



Annual Report 2016

Timor-Leste & Cabo Verde: Spreading the *Sport for Life* movement



Contents



Executive summary	2
<i>Sport for Life</i> development	3
• <i>Sport for Life</i> in Timor-Leste	4
• <i>Sport for Life</i> in Cabo Verde	17
Our impact	39
Financials	48
Key lessons	55
• <i>Sport for Life</i>	57
• Business Model.....	68
Priorities	74
 Appendix	
• Cabo Verde Sport Map	80
• Spreading ideas	90
• Photos: <i>Sport for Life</i> in Timor-Leste	115
• Photos: <i>Sport for Life</i> in Cabo Verde	129

Executive summary



What we did

In 2016 SportImpact focused on spreading the *Sport for Life* movement of empowerment through sport. We launched phase 2 in Timor-Leste and took the project to Cabo Verde.



In **Timor-Leste**:

- 24 facilitators from municipalities graduated from two *Sport for Life Youth Leadership Camps*
- Volunteer facilitators organized 12 *Sport for Life* editions at nearly \$0 cost
- Total of 294 participants in workshops (44% women) and almost 2,300 kids in events



In **Cabo Verde**:

- 9 one-week *Sport for Life* workshops and events in all inhabited islands, with a total of 312 workshop participants, and 5,000+ kids trying an average of 18 different sports per event
- 11 independent event replications by workshop graduates reached 6,000+ extra kids
- 17 facilitators from all islands graduated from a Train-the-Trainers
- Produced the '*Cabo Verde Sport Map*', a fact-based assessment of Cabo Verde sports, identifying key data, needs, goals & recommendations, and shared it with Minister of Sport

Key lessons

***Sport for Life* is moved by human energy and it's possible to grow it with ~\$0** through a volunteer movement of people motivated to develop themselves and others. The project is flexible and adaptable to different realities. To ensure consistent replications we need to test and codify what really matters to achieve best impact (while keeping the approach flexible).

Priorities

SportImpact's key priority is to **develop and scale up *Sport for Life***, streamlining processes and costs towards human and financial sustainability.

Cabo Verde



Timor-Leste



Sport for Life

***Sport for Life* development**



- *Sport for Life* in Timor-Leste
- *Sport for Life* in Cabo Verde

Sport for Life phase 2: grow with volunteers

After reaching all municipalities in 2015, **in 2016 SportImpact targeted Timor-Leste sub-municipalities**. To maintain a focus on local ownership, development and sustainability, we follow a **gradual empowerment strategy**, where over time the project is handed over to locals. In 2016 we trained facilitators from most municipalities in Timor-Leste, through two *Sport for Life Youth Leadership Camps* (YLC) – two-week train-the-trainers focused on practicing facilitation skills to help participants empower themselves to voluntarily replicate the project in their communities.



SPORT FOR LIFE
YOUTH LEADERSHIP CAMP

During YLCs graduates committed to take *Sport for Life* to the sub-municipality level in their own regions. To ensure **graduates become change-makers, empowered to take responsibility for their lives and the world**, SportImpact kept control to a minimum, while being available to support as appropriate. To maximize implementation of graduates' commitments, we ran follow-up coaching sessions (by phone when graduates were outside of Dili) and several 'family time' sessions (group meetings with the purpose of establishing strong connections by sharing feelings).

