



Annual Report 2015
Timor-Leste:
Planting Seeds for Fruitful Impact

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Executive Summary



What we did

- In 2015 SportImpact took the **Sport for Life project to all 13 municipalities** in Timor-Leste. This included:
 - 13 one-week **workshops on 'Guide to Organize a Sport Event'**, with a total of 389 participants (30 per workshop), mostly youth
 - 13 **Sport for Life events** organized by local graduates of the workshop, with a total of over 5,000 kids who could try over 10 different sports per event
- We focused on developing the local team and saw part of our efforts recognized when our head facilitator was nominated representative of Timor-Leste to the UNESCO Youth Forum, and then of the Asian youth to the UNESCO 38th General Conference

Key lessons

- SportImpact focuses on shifting minds from **limiting to empowering** beliefs
- **Inclusion is expensive** and we had extremely limited financial support (UNESCO only)
- It is key to take the **local context** into account to decide appropriate timings, locations, stakeholders and ways to engage them
- Workshops must be extremely **simple & engaging**, with good quality control
- Events have to be **'owned' by local organizers**, with good quality control
- To improve continuously it is key to **evaluate** each activity, to stimulate local youth to **follow up**, and to **assess long term impact**

Priorities

- SportImpact key priority is to **develop a business model** that makes us financially sustainable. We will be testing four areas of business (University, Events, Consulting and Development), continuing our work in Timor-Leste and expanding to Cabo Verde

Key achievements



Compared to 2014 and to the lessons and priorities in our previous Annual Report, we highlight key achievements in human resources, geographic reach, partnerships and revenue/support streams.

Human Resources

- **Tripled full-time staff**, despite reduced funding
- Engaged **Timorese staff** identified with and committed to our mission, who **took over critical responsibilities** such as facilitating and managing workshops and events (fully in local language)
- Implemented a new approach for the **international team, engaging junior staff**, adventurous, eager to learn, responsible and committed, **supported by experts** for faster development
- Explored a partnership with the NGO MOVE for **continuous support by volunteers**

Inclusive geographies

- Worked in **all 13 municipalities of Timor-Leste** (vs. just Dili in 2014), engaging hundreds of youth and sport leaders in workshops, and thousands of school kids in events around the country

Expanded partners

- Improved engagement with **existing partners**:
 - Sport Confederation and its branches: critical to connect efficiently with local sport leaders
 - Athletics Federation: bringing *Kids' Athletics* and TV coverage to three municipalities
- And connected with **new partners**:
 - Youth Centers: critical for training space and connection with the youth in each location
 - NGOs: MOVE, World Vision, ChildFund, Action for Change Foundation
 - School system: schools in each location were key for participation in workshops and events

Revenue & support streams

- **Consulting fees** for an extended report on our 2014 project with Timor-Leste organized sport
- **Grant** from UNESCO for *Sport for Life*
- **In-kind** support from INOV Contacto (consultant during 6 months), World Vision (logistics support for 3 municipalities), Sport Confederation, ChildFund/One World Play Project (200 footballs), etc.
- Symbolic **fees from workshop** participants (<\$400 revenue in 2015) to ensure their commitment

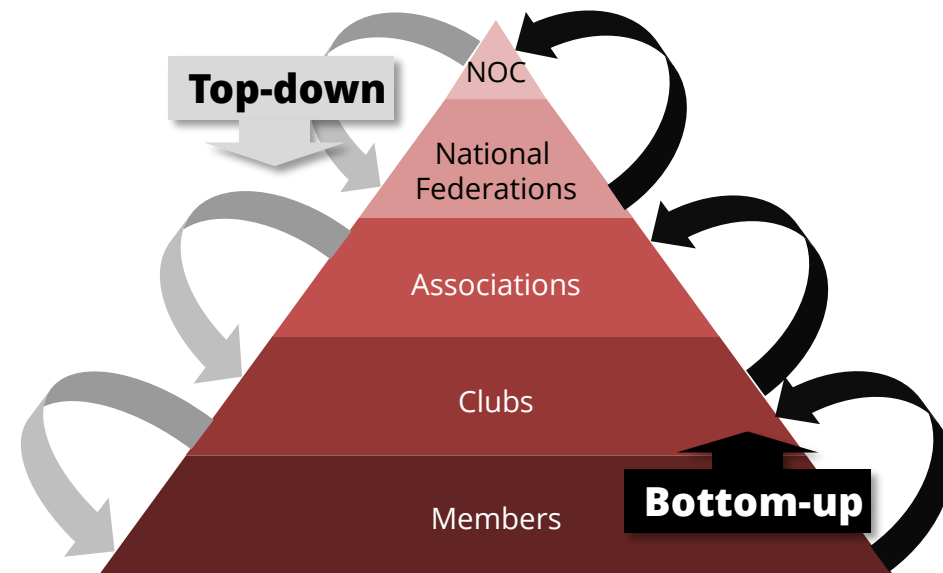


From top-down to bottom-up

In 2014 we followed a top-down strategy, working with organized sport stakeholders (mostly the National Olympic Committee, the Sport Confederation, and the National Federations of Timor-Leste) in Timor-Leste capital, Dili. We provided training to help develop capabilities, envisioning that these capabilities would trickle down to their members (associations, clubs) and to other parts of the country. However, we realized that our trainees often did not feel empowered to launch initiatives in their hierarchical organizations. Also, we were in many cases working with *empty shells* (i.e., organizations without relevant activities) and spending too much energy fighting bureaucracy and navigating complicated relationship patterns and misaligned interests.

Based on past lessons, and listening to sport leaders who asked us to expand our work to municipalities outside the capital, we decided to test a new approach to create significant impact and real change. **In 2015 we adopted a bottom-up strategy, working with communities in all municipalities of Timor-Leste to build the bases for a solid sport system** – just as a sustainable house needs strong foundations to have a well-built roof.

Nevertheless, we maintain good relations with national sport leaders, inviting all federations and other organizations to take part in our initiatives, and keeping ourselves available on demand to support their activities.





What we did

What we did



- *Sport for Life* in Timor-Leste
- Building the team
- Spreading ideas
- Thanks! Partners & Supporters

Sport for Life: Empowering local sport and youth leaders to create their own lives



Workshop: 'Guide to Organize a Sport Event'



Monday	Tuesday	Wednesday	Thursday	Friday
Intro	Project Mgmt.	Material Resources	Event Promotion	Club Creation
Leadership	Human Resources	(cont.)	Proposal Writing	Wrap Up

Young Timorese (female) facilitators

~20-30 participants/workshop (mostly youth)

Participants pay a symbolic **registration fee** to ensure commitment (**\$1**)

Focus on finding their **own solutions**

Creating simple **equipment & facilities**

Locally organized multi-sport, multi-theme events



Organized **by workshop participants**

~500 kids per event

10+ sports to sample for free & at will

No competition

Legacy: ability to organize new events on their own; inspiration for future sport clubs at Youth Centers

Sport for Life around Timor-Leste

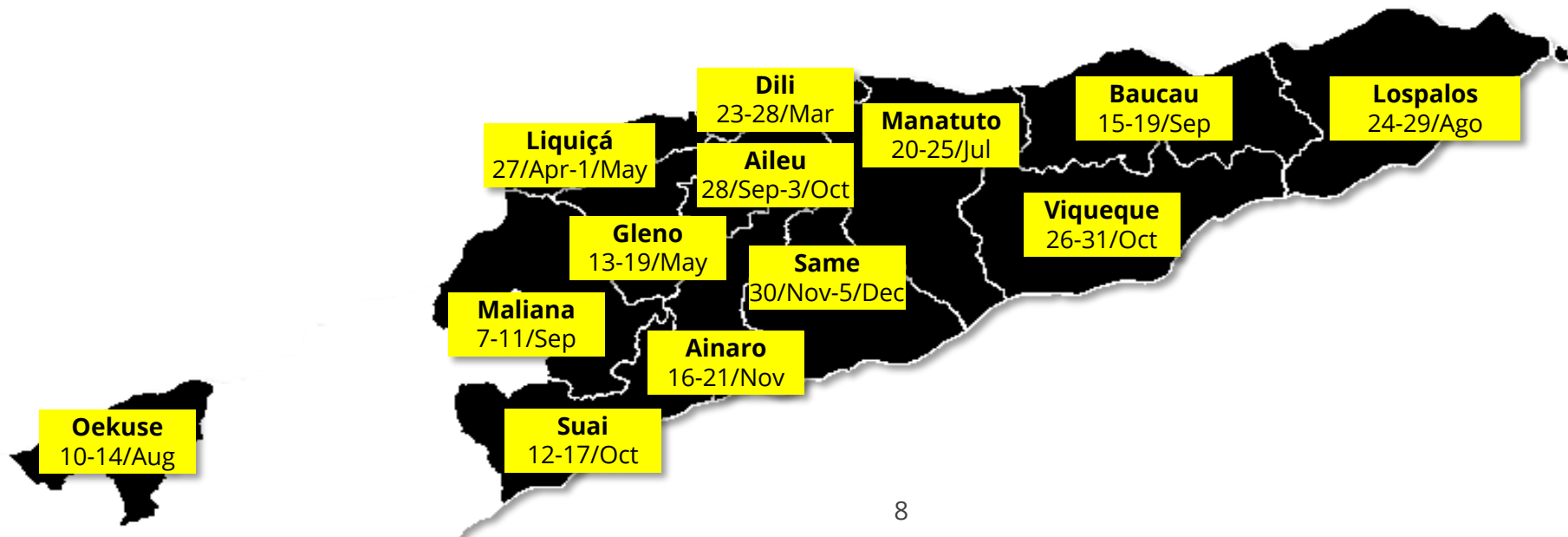


Key objectives

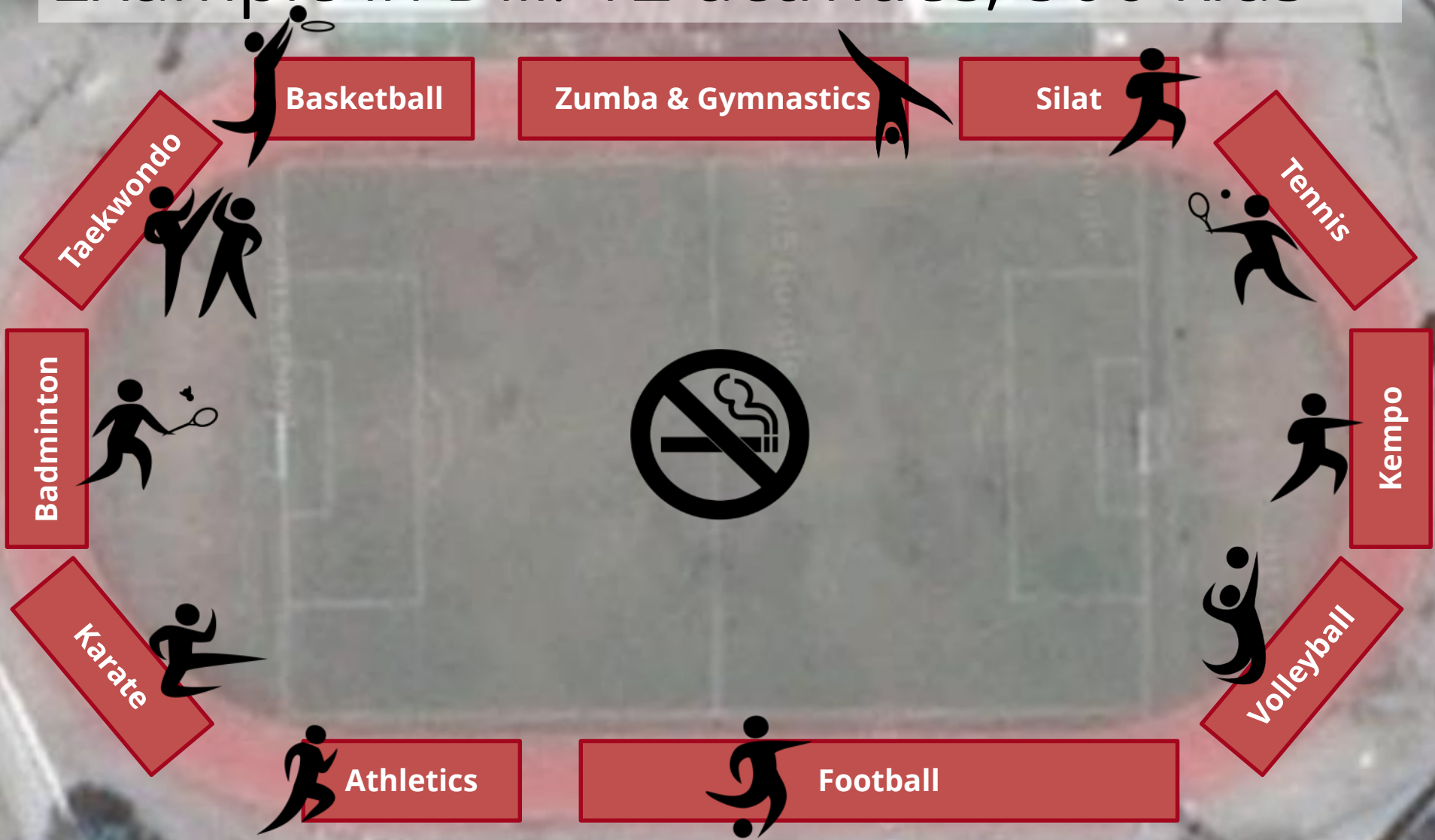
- **Bring communities together** and **empower** them to define their own future
- **Build the capacity** of youth and sport leaders, especially women
- **Develop sport** around Timor-Leste, with **local clubs** and simple sport **equipment and infrastructure**
- Promote physical activity, **health, peace, education** – focusing on kids

Participants & implementation partners

- Local **youth center** leaders/volunteers
- **Sport Confederation** and district branches
- Local **schools** and P.E. **teachers**
- **Community**/local administration leaders
- Sport **federations** and district associations
- Relevant **NGOs** (ChildFund, World Vision, etc.)



