

Annual Report 2014

Timor-Leste:
Boosting Sport Development



Executive Summary



What we did

click to access

- Assessed the **key needs and vision** for sport in Timor-Leste
- Organized **three training programs** for different audiences, with a total of 24 workshops during the year, on Strategy & Leadership, Sport Management, and Sport Administration
- Supported national federations through **coaching and advice**
- Organized a series of **activities with multiple stakeholders** to promote sport development, including a pilot of a simple athletics event for kids

Key lessons

click to access

- **Needs assessment is particularly challenging** when stakeholders don't know (or cannot articulate) what they want or need
- **Training must be in local language, simple, practical and facilitated;** and financial incentives, food and certificates matter a lot in Timor-Leste
- The MegaSprinter (athletics event) pilot showed that **we can leverage existing capabilities** with limited effort for great effect
- There is **high demand for sport expertise** and support, but it is **not easy to monetize** our services in order to make our business sustainable

Priorities

click to access

- **SportImpact's current priorities** are to develop a sustainable business model and human resources strategy, to engage stakeholders beyond organized sport, to continue our experiments, and to assess impact to prove results. In general, we focus on **being role models** in our work with others



What we did

What we did



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Thanks! Partners & Supporters



Connected (with) key stakeholders, mapped needs and invited to our project

Government

✓ Secretary of State
for Youth and Sport (SEJD)
Miguel Manetelu

■ Recognized by
international orgs.
■ Not yet recognized by
international orgs.

Umbrella organizations

✓ CONTL ¹ Francisco Kalbuadi	✓ CNPTL ² Julião da Silva	Special Olympics Sebastião Soares	✓ CDTL ³ Higino António	✓ FDA-TL ⁴ Zeferino Tilman
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Olympic sport federations

✓ Athletics Afrânio Amaral	✓ Badminton Francisco Young	✓ Basketball Alberto Carlos	✓ Boxing Tito da Costa	Canoeing Lourenço de Oliveira
✓ Cycling Ângelo Henriques	✓ Football Francisco Kalbuadi	✓ Shooting Domingos Raul	✓ Swimming Laurentino Guterres	✓ Table Tennis Julião da Silva
✓ Taekwondo Luís Lemos	✓ Tennis João dos Mártires	✓ Volleyball Inocência Araujo	✓ Weightlifting Vicente Carvalho	✓ Ski Hélder Encarnação

Non-Olympic sport federations

✓ Aikido Francisco Barreto	Auto Sports ---	✓ Karate Higino António	✓ Kempo Fernando La Sama	Motorcross Mateus da Cruz
✓ Silat Noe Gaspar	✓ Chess Zeferino Tilman	✓ Wushu Domingos Mesquita		

Others (clubs, associations)

✓ S. D. Benfica Fernando Encarnação	✓ C. D. Maubara Arsenio	✓ Centro Santa Rafaela Maria Januário Barros	✓ Horse Riding* Fernando Encarnação	✓ Judo* José Rocha
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¹ CONTL = National Olympic Committee of Timor-Leste; ² CNPTL = National Paralympic Committee of Timor-Leste;

³ CDTL = Sport Confederation of Timor-Leste; ⁴ FDA-TL = Timor-Leste Academic Sport Federation

*Interested in founding a national federation

Together created a vision for Timor-Leste sport based on key needs



Key needs in Timor-Leste sport



Ongoing needs assessment with Timor-Leste sport leaders, coaches, athletes, etc. is critical to ensure interventions have an appropriate focus. Based on SportImpact's experience working closely with most sports, we identify the following **key needs in main areas**:

Governance & Leadership

- Establish and demand from members organizational formalities such as **statutes, annual General Assembly, annual plan, budget and report, registration** (athletes, coaches, referees, clubs, associations, ...), etc.
- Clearly define **responsibilities** for each leader (board members and others) and meet regularly to make key decisions
- Produce a **strategic plan** for the next four years, clarifying the vision for development and the role of the organization in all areas of intervention (administration, education, development, competitions, etc.)

Human Capital

- Organize **courses for coaches, referees and sport managers**, developing national trainers for basic level courses
- Hold **event organization courses** and support the organization of local/regional competitions

External Relations

- Establish **close and regular communications** with the IOC, international federations, the Secretary of State for Youth and Sport, sponsors, etc., building a good working relationship that leads to improved mutual support

Key needs in Timor-Leste sport (cont.)



Sports for All

- Stimulate the creation of **additional clubs** around the country
- Promote **non-competitive events for all** to increase sport practice, especially by kids in school age
- **Decentralize sports** through district/regional associations, local clubs and events

Elite Sport

- Implement **regular training sessions** for top athletes with qualified coaches
- Participate in **international competitions**
- Implement **support programs to top athletes** to allow them to focus on training

Events

- Create and expand **competition calendars** to include all age and gender groups, in all relevant disciplines, in all districts, sub-districts, sukus and villages
- Organize **large events** (e.g., international) and leverage them to accelerate sport development at grassroots and elite levels

Resources

- Create **volunteer programs** to recruit, train and retain talented human resources for sport management, training, etc.
- Develop **internal funding sources** such as memberships and event registration fees
- Improve the **media visibility** of Timor-Leste sport events (TV, newspapers, etc.) to grow **private sponsorships**
- Maintain **regular contacts and apply** for Olympic Solidarity, Olympic Council of Asia, international federations, Asian sport confederations and other countries' Olympic Committees and federations support (e.g., equipment, experts, trainers, funding, etc.)

What we did



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- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
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Implemented 3 training programs for 3 key target groups

1

Strategy & Leadership

Top leaders

1. Initial project presentation
2. Vision & Strategy
3. Planning & Olympic Solidarity
4. Sport Development
5. Elite Development
6. Funding
7. Sport Confederation Strategy
8. National Sport Strategy

2

Sport Management

Project managers

1. Intro & Event Organization
2. Sport Marketing
3. Media & Communication
4. Financing
5. Event Operations
6. Project Management
7. Project Evaluation
8. Summary, Exam & Wrap-up

3

Administration Management

Administration staff

1. Intro & Communication
2. Finance Management
3. Human Resources
4. Records & Databases
5. Formalization
6. Plan & Budget
7. Annual Report
8. Summary, Exam & Wrap-up

3 modules, 24 workshops



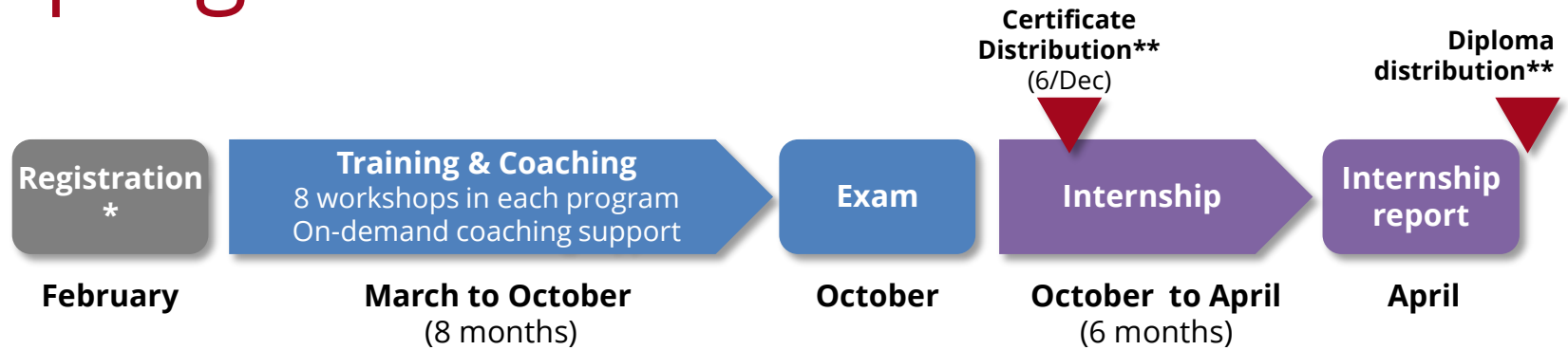
**Training
in Tetum &
Portuguese**

**Materials
in Tetum
customized to
local reality**

On-demand coaching sessions



Overall programs structure



1 Strategy & Leadership

X No registration process, given program flexibility

Flexible program: dates and topics defined according to federations' needs and opportunities during the year

X **No exam or internship** – we felt the more structured process made less sense for top leaders as most were not staff in the federations

2 Sport Management



8 workshops, with dates and topics defined from the start based on the initial needs assessment (detailed contents defined along the way, according to key needs of participants)



Participants who completed the final exam, could propose an internship project to put program lessons into **practical application**

3 Administration Management

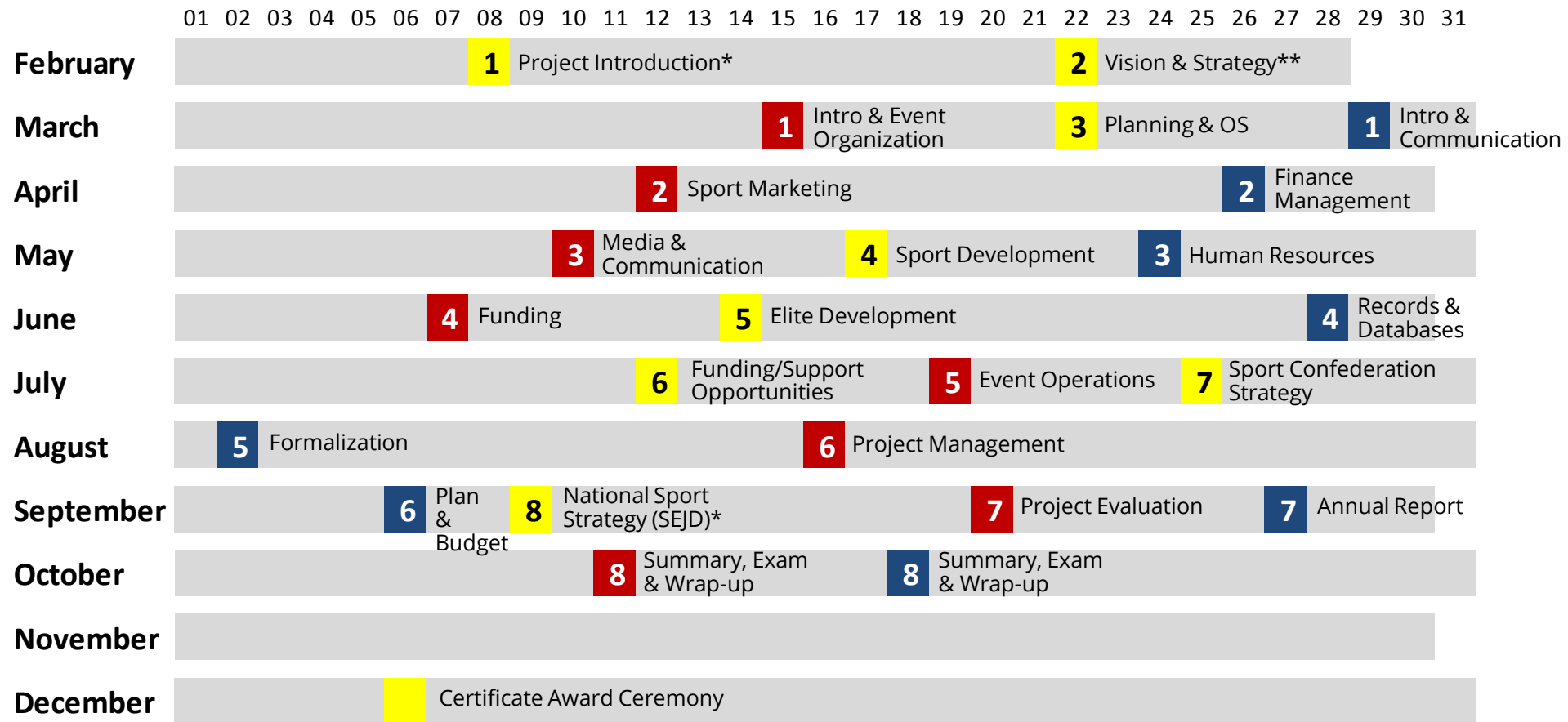


* The registration process helped build awareness of and commitment to the training programs. While we requested registration by a certain deadline using a specific form, signed by the leaders of each sport organization, we did not send anyone back, accepting everyone who showed up in any of our workshops

