el programa. Debido a la pandemia del COVID-19, y a problemas de financiación, Fútbol Sin Pobreza está completamente pausado en este momento.

Objetivo

El objetivo de este proyecto es ayudar a la Fundación Paraguaya a reiniciar y expandir el programa Fútbol Sin Pobreza a otros clubes en Paraguay, co-creando materiales promocionales para presentar a los directivos de clubes de fútbol.

Metodología

Identificamos tres pasos generales para llevar a cabo nuestro objetivo. El primer paso consiste en definir los beneficios de Fútbol Sin Pobreza a través de entrevistas con participantes del programa piloto. El segundo paso consiste en analizar las tácticas promocionales actuales de Fundación Paraguaya. El tercer y último paso consiste en crear materiales promocionales que promuevan Fútbol Sin Pobreza a directivos y ejecutivos de clubes de fútbol, y crear un plan de financiación que ayude a reducir el costo del programa.

Productos

Hemos creado cinco productos: una presentación que describe el programa de Fútbol Sin Pobreza, un testimonio en vídeo de Roberto Cáceres, un folleto que explica el programa, una lista detallada de maneras de financiar el programa, y una guía de financiación detallada.

Nuestro primer producto es una presentación que la Fundación Paraguaya puede utilizar para promover el programa Fútbol Sin Pobreza a directivos y ejecutivos de clubes de fútbol. La presentación incluye información sobre el programa y cómo puede beneficiar a un club de fútbol. Esta presentación la podrá dar un miembro de la Fundación Paraguaya. Incluidas en la presentación hay notas de orador, que ayudarán a quién la presente a asegurarse de que mencionan todos los puntos claves del programa.

Nuestro segundo producto es un vídeo testimonial, incluido en la presentación sobre Fútbol Sin Pobreza. Este testimonio viene de una entrevista que nuestro grupo llevó a cabo con Roberto Cáceres, el director ejecutivo de la Fundación Cerro Porteño. El señor Cáceres certificó

el valor y los beneficios del programa durante esta entrevista. Un clip de audio breve se seleccionó de la conversación y se añadió a una imagen del señor Cáceres. El video incluye también subtítulos para que la audiencia pueda escuchar y ver claramente las palabras del señor Cáceres.

Nuestro tercer producto es un folleto que se puede usar como alternativa para promover el programa Fútbol Sin Pobreza. La Fundación Paraguaya puede enviar este folleto a ejecutivos de clubes si no es posible darles una presentación formal en persona. El folleto describe el programa, cómo beneficia a los clubes, y cómo el club se puede poner en contacto con la Fundación Paraguaya para aprender más.

Nuestro cuarto producto es una lista de ideas con las cuales el programa Fútbol Sin Pobreza podría ser financiado. Esta lista fue creada con la ayuda de nuestros contrapartes con la esperanza de que o la Fundación Paraguaya, o un club, o la comunidad del fútbol podrían ayudar a conseguir los fondos necesarios para participar en el programa.

Nuestro último producto es una guía detallada de financiación. Esta guía puede usarse como un recurso alternativo para ayudar a financiar el programa Fútbol Sin Pobreza. Cuatro ideas fueron escogidas de nuestra tormenta de ideas y fueron expandidas con mucho más detalle, incluyendo todos los pasos necesarios para llevarlas a cabo. Esta guía describe métodos de financiación como compañías patrocinadoras, subastas, rifas, crowdfunding, y un programa de adoptar un jugador.

Conclusiones y Recomendaciones

Nuestro equipo ha recopilado una serie de recomendaciones que la Fundación Paraguaya puede utilizar en el futuro. Nuestra primera recomendación es utilizar la presentación que creamos para promover el programa de Fútbol Sin Pobreza a otros clubes de fútbol en Paraguay. Esta presentación se deberá actualizar regularmente con datos del programa en cuanto continúe en el futuro. La siguiente recomendación es repartir el folleto que creamos a clubes a los cuales los miembros de la Fundación no puedan viajar. Al igual que la presentación, el folleto deberá ser actualizado constantemente con datos recientes del programa. Otra recomendación es que la Fundación Paraguaya debe pensar en colaborar con el Cerro Porteño cuando presenten el

programa a otros clubes. Incorporar a un participante actual del programa da más peso a la iniciativa. Nuestra última recomendación es que más clubes de fútbol querrán participar en el programa si no depende de ellos conseguir los fondos para financiarlo. Utilizando las ideas que nuestro equipo construyó con nuestros contrapartes, se podría recaudar el dinero necesario para eliminar el peso económico que algunos clubes encuentran cuando intentan decidir si participar en el programa.

Esperamos que los productos creados por nuestro equipo ayuden a expandir la iniciativa de Fútbol Sin Pobreza en Paraguay e incluso de manera internacional. Este programa contribuirá al objetivo de la Fundación Paraguaya de reducir la pobreza utilizando el fútbol como una manera de llegar a familias vulnerables. Al introducir a jugadores jóvenes a las herramientas del Semáforo de Eliminación de Pobreza, podrán actuar contra su pobreza y la de su familia y crear una ruta alternativa si no llegan a las ligas profesionales.

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Introduction

Paraguay is a South American country where 1.6 million people live below the poverty line. Poverty has been a long-standing problem in Paraguay, and despite the country's GDP being at an all-time high, many Paraguayan families are still struggling. Moreover, poverty is a multidimensional issue, spanning from financial struggles to a lack of education or even a lack of clean, running water. Many Paraguayans must deal with these issues in their daily life and are unable to get the assistance they need to escape their current situation.

One of the main organizations aimed to overcome poverty in Paraguay is Fundación Paraguaya. Founded in 1985, Fundación Paraguaya houses many different programs such as their world famous self-sufficient agricultural and entrepreneurial schools and more importantly their Poverty Stoplight program. Over the years Fundación Paraguaya has partnered with several different programs all over the world, including WPI's Global Development Program.

Fútbol Sin Pobreza is a program that was created by Fundación Paraguaya in 2019. The program aims to help aspiring fútbol players and their families overcome their poverty by applying the Poverty Stoplight methods. Fútbol, or Soccer, is the most popular sport in Paraguay and it is seen as a way to overcome poverty for some families. Thus far, Fútbol Sin Pobreza has only been able to work with a small number of young fútbol players before outside factors affected the program. Fútbol Sin Pobreza is currently at a standstill due to a lack of funding and the impact of the COVID-19 pandemic.

The goal for this project is to help Fundación Paraguaya restart and expand the Fútbol Sin Pobreza program to other fútbol clubs in Paraguay by co-creating promotional materials that can be presented to club directors. We identified three major steps to achieve this goal. The first step was to establish the benefits of Fútbol Sin Pobreza through interviews with participants of the pilot program. The second step was to assess Fundación Paraguaya's current outreach methods. The third and final step was to create promotional materials that will advertise the Fútbol Sin Pobreza program to club executives and directives, and to develop a financing plan that will help reduce the cost of the program.

Background

The following background sections will describe information that is relevant to the Fútbol Sin Pobreza program. The concept of multidimensional poverty, Fundación Paraguaya, and the Fútbol Sin Pobreza program will be discussed.

2.1 Poverty in Paraguay

Urban and Rural poverty has been a major challenge through Paraguayan history with currently 1.6 million people living below the poverty line.