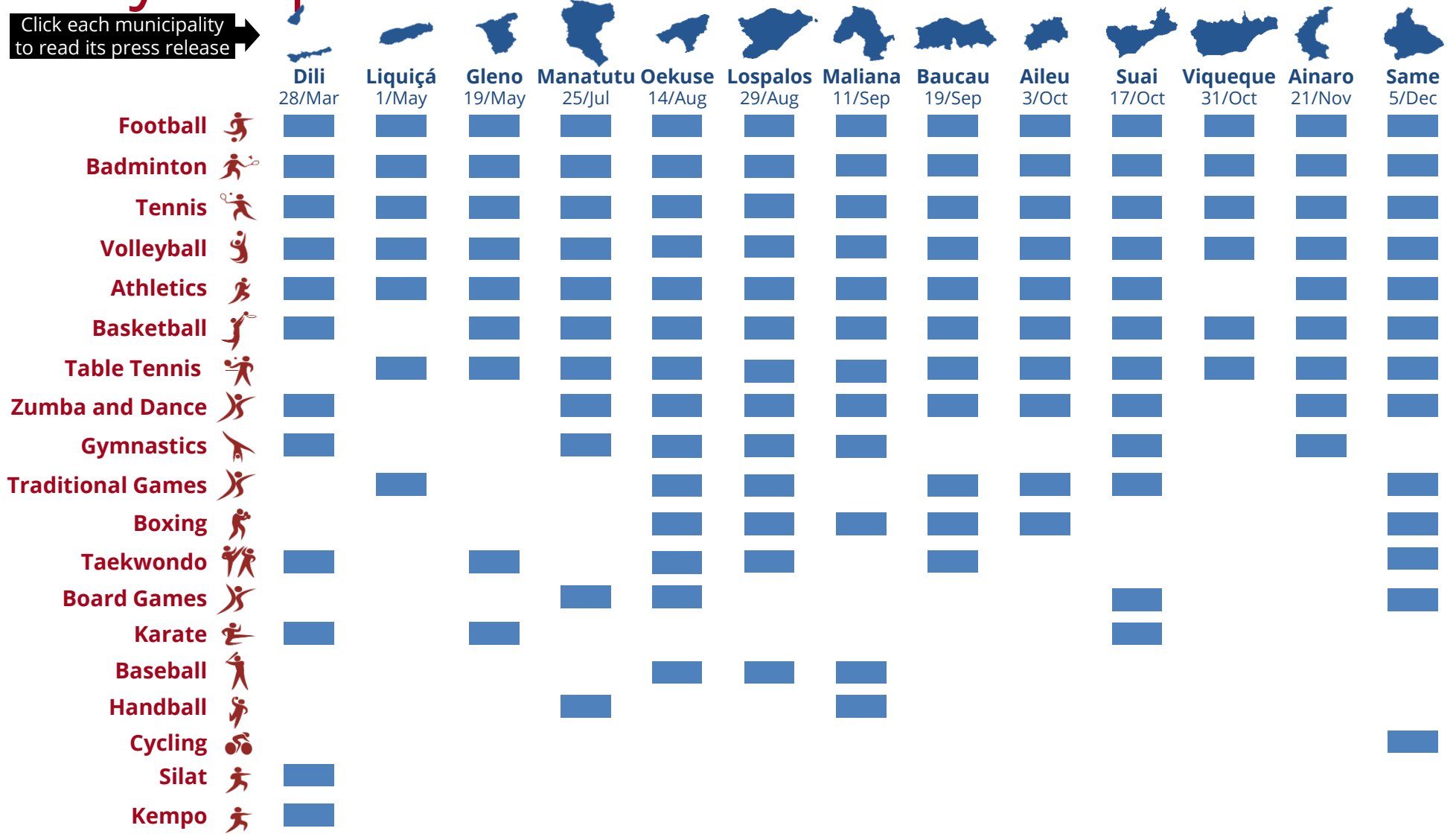
Example in Dili: 12 activities, 500 kids



Key outputs in 2015



Click each municipality to read its press release

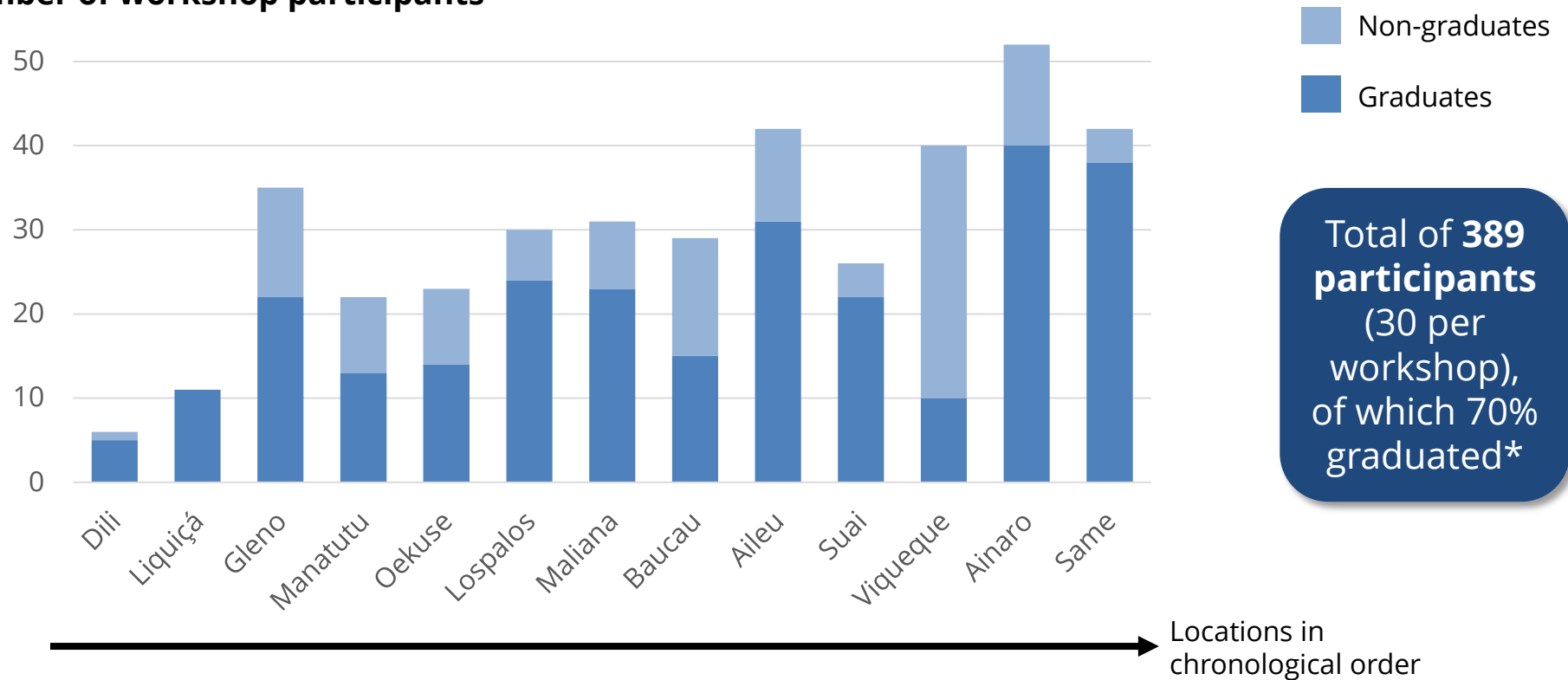


# sports	12	7	9	11	16	13	13	12	11	12	6	10	14
# workshop participants	6	11	35	22	23	30	31	29	42	26	40	52	42
# kids	500+	100+	300+	600+	300+	10 500+	300+	300+	600+	700+	100+	1000+	250+

Workshop participants increased over time

The number of workshop participants increased over time, as we improved our methods to promote the workshop and stimulate participation. We believe key factors to ensure participation were: (a) support from Sport Confederation focal points in each municipality, (b) direct connection with some schools, (c) improved pitch by our facilitators.

Number of workshop participants



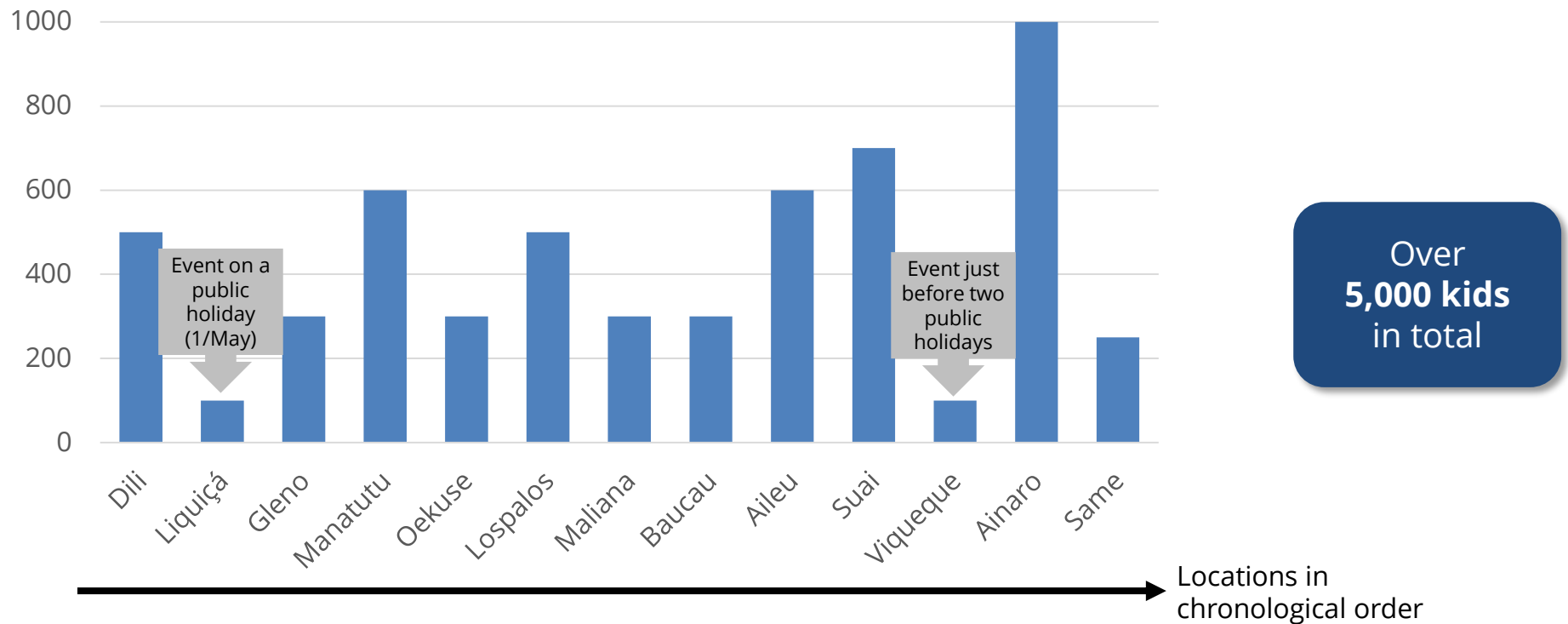
*To ensure commitment and quality of graduates receiving certificates, only those who attended 90% or more of the workshop and contributed actively in the event (the practical "exam") received certificates. This process was improved over time and was stricter from Manatutu onwards. The 'exam' was introduced in Aileu
Source: SportImpact's attendance records

Each event typically engaged 300-600 kids



We invited virtually all schools* around each event location to bring students to *Sport for Life*. Most events gathered between 300 and 600 children from different schools. We learned that public holidays are not the best days to ensure participation, as kids don't have school and thus there are no teachers to bring them to the event.