**Certificates for all three programs; Diplomas just for Sport and Administration Management participants who successfully complete their exam and internship 11



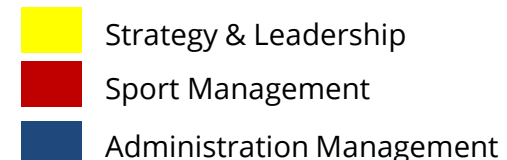
Intense calendar with 2-3 workshops per month from February to October



Saturdays, at Fundação Oriente (Dili)

Strategy & Leadership: 9am to 1pm

Project & Admin Management: 9am to 4pm



Workshop participation

Source: Presence lists

	Strategy & Leadership								Sport Management								Administration Management								participants	events	
Athletics	2	1	1	1	1	1	1	1	3	3	3	2	2	2	1	1	1	1	2	1	1	1	33	22			
Kempo	2	1	4	1	3	1		2	2	2		2		4	1	1		3	1	2	2	2	1		2	39	20
Karate	1	2	3	1	1	2		1	1	1	3	2		1	1	1		3	3	3	1	1			1	33	20
Boxing	3	3	3			3	1	2	1	2		1		2	1	1		1	1	1		2	1	1	1	31	19
Aikido	2	2	1	1	1			1	3	2	3	1	1			2		1	1		1	1	2	2	1	29	19
Cycling	1	1	3			2	1	3	3	2		2	2			1		2	2	2	2	1			1	31	17
Table Tennis			1			2	1	1	1	1		1		1	1	1		2			1	1	2	1		18	15
Tennis	1	1	1	1	1	6		1	4		3		1					3	1	1						25	13
Wushu	2	2	2	2	2	2	1	1	2		2	1							1	1						21	13
Volleyball	1	1	2	1	1		1	1	2	1								1								12	10
CDTL								2	2	2	1			1				2	1	1			1			13	9
Swimming	1	1	1						2									3	2	1		1			1	13	9
Taekwondo	1	1		1		1		1										2	2				1			10	8
Silat				1	1		1	1							1								3	1		9	7
Weightlifting	1					1		1			3												1			7	5
Basketball	1	1			1		1	1																		5	5
CNPTL																							1			5	4
Shooting	1	3						1																		5	3
Football	1								2																	3	2
FDA-TL						1		1																		2	2
Judo			1			1																				2	2
Ski			2																							2	1
CONTL	1																									1	1
Badminton			1																							1	1
Horse Riding																		1								1	1
Canoeing																										0	0
SEJD								11																		11	1
Club/NGO									3	1	2	1		5	10			2	2		1	8	5	9		49	12
UNTL									7	2	2	2		1	1	2		8	6	2	3	1	1	1	2	41	15
Other								10	1		1															12	3
# participants	22	20	26	10	12	23	8	43	39	19	23	15	6	17	17	10		35	24	14	11	20	20	16	10	460	
# groups	16	13	15	9	9	13	8	20	16	11	10	10	4	8	8	8		15	13	9	7	10	13	7	8		

Promotion to maximize participation



General awareness

Electronic booklet with information about the program



Press releases in Tetum, English and Portuguese

**Press release – Timor-Leste 2016:
Boosting Sport Development**

Posted on 28 March 2014

Verêr em português oficial

English version below



PRESS RELEASE

Dili, Timor-Leste - Sesta, 28 Marsu 2014

Programa ba Hasaa Kapasidade Jestaun Desportu nian iha Timor-Leste:
SportImpact atu halo Projeitu atu aselera dezamvolvimentu desportu nian iha
Timor-Leste.

Iha sabadu, 29 Marsu, tuku 9 dadeer, iha Fundação Oriente, SportImpact komesa
formasaun ida kua ba jestaun desportu, parte projeitu "Timor-Leste 2016: Aselera

Targeted promotion

**Invitation letters to all NFs,
CONTL, CDTL, SEJD, etc. (3/Mar)**

SMS/calls to participants (weekly)

**Street banners at
strategic locations (22/Mar)**



In front of CONTL



In front of SEJD

Location

Fundação Oriente:
central location in Dili, with
excellent training facilities
at affordable prices



Entrance to workshop room



Entrance to workshop building

Small-group exercises



Leaders' dialogue



Peer sharing sessions



Role plays & simulations
(e.g., of a General Assembly)



Expert sharing sessions



Brainstorming



Competitions (e.g., quiz show
'who wants to be a millionaire')



Individual &
group presentations



Other tools & dynamics
(icebreakers, videos, etc.)



Strategy & Leadership workshops

1

Initial Project Presentation



2

Vision & Strategy



3

Olympic Solidarity



4

Sport Development



5

Elite Development



6

Funding



7

Sport Confederation Strategy



8

National Sport Strategy



Sport Management workshops



Administration Management workshops



Exams: summary of practical lessons



We concluded the Sport Management and Administration Management programs with a summary of the whole program, followed by a fun quiz and a formal written exam, where participants were asked to practice key lessons from the program:

Sport Management Exam Questions

1. Your project: date, place, objectives, participants, ...
2. Draw your projects' organizing committee's organizational chart (with names & positions)
3. Prepare your workplan (task, responsible, date)
4. Define your project's communication strategy (target audience, action plan)
5. Draw a street banner to advertise your project
6. Draw a t-shirt for your project
7. List expense categories for your project
8. Prepare your project's expense budget
9. List income sources for your project
10. Prepare your project's income budget
11. Write the table of contents for a sponsorship proposal for your project
12. Write the table of contents for your project's report
13. Describe what you learned in this program and what you are applying at your organization

Administration Management Exam Questions

1. Your organization's contacts (and plans for improvement)
2. General Assembly: frequency, voting rights, competencies
3. How to legalize/register an organization?
4. What matters are covered by your organization's Statutes?
5. Draw your organization's organizational chart (executive committee & staff)
6. Write a simple letter to invite the Secretary of State to an event
7. List information needed for a complete database of your organization's athletes
8. Prepare your expense budget for 2015
9. Prepare your income budget for 2015
10. Write the table of contents of your annual plan 2015
11. List activities to include in your organization's annual report 2014
12. Describe what you learned in this program and what you are applying at your organization

Internships for practical application



To stimulate participants to make good use of what they learned in the programs, we invited those who completed the exams to fill a form to plan an internship plan for the six months that followed, including specifying concrete names of people they would be teaching in order to 'pay forward' what they learned. Here are the projects proposed by each person:

Sport Management Internships

- **Rocky Nahak** (Boxing): Develop the Boxing Kids project
- **Ferdi dos Santos** (Karate): Organize the National Championship Xanana Cup 2015
- **Josefa Soares** (Athletics): Organize the Youth National Championship 2015
- **Augusto Guterres** (Aikido): Teach to District Associations the lessons from SportImpact programs
- **Jose Belo** (Kempo): Organize Kempo national event
- **Noviana Marques** (UNTIL): Organize Basketball matches for secondary school students
- **Dircia Alves** (Cycling): Organize BMX Kids & Junior events
- **Pedro Fernandes** (UNTIL): Organize Futsal matches between secondary schools
- **Nelson Moniz** (Table Tennis): Prepare the Congress of the Timor-Leste Paralympic Table Tennis Federation
- **Juleysia Lopes** (Aikido): Organize training on Finance and Administration for the Dili district association

Administration Management Internships

- **Rocky Nahak** (Boxing): Improve the federation through administration, finance and project management
- **Ferdi dos Santos** (Karate): Teach to other people the lessons from the programs
- **Josefa Soares** (Athletics): Teach colleagues in the office about Administration Management
- **Augusto Guterres** (Aikido): Practice lessons and teach district associations about Administration and Finance
- **José Belo** (Kempo): Improve administration at the Kempo federation
- **Noviana Marques** (UNTIL): Teach federation members how to improve the administration, especially budgeting
- **Dircia Alves** (Cycling): Share lessons with colleague
- **Pedro Fernandes** (UNTIL): Improve budgeting and administration
- **Vasco Ribeiro** (Kempo): Improve administration at the Kempo federation
- **Júlio Pereira** (Swimming): Provide administration training

Award ceremony



To publicly recognize the commitment of all who took part during the year, we organized a final summary workshop followed by a ceremony to distribute certificates to those who took part in at least 4 workshops in the Sport Management and Administration programs, and at least 3 workshops in the Strategy & Leadership program (lower requirement as it was a more flexible program where federations could send different leaders to each session). Their names and sports are listed on the next three pages.

The Secretary of State for Youth and Sport was represented by the General Director, José Luis de Oliveira, who distributed certificates and addressed the audience.

Rocky Marciano Nahak (left in the picture), from the **Timor-Leste Boxing Federation**, and **Ferdi Alcino dos Santos** (right in the picture), from the **Timor-Leste Karate Federation**, received special certificates recognizing them as the most participative of all participants:

- Rocky took part in 19 of the 24 workshops in all 3 programs: 7 in Administration Management, 6 in Sport Management, and 6 in Strategy & Leadership
- Ferdi took part in 7 workshops in Sport Management, and 6 in Administration Management

We look forward to seeing what Rocky and Ferdi will do to develop Boxing and Karate in Timor-Leste! And look forward to seeing what all other participants do in the near future!



Domingos Mesquita (Wushu¹)

Julianto Pereira (Kempo¹)

Rocky Nahak (Boxing)

Afranio Amaral (Athletics¹)

Francisco Varudo (Aikido²)

Angelo Henriques (Cycling¹)

Angelo Moniz Jong (Tennis²)

Antonio C. Araujo (Karate²)

Sebastião Carvalho (Wushu²)

Luis Lemos (Taekwondo¹)

Dircia Alves (Cycling²)

Noé Gaspar (Silat¹)

Joel Pereira (Boxing²)

Vasco Ribeiro (Kempo)

Filomeno S. (Karate³)

Isildo Tilman (Basketball²)

Inocencio Araujo (Volleyball¹)

Laurentino Guterres (Swimming¹)

Maénio Calado (Volleyball)

Julião da Silva (Table Tennis/Paralympic¹)

João Mártires (Tennis¹)

Ferdi dos Santos (Karate)

Josefa Soares (Athletics)

Rocky Nahak (Boxing)

Augusto Guterres (Aikido)

Nelson Moniz (Table Tennis)

Jose Belo (Kempo)

João Dias Pereira (Athletics)

Noviana Marques (UNTIL)

Juleysia Lopes (Aikido)

Fernando da Costa (Athletics)

Dircia Alves (Cycling)

Rocky Nahak (Boxing)

Josefa Soares (Athletics)

Vasco Ribeiro (Kempo)

Augusto Guterres (Aikido)

Domingos Costa Araujo (UNTIL)

Ferdi dos Santos (Karate)

Dircia Alves (Cycling)

Noviana Marques (UNTIL)

Nelson Moniz (Table Tennis)

José Belo (Kempo)

Júlio Pereira (Swimming)

Pedro Fernandes (UNTIL)

Empowering coaching support



Since workshops are not sufficient to guarantee behavioral change, along the year we provided **on-demand support to sport federations**. Individuals and organizations requested our support on different matters. The most common were:

- Applications to Olympic Solidarity programs
- Marketing and communications of sport events
- Preparing a plan or proposal
- International contacts to request an international expert (e.g., for coaches training)

“We support your work. We don’t do your work.”