Sport for Life in 2016

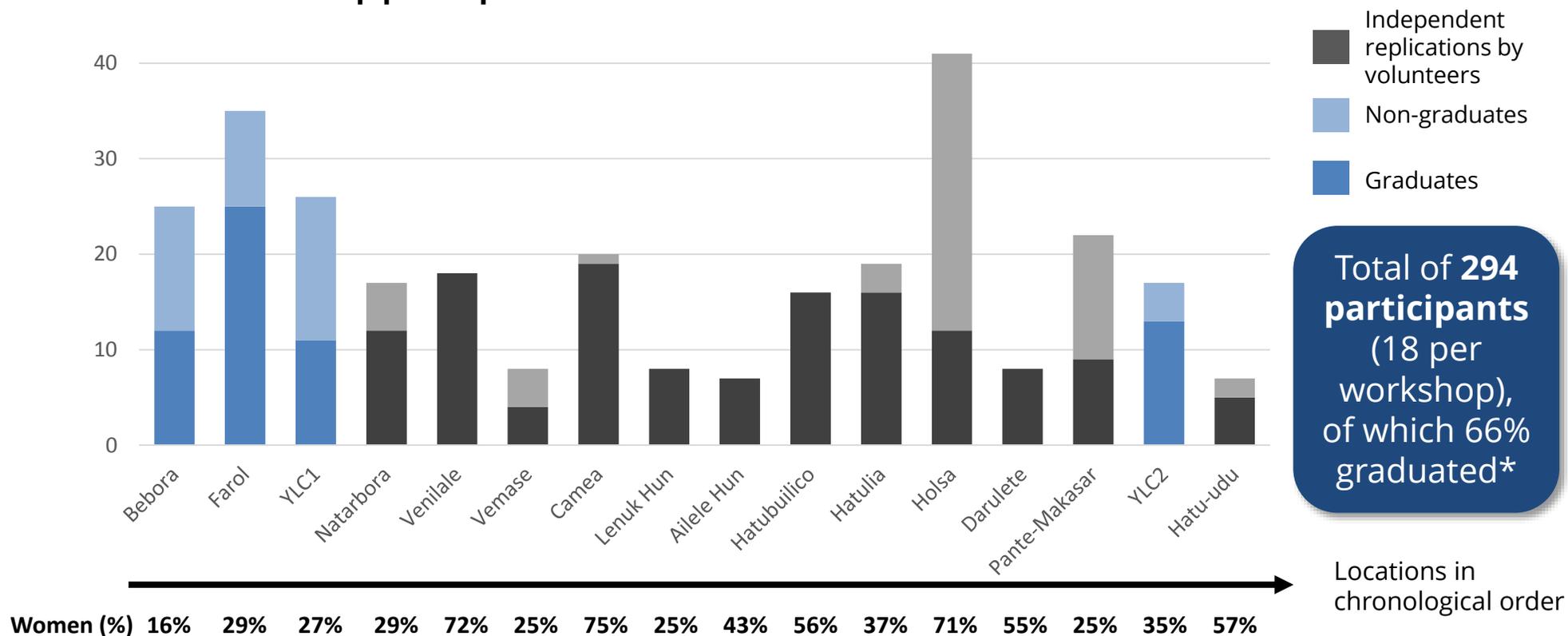


	 Bebora (Dili) 18/Mar	 Farol (Dili) 15/Apr	 Dili (YLC 1) 16/July	 Natarbora (Manatuto) 13/Aug	 Venilale (Baucau) 13/Aug	 Vemase (Baucau) 10/Sep	 Camea (Dili) 17/Sep	 Lenuk Hun (Dili) 01/Oct	 Ailele Hun (Dili) 15/Oct	 Hatubuilico (Ainaro) 29/Oct	 Hatulia (Ermera) 01/Nov	 Holsa (Bobonaro) 12/Nov	 Darulete (Likisa) 12/Nov	 Pante Makasar (Oekusi) 12/Nov	 Dili (YLC 2) 10/Dec	 Hatu-udu (Ainaro) 24/Dec
Football 	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Athletics 	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Table Tennis 	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
Volleyball 	■	■	■		■	■	■	■	■	■	■		■	■	■	■
Basketball 	■	■	■	■	■		■	■	■			■	■	■	■	■
Badminton 	■	■	■	■			■	■	■		■	■	■	■	■	■
Zumba/Dance 	■	■	■	■			■	■	■				■		■	
Traditional Games 	■	■			■		■			■			■		■	■
Tennis 	■	■	■		■										■	
Laser Run & Shoot 			■				■	■	■						■	
Boxing/Kickboxing 	■	■	■												■	
Gymnastics 	■	■	■													
Karate 		■	■													
Baseball 		■	■													
Takraw 		■														
Aikido 			■													
Cycling 																■
# sports	10	14	14	5	7	4	9	8	8	5	5	4	8	5	11	8
# workshop participants	25	35	26	17	19	8	21	8	7	7	40	41	8	22	17	7
# kids	60+	300+	400+	250	200	50	300	30	100	15	40+	54	150	56	125	150

Most workshops by volunteer facilitators

In 2016 we had less participants per workshop (18) than in 2015 (30), with higher variation. One reason is that we have been targeting rural, less populated areas. And also that 12 workshops were organized by volunteer facilitators, who may find marketing challenging. Female participation increased from 28% to 44%; 6 workshops had young ladies as majority.