Urban poverty in Paraguay is a problem that has not seen much improvement in recent years. For example, in 2018, 17.8% of families in urban Paraguay lived below the poverty line, with that percentage decreasing by only 0.3% in 2019. Due to the current global pandemic, the poverty-stricken nation is being pushed further into poverty (World Bank, 2020).

In contrast, Rural Poverty in Paraguay has improved over the last three years. From 2018 to 2019 the rural poverty levels dropped by 2.2%. Even with poverty levels decreasing in recent years, there are still over 1 in 3 people living in poverty in rural Paraguay. While poverty levels remain high in both rural and urban Paraguay, the GDP of the country is steadily rising and was at an all-time high in 2020 before the COVID-19 Pandemic (World Bank, 2020).

2.2 Fundación Paraguaya and the Poverty Stoplight

There are several institutions in Paraguay fighting against poverty and one of the major organizations leading the fight is Fundación Paraguaya. Fundación Paraguaya is an international social entrepreneurial organization focused on eliminating poverty (Skoll | Fundación Paraguaya, n.d.). To eliminate poverty, Fundación Paraguaya has begun several campaigns such as their self-sufficient agricultural schools, their entrepreneurial schools, and more importantly, their Poverty Stoplight program.

Poverty Stoplight is a program whose mission is to help impoverished families and their community escape poverty. The Poverty Stoplight defines poverty in six dimensions: income & employment, health & environment, education & culture, housing & infrastructure, self-

awareness & motivation, and organization & participation, which are further separated into fifty indicators which make up a family's Life Map (Burt, 2019). An example of a family's life map can be seen in *Figure 1*.



Figure 1: Family Life Map used in Poverty Stopligh Program

Poverty Stopligh believes in motivating families to find the strategies and solutions that will help them escape extreme poverty. This means that families who participate in this program must take the initiative, guided by asesoras from Fundación Paraguaya and the Poverty Stopligh program, to improve their living condition, regardless of what their financial situation might look like. Each family will self-assess their poverty by taking a visual survey. The families will be presented with predefined indicators and will rate them using either the color red (extreme poverty), yellow (poverty), and green (no poverty) depicted below in *Figure 2* (The Poverty Stopligh, n.d.).

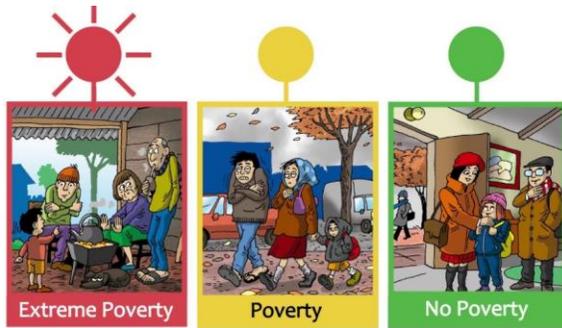


Figure 2: Example Question from Poverty Stoplight Survey

Families review all fifty indicators and will label each of them using one of the three colors on their own Life Map. The map will outline the areas where families might be ‘poor’ or ‘not poor’. This provides each family with the opportunity to reflect on where their strengths and weaknesses lie. Poverty Stoplight warrants families with the power to eliminate their own poverty and visualize a life where all their indicators are green (L. Soto, personal communication, February 26, 2021).

Poverty Stoplight has been incorporated into programs created by Fundación Paraguaya. These programs are targeted towards specific groups of people that are living in poverty. One group that Fundación Paraguaya wanted to work with was youth fútbol players and their families. These players have a very small chance of making it to the professional level and this leads them to become more susceptible to poverty when fútbol is no longer an option for them. Fundación Paraguaya joined forces with the Cerro Porteño fútbol club in 2019 to launch a program called “Fútbol Sin Pobreza.” (Fundación Paraguaya, n.d.)

2.3 Fútbol Sin Pobreza

Fútbol Sin Pobreza is a program created by Fundación Paraguaya to help aspiring fútbol players improve their economic situation and to eliminate poverty in their families. Fifty-three fútbol players from the Cerro Porteño fútbol club were able to participate in a pilot program that launched in 2019 (L. Soto, personal communication, February 26, 2021). Fundación Paraguaya

sent their Poverty Stoplight team to Cerro Porteño's training facility to introduce these fútbol players to Poverty Stoplight and help the players of Cerro Porteño understand their poverty. These players worked with the Poverty Stoplight staff for about six to twelve months. During that time, the players used the visual survey provided by Poverty Stoplight which showed the players how severe their poverty was and the actions that they could take to eliminate it.

Fútbol Sin Pobreza was only able to run for a year before Fundación Paraguaya ran into a few roadblocks. When the program started, Fútbol Sin Pobreza was only in their pilot stages with Cerro Porteño. However, only a few months after the start of the pilot, the COVID-19 pandemic reached Paraguay. The pandemic caused all fútbol programs to shut down and put the Fútbol Sin Pobreza program at a complete standstill. Additionally, Cerro Porteño had expressed that they did not have the funds to continue the program anymore and would either need to stop the program entirely or find a new method to finance it. (L. Soto, personal communication, February 26, 2021).

Commented [LDC1]: Find new?

Fundación Paraguaya is eager to relaunch and expand Fútbol Sin Pobreza. To relaunch the program, Fundación Paraguaya will need promotional materials to show club executives the benefits of the Fútbol Sin Pobreza initiative. To effectively promote the program, an understanding of fútbol in Paraguay is required.

2.3.1 Fútbol in Paraguay

Fútbol is a major aspect of Paraguayan culture. Fútbol is a cultural and social value for many Paraguayans and something that they highly treasure. Paraguay is one of the many countries that have professional fútbol teams that offer programs for players to start playing at a young age. The players who can play for a professional team's program will drop everything to chase their dreams, including living with their families, their education, and their jobs. However, many of these young players do not consider what their future might look like if they fail in fútbol. It is not guaranteed that they will be playing professionally once they are eligible to play. Only 1 in 10 young people who play in a club's lower divisions make it to the first team (L. Soto, personal communication, February 26, 2021). If these young players do not end up making it on the professional team, they are left with nothing. They will not have a proper education and will have no idea how to support themselves once their fútbol careers are over.

Due to the nature of the structure of fútbol organizations, time demands, and other factors, young players are put at a heightened risk of staying in poverty if they do not make it into the professional league. These organizations do not consider the impact that a lack of education can have on their players. Many of these programs do not educate their players on school subjects, nor do they teach basic skills that are necessary to becoming a responsible and successful adult. These teams only focus on the players who make it to their premier teams (L. Soto, personal communication, February 26, 2021). For these reasons, there are many fútbol clubs, both professional and local in Paraguay that could benefit from the Fútbol Sin Pobreza program. However, there has been minimal promotion of the program in comparison to some of Fundación Paraguaya's other initiatives.

Methodology

The goal of this project was to co-create promotional materials that Fundación Paraguaya could use to expand the Fútbol Sin Pobreza program, to other fútbol clubs in Paraguay, and develop a financing plan that will help reduce the cost of the program. This section presents the methods that were used for creating effective promotional materials, divided into three main objectives:

1. Gather information about the benefits of Fútbol Sin Pobreza through interviews
2. Assess Fútbol Sin Pobreza's current public outreach methods
3. Create promotional materials and a fundraising plan for Fútbol Sin Pobreza

For the first objective, our team collected first-hand accounts from staff of Fútbol Sin Pobreza. These testimonies were acquired through semi-structured interviews. These research methods provided personal statements that were included in the promotional materials.