From the very beginning we made it clear that we could only support an organization if they had someone responsible for doing the associated work. This sometimes led to disappointment by both us and the organization, for instance when we had to repeatedly and unsuccessfully ask the NOC who was the person responsible for Olympic Day, ask the Wushu Federation who was in charge of international contacts, or ask the Cycling Federation to hire a marketing person – so that we could work with them.

The key challenge here is to balance our focus on empowerment by demanding clear commitment, with more proactive support when appropriate. Making support conditional to commitment can, in very precarious systems, create a chicken-and-egg problem, where in order to receive development support the NOC/NF needs to commit, but because of the weak development the NOC/NF will never commit, and therefore will never receive support to get out of the 'undeveloped trap'.

While there were good moments of collaborative work during the year, we feel it was challenging to generate true interest in our support. Our perception is that most sport organizations expected us to do their work, or to bring them funding (perhaps based on how other organizations tend to work), and that few were truly willing to invest appropriate time and resources in making their projects happen.

What we did



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
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MegaSprinter pilot



What is MegaSprinter

- **Simplified athletics event**, organized on a 40-metre track (which can be adapted according to available spaces)
- **No particular equipment** or resources are required
- **Simple rules**, with no timing or photo-finish
- Can be organized **with or without competition**/placing
- Can be organized for **individual or team** participation (including relays)

Objectives: to test a model to...

- Develop **sport in the districts**
- Develop local **clubs** and increase their regional activity
- **Build the capacity of people** working in sports (coaches, judges, event organizers, managers) and create **employment opportunities**, especially for the youth
- Increase **children's** physical activity and identify sport **talent**
- Develop simple new **infrastructure** for sport in the districts

Partners who made it possible



Project creator



MegaSprinter was created by **Carlos Santos**, a MEMOS* graduate in 2003, who wrote his master thesis on 'The Development of Athletics in Portugal' and went on to implement it as a joint project between the School Sport unit of the Ministry of Education and the Portuguese Athletics Federation.

Carlos visited Timor-Leste in 2012 and for three weeks trained the team at Clube Desportivo Maubara on how to organize MegaSprinter. He was kindly available for several consultations in preparation for this pilot.

Co-organizers



Clube Desportivo Maubara organized the event, running the successive heats in a very efficient way, with human and material resources made available by **Mós Bele** (Portuguese cooperation project in Maubara).

Media partner




sapo.tl was our media partner, promoting the event in its website, ensuring professional photographic coverage, and offering prizes for faster runners.

Participants

Escola Básica de Maubara, Escola Secundária de Maubara, Clube Desportivo Maubara, Escola Pré-secundária de Fatumasse (Bazartete), Centro Santa Rafaela Maria (Bebonuk, Dili) and Escola Portuguesa Ruy Cinatti (Dili) took part by bringing their young students and members (about 80 athletes in total).






A photograph of four children running on a simple track made of bamboo poles. The track is on a dirt surface. In the background, there is a bamboo fence and some trees. The children are wearing casual clothing. The image is annotated with three red callout boxes containing text.

No number bibs
(simpler, cheaper,
ecological)

Athletes don't need
special equipment

Simple track, using
local materials
(bamboo)

A group of five children are participating in a relay race on a paved area. They are using a piece of wood as a baton. The children are in various stages of the race, with some running and others waiting. The background shows a white fence and some greenery.

Simple equipment:
piece of wood for relays

Can adapt to local
solutions for all needs



Local team prepares participant lists



Cleaning the track to welcome athletes



Start



Girls in healthy competition



Finish line



Final between younger athletes




Boys in healthy competition



Award ceremony



Prizes with support from sapo.tl



"The girls were ecstatic! They never had a day like this before. It was fun, they did something different, met other kids... And some of them even got prizes!"

Team representative

Participants (all girls!) from Bazartete having fun on their way back after the event. Definitely not the safest mode of transport – this is the standard in the country and what they could afford. Bazartete is less than 50 km away from Maubara (where MegaSprinter took place), but it can take over 1.5 hours to cover the distance due to road conditions.

What we did



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Summary of other activities



Besides a thorough and inclusive needs assessment, the sport capacity building programs and the MegaSprinter pilot, we also made a variety of other contributions, by our own initiative or based on requests from different stakeholders:

- Developed '**Intellectual Property**'
- Promoted **dialogue** through joint workshops, meetings and events
- Offered **consulting support** to several organizations to
 - Map needs and define strategic priorities
 - Plan and obtain support for their initiatives
 - Include sport as a more significant part of their programs
- Promoted **social business** and **sport for development** through
 - **Volunteering** opportunities
 - Investment in our Timor-Leste **local team**
 - Activities to **build awareness** of SportImpact and our work on different media

Developing Intellectual Property



We develop and codify tools and methodologies, so that they can be easily used in the future, by SportImpact and others. Here are key materials developed in 2014:



Sport Management Handbook
(in Portuguese)



Workshop materials & exercises
(in Tetum)



How to Assess Impact
(article to be released)



Guide to International Federations' Development Programs

Please click pictures to download available documents and **contact us** if you'd like to learn more about any material

Promoting dialogue in sports



Cross-federation sharing in our workshops – several leaders valued the improved communication and understanding of other organizations during the year



Dialogue session on Timor-Leste's national sport strategy at the Secretary of State of Youth and Sport – most sport organizations took part, as well Government and multilateral organizations representatives





photos: www.peacerun.org

Peace Run: connecting stakeholders

Connected stakeholders (National Olympic Committee, Secretary of State for Youth and Sport, Ministry of Tourism, Timor-Leste Youth for Peace, etc.) to **promote collaboration for an inclusive and highly-participative Peace Run** stage in Timor-Leste (torch relay, 9-13/Nov/2014)

Supporting federations, attending their events



Basketball 1st League, May-Sep



Weightlifting 1st National Champs, 17/Jul



Kempo national competition, 20/Jul



Karate Youth Championship, 30/Jul



Wushu Independence Day event, 31/May



Silat National Championship, 14/Aug



Taekwondo exhibition, 23/Feb



Boxing National Championship, 28/Jun



BMX Cup, 18/May

Consulting: Strategic needs & priorities



Conducted an **assessment of Timor-Leste sport**, with a focus on organized sport, and shared it with the **Secretary of State for Youth and Sport** to support its strategic planning and clarification of priorities, as well as to help engage with key stakeholders



Facilitated a **strategic planning** process at the **Timor-Leste Sport Confederation**, engaging key stakeholders in a reflection to define priorities for 2015, aligned with its long-term vision and goals

Consulting: Projects & fundraising



Helped the **Timor-Leste Cycling Federation** plan its **key events** and prepare presentations and proposals to obtain support



Supported club **Sport Dili e Benfica** by creating a proposal to improve its **facilities**



Provided advice to sisters from the **Handmaids of the Sacred Heart of Jesus** on their plans for a **Women & Sport project** in Bazartete, and helped connect with the Secretary of State for Youth and Sport for potential support

Consulting: Add more sport!



Submitted a document with SportImpact's contributions to the **International Olympic Committee's Olympic Agenda 2020** process, aiming at maximizing the impact of Olympism



Helped **UNESCO** Timor-Leste plan its **Sport for Development Initiative** (pending decision to implement), to address youth violence issues related to martial arts groups



Contributed ideas on how **CARE International** Timor-Leste could **add sport** to its activities, and potential ways SportImpact could collaborate



YaleNUSCollege

INSEAD
The Business School
for the World®

Volunteering opportunities

Created **summer project opportunities** for one undergrad student from Yale-NUS College in Singapore and two MBA students from INSEAD (France/Singapore). Guided them and helped them connect with local stakeholders for best impact and learning about **sport as a development tool**.



TIMOR-LESTE 2016

ACELERANDO O DESENVOLVIMENTO DESPORTIVO

PROGRAMA DE CAPACITAÇÃO
EM GESTÃO DO DESPORTO



Developing local staff

Started building our local team with **Dircia Pimentel**, our Administration and Finance Manager. She participated in formal training at **Yale NUS College's NGO Bootcamp**, and continuous **on-the-job training** on workshop facilitation, marketing, accounting and financial management.

APOIO

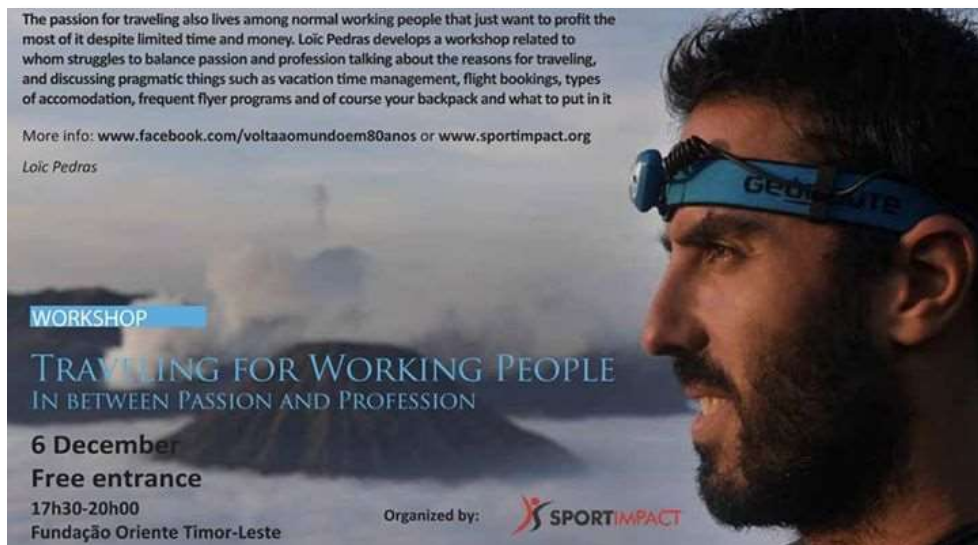




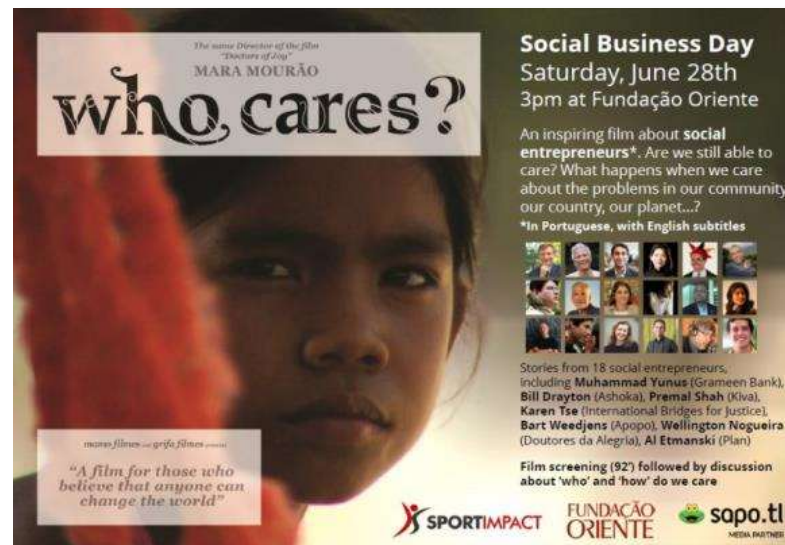
At Doha GOALS: spreading ideas

Facilitated a 'taskforce' at the Doha GOALS conference (3-5 Nov 2014) on using **sport as a tool for peace**. Delegates from China and Luxembourg brainstormed on how to use sport to **connect convicts and ex-convicts with others outside**, for easier reintegration and lower recidivism.