Number of children per *Sport for Life* event



Over 5,000 kids in total

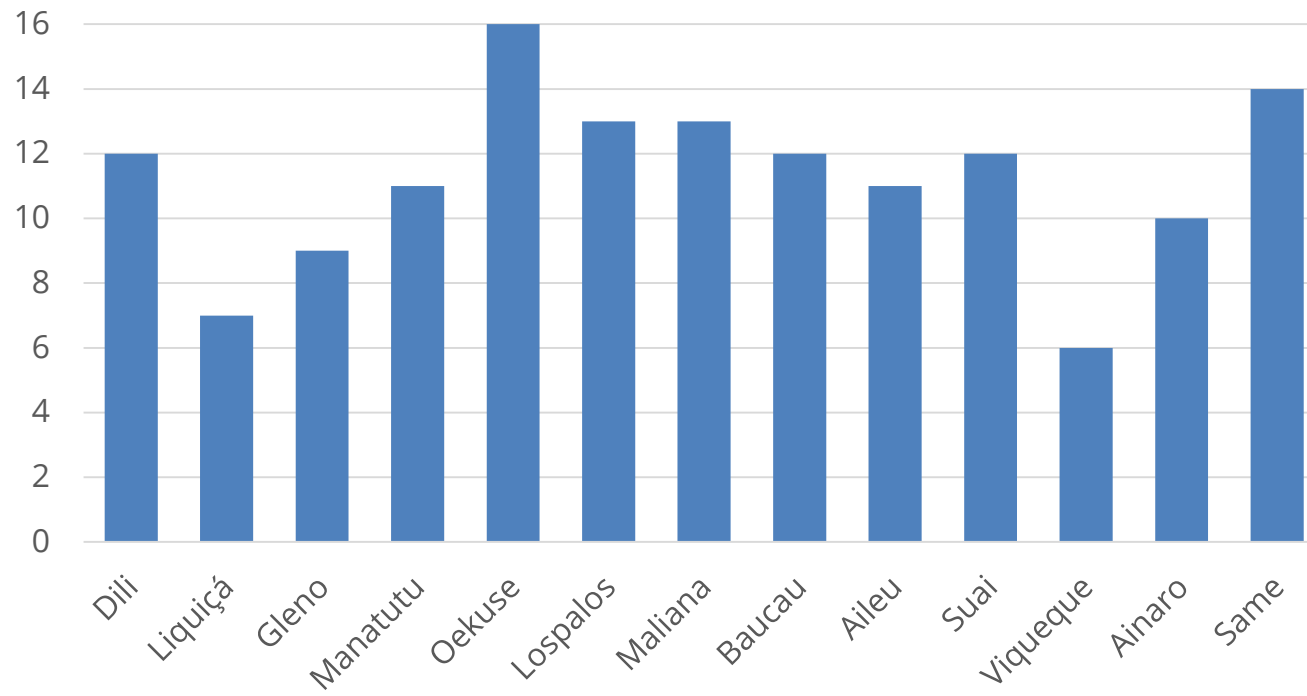
*Promotion was not perfect and sometimes some schools later told us they had not learned about the event
Source: SportImpact estimates based on observation and approximate counting of children in the event

Kids could sample lots of different sports



Workshop participants were key decision makers when choosing what sports to have in each event. Sports varied according to local interests and practice – on average there were 11 sports available for kids to try, with no competition pressure to make the event more inclusive.

Number of sports per *Sport for Life* event



Average of
11 sports
per event

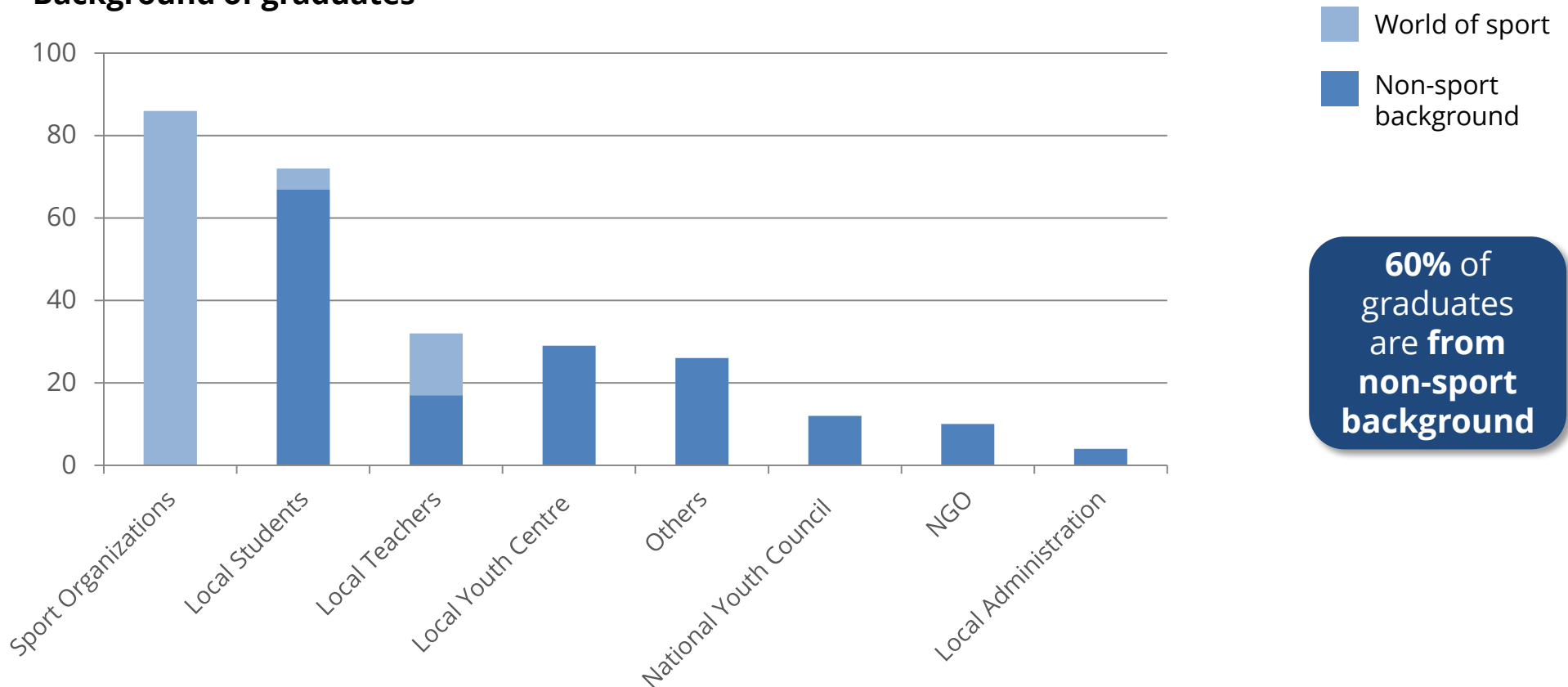
Locations in
chronological order

Graduates came from diverse areas



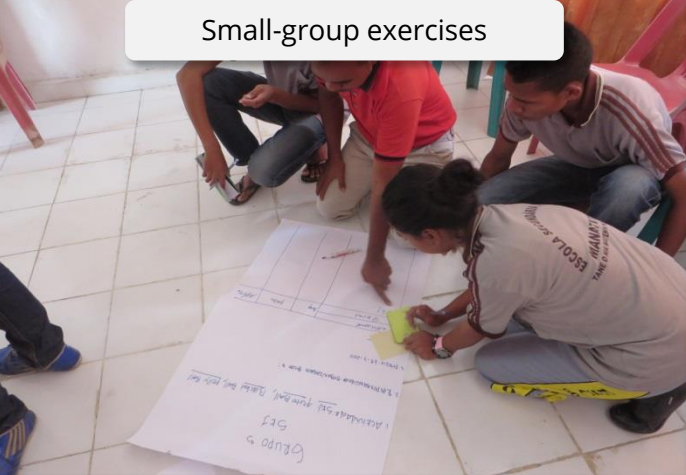
Despite our workshop's target of relevant sport stakeholders, we registered a high number of graduates non-related with sport, such as local students, Timor-Leste National Youth Council members and youth center members – participants from several backgrounds saw value in our workshop content.

Background of graduates



60% of graduates are from **non-sport background**

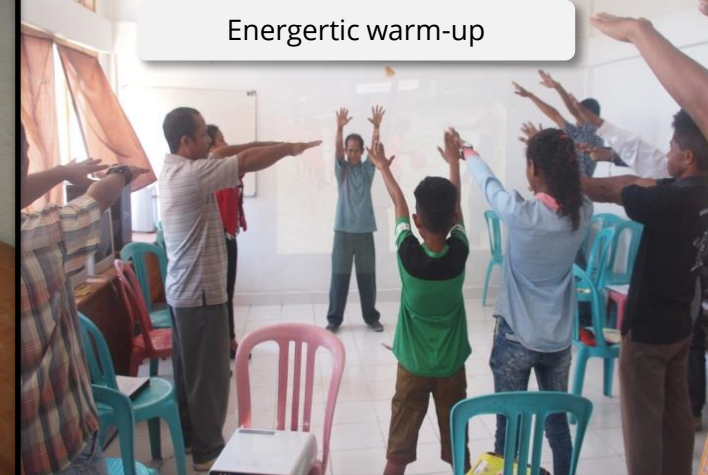
Small-group exercises



Planning the event



Energetic warm-up



Role plays & simulations



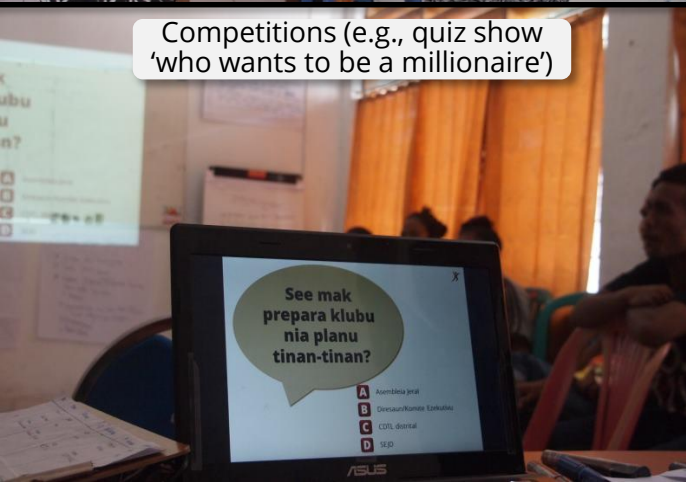
Creation of adapted material



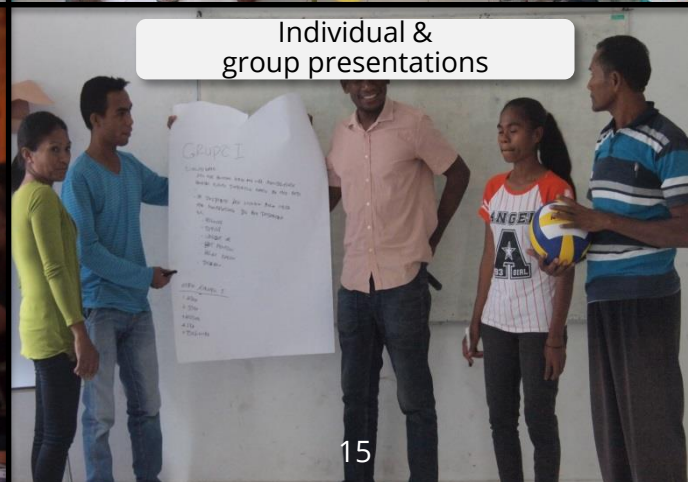
Brainstorming



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



Individual & group presentations



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



Liquiçá



Gleno



Oekuse



Lospalos



Maliana



Baucau



Aileu



Viqueque



Same



We don't have images of graduates in Ainaro, Covalima, Manatuto and Dili



Liquiçá, May 1st





Manatutu, July 25th



Oekuse, August 14th



Lopalos, August 29th







Aileu, October 3rd





Viqueque, October 31st





Same, December 5th



What we did



- *Sport for Life* in Timor-Leste
- Building the team
- Spreading ideas
- Thanks! Partners & Supporters



Virginia Graça
Head Facilitator

Luiza Gusmão
Admin & Finance

Nuno Delicado
Director

Silvia Wronka
Consultant

João Girão
Project Manager

Loïc Pedras
Director



Building the local team

SportImpact is developing a **sustainable human resources strategy** by attracting, motivating and retaining quality local people. Despite not having a formal career system, **staff are evaluated on performance** and are involved in the **decision-making process**. We provide **incentives for all to show their true potential and wishes**.

A great example of this is Virginia da Graça, who initially joined SportImpact as Finance Assistant and soon discovered her outstanding skills on facilitation, which she has been further developing through intense facilitation work during the year (50+ full days).