For the second objective, we analyzed Fundación Paraguaya's current outreach methods. These outreach methods were evaluated for their content and form.

For the third objective, our team created the promotional materials that will be distributed by Fundación Paraguaya to fútbol clubs. These materials provide information about Fútbol Sin

Pobreza and how the program can benefit the club's players. In addition, a fundraising plan has been provided to Fundacion Paraguaya and fútbol clubs to generate funds for the program.

3.1 Benefits of Fútbol Sin Pobreza

The benefits of the Fútbol Sin Pobreza program must be established in order to generate effective promotional materials. The promotional materials that will be presented to fútbol clubs need to reflect how the program can improve the lives of fútbol players. Additionally, these materials need to present the program as a smart investment for the clubs. To accomplish this, information was gathered through interviews of people who worked for the Fútbol Sin Pobreza program, fútbol club directors, and staff from Fundación Paraguaya.

3.1.1 Gather Relevant Information via Interviews

Our team conducted interviews with the people that were involved in the pilot program to gather additional information about Fútbol Sin Pobreza. There were two main reasons for conducting these interviews. The first purpose was to learn more about the pilot program that was run with Cerro Porteño in 2019. The second purpose was to understand how Fútbol Sin Pobreza could not only benefit aspiring fútbol players, but also fútbol clubs in Paraguay. The interviews served to identify additional information on the Fútbol Sin Pobreza program that was included in the promotional materials. The promotional materials created encompass multidimensional poverty and the impact that it has on the lives of these fútbol players. The interviews provided testimonies from those who worked on the pilot program, which were also implemented into the promotional materials.

The interviews concentrated on the benefits of the Fútbol Sin Pobreza program. These interviews were conducted using a virtual meeting platform since our team was not present in Paraguay for the IQP term. The interviews were semi-structured in nature, generally following a guide or protocol that was devised prior to the interview (Berg, 2007). Although it was focused on a core topic to provide a general structure, the semi-structured interview also allows for discovery, with space to discuss other topics as the conversation unfolds. This also allowed for a more natural interaction with the interviewees, increasing the chance of an honest and open

response (Careers et al., n.d.). A list of interview questions can be found in *Appendix B* and responses can be found in *Appendix C*.

Interviewees were classified as anyone who participated or worked in the pilot program of Fútbol Sin Pobreza. These interviewees were contacted at the beginning of the IQP term to gauge how many of them would be interested in participating in the interview. Our team conducted four interviews with the following people: Guido Ruiz Diaz (coordinator for the Fútbol Sin Pobreza pilot), Melisa Portillo (coordinator for the Fútbol Sin Pobreza pilot), Luis Fernando Sanabria (General Manager of Fundación Paraguaya), and Roberto Cáceres (Executive Director of Fundación Cerro Porteño). From these interviews, our team gathered different perspectives on the potential benefits of the Fútbol Sin Pobreza program and collected testimonies and quotes that were used in the creation of promotional materials.

3.2 Assessment of Fútbol Sin Pobreza's Current Public Outreach

There are several outreach methods that Fundación Paraguaya has used to promote Fútbol Sin Pobreza. The current published materials contain information about the program and how it strives to decrease the poverty level within the Paraguayan fútbol community. Some social media platforms where Fundación Paraguaya has tried to present the program include Youtube, Facebook, Twitter, and Instagram.

One example of their promotional materials posted on social media is the Twitter and Facebook hashtag *#FutbolSinPobreza*. Fundación Paraguaya and other sporting companies, like the RF Entertainment Group, have made posts on Facebook using this hashtag to promote the program. An example Facebook post is presented in *Figure 3 (Fundación Paraguaya, 2018)*. Fundación Paraguaya's Twitter page hosts the official promotional video for the Fútbol Sin Pobreza program as well as the hashtag. ([#futbolsinpobreza - Explore | Facebook, n.d.](#))



Figure 3: Example of Promotional Material Posted by Fundación Paraguaya on their Facebook Page

Fútbol Sin Pobreza's current outreach methods were analyzed using a SWOT chart outlining the strengths, weaknesses, opportunities, and threats of a given situation by breaking it down into these four categories (Gürel & Tat, 2017). The SWOT analysis of Fundación Paraguaya's current outreach methods can be seen in Table 1.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> -Fundación Paraguaya has effective resources to promote Poverty Spotlight in their existing programs -Directly connected to Fundación Paraguaya and Poverty Spotlight 	<ul style="list-style-type: none"> - There hasn't been much advertising for the program - Only current promotion is a few Instagram and Facebook posts featuring the #FútbolSinPobreza 	<ul style="list-style-type: none"> -Over 70 athletes are currently involved in the program. - Strong Social Media Following - Fundación Paraguaya has 100+ business connections 	<ul style="list-style-type: none"> - The COVID-19 pandemic has dwindled the possible expansion of the program - Cancellation of lower league games

Table 1: SWOT Analysis of Fundación Paraguaya's Current Outreach Methods

The main strength of Fútbol Sin Pobreza's outreach methods are the existing promotional material created by Fundación Paraguaya. These promotional materials are being used in other successful programs and could serve as a template for the creation of new promotional materials. In addition, Fútbol Sin Pobreza is directly affiliated with Fundación Paraguaya, which adds credibility and assurance to possible investors.

The main weaknesses of the outreach methods are the lack of advertising both in print and on social media. Over the past year there has not been any coverage of Fútbol Sin Pobreza in local media. Similarly, the last social media posts about the program were in early 2020. Even within the posts and videos created, they have not been viewed consistently, as each post published only received a minimal amount of likes and the YouTube video has only been viewed around 200 times. Another weakness that these materials possess is that despite the many different platforms that Fundación Paraguaya must promote the program, they do not have a centralized location that hosts the information and promotional materials about Fútbol Sin Pobreza, making the search for information difficult.

However, there are many opportunities to grow Fundación Paraguaya's current outreach. Over 50 athletes participated in the Fútbol Sin Pobreza pilot program. These players can be used to demonstrate the positive effects of Fútbol Sin Pobreza. Fundación Paraguaya's main Facebook and Instagram accounts boast an impressive number of followers, well into the tens of thousands. Fundación Paraguaya can reach a large online audience, and this could be used to further promote the program. Fundación Paraguaya has also partnered with over 100 companies in Paraguay that could act as a sponsor or investor for Fútbol Sin Pobreza.

The overwhelming threat that Fútbol Sin Pobreza is facing is the COVID-19 pandemic and season cancelation. Without young players participating in Paraguay's lower tier leagues, Fútbol Sin Pobreza has been rendered ineffective due to a lack of participants.

3.3 Creating Promotional Materials for Fútbol Clubs

To promote the Fútbol Sin Pobreza initiative to fútbol clubs around Paraguay, Fundación Paraguaya has tasked us with creating a presentation and a brochure.

To develop a presentation, we investigated the visual aspects and the content of Fundación Paraguaya’s current templates. In terms of visuals, we obtained their brand colors, fonts, and other assets to create a visually cohesive presentation. *Figure 4* is an example of the visual style Fundación Paraguaya currently uses to promote their projects in a professional setting. We achieved a similar look by using design tools to create assets that fit both Fundación Paraguaya’s standards and the Fútbol Sin Pobreza message. Our team used a combination of Adobe Illustrator, to create icons and other visual assets, as well as Microsoft PowerPoint to create a presentation file that would be easily editable in the future.