Number of workshop participants



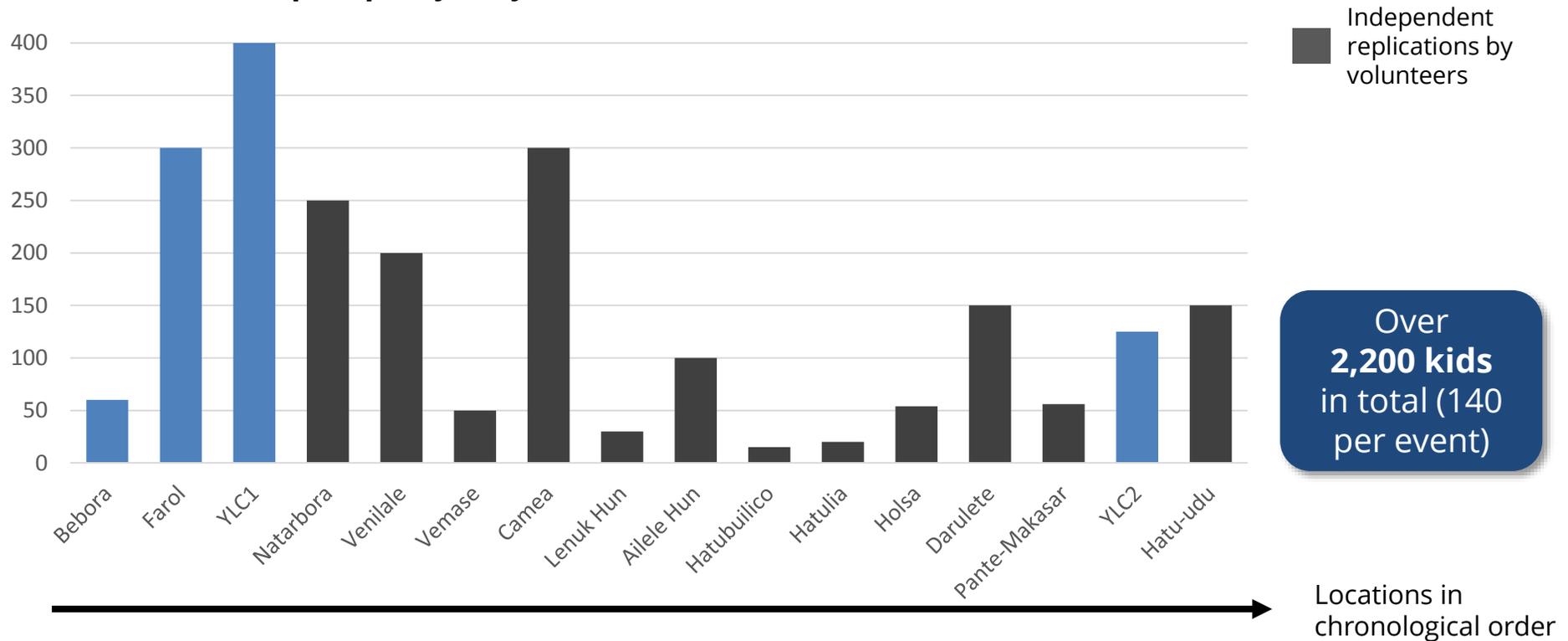
*To ensure commitment and quality of graduates receiving certificates, only those who attended 90% or more of the workshop and contributed actively in the event (the practical "exam") received certificates

Over 2,200 kids in multi-sport events



In 2016 we also had less kids per event (140) than in 2015 (425). Partly this is because events are taking place in small, more remote, less populated areas. But also, in train-the-trainers we have not focused much on marketing to local schools, to maximize kids' participation, and need to help volunteer facilitators improve on that.