Virginia da Graça

Head Facilitator in the *Sport for Life* project



Luiza Gusmão

Administration & Finance Officer



Sustainable international team



SportImpact started operations in Timor-Leste in 2014 with **very experienced international staff**. This generated a significant **sustainability challenge**, as we struggled to generate the resources required to properly compensate senior experts. At the same time, we realized that many of the key activities necessary to pursue our mission (project management, training and coaching of local stakeholders, etc.) could be performed by young qualified professionals (with the right attitude) with focused guidance from more experienced team members (who for now remain volunteers, while our business model does not allow proper compensation and we can find individuals willing to work pro bono).

So in 2015 we tested a **new approach**: we received a **recent graduate consultant**, João Girão, sponsored by INOV Contacto (Portuguese Trade & Investment Agency) for 6 months. From the start we empowered him to take responsibility for the *Sport for Life* project. Over time he took responsibility for all operations, gradually requiring less and less guidance and supervision, even assisting with business development and fundraising. We hired João after the initial 6 months as Project Manager, and he is now our Country Manager in Cabo Verde. In Cabo Verde we will receive a new INOV Contacto consultant and will start the process again, helping him learn fast and take increasing responsibilities with appropriate guidance, to be the next Project Manager and Country Manager.



João Girão
~~Consultant~~
~~Project Manager~~
Country Manager

Constant learning & improvement



SportImpact is focused on developing all staff, particularly local staff that will in the future take full charge of field projects. We cultivate a culture of constant learning where all SportImpact team members are incentivized to take increasing responsibilities, to maintain an entrepreneurial spirit, and to learn, gather information and share it with colleagues.

One-on-one training & coaching

Since the SportImpact team is small, **international staff could provide one-on-one on-the-job training and coaching with local staff**, on facilitation techniques and other soft skills such as time management, problem-solving creativity, ability to work under pressure, team work, etc. Conversely, **international staff received one-on-one training from local staff** on topics such as local culture and know-how, best practices to deal with local stakeholders, community needs, etc.

Processes

SportImpact has developed processes to ensure that lessons learned are shared. The most effective are **review meetings**, where all staff gather after a project to discuss what went well and what could be improved, and plan concrete strategies to improve future performance.

We also **meet weekly** to (a) remember our mission, (b) share what we did last week and (c) agree on what we will do this week.

Feedback

During the collaboration with SportImpact, all staff receives **continuous feedback** on work performed. At the end of a project, or at least every semester, a more **formal performance review** is provided.

Developing a strong culture

Click images or
access the links to
watch the videos



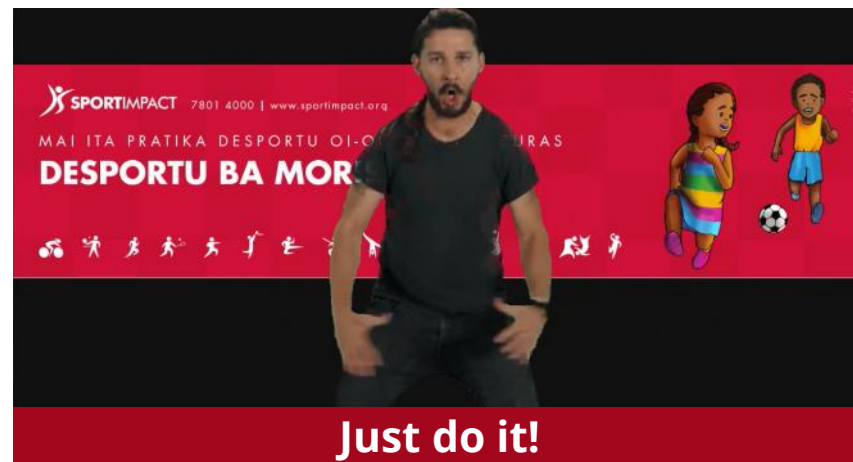
Cultures are difficult to describe and difficult to create consciously. At SportImpact a strong culture is emerging founded on critical values/characteristics that we live daily and that we instill in others we work with:

- **Passionate for our mission: human development** through sport. Sport is a tool. The goal is human development – which means to help others take responsibility for their lives and live ‘at cause’.
- **Fully responsible:** we are at always **at cause**, never ‘at effect’. We take full responsibility for our lives and our projects, and recognize we always have a choice.
- **Just do it!** The verb ‘try’ does not exist at SportImpact. And we always notice when someone uses it. We are committed to making things happen, no matter what. The process can sometimes be painful, but we know it is the way to really be at cause: **do or do not.**

These two videos help us communicate these ideas to new staff and other partners:



<https://goo.gl/C6hUOj>



<https://goo.gl/NiiBYx>



What we did

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- Spreading ideas
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Codifying ideas & knowledge to make them accessible to all

Click images or access the links to download available documents. Contact us for others



Sport Management Manual
(in Portuguese)
<http://goo.gl/joelTw>



Workshop materials & exercises
(in Tetum)



Sport for Life Manual



Assessment of Sport in Timor-Leste
(in Tetum)
<http://goo.gl/akJZSo>



Sport Club Manual



Annual Report 2014
<http://goo.gl/lzQfM4>



Contributions to the Olympic Agenda 2020
<http://goo.gl/pbFPKZ>



International Federations' Development Programs
<http://goo.gl/JUKoCr>



Guide on How to Assess Impact

Visible on different media



News on SportImpact on **sapo.tl** (Timor-Leste news portal) and other local media
<http://goo.gl/hT4bvN>

Coverage of our **Aileu, Ainaro and Same** events by **Timor-Leste national television (RTTL)**
<https://goo.gl/a1DLPo>

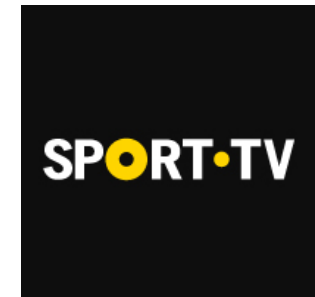
Interview with Loïc Pedras on **StudentPreneur Podcast**
<http://goo.gl/iw36UV>



Facebook page with photos, videos and links to posts
<https://goo.gl/jW4K4N>

SportImpact thanks in particular UNESCO for financial support to seven municipalities, MOVE – Catholic University of Portugal for committed volunteers, Peace and Sport for creating and sharing the Adapted Sport Manual, and the One World Play Project, for 'indestructible' footballs through ChildFund. For this event SportImpact appreciates the support from all co-organizers and volunteers from Timor-Leste Volleyball Federation, Timor-Leste Football Federation, Timor-Leste Sport Confederation, Timor-Leste National Youth Council, Youth Centre of Same, local schools, among others.

Regular press releases, distributed through our **mailing list** with relevant contacts
<http://goo.gl/Lyb3W4>



Interview with Nuno Delicado on **SportTV**, Portuguese sport cable channel

Spreading powerful videos

Click images or
access the links to
watch the videos



Desportu ba Moris (*Sport for Life*) in Timor-Leste
<https://goo.gl/a1DLPo>



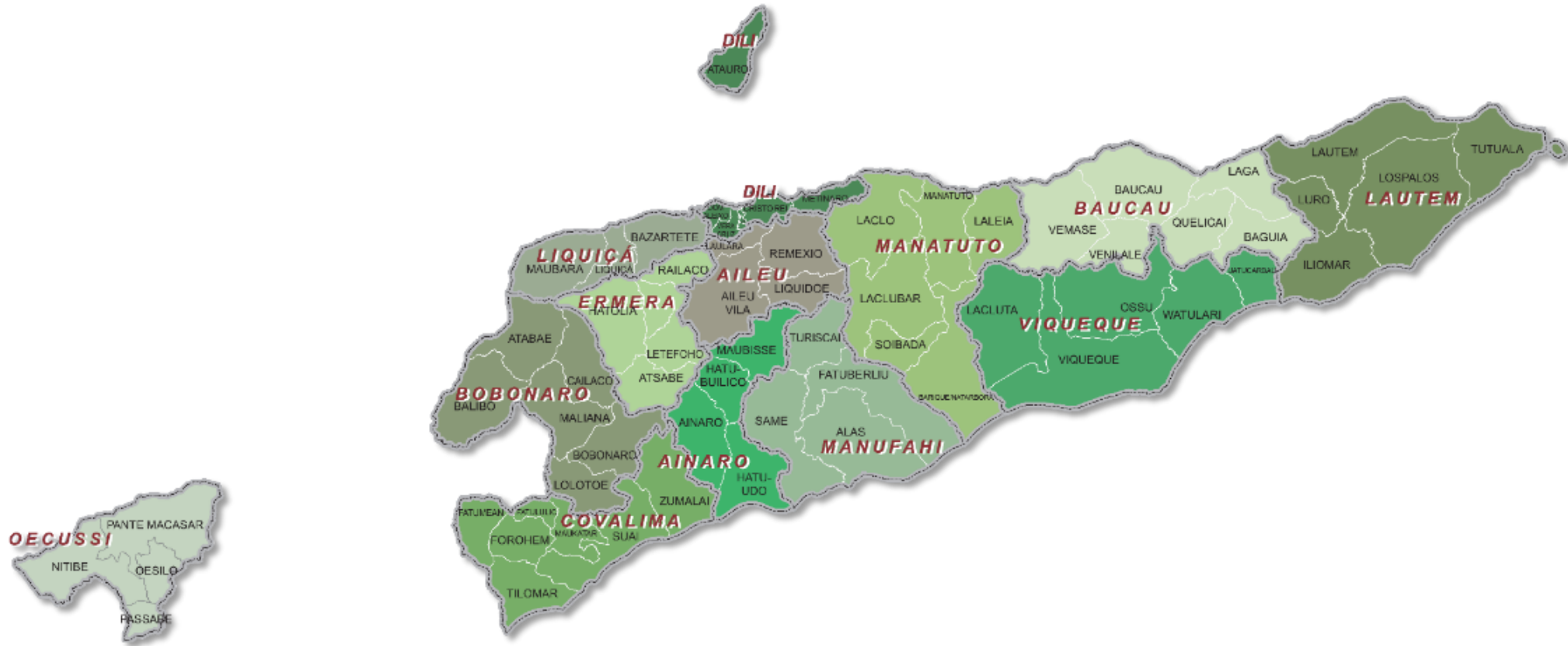
Compilation of Adapted Sport in Timor-Leste
<https://goo.gl/0iTuVA>



***Sport for Life* covered by Timor-Leste national
television (RTTL)**
<https://goo.gl/bZ13Fm>



**Interview with Virginia Graça: Timor-Leste
representative at the 9th UNESCO Youth Forum**
<https://goo.gl/3Nm7cg>



Inspiring inclusivity in Govt. projects

We presented a proposal to the **Secretary of State of Youth and Sport** to take ***Sport for Life*** to all **65 sub-municipalities** in Timor-Leste. It is an ambitious project, requiring significant human and financial resources. It is unclear whether we will participate, but we were thrilled to see in the 2016 State budget of US\$293,000 for “Sport for Peace (Community) in 65 administrative posts (...) competing in traditional games.”





UNESCO Youth Forum
9th Edition
26-28 October 2015

UNESCO Youth Forum

The UNESCO National Commission of Timor-Leste nominated SportImpact's head facilitator Virginia da Graça as **Timor-Leste representative to the 9th UNESCO Youth Forum** (Paris, Oct 26-28). After a pre-forum facilitator training, Virginia facilitated a session with her peers.



UNESCO General Conference

After observing Virginia facilitation skills and energy, the UNESCO team in Paris selected her as **representative of the Asian youth to the UNESCO 38th General Conference** (Paris, Nov 3-18), with the mission of sharing the recommendations produced during the Youth Forum.



Peace and Sport International Forum

SportImpact was nominated to an 'Adapted Program of the Year' award and invited to the Forum to **showcase our work using 'adapted sport' equipment**. Delegates, speakers and organizers could learn about *Sport for Life* through a session facilitated by Nuno Delicado, and by visiting SportImpact's stand.



Talk at University of Technology Sydney

Loïc Pedras organized a session on *Sport for Life* at the business school of the University of Technology Sydney (UTS). UTS faculty and PhD students generated **fruitful discussion of SportImpact's experience and methods**, and sport-for-development challenges.



Guest speakers at Initiative for Peace

On June 23rd (Olympic Day), Virginia da Graça and Nuno Delicado were **guest speakers at Initiative for Peace**, a conference for young Timorese organized by students from United World College Southeast Asia. They engaged participants in empowering discussions and exercises.



Promoting sport in Timorese prisons

Delivered footballs to the two Timor-Leste prisons (Becora on May 12th and Gleno on May 15th) and **explained the philosophy of the project** to maximize impact on the prisons' population. The event in Becora (launch of a prison sport championship to celebrate Timor-Leste independence) was covered by national TV, helping to build visibility of initiatives for prisoner social integration.





Handmaids of the Sacred Heart of Jesus

Helped the **Handmaids of the Sacred Heart of Jesus** connect with the Secretary of State for Youth and Sport for support to build a **multi-sport field** in Bazartete (small rural town 40 km away from Dili). We also connected them with the Athletics Federation and the Basketball Federation. As a result, the local community organized several volleyball and basketball events, some took part in basketball training sessions in Dili, and had a Kids' Athletics event with national TV coverage.