Figure 4: Sample Presentation to Promote the Poverty Stoplight

When deciding on content to include in the presentation template, we analyzed data from the pilot Fútbol Sin Pobreza program. This pilot, conducted in 2019, was co-sponsored by the Fundación Cerro Porteño and involved 50 fútbol players. As outlined in the previous section, we interviewed the president of Fundación Cerro Porteño to get a firsthand account of how beneficial the program can be for clubs, resulting in a testimonial video that was incorporated into the presentation. Additionally, we analyzed Fundación Paraguaya’s Poverty Stoplight report from the program, collecting data about the reduction of poverty in the team.

Fundación Paraguaya would also like a brochure that explains the benefits of the program to distribute to rural clubs outside of Asunción. We incorporated the assets created for the

presentation, as well as the data we came across when analyzing the pilot program. This brochure will be distributed in an electronic and paper format in rural Paraguay. *Figure 5* includes an example of a Fundación Paraguaya brochure used to promote the Poverty Stoplight program. We used the same design tools to achieve a cohesive visual style with Fundación Paraguaya's current promotional materials.

SEMÁFORO DE ELIMINACIÓN DE POBREZA

Utilizando innovación social y tecnología móvil construimos un mundo sin pobreza donde todos queremos vivir

El Semáforo es una herramienta que busca activar el potencial de las familias para eliminar la pobreza multidimensional. Utilizando una plataforma tecnológica, ofrece una autoevaluación y modelo de intervención que permite a las personas convertirse en protagonistas de sus estrategias de eliminación de pobreza y desarrollar soluciones prácticas para superar sus necesidades específicas.

Dimensiones e Indicadores

La autoevaluación desglosa el concepto de pobreza en 6 dimensiones y 50 indicadores estándares que utilizan los colores tradicionales de un semáforo para indicar pobreza extrema (rojo), pobreza (amarillo) y sin pobreza (verde).

- Ingresos & Empleo
- Salud & Medio ambiente
- Vivienda & Infraestructura
- Organización & Participación
- Educación & Cultura
- Interioridad & Motivación

Comunidad del Semáforo

Trabajamos con organizaciones de diferentes sectores y reunimos una red de actores internacionales con una misión clara: eliminar la pobreza global. El Semáforo es implementado por gobiernos, pequeñas y medianas empresas, organizaciones sin fines de lucro, cooperativas, microfinancieras, instituciones académicas y clubes deportivos, entre otros.

+100,000 Semáforos en el mundo

29 Países

13 Hubs

21 Proyectos Especiales

316 Organizaciones

¡Únete al movimiento!

La Comunidad del Semáforo reúne a diferentes actores, desde socios implementadores hasta aliados estratégicos, a fin de crear un espacio de aprendizaje y cooperación. Existen tres formas de unirse:

- Hubs del Semáforo**: Estos socios representan y distribuyen el Semáforo en un área geográfica específica. Tienen capacidad para encontrar y capacitar socios locales a fin de integrar esta herramienta a sus programas.
- Proyectos Especiales**: Estos socios implementan el Semáforo en sus programas. A diferencia de los Hubs, no representan ni distribuyen el Semáforo, sino que trabajan para activar a sus propios beneficiarios.
- Aliados Estratégicos**: Estos socios apoyan al Semáforo como investigadores, desarrolladores, inversionistas, consultores, entre otros. Existen varias posibilidades para colaborar y acelerar el desarrollo del Semáforo.

Una metodología de **fundación paraguay**

www.povertystoplight.org | info@povertystoplight.org

Actualizado a enero 2020

Cómo funciona

- 1 ¡Únete al movimiento!**
La organización aprende sobre la herramienta y decide convertirse en Hub del Semáforo, en Proyecto Especial o en Aliado Estratégico. Luego, firma un convenio con la Fundación Paraguaya.
- 2 Integra el Semáforo**
La organización se entrena en la metodología y tecnología de la herramienta. Entonces adapta la encuesta de autoevaluación para hacerla relevante a nivel local e integra el Semáforo a su operativa para potenciar programas existentes o desarrollar nuevos proyectos.
- 3 Administra la encuesta**
La organización administra la encuesta de autoevaluación a las familias a través de la plataforma tecnológica, usando teléfonos, tabletas o computadoras. Cuando se termina la encuesta, se crea una imagen clara de las fortalezas y privaciones de cada familia.
- 4 Impulsa soluciones**
Con el apoyo de la organización, las familias eligen sus prioridades y trabajan para diseñar sus propias estrategias de eliminación de pobreza. Por su parte, la organización utiliza los datos recolectados por el Semáforo y realiza intervenciones.
- 5 Aprende y Avanza**
Después de trabajar en sus prioridades, las familias actualizan su encuesta de autoevaluación. Tanto ellas como la organización visualizan su progreso, establecen nuevas prioridades y mejoran sus estrategias para eliminar la pobreza.

Figure 5: Sample Brochure to Promote the Poverty Stoplight

3.4 Create a Fundraising Plan for Fútbol Clubs and Fundación Paraguaya

While many smaller football clubs in Paraguay would join the Fútbol Sin Pobreza initiative without hesitation, the upfront cost of the program may pose too large of a financial commitment. Smaller clubs in rural Paraguay may not have the financial backing to start the program when compared to larger clubs from the capital city of Asunción, such as Cerro Porteño and Olimpia. In order for these smaller clubs to finance the program, they must use fundraising strategies.

There are many possible fundraising strategies that can be employed in Paraguay to successfully cover the program cost. To find possible fundraising opportunities, our team hosted a brainstorming session that took place with members of the Fundación Paraguaya. The rules for the brainstorming session are outlined on *Appendix A*. A total of 35 fundraising ideas were then collected. These ideas are also listed in *Appendix A*.

In order to select which fundraising strategies the group would pursue further, each member of the Fundación Paraguaya staff and the group made decision matrices. A decision matrix is a tool that helps in the selection of an idea or topic. In a decision matrix, different characteristics are given a weighted value and then each idea is evaluated based on the listed characteristics. Each fundraising method is then given a final overall score and the fundraising ideas are then ranked. An example decision matrix can be seen in *Appendix D*.

Finally, members of Fundación Paraguaya and our team selected the top four fundraising strategies. The four fundraising strategies that will be evaluated further are Crowdfunding, Adopt a Footballer, Company Sponsorship, and Raffles and Auctions.

3.5 Research Ethics

This project was sponsored by Worcester Polytechnic Institute and is fulfilling the graduation requirement of the Interactive Qualifying Project. Outlined in this section are some ethical guidelines that were followed when conducting our research. Information was obtained through interviews and data collected from Fundación Paraguaya and by other affiliated organizations.

3.5.1 Ethics Within Interviews

When the interviews were conducted, we made the interviewee feel as comfortable as possible. Before the interview began, the interviewee was notified on the topics covered within the interview and sent a list of the questions. The interviewee was asked if they wish to remain anonymous and will be informed that they do not have to answer any questions they do not feel comfortable answering, to the point where they may end the interview process (“Ethical Issues in Interviews,” n.d.). A preparatory introduction for any interview is presented in *Appendix B*. Along with the introduction, we asked the interviewee if they are comfortable with our group recording the interview process; for some cases it may aid in the creation of the promotional materials and in others it is a security that we do not misinterpret what the interviewee stated during the interview.