Spreading ideas through our events



In collaboration with Fundação Oriente, we organized a **workshop on 'Traveling for Working People'**, to stimulate participants to look for creative ways to follow their passions and connect with the world



In collaboration with Fundação Oriente, we organized a **screening of "Who Cares?"**, a film on 18 social entrepreneurs, in celebration of Social Business Day, on 28/June. After the screening, participants shared how they were impacted by the film

Spreading stories through video & TV



Click image to watch the video

Produced a **video with short interviews** of key Timor-Leste sport stakeholders: athletes, coaches and leaders. Thanks to all who participated and apologies for not being able to include everyone!



Click image to watch the video

SportImpact Director, Nuno Delicado, was **interviewed** for a program on RTP International (the international channel of the Portuguese public television)



'Running & biking the talk'

Team "Timor-Leste SportImpact", formed by Nuno Delicado (SportImpact Director) and Nelson Silva (advisor to the Secretary of State for Youth and Sport) **won the Sabah Adventure Challenge**, a 3-day adventure race in Malaysian Borneo (18-20 April 2014).



What we did



- Needs Assessment
 - Sport Capacity Building Program
 - Sport for All: MegaSprinter Pilot
 - Other Activities
- Thanks! Partners & Supporters

Thanks to all our partners & supporters

For offering the needs and support that started the project



For the opportunity for strategic planning with one of our summer interns



For convening key meetings with sport stakeholders



For our convenient headquarters, at super-short notice



For sending highly motivated and capable summer interns



For co-organizing MegaSprinter so well



For guiding us and allowing us to use the 'MegaSprinter' concept and brand



For inviting us to spread our mission in a great forum



For sharing Dircia's time and supporting us in all moments in different ways



For bulding visibility for our activities and mission, especially MegaSprinter



For great design that helps us look professional



For the reliable, comfortable and well-equipped training room for workshops



And everyone else who provided generous support, cheered and sent good vibes

Obrigadu barak! [Tetum for "Thanks a lot!"]



Thanks to all sport federations and groups who took part in our activities!



Athletics



Kempo



Karate



Boxing



Aikido



Cycling



Table Tennis



Tennis



Wushu



Volleyball



Swimming



Taekwondo



Silat



Weightlifting



Basketball



Shooting



Football



Judo



Ski



Badminton



Horse Races



Team



mission, vision & values

Mission

To promote human development through sport.

We empower communities in developing countries to develop sport programs that stimulate happier, healthier, more productive, self-determined and fulfilling lives.

Vision

To use the power of sport to create a **peaceful and developed world**, with equal opportunities for everyone.

Our values

Empowerment

We listen to communities and help them **pursue the future they choose** – for as long as necessary, not more.

Sustainability

We develop innovative solutions and business models to make projects **sustainable, replicable and scalable**.

Impact

We assess impact and control for unintended consequences, continuously making adjustments to **maximize positive long-term results**.

Collaboration

We bring **multiple stakeholders together** and openly collaborate, sharing knowledge, experience and resources to create value.

Integrity

We have **zero tolerance** for corruption, abuse, discrimination or any other unethical behaviors.

Fun

We **care for everyone** we work with and always have fun!

Saerom Choi, from Korea
(INSEAD MBA)

- Impact Assessment system for sport for development

Michiel Mussies, from the Netherlands (INSEAD MBA)

- SportImpact Strategic Planning
- CDTL Strategic Planning

Nuno Delicado, from Portugal
SportImpact Director

- Project Manager since July
- Lead trainer & consultant

Clarissa Leong, from Singapore
(Yale-NUS College)

- Potential projects with intl. NGOs
- IFs Development Programs
- SportImpact's social media

Dircia Pimentel, from Timor-Leste
Admin & Finance Manager

- SportImpact trainer on sport administration and management

Jaume Massons, from Spain
Project Manager (January to July)

Loïc Pedras, from Portugal
Advisor with a focus on sport development



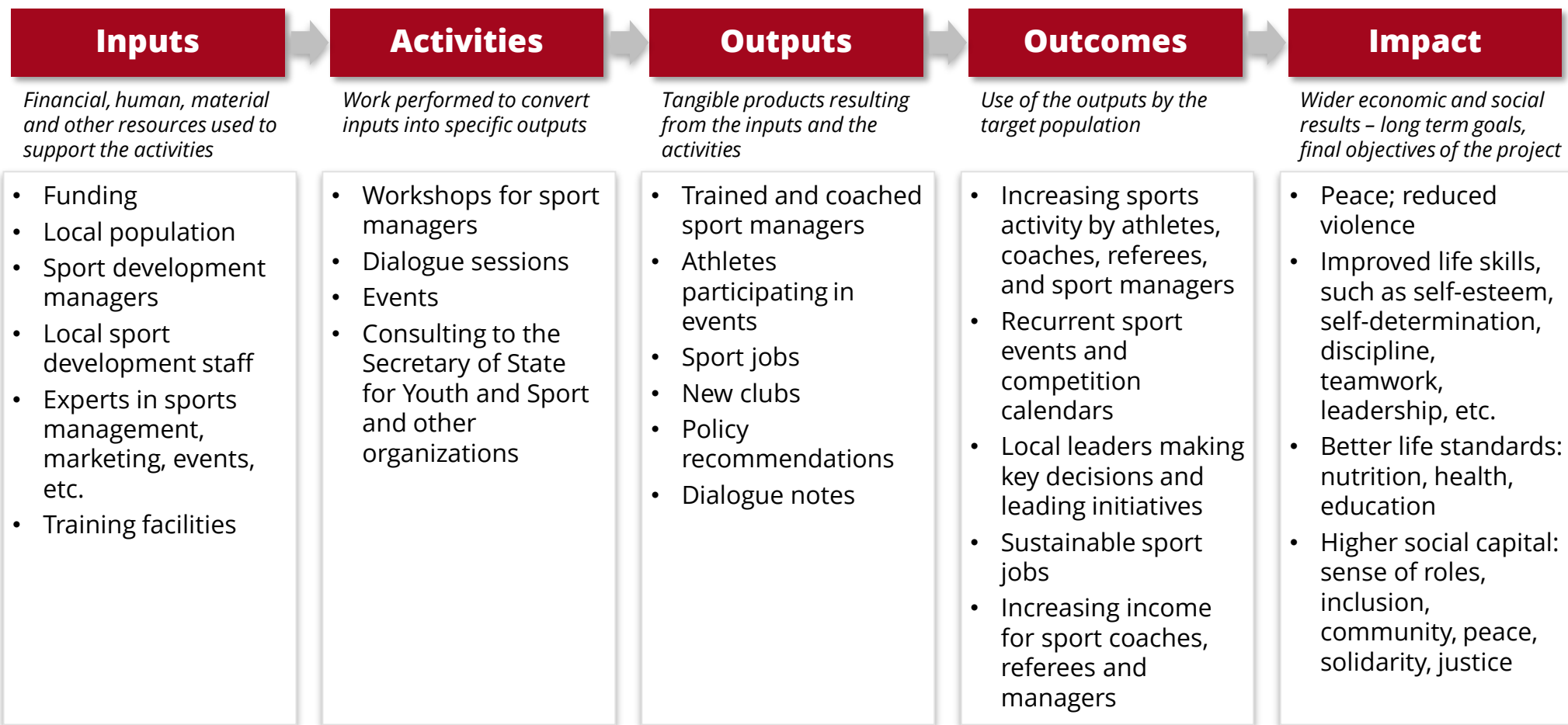


Impact

SportImpact's Theory of Change*



Theory of Change is an impact assessment framework describing how a project delivers results. It outlines the causal logic of how the **inputs** (resources) generate certain **outputs** through the planned **activities**, leading to the intended **outcomes** and longer term **Impact**.



Sport development metrics



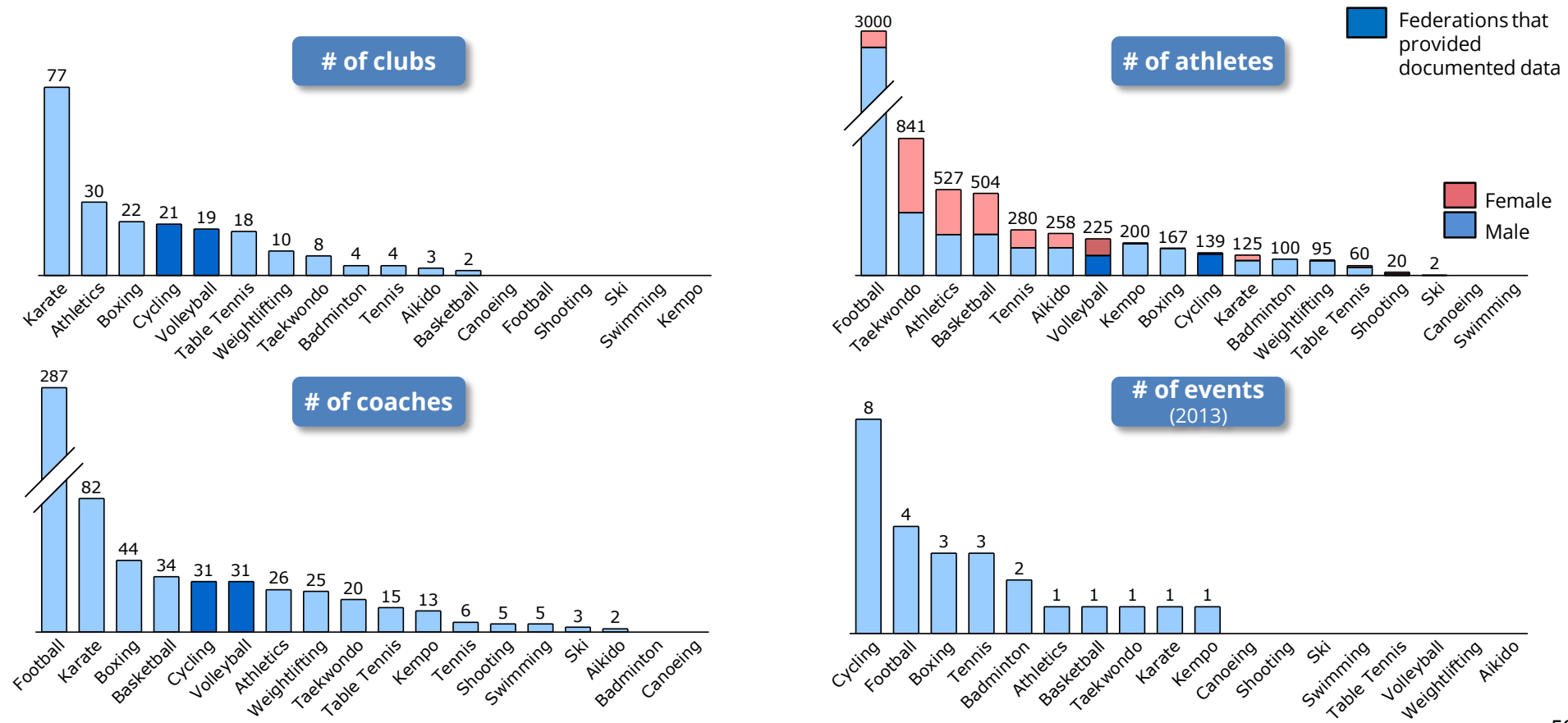
During 2014 our focus was on supporting the development of Timor-Leste's national federations, believing that federations (can) drive clubs' and coaches' development, thus leading to increased numbers of athletes and sport practice – i.e., sport development. Based on our theory of change, we identified **sport development metrics to help assess the outcomes of our work in Timor-Leste**. This will need to be adjusted over time, and we also need to develop ways to assess our **long-term impact**.