Developing Sport Dili e Benfica

From February to June Virginia da Graça supported **Sport Dili e Benfica's administration** on a part-time basis. She later helped recruit and train Benfica's full time administration and finance officer, and continued assisting in some events, such as tournament award ceremonies.





Volunteering opportunities



Three volunteers from MOVE (young graduates from Portugal) worked on a part-time basis with SportImpact from September to February, focusing on three areas of support: creating a Sport Club Manual, assessing impact, and building administration and finance capacity



Connecting with One World Play Project



Helped ChildFund **connect with multiple stakeholders** (Secretary of State for Youth and Sport, Timor-Leste Football Federation, Sport Dili e Benfica) in order to maximize impact of the 5,500 footballs it received from the One World Play Project. SportImpact received 200 balls, which we distributed to groups and organizations in Timor-Leste's 13 municipalities.



First Lady Cup

SportImpact staff took part in the First Lady Cup 10 km. Nuno Delicado met the goal of being in the **top 5** in order to meet the **First Lady** and do an **elevator pitch** about SportImpact's projects. João Girão beat his 10k **personal best** and Luiza Gusmão ran her **first 5k**.





What we did

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- Building the team
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Engaging stakeholders collaboratively



In 2015 we dramatically expanded the stakeholders that we engaged collaboratively to implement *Sport for Life*. At the center was the local community in each municipality.





National sport organizations


 Timor-Leste Sport Confederation & its municipality focal points
 National sport federations/ municipality associations



 etc.

Government


 Secretary of State for Youth & Sport
 Youth Centers

 etc.



LOCAL COMMUNITY

- Youth leaders/volunteers (Youth Centers and associations)
- **Sport Confederation, associations & clubs**
- **Schools** and P.E. teachers
- **Community leaders/local administration**






International organizations





 OLYMPIC SOLIDARITY
 
 ONE WORLD PLAY PROJECT™
 World Vision®
 
 ChildFund International

Volunteers/support


 aicep Portugal Global


 DAMOS CRÉDITO À ESPERANÇA

 Action for Change Foundation
TIMOR-LESTE YOUTH FOR PEACE

 WORLD FRIENDS KOREA



Etc.

Thanks to all our partners & supporters

For the support that started the project in 2014



For financial support for *Sport for Life* and for taking Virginia to the UNESCO Youth Forum



For a high-quality graduate intern during 6 months



For our headquarters



For supporting our work with three volunteers



For logistical support for three municipalities



For logistical support and connection with municipal branches



For the Adapted Sport Manual and for inviting us to the International Forum



For 200 'indestructible' footballs



For bringing Kids' Athletics to three municipalities



For bulding visibility for our activities and mission



For great design that helps us look professional



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



Key lessons

Key lessons: Patience & persistence

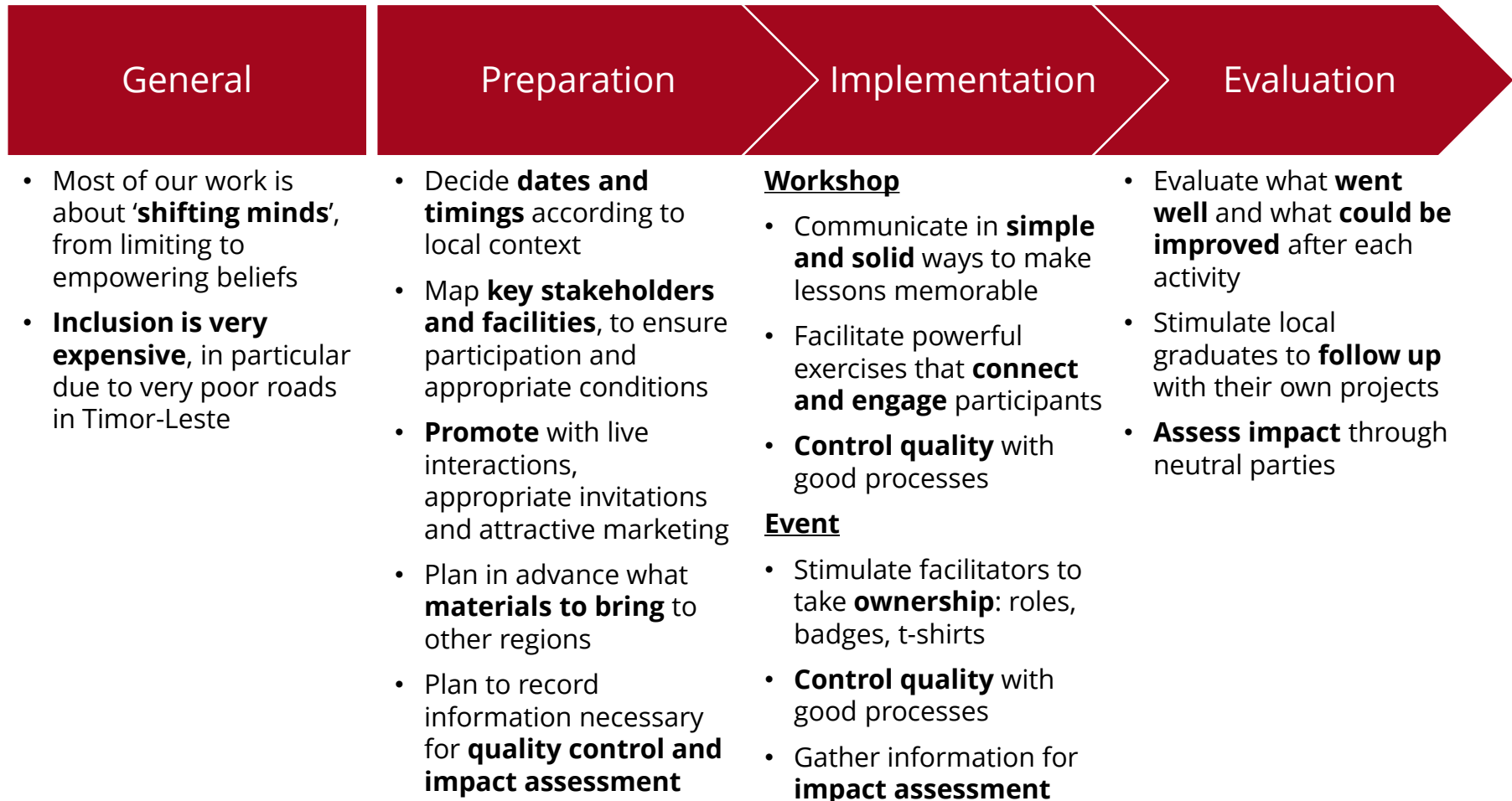


- *Sport for Life* in Timor-Leste
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Summary of key lessons



As a learning organization, we invest significantly on codifying key lessons from our projects in order to continuously improve. In this section we summarize what we learned in the different stages of the *Sport for Life* project.



Shifting mindsets: serious commitment, fair rewards, local solutions



What?? No pay and no food?!

to

I'm committed to my development

In most countries, participants normally pay to take workshops that provide knowledge and field experience. In Timor-Leste, due to practices by international and Government organizations, the word “workshop” is perceived by many as a free lunch and sometimes a source of monetary remuneration. Although we were advised against this (“Nobody will come!”) SportImpact does not pay or provide meals to workshop participants. **We require participants to pay us a symbolic contribution of US\$1.** This way, we can naturally select the ones who see value in our program and are seriously committed to their own development and will take an active and productive role

Who cares if I am late or don't go...

to

Engagement determines fair rewards

We stated in our Annual Report 2014 that one of the most important rewards to workshop participants is a certificate. In *Sport for Life* we **established clear rules to reward participants fairly for their engagement and performance:**

- Arriving late by 30 minutes or more counts as missing a workshop module
- Participants missing more than 1 in 10 workshop modules (i.e., 10%) are no longer eligible to graduate
- Additionally, to graduate and receive the certificate participants need to participate actively and according to their agreed role in the event

Sniff... No one helps us...

to

Ah! Let's use local solutions!

Lack of equipment, facilities and money were common obstacles mentioned by workshop participants. Excuses such as “We don't have volleyball nets, so we don't play or organize anything until someone arrives and offers what's needed” were tackled with the **Adapted Sport Manual which offers alternative solutions to these issues with the available local resources**



Shifting mindsets: empowerment and age/gender equality



'They' will bring the solution

to

Yes, I can!

In Timor-Leste, international organizations, or sometimes the Government, are often regarded as the owners of knowledge and resources. Waiting for others to bring solutions is not sustainable, leads to disempowerment and to inappropriate solutions. **We aim to empower local communities, especially the youth, to find their own solutions.** We do this by stimulating them to share their knowledge and experiences during the workshop (through facilitation techniques) and to organize the event on their own, with their own resources. Our goal was that at the end of the program they would realize: "Wait a moment! We did all this by ourselves! Why do we need SportImpact, or the Government, or others?! Let's just start organizing everything we wish from now on! Let's make our dreams come true! Yes, we can!"

Old men know better

to

We learn with people of all ages & genders

Workshops were led by Virginia, our 20-year-old Timorese facilitator – a lady. Since Timorese culture generally values older men as more knowledgeable and powerful, some participants found it challenging to see Virginia as a valid, respected facilitator (or younger participants as peers to be respected) due to her age and/or gender. Virginia **stimulated a more egalitarian environment** by:

1. Introducing the workshop in a powerful way, focusing on the background and achievements of SportImpact and our experienced team members, and clarifying her role as 'facilitator' of SportImpact methodologies
2. Using egalitarian language, addressing everyone in the same way (for instance, the word "alin" – Tetum for little brother – was banned)
3. Dressing more formally, to adjust how she was perceived by older men

Inclusion is very expensive



We faced major challenges to ensure a really inclusive *Sport for Life* project, in particular when roads in Timor-Leste are in very poor condition, nonexistent or under construction. Our trips to municipalities had a very unproductive **average speed of 30 km/h. Costs involved are multiple:**

- **Time:** getting to the 13 municipalities in the country, twice to each (first time to prepare, second to implement), meant around 6,000 km on bad roads, i.e., about 200 hours, or **25 full working days**
- **Energy & health:** after a long trip on bad roads our team was **extremely tired and sometimes sick**, requiring additional time to recover
- **Money:** renting an appropriate car for these trips means **at least US\$90 per day**, plus fuel and eventual damages to vehicles. This was reduced in three locations (Maliana, Baucau, Aileu), where World Vision provided logistical support
- **Risk:** very **bad roads and tired drivers** are a recipe for disaster. Fortunately we had only minor accidents, but counting on luck is not a sustainable risk management strategy



Traveling to Oecussi enclave, with low-cost air tickets from Mission Aviation Fellowship (an 11-hour journey turned into beautiful 45 minutes – unfortunately a very rare break!)



Traveling in Lospalos municipality

Preparation: scheduling and intelligence



Scheduling

Dates – Choosing the **right dates for visits, workshops and events** are a key success factor to reaching a high participation level. Avoid having workshops and events on public holidays, since many participants might have other commitments.

If your dates are not flexible, the recommendation is to shorten the program. Have in mind that the most efficient and safe way of bringing young people to events is through the guidance of their school teachers, so make sure your event is on a school day (check for schools having classes on Saturday).

Tip: Plan your activities for the entire year, and stick to your plan to the best of your ability but consider it as a draft and be prepared to change if required.

Hours – In many undeveloped countries with tropical climate the **best timing for events** is in the early morning or late afternoon, when the hot sun is not an obstacle for quality sport activities. Always verify when the rainy season begins and adapt starting hours. In Timor-Leste usually the optimal time to start assembling is 6am with the event starting at 7am and only ending when it's too hot to continue.

Intelligence

Contacts – Compile **contacts of all the sport stakeholders** in the country, schools and other organizations that might provide in-kind support or have partnerships opportunities.

Tip: Start by asking in the capital headquarters of the organizations. Usually they provide the appropriate contacts for the entire country.

Facilities– List **suitable spots for workshops and events**. Check availability for desired dates and convenience, and obtain appropriate permission. Always have a Plan B.

Preparation: promotion



Promotion **First visit** – Contact local stakeholders for a **face-to-face meeting**. This meeting is key to prove that your organization has serious intentions, to show your commitment and to provide full details of the program and project. Hand out a brochure with the content of your program and the form sheet for registration (see appendix).

Tip: use this meeting to check if dates and locations are suitable. You can also perform an inspection of the area in search for quality accommodation.

Invitations – Use the local appropriate method (usually letters) to **invite the stakeholders** you desire to involve. We recommend dividing them in at least three groups:

- Participants in workshops (e.g., youth centers, federations, associations, clubs, etc.)
- Participants in events (i.e., schools)
- VIP guests

Ensure that invitations are clear, and meet face to face to provide additional explanation if required.