Deliverables

We created five deliverables: a presentation outlining the Fútbol Sin Pobreza program, a testimonial video, a brochure that outlines the Fútbol Sin Pobreza program, a detailed list of ways to finance Fútbol Sin Pobreza, and a detailed financing guide.

Our first deliverable is a presentation that Fundación Paraguaya can use to promote the Fútbol Sin Pobreza program to fútbol executives and directives (see Appendix ____). The presentation includes information about the program and how the program can benefit a fútbol club. This is a presentation that can be given by a member of Fundación Paraguaya’s staff. Included within this presentation are speaker notes that help guide the presenter and ensures that they touch upon key points throughout the entire presentation.

Our second deliverable is a testimonial video that is included within the Fútbol Sin Pobreza presentation. The testimony is from an interview that our team conducted with Roberto Cáceres, the Director of Fundación Cerro Porteño. Cáceres spoke to the value and benefit of the Fútbol Sin Pobreza program during this interview. A brief audio clip was selected from the conversation and was attached to an image of Cáceres. This video also includes subtitles to allow for the audience to clearly see and hear what is being said.

Our third deliverable is a brochure that can alternatively be used to promote the Fútbol Sin Pobreza program. Fundación Paraguaya can send out the brochure to club executives and directives if they are unable to give a formal presentation in person. This brochure outlines the Fútbol Sin Pobreza program, how the program can benefit a fútbol club, and how the club can get into contact with Fundación Paraguaya.

Our fourth deliverable is a brainstormed list of ideas that outlines ways in which the the Futbol Sin Pobreza program can be financed (see in Appendix A). This list was created with the help of our counterparts with the hopes that either Fundacion Paraguaya, a futbol club, or the futbol community could help raise funds that would cover the cost to participate in the program.

Our last deliverable is a detailed financing guide. This guide can be used as an alternative resource to help fund the Futbol Sin Pobreza program. Four ideas were taken from the brainstorming session with our counterparts and were expanded into much more detail as to how to execute each specific financing method. This guide outlined methods such as company sponsors, auctions/raffles, crowdfunding, and an Adopt a Player program.

Problems

In the following section, we will describe obstacles our team came across when planning for and implementing the first steps of this project.

One of the first obstacles we came across in the early stages of this project was due to slow communication. When contacting people over email in particular, responses often took several days. This really slowed down the pace of our project, particularly when attempting to schedule interviews with both Fundación Paraguaya staff and players of the pilot program. We have since found that using WhatsApp is a much more effective form of communication when trying to reduce response times.

Another issue that we encountered when conducting research for our project was the difficulty of gaining access to the player's contact information. Partly due to the current pandemic in Paraguay, both Fundación Paraguaya and Fundación Cerro Porteño were unaware of whether the players that participated in the 2019 pilot program were still living in Asunción.

Therefore, it was challenging to obtain the necessary permissions to survey and interview the players, and thus our plan to interview the players was eliminated.

Our initial iteration of the project was targeted towards finding potential donors that could help fund the Fútbol Sin Pobreza program. As we begun with the IQP term our target audience shifted from potential donors to fútbol clubs in convincing them to join and find ways to cover the costs of the program. This miscommunication created a lot of confusion amongst our team members and the Fundación Paraguaya staff.

Findings

Early into our project we focused on collecting information through interviews and surveys. Some of the surveys and interviews were to come from previous players who have participated in the pilot program for Fútbol Sin Pobreza but unfortunately, our group has not been able to get in contact with them, as mentioned previously. Our group then began conducting interviews on Fundación Paraguaya employees as to understand how they viewed the pilot program. We interviewed three people: The General Manager from Fundación Paraguaya, a Program Coordinator for Businesses without Poverty, and a team member from the Stoplight for the Elimination of Poverty team. Each gave their insights and some data that they found when working on the pilot program, including some operational issues such as, “some kids had doubts, questions about whether there was more to do aside from the initial surveys.” And more prevalent health related problems such as, “the players are seven times more likely to get a sports injury if they have dental problems.”

Our team also conducted an interview with Roberto Cáceres, the Executive Director of Fundación Cerro Porteño. During this interview, we were mainly focused on finding the true value and benefits that the Fútbol Sin Pobreza pilot had for Cerro Porteño, and how those benefits could be extended to other clubs. From this conversation, we gathered important information such as the fact that the soccer world requires a more integral education, especially if kids are hoping to become professionals and get transferred to different countries. Additionally, Cáceres explained how Fútbol Sin Pobreza is a crucial tool in providing young players with such an education and giving them the tools they need to become well-rounded adults prepared for

their future. All of this information was invaluable when developing our promotional materials. The benefits of Fútbol Sin Pobreza were the backbone of our presentation and brochure. Our team also developed a short testimonial video with words and an image from Cáceres to serve as an introduction to our presentation.

In addition to collecting information from interviews, our project team held and completed a brainstorming session to discuss many new possible fundraising strategies for the Fútbol sin Pobreza program. During this brainstorming session, our project team joined together with members of Fundación Paraguaya and Poverty Spotlight to consider as many unique fundraising strategies as possible. Throughout the session, many different ideas were discussed, including a organizing a gaming tournament, which Fundación Paraguaya is already working on implementing. At the end of the session, we had a total of 35 funding ideas, and a lot of valuable information about the resources Fundación Paraguaya has in order to organize fundraising events. This information was used to develop our detailed financing plan, which was created after several in depth meeting with our counterparts. The detailed steps on how to carry out every funding method were discussed, as well as the resources needed to achieve each of them.

Conclusions & Recommendations

This section outlines recommendations that will help Fundación Paraguaya expand their Fútbol Sin Pobreza program to other fútbol clubs across Paraguay.

Our results showed that one of the main reasons the program was shut down, besides the COVID-19 pandemic, was a lack of enthusiasm and funding from club executives. Therefore, our team created several deliverables that can help Fundación Paraguaya resolve these issues.

First, the PowerPoint presentation developed by the project team should be used by Fundación Paraguaya to pitch the Fútbol Sin Pobreza program to other fútbol clubs in Paraguay. This presentation should be regularly updated with statistics from the program as it continues in the future. When Fundación Paraguaya is looking to expand the program to a new club, they should send a member of their team who will use our presentation as a guide to pitch the program and its benefits to club executives. The pitch should take no more than 15 minutes, and the presenter should attempt to keep the executives engaged.

Additionally, if Fundación Paraguaya is interested in reaching out to smaller rural clubs around the country, and they do not have staff members available to travel and carry out the pitch in person, they should distribute the brochure created by the project team. Similarly to the presentation, the brochure should be continually updated with recent statistics from the program as it develops. Furthermore, the brochure should be updated with the contact information of a staff member from Fundación Paraguaya who will become the point person for the program. Having one staff member consistently oversee the program will make it easier for clubs to contact Fundación Paraguaya when they are trying to join the Fútbol Sin Pobreza initiative.

Fundación Paraguaya should also consider partnering with Cerro Porteño when presenting Fútbol Sin Pobreza to other fútbol clubs in Paraguay. Our team found that the Fútbol Sin Pobreza initiative was not well-known around Paraguay, and therefore, involving a current participant of the program, especially such a large club as Cerro Porteño, gives more weight to this initiative and could encourage other clubs to participate.