Indicator	Definition	How to measure	Objective
# active national federations	Internationally recognized and well-organized federation (Statutes, elections, etc.) with at least one sport competition per year	National federation reports, and SportImpact interviews and observation	Increase number of national federations and activity of existing federations
# clubs	Registered club with at least one weekly organized training session	National federation records and SportImpact observation	Register clubs & grow
# coaches	Registered coach leading at least one weekly training session	National federation records and SportImpact observation	Register coaches & grow
# athletes	Registered athlete participating in at least one sport competition	National federation records	Register athletes & grow
# events	Competitive sport events	National federation records	Increase number of events
# sport jobs	Remunerated sport activity that constitutes someone's livelihood (manager, coach, referee, etc.)	National federation records and SportImpact observation/surveys	Increase number of jobs in sport

Baseline for future assessment



As part of our initial needs assessment, we measured a **baseline of the current situation of sport in Timor-Leste** (based mostly on federations' estimates), to compare with future measurements. As we face the challenge of appropriate attribution (i.e., how much of the change is due to our contribution), we will need to develop more specific indicators and granularity, and to compare intervention/treatment groups with control groups.



Assessment survey



We also want to assess the long-term impact associated with our work. In the final stages of our workshops we tested a survey in Tetum (translation below), to check the feasibility of measuring **four human development dimensions: self-esteem, empowerment, teamwork and leadership**; and a fifth “networking” dimension.

What is your role in your organization?

How many SportImpact workshops have you attended? _____ times

There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by marking the number from the scale that you feel most accurately characterizes your response to the statement.

	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
Self-esteem { 1. I feel that I have a number of good qualities					
Empowerment { 2. I avoid situations where I think I will be uncomfortable					
Empowerment { 3. I seek out more responsibility in my work					
Empowerment { 4. I am encouraged to improve, learn, and grow every day					
Teamwork { 5. I feel that in my organization we are all working together and share responsibilities for the organization's success or failure.					
Teamwork { 6. I enjoy working together with my team; we have a good and productive time.					
Leadership { 7. When working with a team, I encourage others to work together to accomplish our common goals					
Leadership { 8. I propose better ways of working together in my organization					
Networking { 9. How many new people have you met in the SportImpact workshops? _____ people					
Networking { 10. After the workshops, have you taken the initiative to meet with the people whom you met in the workshops? (e.g. for lunch, coffee, meeting, etc.)					

- The text of the survey was adjusted with the help of a local sport leader with relevant experience, who corrected our Tetum and helped fine-tune the survey
- **13 workshop participants** responded; two participants responded jointly; so we invalidated their responses
- We are **unsure how responses could be validated**. It is very difficult, in particular due to local communication challenges, to know how much respondents understood questions and responded in a way that makes data usable and comparable across samples
- We **did not use any control group**, so this data would not allow us to account for external factors impacting everyone (e.g., increases in national sport budget)

Assessment interviews



Given it is early for real impact assessment, to understand how we are doing, we **interviewed leaders of sport federations to hear what they had to say about SportImpact**. Interviews were conducted by one of our summer volunteers in order to make interviewees feel more comfortable to share their views in a candid way*. In general they were all extremely positive and reassuring (see quotes with highlights on next page). Key topics explored:

SportImpact

- What do you think about SportImpact? And our workshops?
- What are the positive and negative aspects?

Change

- How did our work affect you/your organization and your work?
- Do you find any changes among your staff who participated in our workshops?
- What is the change after the workshops, any particular example?

Plans & Challenges

- What do you expect from us for the next year? What should we focus on?
- What is your plan for the next year?
- What are the key challenges to achieve your goals? (e.g., human resources, funding, equipment, etc.)

Note: given that interviews were conducted in English due to our volunteer's language skills; this surely influenced the sample of leaders contacted and may have created biases in the interviews

*Given the local culture, we would expect them to be excessively positive if talking with one of SportImpact's directors

Assessment interviews: quotes



"SportImpact is very good, (...) we are very **grateful to have SportImpact**. They should know that now federations know what is going on there, how to get funds and how they are distributed. (...)

My staff has changed due to the workshops. they ask questions that they never asked. They now **work more professionally**, knowing what they're doing now."

Federation Secretary General

"It was **fantastic training**, capacity building, how different sports can access Olympic Solidarity funds – excellent!

You should work with NOC! We need you. It is good to provide training, in terms of sport management, more on technical sides..."

NOC Leader

"**It's been very good**, because [SportImpact] supports us – workshops have many examples about administration and programs and how to implement. **How to talk with the Olympic Committee** and opportunities out there and how to reach the opportunities.

We had no workshops like this, you should **continue this job** and go further to districts."

Federation President

"What SportImpact is doing here is making federations in Timor-Leste to think about their work and sports **more professionally**.

For me it was the first time to ask support from other organization, glad to **find access to resources** that I have never thought of. (...) We make a cooperation with JICA – this is due to a good proposal to get support (Jaume helped us)." **Federation Secretary General**

"Nuno (and SportImpact) is very good. He helps us to **know information that was not accessible before**. Also NOC or Olympic Solidarity have not helped us to solve problems, but now we have Nuno to **support us and know what to do**."

Federation President

"[SportImpact] helps us for the project. **Develops our staff** in workshop. For example, when some people came to ask some questions about our work, they [staff] can explain well – different from the first time they [came to] work here."

Sport Confederation Leader

"**SportImpact brings everyone together at the table**. [Helps] deepen mutual understanding, no mistrust or competitiveness among federations, build transparent process, know where the funding comes and goes, have an eye (malae*) on the NOC/other corrupt federations. People listen when malae talk. Made us think about important issues and discuss. (...)

[Our staff's] **mindset has been changed**. [Our Secretary General] made a presentation the other time and I was very impressed. They think of a **different time frame** (take a long-term view) for the strategy of the federation. It will take some time to implement all the stuff they've learned but it's important their mindset has changed."

Federation President

* Malae = "foreigner" in Tetum

A recurrent comment we heard in these and other conversations on what to improve/do next was: "**SportImpact's workshops should go to the districts!**"

We heard our key stakeholders and have made that an important element of our 2015 plan.



Financials

Financial Statements 2014



INCOME STATEMENT

1 Jan to 31 Dec 2014

All amounts in United States dollars

Revenue	\$ 75,000.00
Expenses	
Employment expenses	\$ 54,029.77
Travel	\$ 2,258.94
Workshops & events	\$ 2,647.21
Communications	\$ 591.00
Marketing & communication	\$ 421.40
Others	\$ 842.94
Total expenses	\$ 60,791.26
Profit before tax	\$ 14,208.75
Corporate income tax	\$ 1,420.88
Profit after tax	\$ 12,787.87

BALANCE SHEET

31st Dec 2014

31st Dec 2013

All amounts in United States dollars

<u>Assets</u>		
Cash	\$ 28,267.39	\$ 5,000.00
Total Assets	\$ 28,267.39	\$ 5,000.00
<u>Liabilities</u>		
<i>Debt</i>		
Salaries payable	\$ 7,200.00	\$ -
Amount due to directors	\$ 1,858.65	\$ -
Taxes payable	\$ 1,420.88	\$ -
<i>Equity</i>		
Share capital	\$ 5,000.00	\$ 5,000.00
Retained earnings	\$ 12,787.87	\$ -
Total Liabilities	\$ 28,267.39	\$ 5,000.00

Notes to Financials



SOCIAL BUSINESS

SportImpact is incorporated as a limited liability company under the laws of Timor-Leste. Its registered statutes include the following article specifying its nature as a **social business***, **which determines that all profits will be reinvested in SportImpact's activities and not distributed to shareholders** [translation from Portuguese]:

Article 5 - Social Business

The company is constituted as a social business, focused on maximizing social impact, and as such shareholders agree:

- a) Not to receive dividends beyond the absolute value of their investments;*
- b) Not to change this rule regarding dividend payment.*

INCOME STATEMENT & BALANCE SHEET

Employment expenses includes salaries, visas, withheld personal income taxes (10% of gross salary for non-residents, 10% of gross salary above US\$500 for residents; paid by SportImpact to tax authorities), and other employee-related expenses.

Salaries payable represents salaries in the period from September to December 2014, whose payment was delayed to January 2015 due to late collection of revenues.

Amount due to directors represents reimbursable company expenses paid by directors and not yet reimbursed by end of the year.

Corporate income tax rate in Timor-Leste is 10% of company profits.

Retained earnings reflect accumulated company net profits, which are automatically reinvested (as a social business).

SHAREHOLDERS: COMPENSATION & CHANGES

Compensation to shareholders

In the reporting period, shareholders Jaume Massons (working full-time from January to August 2014) and Nuno Delicado (working part-time from January to December 2014) received compensation as SportImpact directors, totalling US\$49,089.77. This compensation was all-inclusive, i.e., directors did not receive further benefits such as relocation or living expenses, insurance, etc.

Changes to shareholding structure (% ownership)

Changes in reporting period:	on 31 Dec 2014	on 31 Dec 2013
• Jaume Massons	0%	30%
• Nuno Delicado	100%	70%



Key lessons

Key lessons



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Partners & Supporters

"We don't know what we need!"



It is not a simple task to **assess the stakeholder needs** that are relevant to SportImpact's mission and projects. We face frequent challenges answering several related questions:

Who are the relevant stakeholders? *Who are our 'clients'? Whose needs do we want to learn? Of sport leaders? Of athletes? Of the public in general? How do we engage the people we want to learn from?*

- We want to positively impact people in general through sport. We initially chose to focus on sport leaders as a proxy to reach the wider public. In the future **we may choose different counterparties** as we adjust our activities
- More importantly, it is **critical to get to know people and to care for them**: learn their names, spend time together, build personal relationships, learn what they do, what they care about – their vision and dreams – and empathize

How do we distinguish deep, legitimate needs from superficial, conflicted demands? *In particular, how do we deal with typical statements like "money is not enough"? Can we/should we judge what is appropriate?*

- Our "empowerment" value reminds us that each person is the best to know what they really, deeply need. So we **repeat many times** the questions "**Why?** What do you need that for? **Why?** What else?"
- Also, often people "don't know what they don't know", so we focus on helping stakeholders **learn about the world and opportunities** they could access, and showing examples they may choose to follow

How to deal with "We don't know what we need!"? [from a real conversation: "*We really need your help!*" / "*Great – we're here to support you. What do you need?*" / "*I don't know. But we really need you to help us!*"]

- It is an enormous challenge to discuss a vision of the future when the local culture and mindset is extremely focused on the present and very short term. One year is already long term and may count as "strategic planning". So the first step is often to **facilitate visioning processes and discuss priorities**, using techniques like drawing/describing the future, listing characteristics of the ideal world, etc.