Tip: Leaving invitation letters with local stakeholders shortly after confirming the suitability of dates is a good strategy. You will meet live with most stakeholders and can deliver letters face-to-face.

Marketing – Printing **banners** and setting them up during the first visit is a cost- and time-effective strategy to create awareness. To reduce the budget you can print a couple of ‘universal’ banners and then glue smaller banners on to them with specific locations and dates (see appendix).

Be careful: Some people might take the banners after the events have passed assuming they are no longer useful, so remove them as soon as the program is over.

Also print and distribute **flyers** in schools and other relevant places (see appendix)

Preparation: plan, records, practice!



Plan **Materials to take** – Be aware that you may be traveling to remote areas. Do not expect to find all the items you might need, such as specific electronic gear, or even paper and ability to print handouts. Plan in advance and **create checklists for materials to bring** with you.

Records **Database** – Prepare to record as much information as you can for **quality control and impact assessment**. Use contact lists for participants of workshop and for events. If you intend to distribute any kind of equipment the recommendation is to use application forms where candidates can describe what they will do with it and leave the contacts for future monitoring and evaluation purposes (see appendix).

Tip: A good strategy is to distribute a contact list during the beginning of the first day of the workshop, since some participants may not come again and we will want to call them to find out why.

Practice! Last but not least: **facilitators are the most critical success factor** for impactful workshops. Recruit facilitators with the right energy, mindset and ability to connect with participants – it makes all the difference engaging groups, aligning them towards common goals with positive, confident attitudes, and motivating them to commit and persist despite challenges. Do spend significant time working with facilitators to plan appropriate contents. Most importantly, focus on planning and practicing workshop processes, exercises and dynamics that will promote appropriate states in participants, engaging them towards the intended results.

*Tip: Different people have different communication and learning preferences. Make sure that workshops offer stimuli for all kinds of learning preferences: visual, verbal, kinesthetic/experiential... You may want to include readings, presentations, videos, physical activities, arts, etc. **Remember: it is a workshop, so participants are supposed to work. The facilitator 'just' facilitates!***

Implementation: key factors for workshop success



Communication

- Use media materials in **local language** (see appendix for examples)
- Provide the **printed materials** to participants, so they can review easily learned contents (access to computers and internet is often limited)
- Use **acronyms that are easy to memorize** as much as you can. You will find participants knowing the contents faster
- Do **practical exercises** to engage participants of all kinds of learning preferences

Ice breakers

- **Engage participants** in exercises/games to help them connect and get to know each other
- Implement a **rotation system** of teams so everybody interacts with different people

Visual contents

- Show powerful images and motivational videos to **inspire**. Look for examples that suit the specific context of the country where you are operating. Ask questions about how they felt, what they thought, etc., to ensure lessons are well captured and shared
- Resort to Adapted Sport Manual chapters to **boost the creativity** of the participants
- Show pictures and videos of previous *Sport for Life* activities to **engage participants** and teach them what is expected from them

Facilitation methodology

- Use **SportImpact's 5-step pedagogical methodology**:
 1. Share the topic and **ask participants' opinion/ideas** about it (with good open questions)
 2. **Write their ideas** on the flipchart/whiteboard (organizing & summarizing them as possible)
 3. Explain **SportImpact's proposed process** and offer appropriate practical **examples**
 4. Propose a **practical exercise**, ideally focused on participants' projects or on the event
 5. Give **homework** for each topic

Quality control

- Use the **checklist for excellent workshops** and ensure the head facilitator uses it as a process to control the quality

Implementation: key factors for event success



Ownership

- **Attribute roles** and **give detailed explanation** of what is expected from each facilitator* (see appendix)
- Provide **identification cards** with roles such as Water Manager – it tends to create an engagement and commitment effect
- Provide the **evaluation criteria** you're going to use to assess them. Ensure they understand that if they do not perform their role properly they will not graduate
- Show facilitators the exact place they are going to be managing with a visit to the event field. This visit would be typically at the end of the workshop, the day before the event

T-shirts

- Distribute t-shirts to facilitators. T-shirts have three important effects:
 1. **Visual effect** that allows children and others to easily recognize facilitators
 2. **Motivational aspect** with increased ownership and sense of responsibility by facilitators
 3. **Reward** to encourage facilitators to arrive on time to ensure the event starts promptly

Quality control

- Use the **checklist for excellent events** and ensure the event manager uses it as a process to control the event quality

Impact assessment

- Gather all relevant **information for future impact assessment** such as the contacts of school teachers, contacts and other information of facilitators, number of activities, etc.



Evaluation: evaluate each activity, promote a legacy, assess impact



Evaluate After each activity, it is necessary to review and evaluate to ensure challenges are addressed and processes are continuously improved. Assess **what went well and what could be improved**. If you think your discussions are generating too many recommendations, focus on three major issues you wish to see improved in the next program, to keep it simple and ensure there is practical action.

Legacy Stimulate graduates (workshop participants/event facilitators) to **follow up on the event** with their own ideas and projects (e.g., new clubs or events), to promote replication and multiplication of results over time. If possible/appropriate, consider providing them access to:

- **Sport management manuals**, for instance on how to run clubs or sport events, or on 'Adapted Sport'
- **Sport equipment**: simple for beginners, 'official' for more competitive teams
- **Contacts** of relevant organizations, who can provide support (guidance, training, materials, etc.): national sport federations, Government institution in charge of youth and sport, etc.
- An on-demand **coaching service** on how to run clubs and events (e.g., over the phone)

(This is something we have worked on less due to limited resources – a priority for the future)

Impact assessment Assess the effective impact of the project, to ensure there is a **good return on the resources** (time, energy, money, etc.) invested in the project. This is challenging to do well, and ideally would be done by a neutral party, such as:

- A consultant or organization hired for this specific purpose
- A consultant or organization volunteering to assess impact (academic institutions may be good candidates, as they may need field projects to perform research on)

(This is something we have worked on less due to limited resources – a priority for the future)

Small scale leads to inefficiency



One of the major challenges we face are inefficiencies caused by the small team, limited processes in place, short time and small budget, in combination with ambitious activities and impact goals. A simple and effective solution is to receive in-kind support from more resourceful partners.

Multiplication of value

For instance, purchasing a vehicle is not an option for SportImpact, as we cannot create economies of scale that justify it. The amount SportImpact can save by not renting a vehicle is much higher than the cost to a big organization of lending us an idle vehicle for free. The value we save can then be converted in extra activities to benefit communities.

Peace of mind

Since SportImpact has a very small team, often stretched over multiple projects, the contribution of a bigger organization that has specialized departments and smooth processes in place makes a big difference. The time saved in logistical planning can be used to implement quality activities in addition to addressing community issues.

Key lessons: Patience & persistence



- *Sport for Life* in Timor-Leste
- Building the team
- Spreading ideas
- Partners & Supporters



New experiences & empowerment are key for capacitation

Empowering local staff to take part in the decision-making process was key to **build maturity**, to stimulate the feeling of ownership, and to improve the **sense of responsibility for decisions**. This approach was implemented progressively step by step, starting with small decisions, to guarantee **high impact and low risk**. The key message transmitted was *“with great power comes great responsibility”*.

We also actively created opportunities for staff to live new experiences and to **get out of their comfort zones**, to stimulate personal and professional learning and growth.



Virginia at the UNESCO Youth Forum, living years of experiences compressed in less than 3 weeks: getting to Paris, meeting youth from all over the world, facilitating sessions with peers, and presenting to the General Conference. Uff!



Virginia met by herself with the Timor-Leste First Lady and the Secretary of State for Youth and Sport, besides a variety of key stakeholders in most municipalities.



Luiza supported Virginia in many workshops, and **facilitated alone in Viqueque**. She was also the **event manager** for half of the events. And she travelled for the first time by airplane!

'Survivor mode' is not for everyone



Despite all the efforts towards developing staff and promoting a learning environment, not everyone values the conditions and benefits that SportImpact can offer. The limited resources available, combined with our strong focus on impact and our determination to make things happen 'no matter what', often mean that we approach ambitious initiatives with extremely limited human, material or financial resources.

We call this '**survivor mode**'. It typically means that although we don't seem to have enough time, enough people and/or enough money, we still go ahead and make it happen. Understandably, not everyone appreciates this. One staff left after a couple of months with SportImpact explaining that she was not willing to go to other municipalities on public transportation (which was an option we took a couple of times due to lack of funds or access to vehicles). Her decision was very sensible: trips in Timor-Leste small buses can be extremely long and uncomfortable – and sometimes mortal.

Another staff left explaining that she no longer had time available for SportImpact. Both our former collaborators were promoted to new roles in other organizations and we can understand that they may have found better conditions there, including better pay and probably a more comfortable work environment and pace. We wish them all the best!

All this creates a **sustainability challenge**, as staff may choose to pursue other opportunities as they develop, especially if we help them build differentiated capabilities.

Key lessons: Patience & persistence



- *Sport for Life* in Timor-Leste
- Building the team
- Spreading ideas
- Partners & Supporters

Keep connecting people & ideas



SportImpact's work has generated interest of multiple parties, either because of the focus on sport, the use of creative 'adapted sport' equipment, or our *modus operandi* of shifting mindsets in Timor-Leste. Different activities generate a series of **lessons to keep in mind**:

- Producing **intellectual property** disciplines us to 'codify' lessons to make replication (by us or other organizations) easier and cheaper, thus increasing impact. For instance, our *Sport for Life Manual* will make similar projects in other countries (e.g., Cabo Verde) easier to implement, so that we can focus on adapting to local needs; the *Sport Club Manual* will help stimulate club creation
- Promoting dialogue is a positive effect of our work. **Our activities bring multiple stakeholders together, helping align interests, build collaboration and create value.** E.g., *Sport for Life* events would be impossible to organize by SportImpact or any of the co-organizers alone – it is a demonstration of how joint effort can generate results beyond the sum of what the separate parties could achieve
- Volunteer projects demand significant management attention in order to design and provide meaningful volunteering experiences that add value to SportImpact and our projects. In 2015 we had three MOVE volunteers in part time for a few months. Our goal was to empower them the most we could, but they seemed to expect or require closer support and guidance. We **need to improve our volunteer engagement processes**, perhaps through longer periods and more intense dedication (up to full time), to provide better returns on time invested for all parties
- **Public exposure through events and the media** so far has not generated very concrete rewards (at least not the financial inputs that can validate a business model), but we trust that it builds awareness that will generate opportunities. Our press releases during the year were followed by a surprising number of people, which suggests we need to find solutions to keep publishing them

Key lessons: Patience & persistence



- *Sport for Life* in Timor-Leste
- Building the team
- Spreading ideas
- Partners & Supporters

Great local partners facilitate scaling up: Youth Centers and Sport Confederation

In 2014 we had worked mostly, and almost exclusively, with national sport federations. Several federations told us repeatedly “Next year you have to go to the districts. We want to work with you to develop our people in the districts.” We took them seriously and went to all municipalities in 2015. Frustratingly, we did not have a single participant from those federations that insisted that we had to “go to the districts”. Actually, we spent several months persistently following up with all federations in order to get their contacts in the municipalities, but only a few could provide concrete names and phone numbers. We realized **sport development in Timor-Leste is even more limited than we had thought.**

The positive surprise this year was **how great partners Youth Centers can be.** There is a Youth Center in each municipality, with available facilities (some better than others) and youth thirsty for learning, challenges and new experiences. Youth Centers allowed us to arrive to a new municipality and have a place to meet local stakeholders, a natural channel to local youth, and training facilities for workshops. They are also the likely focus for building a legacy of sport groups or clubs, with members, facilities and equipment.

The other positive surprise, was the **effective network of Timor-Leste Sport Confederation (CDTL) focal points.** CDTL has representatives in each municipality, and, thanks to the special support from CDTL Vice-President, they were generally very open and available to collaborate, helping connect with local sport leaders and to distribute leaflets and invitations to take part in the workshop. They made our work much easier – thanks!



Small scale & funding challenges: chicken or egg?

Our small scale creates a significant challenge to make SportImpact financially sustainable. We tend to undertake ambitious projects that stretch the team and don't leave much time for fundraising. Also, our 'just do it!' mentality and 'survivor mode' allow us to do a lot with very limited resources, perhaps sending the message that we actually don't need support.

When we do obtain funding, we are sometimes frustrated by how partners may be more worried about financial reports ("Inputs" in the Theory of Change – see next section) and less about Impact, or Outcomes, or even Outputs. Funders' reporting requirements can be time-consuming, deviating us from more impact-oriented activities. This would not be a problem if we had a larger structure and could allocate adequate human resources to funding and reporting. But for that we would need to have adequate funds already.

How to break this chicken-or-egg challenge? One way could be to engage an entrepreneurial director or fundraiser working pro bono or with variable compensation based on funds generated. Another idea is to find seed funding (equity, debt or a grant) to hire such person. Another option is to (temporarily, hopefully) reduce our focus on projects in order to invest more in developing the business model and large funding sources – but that might also reduce our differentiation as 'doers' and undermine fundraising efforts...