In our research, financing issues were brought up many times when discussing problems with Fútbol Sin Pobreza. Therefore, our team proposed four different financing ideas to Fundación Paraguaya that could serve as alternatives to the clubs financing the program out of pocket. We concluded that Fundación Paraguaya should use the detailed funding plan that our team developed to set up financing alternatives for clubs who do not have the funds available for the program.

This program will contribute to Fundación Paraguaya's goal to reduce poverty by using fútbol as a means of reaching vulnerable families. By introducing young fútbol players to the Poverty Stoplight, they can act against their and their family's poverty and create an alternative plan if they do not make it to the professional leagues.

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Appendix A: Brainstorming Ideas

The following is the complete list of funding ideas that our team, along with our Fundación Paraguaya counterparts, developed during our brainstorming session. These ideas were created to answer the question: “How can we finance Fútbol Sin Pobreza?”

Rules of the Brainstorming Session

1. There are no bad ideas, you can weed out some ideas later.
2. Create crazy ideas.
3. Build off other ideas.
4. Listen to other people’s ideas.
5. Create many, many ideas.

Ideas

- Fundación Paraguaya could launch a crowdfunding campaign on a platform such as GoFundMe, where the Fútbol Sin Pobreza program can be described, and the public can donate funds directly to the foundation.
- Fundación Paraguaya could sell T-Shirts or other forms of merchandising, where a part of the profits goes directly to funding the Fútbol Sin Pobreza program. A T-Shirt could be designed along with Cerro Porteño, for example, and a portion of sales can go to the.
- There are several companies, both Paraguayan and multinational, that have factories in small towns in Paraguay where there are small fútbol schools. These companies could commit to becoming the sponsor for the Fútbol Sin Pobreza program at these schools
- Fundación Paraguaya could organize a tournament with Paraguayan fútbol stars, where the cost of tickets goes directly to young kids who are going through the Fútbol Sin Pobreza program.
- The Paraguayan Fútbol Association (APF) is the governing fútbol authority in Paraguay. Every year, the APF gives small fútbol clubs economic help to encourage their development. If Fundación Paraguaya could form an alliance with the APF, not only would this give the Fútbol Sin Pobreza more wight and respect from the fútbol community, but it could also mean that the APF would reserve funds for small clubs to implement the Poverty Stoplight.

- The families that Benefit from the program could cover the Poverty Stoplight costs.
- Fundación Paraguaya could organize a gaming tournament on mobile devices where players pay an inscription fee that goes towards Fútbol Sin Pobreza. The tournament would be open to the public, so that many people who play videogames on their mobile devices can participate. There would be a prize for the winning team
- Sarah Cooper is a collaborator for Fundación Paraguaya who is well known in the art world. If she donated one of her paintings, it could be auctioned off in benefit of the Fútbol Sin Pobreza program.
- Fundación Paraguaya could organize a league like Fantasy Football but with Paraguayan fútbol games. The entry cost to the league would go towards Fútbol Sin Pobreza.
- Fundación Paraguaya could organize an auction featuring kit signed by Paraguayan sports stars in benefit of Fútbol Sin Pobreza.
- In order to reduce the program's implementation costs, Fundación Paraguaya could sign an agreement with the psychology majors in different colleges in Paraguay. The students could then act like therapists to work with the participants of the program and help Fundación Paraguaya to implement the Poverty Stoplight.
- Fundación Paraguaya could create a strong promotional campaign that invites people to participate in the Fútbol Sin Pobreza movement. This campaign could be even stronger if it was represented by well-known fútbol players in Paraguay. The more people get to know the program and join the movement, the easier it will be to gather funds.
- ApostoLA is a sports bet company in Paraguay. As a social program, Fundación Paraguaya could come to an agreement with ApostoLA in which a percentage of bet profits could go to Fútbol Sin Pobreza.
- Fundación Paraguaya could create a young volunteer network, where the volunteers help fight for the Fútbol Sin Pobreza program.
- Fundación Paraguaya could reach an agreement with local food Sellers on a national scale who could join into an annual food festival. At this food festival, visitors would pay a set amount to eat whatever they want from food stands, and all the profits would benefit Fútbol Sin Pobreza,

- Fundación Paraguaya could suggest that large fútbol clubs “adopt” smaller clubs. Whenever the larger clubs win, they must donate profits so that the small clubs or fútbol schools can implement the Poverty Stoplight
- There is a prominent Paraguayan community in New York City. Fundación Paraguaya could suggest that members of this community take care of the costs of the Poverty Stoplight at their town of origin’s local fútbol school.
- Gaining public support from soccer stars in Paraguay could give weight to the program and make it more known to the public.
- The presidents of fútbol clubs are a part of the same demographic as the presidents of comisiones vecinales, with whom the Poverty Stoplight is already being implemented. The same promotional and training strategies could be used for both groups.
- Fundación Paraguaya could organize an internal tournament with its collaborators, where they all pay a small sign-up price. There could be regional phases in each local Branch, and a final in Asunción with a prize for the winner.
- Fundación Paraguaya could organize a promotional campaign where fans of different fútbol clubs can demonstrate they are more passionate about their teams. In this campaign there would be an Instagram post where one like equals one dollar donated to the program.
- La Fundación Paraguaya podría organizar un torneo abierto de fútbol. Los beneficios vendrían de la inscripción y la entrada a los partidos. Como incentivo para participar, se podría organizar la final del torneo en Defensores, el estadio más grande de Paraguay, donde juega la selección
- Fundación Paraguaya could organize a charity concert for Fútbol Sin Pobreza
- Using the concept of Sister Cities in the world, where cities in different geographic and cultural regions team up to promote human relationships and cultural ties, Fundación Paraguaya could reach an agreement with the state of Kansas, who is Asunción sister state, so they can take on part of the cost of the Poverty Stoplight.
- Tab for a Cause is a program through which every time someone opens a new tab in Google, they save a small amount of money which they can then donate to a charity of their choice. Fundación Paraguaya could launch a Tab for a Cause initiative with Fútbol Sin Pobreza.

- Fundación Paraguaya could organize a music contest where the musicians pay an inscription price. The band with the most votes/ likes on social media can win half of the profits of the competition, while the other half would go to Fútbol Sin Pobreza. In a similar way, they could organize a team chant contest where the winner could become a team's official chant.
- Twitch streamers often organize charity streams, where all of the donations they receive during a period of time go to a specific charity. Fundación Paraguaya could contact some of Paraguay's most popular FIFA streamers and organize a charity stream to Benefit Fútbol Sin Pobreza.
- Fundación Paraguaya could organize a FIFA tournament between fútbol stars, where fans can place bets and the benefits go to the program.

Appendix B: Interview Script for Fundación Paraguaya Staff

This appendix describes a general introduction and some of the structured questions we asked throughout our interviews with the staff.

English:

Hello! My name is X and I am part of the Fútbol Sin Pobreza team. We are going to ask you a series of questions about the Fútbol Sin Pobreza program, but before beginning we would like to inform you that:

- Your participation in this interview is completely voluntary.
- You do not need to answer all questions we present to you.
- You can end the interview at any moment.

Additionally, none of your personal information nor your responses will be shared. Thank you for your collaboration!