How to deal with the lack of data? How to make decisions? How to improve?

- "How many athletes/coaches/clubs/venues do you have?", are not simple questions when most organizations do not keep reliable records. We focus on **collecting the best data possible**, knowing that we need to help stakeholders develop their organizations, while making decisions based on imperfect information. Our "Assessment of Sport in Timor-Leste" can be significantly improved, but has become probably the best available reference on local organized sports

Key lessons



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Partners & Supporters

In Tetum, simple, practical, facilitated



Past experience training Timor-Leste sport leaders since 2003 helped design appropriate workshops. Our learning stance during the year helped improve our ability to develop local sport management capabilities. Here are a few **guidelines we developed**:

In Tetum

- **Training must be in local language** (Tetum). Portuguese is also an official language, but not everyone is fluent in it. In initial talks with participants feedback was clear: Portuguese was not working well
- We focused on talking the least possible (and making workshops very practical – see below), learning Tetum as quickly as possible, translating all workshop materials to Tetum, and providing translation when we were not capable of facilitating in Tetum

Simple

- To maximize understanding, engagement and learning, everything must be **as simple as possible**
- We focused on breaking down every concept and tool into a simple step-by-step process, eliminating unnecessary or complex steps (e.g., strategic planning means answering three key questions: (1) Where are we?, (2) Where do we want to go, (3) How to get there?)

Practical

- Workshops have to be **extremely practical and dynamic**, in order to engage everyone, empowering participants to take responsibility for their own learning and to apply lessons in their own challenges
- We focused on (1) providing the shortest possible explanation of the concept/tool (to avoid losing participants trying to follow complex theories, or to understand many words), (2) showing an example, and then (3) proposing an application exercise, focused on practical challenges participants faced
- We used diverse dynamics (changing frequently) to address all kinds of learning preferences: videos, role plays, group exercises, discussions, participant or expert presentations, readings, quizzes, etc.)

Facilitated

- We believe in the **“wisdom of the crowds”**: it is impressive how a not-so-experienced group knows much more than one tenured expert. So, more than sharing our “wisdom”, we focus on **facilitating** to help participants produce answers– thus developing their problem-solving and communication skills
- We do so through diverse activities, as well as taking care of process options such as room and sitting arrangements that reduce power distance and promote connection, dialogue and sharing

What really matters: \$, food, certificates

Naïvely, we initially expected local sport leaders and managers to jump with joy at the opportunity to enrich themselves and improve skills that would be useful not only in their sport-related work, but also in other areas of life. We learned that this kind of intrinsic motivation, this passion for learning and self-development, is not easy to find. **Money, food and certificates** seem to matter a lot in Timor-Leste.



Several local sport leaders said that **we would not have participants if we did not pay them \$5 per workshop day**. They claimed this was usual practice in the country. We decided that this did not make any sense – if anything, participants should pay. We set a price of \$400 per participant (for a program of 8 one-day sessions), and offered each sport organization 3 ‘scholarships’ – i.e., each club or federation could send 3 people free-of-charge to each program. We hoped this would help them understand the value they were getting while not making lack of money an obstacle to participation. Despite our belief that communication was quite clear, apparently there was still some confusion until later stages of the program, with a few participants expecting SportImpact to pay them. In the future we must **improve communication**, and **test charging at least a small fee** to promote a better sense of value (“I pay because this is valuable”) and commitment (“I paid so I should not miss the opportunity”).



In the feedback after the first couple of workshops, we learned that not offering lunch was a cause for **some people to go home at lunch break and not come back** for the afternoon session. So we decided to start providing a simple lunch (free-of-charge) in our workshops. This worked well as lunch breaks became shorter (1h instead of 1h30') and more people stayed in the afternoon.



We also learned that **certificates are extremely valued** in Timor-Leste. When asked why they were not participating in the program anymore, to our surprise some people responded that they had missed a couple of workshops and knew they would not meet the minimum attendance to get a certificate, so it was not worth taking part (!). Even SportImpact's own team member said that, while she loved to learn, her biggest motivation was to receive a certificate! Aware of these interests, we offer '**certificates**' to those who attended a minimum of workshops, a '**special recognition certificate**' to the most participative, and a '**diploma**' to those succeeding in the exam and internship.

Other training factors



Many other factors need to be well managed in order to organize training programs that maximize impact – and we have a lot to learn and improve.

Participants

- Creating 3 programs worked well: we **separated current leaders** (in 'Strategy & Leadership') **from future leaders** ("new blood"), promoting creative thinking in a more relaxed environment, avoiding hierarchical pressures (strong in the local culture of high power distance)
- It also worked well to **invite other stakeholders** (clubs and NGOs like ACF, TL-YFP, Centro Juventude Santa Rafaela Maria) to benefit from economies of scale and make better use of the investment

Timing

- The **duration of each workshop** (9am to 4pm, with 1h lunch break) seemed appropriate to the attention span of participants. We believe we could explore **slightly longer days** (e.g., until 5pm) and **improve the timing of breaks** (e.g., every 1-1.5h) to ensure participants maintain focus and energy
- Our perception, and explicit feedback from several participants, is that we should **concentrate the programs in a shorter timeframe, perhaps just 1 week full time**, instead of 8 months. This would help participants focus, and more easily remember when they have to attend workshops

Equipment & materials

- The location (Fundação Oriente) for the workshops was quite **central, easy to access and to find**, close to public transportation; and the **room offered excellent conditions**: comfortable temperature (with air-con), plenty of space, easy to adjust chairs for different sitting arrangements and dynamics
- We used a **variety of media and materials**, including projector (for slides and videos), whiteboard, flipcharts, post-its, printed handouts (minimized to protect the environment and reduce costs), etc.
- In countries where certain things cannot be taken for granted, it is important to design '**disaster-proof**' **workshops**, with backup plans if facilities get cancelled last minute or conditions are not ideal – e.g., not dependent on electricity, Internet, water, projector, computer, printed materials, etc.

Cultural sensitivity

- It is important to **know the local culture and to address it** appropriately. E.g., to deal with **the lack of punctuality** (30' is a normal delay) we believe it is critical to always be on time (be a role model) and use techniques to deal with delays, such as a **soft launch** (e.g., ice breakers, one-on-one discussions, follow up on homework, relevant videos, warm up exercises or discussions) that productively engages people present, while delaying the core for when there is a larger quorum

Workshop feedback

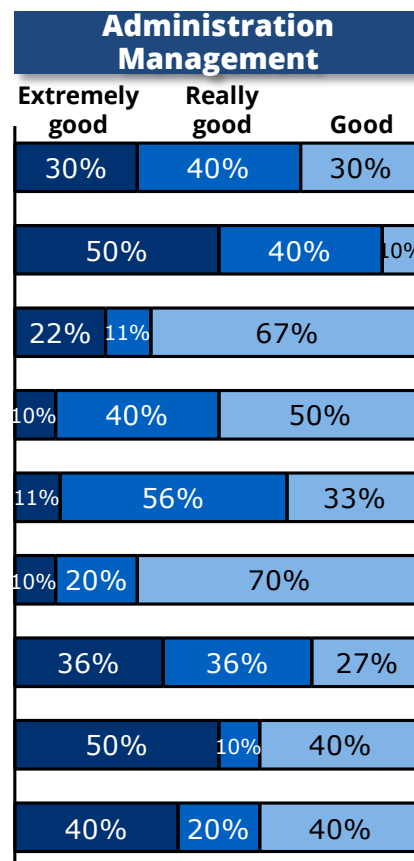
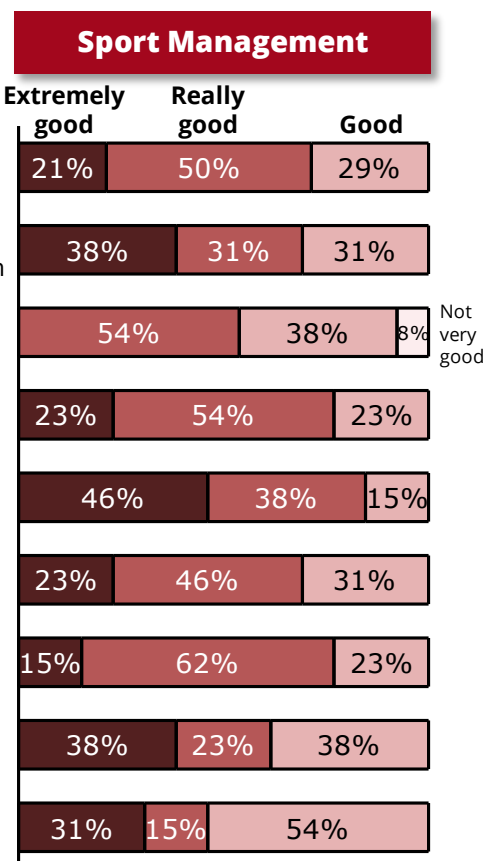


Besides ongoing informal feedback, we asked participants for feedback several times, in special:

- After the first workshops, we called people who gave up the programs to understand their reasons: they mostly commented that **Portuguese was not easy** to understand and **lunch should be offered**
- In the last Sport Management and Administration Management workshops we asked participants to fill a feedback form; they were **generally positive** but it was challenging to extract significant insights

Evaluation of each statement on the scale: 1. Not good; 2. Not very good; 3. Good; 4. Really good; 5. Extremely good*

- **General assessment:** I really like the program
- **Topics are really important** for my work at my organization
- I **understood all the matters** during the program
- I **understood trainer's** explanation well
- The trainer provided **good examples** to help understand
- I **can apply the exercises** in my organization
- **Workshop materials** really help understand
- I really like the **day of the week:** Saturday
- I really like the **duration** (9am to 4pm)



Most answers to open questions were very general:

After this program, what will you apply in your organization?

- "I will use the lessons from the program (e.g., budget, planning)"
- "I will teach others in my federation"

What did you like the most?

- "Administration management"
- "Sport management"
- "Planning & budgeting"

What do you think could be improved?

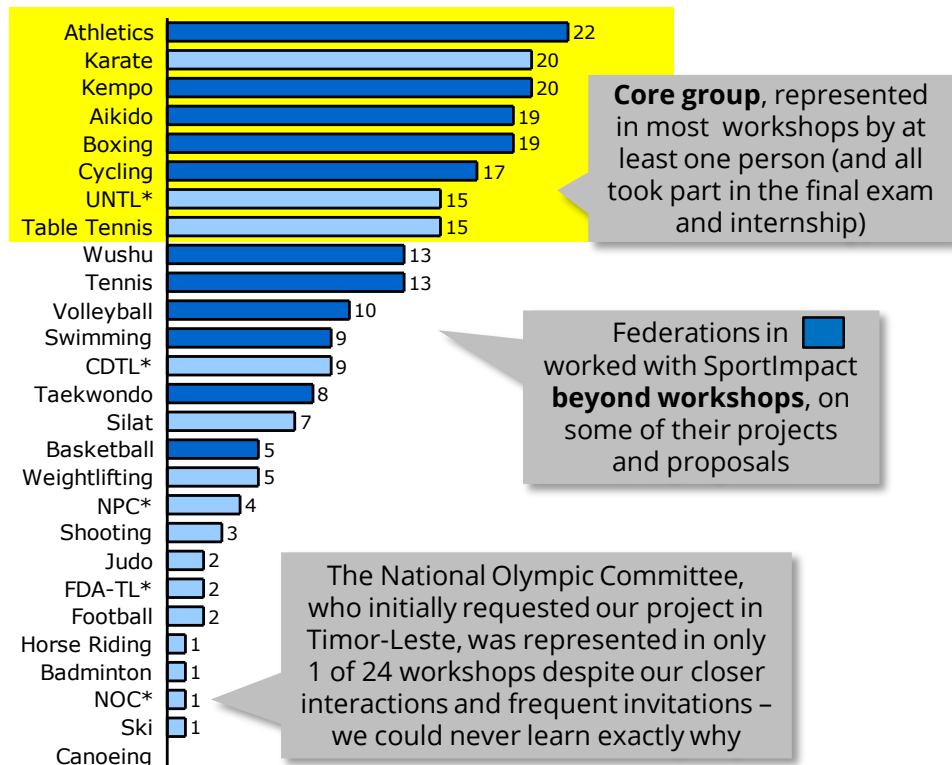
- "Do this training in the whole country"
- "Do this program for other people"
- "Do the whole program in 1 week"
- "Improve quality of Tetum language"

Optional engagement \Rightarrow self-selection



Following SportImpact's "collaboration" value, we invited all sport organizations and made our activities and services very **open to everyone**. Following our "empowerment" value, while we ensured (beyond what would be reasonable elsewhere) that potential participants learned by different means about each event, we could not and did not force anyone to take part. We believe this means that **participants self-selected** and so were more committed.