And as in all other aspects of our work, we need to keep repeating our mantra:
patience & persistence, patience & persistence, patience & persistence, ...



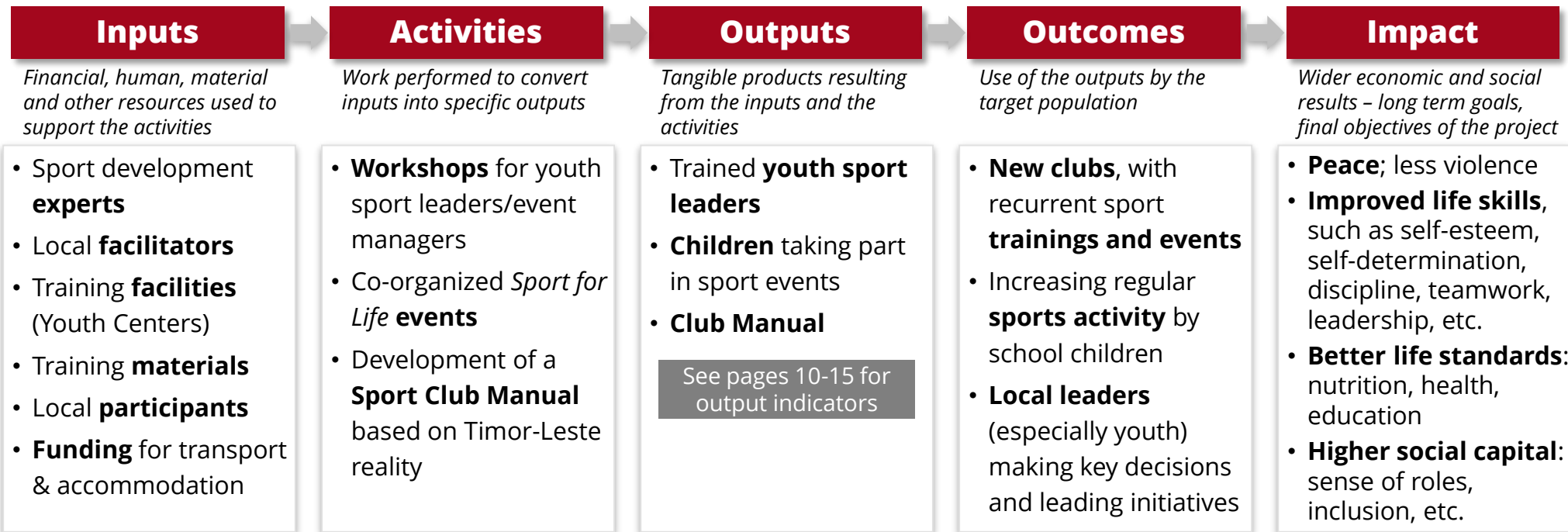
Impact

Challenging to assess impact



Despite having identified impact assessment as a priority to help us improve performance and better communicate results, our very limited resources have made it challenging. We had a volunteer focusing on this for three months, but in part-time with limited availability and no prior experience. We updated our Theory of Change based on current focus, and the volunteer interviewed participants from several municipalities to understand outcomes of our work. **This area definitely needs more work and we'd appreciate support from academic partners or others with appropriate expertise and resources.**

Updated Theory of Change*



*Impact assessment framework describing how inputs generate certain outputs through planned activities, leading to intended outcomes and longer term impact

Participants reported increased activity



To obtain **unbiased results**, impact assessment interviews were designed, conducted and processed by a neutral party – MOVE (young graduate volunteers from Portugal). The methodology applied was based on simple and objective criteria: with help from a Timorese interviewer, the MOVE volunteer called participants who had participated in the *Sport for Life* program more than three months before. The first round of interviews in December succeeded in contacting participants from five districts (MOVE could not successfully reach participants from Oekuse or Lospalos).

Several participants reported **increased activity**, summarized below.



Maliana

Organized a Christmas Cup; founded a formal sport club; established volleyball training sessions and implemented table tennis and badminton with adapted materials in schools.



Liquiçá

Are now promoting regular training sessions of football and basketball.



Gleno

Organized several sport events (e.g. marathon, traditional games, volleyball) using adapted materials.



Dili

Organized a Silat national championship with athletes from all municipalities.



Manatutu

Organized 3 sport competitions against Baucau teams, gathering more than 200 kids; usage of adapted materials is widespread.

Quotes from assessment interviews



"SportImpact's mission is very good and important. Timor-Leste youth need to start practicing sport regularly. We must understand the value of these activities for the promotion of peace and human development. Additionally, we would like that Timor-Leste could have a national team of reference, mainly in Asia and in the Portuguese-speaking countries."

Baucau

"After SportImpact's workshop and event, I feel I know how to organize a sport event. I loved the workshop because it helped me developing several useful skills. Now, we need to have more training (technical and tactical) because we participated in an event in Dili and lost all the games."

Viqueque



"Events like this one are essential because shows us the importance of practicing sport. In my opinion, sport can contribute a lot to promote the development of our nation, after all Timor-Leste is only 13 years old. The contribution of sport for healthy life styles is also very important to our young society, we must avoid tobacco and alcohol."

Baucau

"I participated in the workshop in order to increase my skills and practical experience on organizing an event. I had participated in some events, but I had never organized one before."

Now, I have the confidence to organize an event and I understand that is possible to do it without a lot of resources. I want to organize one with my partners!"

Viqueque



Financials

Financial Statements 2015



INCOME STATEMENT

Year 2015 Year 2014

All amounts in United States dollars

Revenue	36,631.74	75,000.00
Expenses		
Employment expenses ¹	12,720.40	56,288.71
Events	12,081.16	421.40
Workshops	10,316.35	2,647.21
Office	2,851.17	
Communications	931.50	591.00
Other	1,567.20	842.94
Total expenses	40,467.78	60,791.26
Profit/(Loss) before tax	(3,836.04)	14,208.75
Taxes ²	1,473.96	1,432.00
Profit/(Loss) after tax	(5,310.00)	12,776.75

BALANCE SHEET

31 Dec 2015 31 Dec 2014 31 Dec 2013

All amounts in United States dollars

Assets			
Cash	11,993.49	28,267.39	5,000.00
Accounts receivable	699.64 ³		
Expense provision	200.00 ⁴		
Total Assets	12,893.13	28,267.39	5,000.00
Liabilities			
Debt			
Salaries payable	426.38 ⁵	7,200.00	
Amount due to directors		1,858.65	
Taxes payable		1,432.00	
Equity			
Share capital	5,000.00	5,000.00	5,000.00
Retained earnings ⁶	7,466.75	12,776.75	
Total Liabilities	12,893.13	28,267.39	5,000.00

Notes:

¹ Salary, annual allowance, wage withholding tax, relocation, and other employee-related expenses

² Corporate income tax (10% of profits) and tax fines/late payment fees due to operational limitations (2014 value was corrected from previous calculation)

³ Remaining grant receivable from UNESCO

⁴ Advance deposit for expense contributions for office space

⁵ Annual allowances payable to staff at end of the year, plus wage withholding tax for December 2015

⁶ As a social business, retained earnings are reinvested in SportImpact's mission and activities and cannot be distributed to shareholders



Critical in-kind resources

A purely financial analysis of SportImpact operations hides the fact that **most resources (inputs) available to pursue our mission are in-kind**, not financial, particularly through volunteer human resources. Here is an estimated valuation of key in-kind support:





Priorities

Develop a sustainable business model



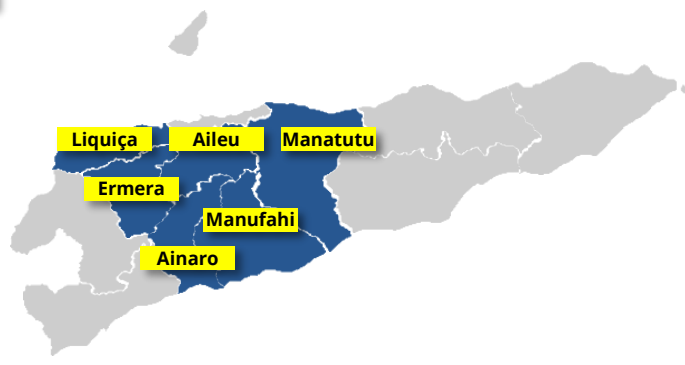
While we continue receiving praise for our work (suggesting it creates relevant value), we continue unable to capture appropriate value to make our activities financially sustainable. This was our key priority last year and will continue so this year: to **develop one or more sustainable business models** (which will also help make human resources more sustainable). We have defined **four focus areas**, aligned with our mission and capabilities:

	Potential clients/partners	Services	Revenue streams
	International and national sport organizations; NGOs; donors	Capacity building, training and coaching; curriculum and workshop development	Capacity building fees; sale of publications and studies; professional fees for program development
	Corporates, multilateral organizations, international cooperation agencies, Government entities, etc.	Event organisation & promotion; brand activation	Fees for organizing sport events; sponsorships; tickets; registration fees; etc.
	IOC, Olympic Solidarity, International Federations, international NGOs, Government entities, etc.	Consulting services, including research, studies, data collection and analysis, recommendations, planning, etc.	Consulting fees (per project, time-based, etc.)
	International and national sport organizations; Government sport entities	Sport development & sport for development projects in developing countries	Professional fees or grants/donations for projects aligned with donors' mission

Plan for 2016: Consolidate and scale up



Promote a sustainable *Sport for Life* movement in Timor-Leste

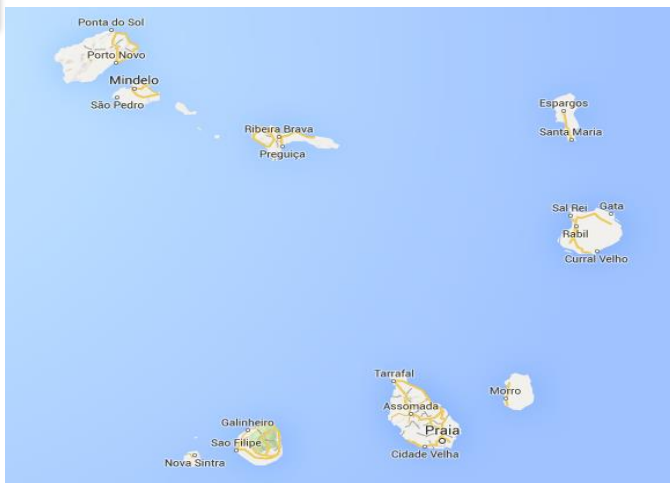


We will maximize returns with available resources by following up on previous work to **ensure sustainable legacies**:

- a) **Supporting youth groups in six target municipalities** near Dili (Aileu, Ainaro, Ermera, Liquiça, Manatutu, Manufahi), helping them work on their priorities. We will work with 2015 participants, **aiming at creating a *Sport for Life* volunteer movement**, with extra focus on sustainability (e.g.: how to create and manage a club; how to adapt sports to local resources; how to obtain resources)
- b) **Supporting youth groups in Dili** (where there is significant interest and logistical costs can be almost eliminated)



Launch in Cabo Verde



In collaboration with the Cabo Verde Olympic Committee and limited funding from Olympic Solidarity, we launch in January 2016 a **new project to boost sport development in Cabo Verde**. The project will leverage lessons from Timor-Leste and will be a **pilot for future expansions**, testing a model of close collaboration with National Olympic Committees that have a clear commitment to develop.

**Please contact us to partner up and support us.
We are open to discussing your needs and priorities and adjusting our plans accordingly**



Appendix

Sport for Life materials



Checklist for first visits to municipalities

Check list for efficient visit to the municipalities

Check list of materials to take to the first visit to municipalities

- Petty cash
- Banner
- Request letter in digital format to print after choosing the field
- Camera with enough battery
- Attendance list
- Brochures
- Transportation

If rented car:

1. Check availability of car and prices to rent
 2. Prepare budget for petty cash (car, fuel, driver, insurance, safety deposit)
 3. Check conditions of the car and register any defects with car rent company
 4. Plan the arrival time with rent company
- If public transportation:
1. Check schedule to ensure arrival on time
 2. Buy tickets

Punctuality

- SportImpact arrived on time
- Meetings were previously scheduled and started on time
- Are there too many participants? If not call participants reminding them of the meeting

Comfortable space for the best participants experience

- The meeting room is booked and available on time and in good conditions
- The room is comfortable
- The participants have water available
- The room is provided with projector
- Participants in the meeting are informed about the purpose of our visit
- All the entities named in the work plan are informed about our presence in the municipality.
- The following points are being addressed during the meeting:
 - a. Description of our mission and vision
 - b. Participants difficulties and needs
 - c. Motivational speeches and videos
 - d. Explanation about the essence of the workshop and the co-organization requirement on event
 - e. Instructions on how to register in the workshop
 - f. Openness to participants to share the information of the meeting and the brochures among their friends and family
 - g. Selection of a responsible person to set the banner in a strategic place as soon as possible

Choose the location of workshop and event

- There is a list with places to visit
- Check rooms for workshop (Good light, temperature and clean wall)
- Book room for workshop
- Check places for the event and choose the best (big, with good accessibility, with W.C, safe, etc.)
- Take pictures of the field
- Send letter requesting the field
- Check accommodation and prices for the staff and choose the best (individual rooms, toilet, comfortable, clean, low distance from event and workshop)

Sport for Life workshop brochure (1/2)



SPORTIMPACT NIA MISAUN

Ami nia misaun atu promove
dezenvolvimentu umanu liu husi desportu.