1. What was your roll in the Fútbol Sin Pobreza program?
2. Before the program ended, what was your opinion about how the program functioned?
3. What would you change about the program considering the results of the pilot program?
4. When the program ended, what was your initial reaction?
5. In your opinion, why should a fútbol team participate in the Stoplight program?
6. How did the kids react to the Stoplight?
7. Were the directors of Cerro Porteño enthusiastic about the program?
8. Why did the program end?

Spanish:

¡Hola! Mi nombre es X y soy parte del equipo de Fútbol Sin Pobreza. Le vamos a hacer una serie de preguntas sobre el programa de Fútbol Sin Pobreza, pero antes de comenzar nos gustaría informarle de que:

- Su participación en esta entrevista es completamente voluntaria
- No necesita responder a todas las preguntas que le presentemos
- Puede acabar con su participación en cualquier momento

Adicionalmente, nada de su información personal ni sus respuestas se compartirán. ¡Muchas gracias por colaborar con nosotros!

1. ¿Cuál fue su rol en el programa Fútbol Sin Pobreza?
2. Antes de la terminación del programa, ¿cuál era su opinión sobre el funcionamiento de Fútbol Sin Pobreza?
3. ¿Qué cambiaría sobre el programa considerando los resultados del piloto?
4. Cuando termino el programa, ¿cuál fue su reacción inicial?
5. ¿En su opinión, por qué un club de futbol debería participar en el programa del Semáforo?
6. ¿Como reaccionaron los chicos al semáforo?
7. ¿Los directivos del Cerro Porteño estaban entusiasmados?
8. ¿Por qué dejaron el programa?

Appendix C: Example Interview Response

English:

Hello! My name is X and I am part of the Fútbol Sin Pobreza team. We are going to ask you a series of questions about the Fútbol Sin Pobreza program, but before beginning we would like to inform you that:

- Your participation in this interview is completely voluntary.
- You do not need to answer all questions we present to you.
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Additionally, none of your personal information nor your responses will be shared. Thank you for your collaboration!

1. What was your roll in the Fútbol Sin Pobreza program?

They were a technical advisor, coordinating the logistics part, participated in the planning meeting and they were someone who gave out surveys when they went out to field to work with the kids at Cerro Porteño. They were there since the first meetings, and in the moment to make the surveys. They made the information and presented them to the club, and selected points that they wanted to prioritize in the survey. That is where they left off with the pilot program, that was not finished, no implementation of actions and solutions, due to inconveniences of the club and lack of time the project came to a standstill. They worked with the club and those in charge of the program.

2. Before the program ended, what was your opinion about how the program functioned?

At the start, very efficient, very agile, short meetings, and meeting with the president and someone in charge of the club, who gave us context of the club and their players and went planning how they were going to work, when they would work, etc. The work was agile, few meetings to plan activities. After the survey, the club had doubts with the solutions, the work stopped, difficult to go to the players. All the kids were far, and it was hard to implement solutions. The Stoplight is an integral program, after the survey actions were always taken, but it became complicated as the club was concentrated but

the players and their families were not. Even with that, there always was an initiative from the club, to work with the kids and not their families, now that the kids were concentrated. They sat down with coordinator of the program to define which activities they wanted to do but it got left at that. At the start there was a predisposition, but then it derailed. By the end of 2020 there were conversations, but they could not restart the program. With difficulties that they could not overcome, the pilot program ended.

3. What would you change about the program considering the results of the pilot program?

They would change the roles and responsibilities of the different parties. There was a large demand from the club to Fundación Paraguaya, they intervened a lot during the project even when it didn't finish due to the club not completing their objectives. Until a point where Fundación Paraguaya could take responsibility of what the club had to do.

That the clubs have a team of capable people to help aid the success of the program. They need to be able to complete their tasks, they talked a lot but nothing came out of it. Promises and time from part of the club.

Also, to define the public objective, one can not select a group of people that won't work, due to lack of tools. To select a group of people that will carry the project to the end. To select well their objective population.

4. When the program ended, what was your initial reaction?

They felt dissatisfied, huge expectations, something completely new, in the club and in Fundación Paraguaya high expectations, but no conclusion. The mission that the club had with Fútbol Sin Pobreza was very important and it would have made a real change. If they take their parts and take responsibility, it would be a great change for the community. Many projects could not come to fruition, unsatisfactory.

5. In your opinion, why should a fútbol team participate in the Stoplight program?

Soccer requires that someone in an integral manner is well, and by just as much their family. Soccer is a great tool to eliminate poverty. Soccer Clubs should concentrate on psychological, educational, and support of the kids. That helps the kids reach a higher potential. Fútbol Sin Pobreza is a great ally, a great tool for clubs to have integral players with better care. Much more efficiency, motivation, and they could bring more benefits to clubs. It's not a magic formula, it requires support from the club as well. They would like to close the pilot with Cerro Porteño and show other clubs the results of the program to show that players are more focused, play for longer, and it will help the players in the club extrapolate results from Fútbol Sin Pobreza.

6. How did the kids react to the Stoplight?

The kids were very happy, they could improve aspects of their lives that were left unattended. The families were living poorly, but the kids lived fine since the club was taking care of them. The players acclimated to the situation well since this was the way to improve the lives of their families. All the interviews went well. Some of the kids had their doubts and questions whether they were going to do more than the singular survey.

7. Were the directors of Cerro Porteño enthusiastic about the program?

Yes, at first, they were very enthusiastic, they were going to organize everything. When the program started they were eager to work on the program. Once they received the results, the enthusiasm faded. Responses took a while, and there were less and less meetings, little volunteering, and a lot of indifference. They were focused on other things.

8. Why did the program end?

She thinks that although she never asked why, it may be that they did not know how to advance, they did not have enough resources, they were surprised by the situation and did

not know how to work through it. They suggested other projects in which they are currently working on.

Spanish:

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- Su participación en esta entrevista es completamente voluntaria
- No necesita responder a todas las preguntas que le presentemos
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Adicionalmente, nada de su información personal ni sus respuestas se compartirán. ¡Muchas gracias por colaborar con nosotros!

1. ¿Cuál fue su rol en el programa Fútbol Sin Pobreza?

Ella estuvo de asesora técnica, coordinando la parte logística, estuve en las reuniones de planificación y como encuestadora cuando fueron a campo a trabajar con los chicos del Cerro Porteño. Estuvo desde las primeras reuniones, y en el momento de hacer las encuestas. Hicieron el informe y se lo presentaron al club, eligieron qué aspectos querían priorizar de la encuesta, ahí es donde se quedaron en el piloto, que no se finalizó, no implementaron acciones y soluciones, por inconvenientes del club y falta de tiempo se estancó el proyecto. Trabajó con el club, con los encargados del programa.