Number of workshops each organization took part in



- Our protocol for each workshop typically included an **e-mail** reminder (though several regular participants did not use e-mail), sometimes a **phone** call, and an **sms** one or two days before
- For initial and final events we started the process with a formal **invitation letter**
- This 'reminders' protocol could have been followed more strictly, and that created natural experiments, as we observed that **lack of reminders led to lower participation** (usual participants later claimed they "did not know there was a workshop")
- Sometimes facilitators would also **walk around** to visit federations reminding them of the forthcoming workshop. That apparently created a certain feeling of "obligation" to take part for respect to the *malae* but participants normally ended up being the 'usual suspects' (and if that feeling brought someone to the workshop, we trust the person learned something)

*CONTL = National Olympic Committee of Timor-Leste; CNPTL = National Paralympic Committee of Timor-Leste; CDTL = Sport Confederation of Timor-Leste; FDA-TL = Timor-Leste Academic Sport Federation; UNTL = National University of Timor-Leste (Physical Education students took part in our programs)

Key lessons



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Partners & Supporters

Lean: Low cost, great learning



The trigger question to pilot a MegaSprinter event was: “Since outcomes from our capacity building program (i.e., participants organizing more and better sport activities) will take time to materialize, **could we reach a better or complementary impact by more directly stimulating the organization of sport events?**”

Inspired by the Lean Startup philosophy*, we decided to invest the lowest possible amount of money and time/energy to learn as much as possible. The MegaSprinter pilot ended up costing us less than \$500, and about 4 days of SportImpact staff’s work (to discuss with stakeholders, promote, prepare and organize the event, etc.). **What did we learn?**

- It is **possible to leverage current capabilities** (e.g., the existing ability of Clube Desportivo Maubara to organize MegaSprinter) with low cost (financial and human) to organize something impressive
- With appropriate projects, it is **possible to find partners willing to invest resources**: the Mós Bele cooperation project made the organizing team available, covering their cost (all organizing staff was in their payroll)
- Being perceived as a ‘malae’ (foreign in Tetum) organization, **some people tend to see opportunities to make extra money with us**. We had several last-minute requests to pay for extra organizing staff (\$5/day), which we refused or ignored, shielded by the fact that Mós Bele was responsible for human resources
- Total delegation/empowerment may be advisable with more reliable groups for best development and sustainability. **Monitoring may help improve capacity** by ensuring the activity is well organized. The morning of the event the athletics track was not clean, so we modelled behavior by starting to clean it. At the time scheduled to start we had to ask for the young local participants, who were at school (100 meters away) and no one seemed worried to call them
- Young participants, as well as their teachers and team leaders, seemed **extremely excited and happy** with the event. This does not count as “impact” as it is just a bit more than an “output”, but at least one of the participating teams (Fatumasse School, from Bazartete) is interested in organizing MegaSprinter
- **We should do more low cost/great learning experiments**, ensuring we learn and adjust our approach continuously

Key lessons



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Partners & Supporters

High demand for sport



It has been reassuring to confirm the convening power of sport – how sport brings different parties together for a variety of purposes: fun, play, socialization, competition, education, health, development, connection, dialogue, peace, etc. **Opportunities to contribute through sport & development expertise seem unlimited.** SportImpact's activities and mission have generated interest of multiple parties, either because of the focus on sport or the focus on Timor-Leste. Different activities generated **different lessons to keep in mind:**

- Producing **intellectual property** disciplines us to 'codify' lessons from our work in a way that makes replication easier and lower cost, increasing impact (by us or other organizations): e.g., our "Sport Management Handbook" made preparing several workshops very efficient, and our "Guide to International Federations' Development Programs" is a great reference to work with federations
- **Promoting dialogue** is a natural 'side-effect' of our work, as our activities (and the ones we support) naturally bring multiple stakeholders together – so this can continue to be achieved at very low cost (of time and money)
- **Consulting work** can strongly influence sport leaders' agendas (e.g., in the Government, Olympic Family), or promote sport as a component of other organizations' programs (e.g., NGOs, multilateral organizations). This often requires significant time from experts, so it should be either paid work or lead to relevant funding for our activities
- **Volunteer projects** demand significant management attention to design and provide meaningful volunteering experiences that add value to SportImpact and our projects. In 2014 we worked with three volunteers for approximately two months each. It was challenging to create projects that could start and finish in this short period, especially given the language and cultural challenges. Experiences were positive for volunteers and SportImpact, but longer periods might provide better returns
- The development of SportImpact's **local team** has focused on one person during 2014. Not having a larger team delays the vision of a fully local office (i.e., with no foreigners) and creates a sustainability risk, as staff may choose to pursue other opportunities as they develop
- **Public exposure through events and the media** may not directly generate specific short-term rewards, but builds awareness that can help create opportunities (e.g., recruit new team members or find new business partners)

Key lessons



- Needs Assessment
- Sport Capacity Building Program
- Sport for All: MegaSprinter Pilot
- Other Activities
- Partners & Supporters

Low willingness to pay



One day we went to borrow the projector from a sport organization for one of our workshops. The responsible for the projector (President of a sport federation) said: ***"You don't need our help. You are full of money now that you are an important company!"****

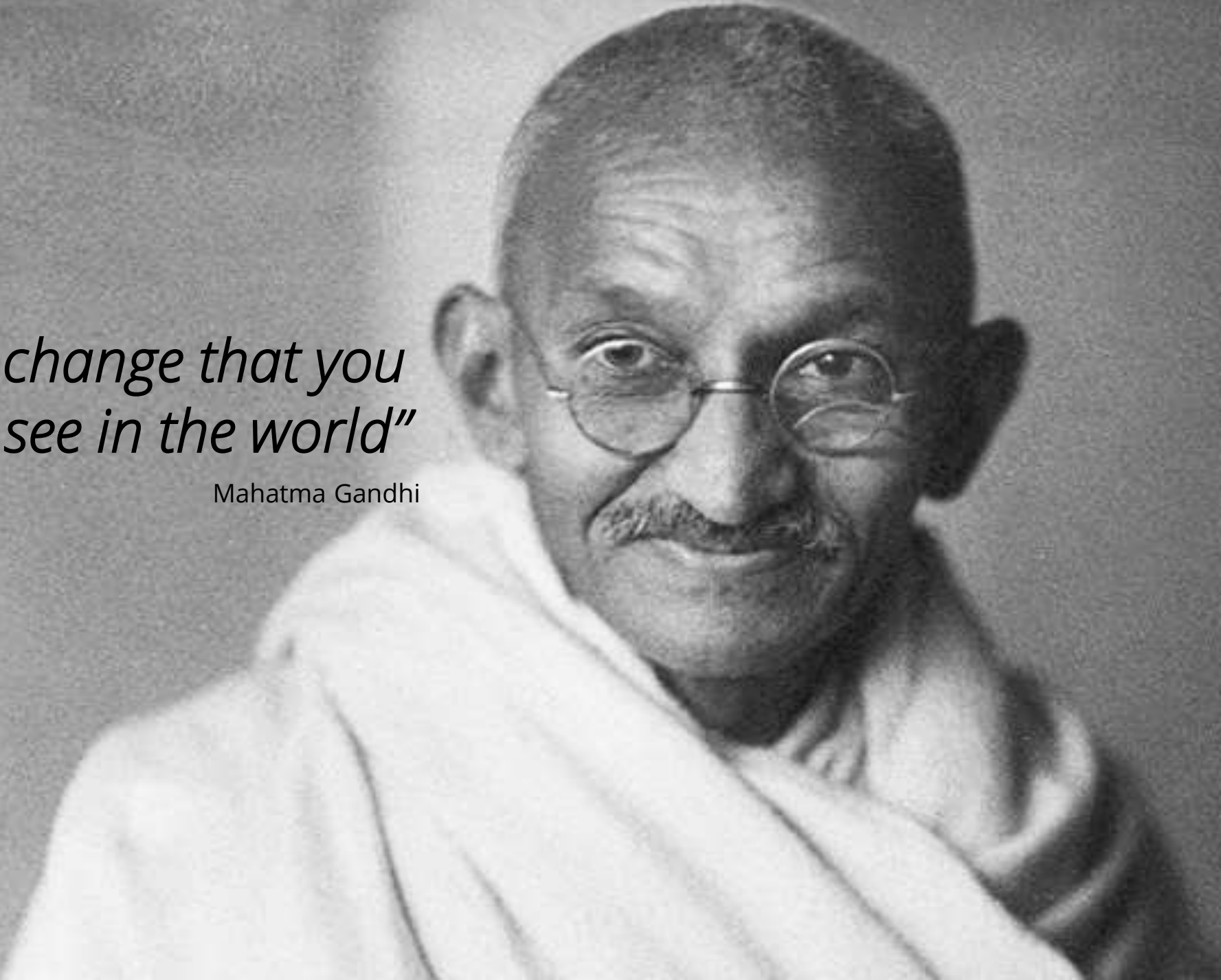
- Being (perceived as) an "international company" may be more challenging than being an international NGO. Not many people are familiar with the concept of a "social enterprise". A company seems to generate the perception of a **money-making machine**: *"if SportImpact is a company then they have plenty of money and should be willing to distribute it, or at least to provide services free-of-charge"*
- During the year, the Timor-Leste Secretary of State for Youth and Sport praised SportImpact's work repeatedly in public, and proposed to establish a "Memorandum of Understanding" (MoU) for closer collaboration. But the **MoU (or any material support) has not yet materialized** despite our proposals and follow ups
- 'Other Activities' developed during the year were not paid. A few were **compensated 'in-kind'**: volunteers offered their time, Sport Dili e Benfica provided office space, Doha GOALS covered event participation expenses, sapo.tl offered media coverage and prizes – thank you again!
- Not being paid is not a problem – the problem is not being able to fund our activities in a sustainable way. As a social business, we may have been **focusing more on our social mission, and not sufficiently on the business**
- So **finding an appropriate business model** to become a truly sustainable social enterprise remains a key priority and looks much more challenging than we anticipated. We need to reflect on our target clients and partners, our positioning, and how to pursue our mission, including our legal structure