Ami dezenvolve programa desportu hodi
estimula: moris ksolok liu, ho saude diak
liu, ema produtivu liu, responsavel liu no
ativu liu.



SPORTIMPACT
UNIVERSITY

SPORTIMPACT
Dezenvolvimentu Umanu
Liu Husi Desportu

- W WWW.SPORTIMPACT.ORG
- F WWW.FACEBOOK.COM/SPORTIMPACT.ORG
- E UNIVERSITY@SPORTIMPACT.ORG
- P 7801 4000

KURSU
MATADALAN ATU
ORGANIZA EVENTU
DESPORTU

Sport for Life workshop brochure (2/2)



DESKRISAUN PROGRAMA NIAN

OBJETIVU KURSU NIAN

Liu husi kursu ne'e, SportImpact hakarak hasae kapasidade iha munisipiu ida-idak kona ba organizasaun atividade desportu nian, no promove quantidade ho kualidade eventu desportu nian. Ami espera katak participante, depois kursu no eventu, aplika konhesimentu no hanorin ema seluk.



PUBLIKU OBJETIVU

Kursu ne'e ba ema hotu mak servisu (ka hakarak hahuu servisu) iha desportu, li-liu ema neebe responsavel ba organizasaun eventu nian.

KONTEUDU PROGRAMA NIAN

LORON 1	LORON 2	LORON 3	LORON 4	LORON 5	EVENTU
PROPOSAL	MOTIVASU	EMSAU-ANALISA	POKSIAN	FORANIZASU	ORGANIZA EVENTU
ORGANIZA	REKURSU	INSPIRASU	ORGANIZA	ORGANISASU E HANORIN	

Kada laron, husi 9:00 to'o 17:00

SAIDA MAK HAU HETAN?

HASAE KAPASIDADE

Kursu ne'e ajuda participante hasae ita nia kapasidade kona ba lideransa, jestaun projetu, jestaun rekursu umanus, jestaun rekursu material no halo proposta ba suporta, marketing no promosaun, lajistika, no formalizasaun (oinsaa mak kria klubu ka asosiasaun).

OPORTUNIDADE PROFISIONAL

Participante neebe kompleta programa bele sai:

- Organizadar eventu (kiik ka boot)
- Manajer programa desportu
- Responsavel ba grupu ka klubu desportu nian
- Fasilitadar kona ba atividade desportu no kursu
- Funsau seluk kona ba desportu ka fasilitasaun

ENERJIA DIAK, KONFIANSA, MOTIVASUUN

Durante kursu tomak ita hotu kontente, ho enerjia diak, hodi motiva no hasae konfiansa kona ba ita nia kapasidade hodi organiza atividade desportu ho kualidade diak loos.

SERTIFIKADU

Participante neebe participa iha kursu tomak no mos organiza eventu mak hetan sertifikadu.



OINSAA MAK HAU APRENDE?

METODU

Ami fiar katak kada ema iha preferensia espesifiku kona ba oinsaa mak aprende diak liu. Ami nia metodu fasilitasaun nian fao oportunitade oi-oin hodi ema hotu bele aprende: liu husi esplikasaun, ezemplu, jogu, ezerisio, video, etc.



REJISTU NO FOLIN

BAZIKU
Folin: \$1

TUR KURSU KOMPLETU NO HETAN SERTIFIKADU (WAINHIRA KUMPRE KRITERIU)

KOMPLETU
Folin: \$10

LORO-LORON HETAN MEIUDIA, NO MOS MATERIAL HUSI FORMASUUN

Favor ida kontakta ami hodi hetan informasaun klaru liu kona ba rejistu.

Fatin:

Data:

Workshop registration form



Formulariu Inskrisaun ba Programa Formasaun

“Matadalan atu Organiza Eventu”

23 – 28 Marsu 2015

Organizasaun : _____

Naran Kompletu : _____

Data Moris : ____/____/____

Objetivu tuir programa ne'e : _____

Valor ba inskrisaun : USD 1.00 ho USD 10.00 (selu ba SportImpact)

Kontaktu SportImpact : +670 78014000

Naran&Assinatura

Data, ____/____/2015



Checklist for excellent workshops

Check list for excellent Workshop

Comfortable space for the best participant experience

- The space is comfortable and clean, with chairs with enough space to take notes
- SportImpact banners are set for decoration in the room
- The workshop started on time and finished on time

First day	Second day	Third day	Fourth day	Fifth day
<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/>

- There is toilet available
- There are visible bins for trash
- There is good temperature (fan or ac)
- The room has blinds to make the room dark when necessary

Clear understanding of the rules

- Rules were discussed in the beginning and ideally were proposed by participants
- There are clear rules being enforced: non-smoking in the room, no parallel talking, mandatory punctuality, no phones ringing
- The attendance list is circulating in the morning and afternoon 30 minutes after starting time.

First day	Second day	Third day	Fourth day	Fifth day
<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/> PM	<input type="checkbox"/> AM <input type="checkbox"/>

- After collecting the attendance list the number of signatures is counted to match real number of participants and empty spaces are locked
- Communication is in Tetun- not Indonesia

Quality material to engage participants

- There is a projector with regulated focus and clean receptor (i.e. wall or white cloth)
- Computer with enough battery
- Slides have quality and were revised
- Homework was assigned all the days

<input type="checkbox"/> First day	<input type="checkbox"/> Second day	<input type="checkbox"/> Third day	<input type="checkbox"/> Fourth day	<input type="checkbox"/> Fifth day
------------------------------------	-------------------------------------	------------------------------------	-------------------------------------	------------------------------------

- Everybody has basic material for workshop: book and pen
- There is a variety of materials for different exercises/dynamics
- Pictures are films are being made

There is an enthusiastic environment

- At the beginning there are great Icebreaks
- Participants are empowered and participating with opinions
- Everyone is active in the room
- Interesting games are being played and participants are committed
- Inspiring/ motivational videos are causing good reactions in the crowd

Fair criteria for delivery of certificates is being implemented

- Verification of attendance list to define who receives certificate: participants that absent >/= than one day will not receive the certificate



Workshop slides for 'Guide to Organizing Sport Events'

Click each box or
access the links to
download workshop
slides (in Tetum)

Day 1

1

Introduction

<http://goo.gl/wd3R2k>

Day 2

3

Action Plan

<http://goo.gl/oKcoSU>

Day 3

5

Material
Resources

<http://goo.gl/CRRsCV>

Day 4

6

Event
Promotion

<http://goo.gl/mwgURO>

Day 5

8

Club
Formalization

<http://goo.gl/6filNo>

2

Leadership

<http://goo.gl/l9ip5c>

4

Human
Resources

<http://goo.gl/WKN3GN>

Material
Resources
(cont.)

7

Proposal
Writing

<http://goo.gl/UEslBz>

Conclusion &
Event
Preparation



Checklist for excellent events

Check list for excellent events

Visible space management for the best participant experience

- The field is clean
- The field is effectively isolated from traffic, cattle and people not participating in the event
- SportImpact banners for decoration are set
- Activities are divided and named with visible banners
- There is appropriate shade for rest (and ideally for activities) – if necessary, with tents/other system
- There are non-smoking signs visible everywhere
- There are water supply points
- There are visible bins for trash

Effective logistics guaranteeing safety and comfort

- There is enough water, petty cash and store with arrangements to buy more
- Police is there
- Ambulance is there
- Volunteers and co-organizers are using their ID
- Sound speaker with charged battery, microphone and music
- Sound is audible in the whole event area

Respectful protocol with a focus on sport and participants

- The event starts on time (7am) with appropriate energizing welcoming words
- Official program with guests does not start before 9:30am or before it is too hot
- MC has the script with role and speech – and understands and follows it
- There is an informed protocol manager (if not show him/her *Explanation of Roles for the event*)
- MC and protocol manager know the names and positions of VIP guests and of SportImpact staff

Committed and accountable organizers

- There is a water manager
- There is a no smoking manager
- There is at least one sport 'facilitator' for each sport
- There is a photographer
- There is a responsible for controlling, evaluating and counting the presence of co-organizers
- There is a responsible for counting kids and getting contacts of professors

Many engaged participants

- Are there too many participants? If not go call them at nearby schools
- Participants are circulating to try different sports
- Participants are having fun

Diverse sport activities that everyone can try

- All sport activities are running all the time (no late start, no early ending, no breaks)
- All available sport equipment is being used (including SportImpact's if no alternative available)
- There is regular (e.g., every 15-20 minutes) rotation of participants in every sport (new participants can try)

Check list Post Event

- We have all banners to return back to Dili (there is a responsible to remove and keep banners)
- We have all our material (see *Check list of material to take to the event*)
- The field is clean

Sport for Life event banner



Thanks to NGO diaktimor for allowing us to use their Teki story books' characters on our banners

To save costs (and the environment), instead of printing banners for each event, we printed just a strip with the specific details for each event, which we then glued on the banner



We found one of our stolen banners at a local market in Atauro Island. The "owner" told us he bought it in Dili



Sport for Life event flyer



www.sportimpact.org

7801 4000

Ita Gosta Desportu?

Mai pratika desportu oi-oïn!



Desportu Ba Moris



Sabado, 25 Julhu 2015 – 07:00-10:00
Kampu Joga Bola Aiteas, Manatuto



So persiza lori rounpa ba desportu no enerjia!



Facilitator t-shirt



front



back





Event roles (1/2)

Master of Ceremonies

- Must know SportImpact mission and the philosophy of the project
- Must be excited and exciting to get everyone super energized.
- Has to know the correct names and positions of every VIP guest and Staff
- Has to know when to call VIPs for speeches (only in the end: around 10am, depending on event dynamics and temperature; e.g., if temperature is cool and kids continue practicing, the event could end closer to 12pm)
- Must use the application forms to call the selected candidates to receive balls
- Has to repeat every 30 min:
 1. The names and locations of the activities available
 2. Invitation for kids to keep circulating and try all the sports
 3. The non-smoking rule
 4. The no-littering rule (use trash bins)
- Controls the microphone usage: Speakers can't take control of it
- Must guarantee the safety of the entire sound system

Protocol manager

- Greeting/welcoming VIPs and taking note of VIPs that came to the event
- Greeting teachers and students to the event and explaining how it works (available sports, free circulation, etc.)
- Counting approximate number of participants (boys and girls) and taking note of schools/groups that came to the event



Event roles (2/2)

Water manager

- Managing water stations and water supply (one “water manager” managing a group of “water volunteers”), including process to purchase more water as necessary

Non-smoking manager

- Managing anti-tobacco policy: posting “No smoking” signs and enforcing non-smoking policy by asking smokers not to smoke

Sport ‘animator’

- Stimulating kids circulation and helping coordinate at each sport station; two volunteers per sport station ensuring kids participate and helping co-organizers coordinate the activity (and e.g., letting water manager know of water needs)

Space manager

- Placing separators/banners/signs around the event in a previously agreed way, and coordinating with co-organizers for them to use the space as agreed

Photographer

- One or two volunteers in charge of having great photos and videos of the event, for Sportimpact to use in reports, press releases, etc.

Sport equipment application form



Formulariu kandidatura ba bola *One World Play Project*

Naran organizaun:	
Naran responsavel:	Kargu iha organizaun:
Email responsavel:	Telefone responsavel:

See mak sei uza bola? _____

Imi sei uza bola ho frekuensia hira? Loro-loron Semana-semana Dala 2 kada fulan Fulan-fulan

Favor ida, indika iha ne'e loron, oras, fatin no numeru jogador ne'ebe sei uza bola:

	Segunda	Tersa	Kuarta	Kinta	Sesta	Sabadu	Dumingu
Fatin							
Numeru jogador							
Oras hahuu							
Oras remata							

Iha komentariu? _____

Data: ____ / ____ / 2015

Asinatura: _____




Let's keep moving together!



Human Development through Sport

 www.sportimpact.org

 contact@sportimpact.org

 +670 7801 4000

A photograph of a running track at night. The word "START" is painted in large, white, block letters on the dark asphalt. A white line runs parallel to the word. In the background, there are green bushes and a yellow light fixture with four small lights. The image is partially obscured by a large, semi-transparent white triangle on the left side.

START