2. Antes de la terminación del programa, ¿cuál era su opinión sobre el funcionamiento de Fútbol Sin Pobreza?

En un principio, muy eficiente, muy ágil, reuniones cortas, se reunían con el presidente y un encargado del club, les comentaban contexto del club y los jugadores e iban planificando cómo iban a trabajar, qué días trabajaban, etc. El trabajo fue muy ágil, se reunían a menudo, planeaban actividades. Después de la toma de encuestas, el club tenía dudas con las soluciones, el trabajo se paró, difícil llegar a los jugadores. Todos los

chicos eran de distintas partes de Paraguay, no sabían cómo llegar a todos los chicos porque estaban muy dispersos, no se pudo implementar soluciones. Es un programa integral el semáforo, después de la encuesta siempre se toman acciones, se dificulta porque el club está concentrado pero los chicos y sus familias no. A pesar de eso, siempre hubo esa voluntad del club, trabajar solo con los chicos y no con sus familias, ya que están más concentrados. Se sentaron con el coordinador a definir qué actividades querían hacer pero eso se quedó ahí. Al principio había predisposición pero luego se detuvo. A finales de 2020 tuvieron conversaciones pero aún así no se pudieron retomar. Dificultades que no se pudieron comunicar, terminó el piloto.

3. ¿Qué cambiaría sobre el programa considerando los resultados del piloto?

Cambiaría los roles y responsabilidades de ambas partes. Había una demanda muy grande del club a Fundación Paraguaya, invirtieron mucho en el proyecto, aunque no terminó porque el club no cumplió con sus objetivos. hasta qué punto Fundación Paraguaya puede tener responsabilidad y qué tiene que hacer el club. Que el club tenga un equipo de personas capacitadas para poder apoyar el éxito del programa del semáforo. Tienen que poder ejecutar las cosas, se conversaba mucho pero no sucedían las cosas. Compromiso y tiempo por parte del club.

También definiría bien el público objetivo, no pueden seleccionar una población con quien no van a poder trabajar, por falta de herramientas. Seleccionar un grupo de personas con las que van a poder llevar a cabo el proyecto hasta que finalice. Seleccionar bien su población objetiva.

4. Cuando termino el programa, ¿cuál fue su reacción inicial?

El fútbol requiere que una persona de manera integral esté bien, tanto esa persona como toda su familia. El fútbol es una buena herramienta para la eliminación de pobreza. Los clubes deben centrarse en lo psicológico, educativo, apoyo integral a los chicos. Esto lleva a mayor éxito con los chicos. Fútbol Sin Pobreza es un buen aliado, una buena

herramienta para que los clubes tengan jugadores que sean personas íntegras y tengan mejor rendimiento. Mucha más eficiencia, motivación, puede traer grandes beneficios a los clubes. No es una fórmula mágica, requiere compromiso del club también. Le encantaría cerrar el piloto con cerro, y mostrarle los resultados a otros clubes para demostrar que los jugadores estén más concentrados, estén más tiempo en el club, extrapolar resultados de Fútbol Sin Pobreza al rendimiento de los chicos en el club.

5. ¿En su opinión, por qué un club de futbol debería participar en el programa del Semáforo?

El fútbol requiere que una persona de manera integral esté bien, tanto esa persona como toda su familia. El fútbol es una buena herramienta para la eliminación de pobreza. Los clubes deben centrarse en lo psicológico, educativo, apoyo integral a los chicos. Esto lleva a mayor éxito con los chicos. Fútbol Sin Pobreza es un buen aliado, una buena herramienta para que los clubes tengan jugadores que sean personas íntegras y tengan mejor rendimiento. Mucha más eficiencia, motivación, puede traer grandes beneficios a los clubes. No es una fórmula mágica, requiere compromiso del club también. Le encantaría cerrar el piloto con cerro, y mostrarle los resultados a otros clubes para demostrar que los jugadores estén más concentrados, estén más tiempo en el club, extrapolar resultados de FSP al rendimiento de los chicos en el club.

6. ¿Como reaccionaron los chicos al semáforo?

Los chicos estaban muy contentos, podían ir mejorando aspectos de su vida que estaban desatendidos. Sus familias estaban pasándolo muy mal, ellos no porque el club les está cuidando. Ellos recibieron muy bien porque era la opción para que su familia esté mejor por fin. Todas las entrevistas fueron muy bien recibidas. Algunos chicos tenían dudas, preguntas sobre si se iba a hacer más que las encuestas.

7. ¿Los directivos del Cerro Porteño estaban entusiasmados?

Sí, en un principio estaban muy entusiasmados, iban organizando todo. Cuando empezó el programa tenían muchas ganas de poner en marcha el programa y avanzaron bien. A partir de los resultados, el entusiasmo inicial se apagó. Demoran las respuestas, cada vez menos reuniones, muy poca voluntad, mucha indiferencia. Estaban enfocados en otras cosas.

8. ¿Por qué dejaron el programa?

Ella piensa que aunque nunca les preguntó que no sabían cómo avanzar, no tenían recursos, se habían sentido un poco sobrepasados por la situación, no sabían cómo trabajarlo. Habrán surgido nuevos proyectos en los que están trabajando.

Appendix D: Decision Matrix

Decision Matrix for Financing Ideas for Fútbol Sin Pobreza	Involvement of Organization Heads	Viability	Resources Needed	Longevity	Difficulty	Weighted Total
Weighted Criteria	3	5	4	2	5	--
Gaming Tournament	5	4	5	3	5	4.53
Adopt a Player	3	4	4	5	4	3.95
Soccer Star Equipment Raffle	3	2	3	1	2	2.26
Crowdfunding	5	5	5	5	5	5.00
Factories Sponsor the Schools	5	3	4	5	3	3.74
Soccer Star Tournament	4	4	2	2	3	3.11

Explanation of Criteria

Involvement of Organization Heads:

This criterion measures the involvement of higher ups in Fundación Paraguaya to begin the new financing idea. This criterion is measured from 1 being heavily involved, to 5 where there is little involvement.

Viability:

This criterion measures the preparation time, because we would like to be able to present solutions at the end of the term. This was measured from a range of 1 signifying that the financing idea would take a long time to complete, to 5 where it would be something quick to complete.

Resources Needed:

This criterion describes the necessary resources our group would need to complete the project. Measured from a range of 1 signifying that we would need many resources, to 5 meaning that we would not need many resources to complete our objective.

Longevity:

This criterion measures how long this idea could acquire money. This was measured from 1 being that this would be a one-time event that would collect money in a short period of time, to 5 where the financing idea could last quite a while and collect money through that time.

Difficulty:

This criterion measures how difficult the execution of the project could take. 1 represents a difficult time in trying to execute the plan and 5 is measured as being very simple in how one would execute the financing idea.

Explanation of Ideas

Gaming Tournament:

Fundación Paraguaya could organize a mobile gaming tournament, where the participants pay an inscription fee that will be donated to Fútbol Sin Pobreza. The tournament would be open to the public where a large group of people could play on their cellphones. There will be a prize for the winning team.

Adopt a Player:

Fundación Paraguaya could have the option to “adopt” a player from a soccer club, and those who adopt the player could pay for the Stoplight costs for the player.

Soccer Star Equipment Raffle:

Fundación Paraugaya could organize a raffle of signed jerseys and shoes from Paraguayan soccer stars, and the proceeds would go to the program.

Crowdfunding:

Fundación Paraguaya could launch a crowdfunding platform like GoFundMe, in which the program Fútbol Sin Pobreza could be advertised and the public could donate directly to the program.

Factories Sponsor Schools:

There are several companies, many Paraguayan and multinational, that have factories in Paraguayan towns where there are soccer schools. These companies could be a sponsor of Fútbol Sin Pobreza for the schools.

Soccer Star Tournament:

Fundación Paraguaya could organize a gaming tournament with Paraguayan soccer stars, where the cost for tickets would go directly to the players within the program.