Priorities

*"Be the change that you
wish to see in the world"*

Mahatma Gandhi



Priorities for the near future



During 2014 we reflected on our vision, mission, business model and operations. As a social enterprise, we feel we are still more “social” than “enterprise” – meaning that social impact is top-of-mind, but we haven’t yet developed a business model that ensures SportImpact’s financial sustainability. Therefore, we have identified the following key priorities for the short term, aligned with SportImpact’s values:

- Sustainability** **1 Develop a sustainable business model** so that SportImpact can exist, grow and maximize long-term impact
- Fun** **2 Define a sustainable human resources strategy**, aligned with the business model, that ensures access to appropriate talent with appropriate rewards
- Collaboration** **3 Engage additional stakeholders** beyond organized sports (e.g., schools, NGOs, multilateral organizations) to increase resources, reach and results
- Empowerment** **4 Continue “lean” experiments** in search for approaches that work, leveraging local capabilities, investing minimum resources for maximum learning
- Impact** **5 Assess impact** to ensure appropriate learning and focus, and to persuade others, introducing systematic and reliable ways to prove our results
- Integrity** In general, we should **be a role model**, behaving the way we’d like others to behave, challenging what should be challenged and accepting what should be accepted



Develop our business model(s)

We believe in the value of our work and have received very positive feedback repeated times from multiple stakeholders. But we haven't been able yet to capture value in a systematic way that makes our activities financially sustainable in the medium/long term. In a simplified way, here are a few **potential business models to explore**, in order of perceived viability or attractiveness:

	Potential clients/partners	Services & revenue model
Consulting	IOC, Olympic Solidarity, international federations, international NGOs, Secretary of State for Youth and Sport	Fees for consulting services: data collection and analysis, research, studies, recommendations, planning, facilitation, etc.
Implementation agency	Corporates, multilateral organizations, international cooperation agencies, Government entities, etc.	Fees for implementing projects on clients' behalf: sport-for-development, CSR, social performance, etc.
Event organizer	National federations, Sport Confederation, companies, etc.	Fees for organizing sport events; sponsorships; tickets; registration fees; etc.
Marketing agency	National federations, National Olympic Committee, Sport Confederation, etc.	Commissions for raising sponsorships or other benefits for clients
Be part of another organization	International NGOs, IOC, international federations	Sell SportImpact, our talent and intellectual property to a larger organization that allows us to pursue our mission with increased impact
Charity	Foundations, corporates, individuals, etc.	Donations for meaningful projects aligned with donors' mission (requires reporting and other services to donors)



Define a sustainable HR strategy

SportImpact's mission and projects look attractive to staff and volunteers. In 2014 we had more volunteer applications than we could accept, and several people enquired about professional opportunities. Still, it is challenging to engage appropriate talent:

- Not everyone enjoys living in countries with very different living standards, culture, food, weather, safety, political stability, etc. SportImpact teams are likely to be subject to multiple sources of stress, country- and project-related
- Not everyone appreciates our low-cost mode. Lacking a sustainable business model, it is challenging to offer attractive conditions (compensation & benefits, but also comfortable working space, equipment and materials, etc.).
- We look for particular capabilities and traits that may not be easy to find: patience & persistence, determination, accountability, cross-cultural sensitivity, care for the people we serve, ...

Our **human resources strategy** will include paid and unpaid staff, local and international:

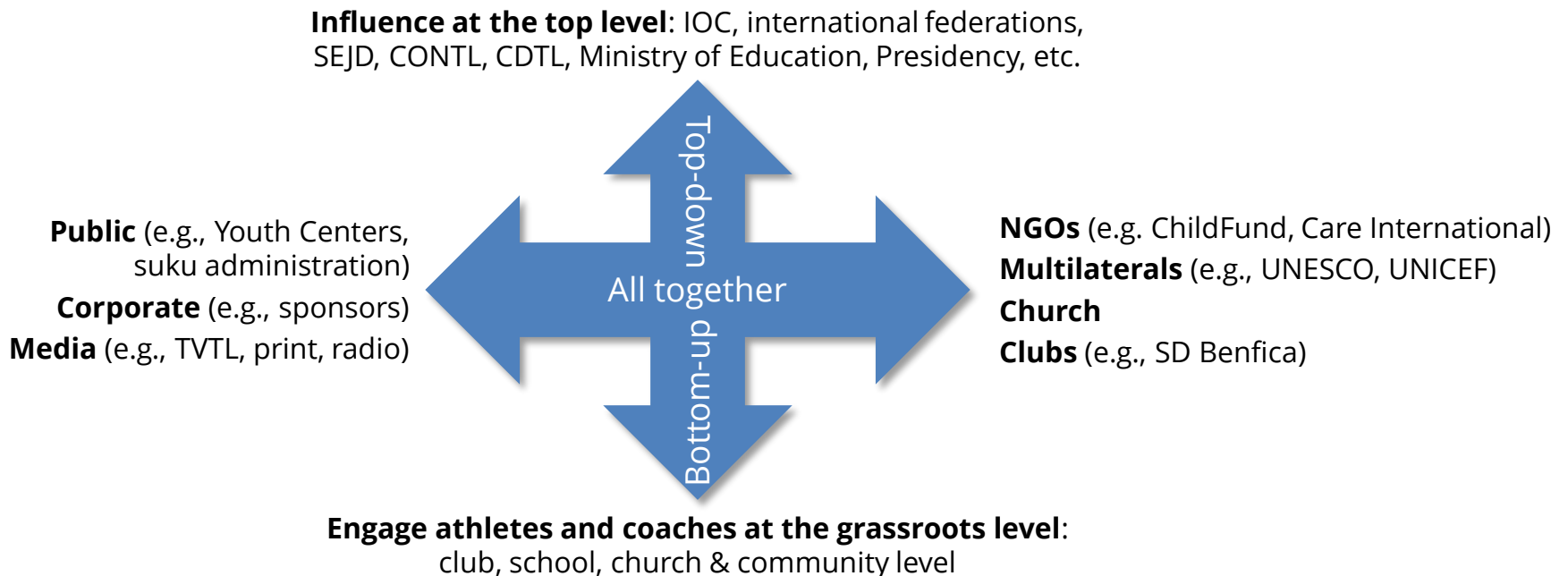
	Professional (i.e., paid)	Volunteers (i.e., unpaid)
	<i>For core responsibilities requiring deep commitment & accountability; paid at market rates, hired after a two-month trial project</i>	<i>For responsibilities with good potential results and low risks, for volunteers and SportImpact; engaged through a formal recruitment process</i>
Local	<ul style="list-style-type: none"> • Long-term horizon; preference for full-time • Recruit, develop and retain a solid local team to run our Timor-Leste operations on their own • Can be part-time/punctual for specific projects (e.g., events) 	<ul style="list-style-type: none"> • Preference for ongoing commitment, part-time • Real volunteers (i.e., unpaid), contrary to what is usual in Timor-Leste (~\$5 /day "incentive")
International	<ul style="list-style-type: none"> • Temporary arrangement, with a focus on capacity building and on recruiting and developing the local team; duration dependent on viability of handover to local team • Preference for full-time (full focus) 	<ul style="list-style-type: none"> • Minimum of 6 months, unless for very specific needs that can be served in shorter periods • Full- or part-time depending on the project • Can be home-based (e.g., for social media)



Engage additional stakeholders

In 2014 we focused on working with organized sport stakeholders (mostly the National Olympic Committee, the Sport Confederation, and the national federations of Timor-Leste). While some engaged in most of our activities (with behavioral changes and improve results still to be seen), others were not so participative.

Last year we invited a few NGOs to take part in our workshops and verified that they can benefit from our work, as well as contribute (e.g., Clube Desportivo Maubara). **Connecting (with) other stakeholders** will increase the human, material and financial **resources available** for joint projects, enable **wider reach** and generate **more significant results**.



Some engagement already



Continue “lean” experiments

We don't believe in 'silver bullets' – simple, quick solutions to world problems. But we do believe in **simple, quick, cheap ways to test solutions and learn** what could work better to address world problems. In particular, we want to conduct more experiments like MegaSprinter, where we leverage existing resources and capabilities and participate as 'catalysts', limiting our intervention to the minimum necessary to get things started or accelerated. To ensure learning, we must clarify from the start what we are testing and how.

For instance, we could explore the following experiments:

SPORTIMPACT EQUIPMENT

- Provide a certain club, organization, community, school, or another group with **simple, affordable, intuitive, easy-to-use sport equipment**
- **Key assumption to test:** low-cost equipment stimulates significant sport activity increase



Example: An easy-to-assemble table tennis net, with 2 rackets and 3 balls costs <US\$20

SPORTIMPACT CLUB

- Provide a certain club, organization, community, school, or another group with guidelines and (limited) coaching (and potentially equipment) on **how to start and run a club**, what activities to develop, how to generate income, etc.
- **Key assumption to test:** with limited support, an individual or group will generate sustainable sport activity (e.g., revenues covering costs)

SPORTIMPACT COACH

- Provide a **trained coach** (potentially volunteer) to a club, organization, community, school, or another group to organize regular **sport activities and train others** to become coaches
- **Key assumption to test:** one trained coach will generate significant sport activity and train new coaches in just a few months

Assess impact



We won't deserve to call ourselves "SportImpact" if we don't assess impact. Understanding our outcomes and impact more accurately will help us improve performance, allocate resources more effectively and efficiently focusing on what works, and better communicate results to clients, business partners and stakeholders in general.

Our current small scale has made it challenging to prioritize impact assessment over project activities. Going forward, we need to **implement a systematic impact assessment process**, as we started to plan in 2014. Some of the work has been started (Theory of Change, preliminary indicators, etc.), but there is still a lot to do:

1. Assign a **responsible person**: this is the first challenge given our small scale and limited resources; we will explore engaging a longer-term volunteer to support the effort
2. Clarify our **objectives** for impact assessment
3. Adjust our **Theory of Change** as necessary, according to the activities we are performing or plan to start (including pilots/experiments)
4. Choose **indicators** aligned with the Theory of Change; we believe we may focus on outcomes and not need to assess impact directly if we can use existing research on the longer-term effects of sport to link sport activity (outcomes, which we need to measure) with impact
5. Collect and manage **data** systematically, ensuring that it is meaningful and can prove what we want to prove (e.g., assessing outcomes in intervention vs. control groups, to control for the effect of external factors), and make this part of SportImpact's regular processes
6. **Report impact**, including it in our annual report or a specific 'Impact Report'

Be a role model



We believe it is our **responsibility to be a role model**, to the best of our awareness and ability (always looking for ways to become more aware and more able). We behave as we would like business partners, the people we are serving, and other stakeholders to behave. This means we must be:

- Committed to positive impact, taking responsibility for a better world, with a resilient can-do attitude
- Honest, trustworthy, always pursuing and promoting ethical options
- Transparent about our business, in particular following proper financial management
- Punctual, reliable, delivering as and when promised, fulfilling all commitments
- Professional, respectful, looking for collaborative solutions through good communication

We believe in **challenging the status quo** whenever it can be improved for a good return (impact vs. investment), especially when it is inefficient, inappropriate, unfair, unethical or just bad. We will:

- Ask “why” whenever something does not seem to make sense (and also when it seems)
- Listen well to understand, and accept what makes sense and challenge what doesn’t
- Say it like it is, with respect and uncompromising commitment to improvement
- Not participate in or contribute to corruption, abuse of power or other negative behaviors
- Not provide or support wrong incentives that perpetuate negative dynamics (e.g., paying participants to attend workshops or paying journalists to cover events)



Let's keep it up!
These kids deserve it



Human Development through Sport

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