Number of children per *Sport for Life* event

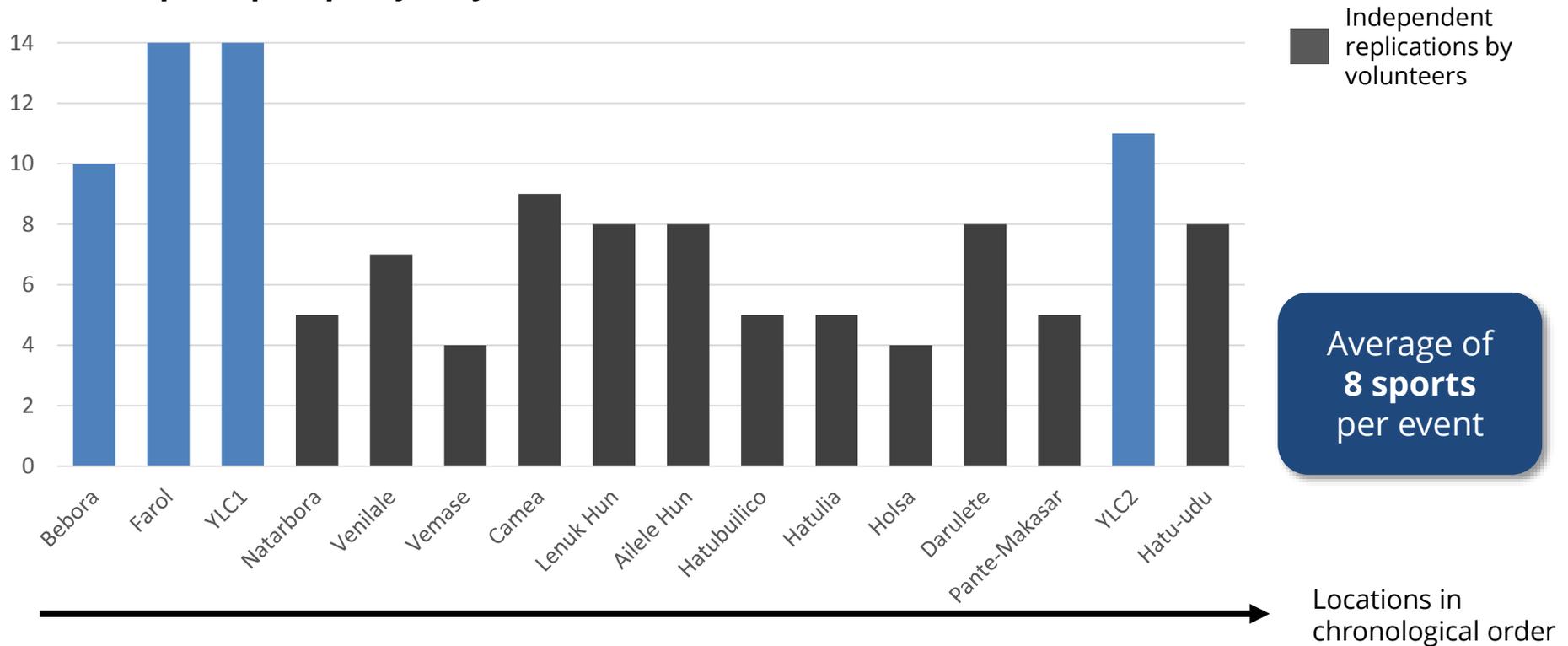


Kids could sample ~8 different sports



Sports available in each event dropped from an average of 11 in 2015 to 8 in 2016. While as part of our empowerment philosophy it is important that workshop participants keep choosing what sports to organize themselves, we see potential for nudging facilitators to stimulate more creativity to offer kids a bigger variety of sports, for all kinds of preferences.

Number of sports per *Sport for Life* event



Pilot of 'How to Create Clubs' module



Virginia da Graça, in collaboration with MOVE volunteers, facilitated a workshop on “How to Create Sport Clubs” at the Timor-Leste National Youth Council, on June 2nd, for 17 participants. This pilot validated the new module for the *Sport for Life* workshop, which was improved in the first *Sport for Life Youth Leadership Camp*.





First ever *Youth Leadership Camp*

We organized our first *Sport for Life Youth Leadership Camp* from July 4 to 16th, at Marie Stopes Timor-Leste's facilities, in Lecidere, Dili, Timor-Leste. It was a train-the-trainer for 26 young facilitators (30% women) from 10 municipalities, with the key goal of helping them **empower themselves to replicate the project in their communities.**



SPORT FOR LIFE YOUTH LEADERSHIP CAMP

PROGRAMME

Dili, July 4-16th

1 Mon, Jul 4 th Great Energy! Adventure Cultural Evening	2 Tue, Jul 5 th Facilitation Skills José de Jesus (ACF): Child Protection Mr. Kim (football coach): A Barefoot Dream Movie screening: A Barefoot Dream	3 Wed, Jul 6 th Strategic Planning Sport Practice: Athletics Basketball	4 Thu, Jul 7 th Inspiring & Inclusive Leadership Gil da Costa (UNDP): Entrepreneurship	5 Fri, Jul 8 th Human Resources Management Abrãao Mendonça (UNESCO National Commission): Inclusion Nelina de Sousa (CARE): Gender Equality Sport Practice: Taekwondo Karate	6 Sat, Jul 9 th Negotiation & Conflict Management Visit to Resistance Museum José Caetano Guterres (UNDP): Peacebuilding
7 Mon, Jul 11 th Coaching Ahimsa-ka Satya: Yoga Practice Sport Practice: Zumba	8 Tue, Jul 12 th Material Resources & Creativity Ego Lemos (Permatil): Permaculture & Sustainability José Belo (UNDP): Youth Wellbeing Survey	9 Wed, Jul 13 th Marketing & Promotion Marie Stopes Timor-Leste: Reproductive Health & Marketing Thomas Lopes (Nat. Alliance for Tobacco Control): Non-smoking Sport Practice: Table Tennis Badminton	10 Thu, Jul 14 th Creating Clubs Bruno Torres (SD Benfica): Club Building Getrudis Mau (WaterAid): Water & Sanitation Movie screening: Invictus	11 Fri, Jul 15 th Summary & Next Steps	12 Sat, Jul 16 th Event & Graduation Sport for Life Event & Graduation

Sport for Life Youth Leadership Camp 2



Together with three graduates of the first edition, we organized the second edition of the *Sport for Life Youth Leadership Camp* (YLC 2), in Dili from November 29th to December 10th, with 14 participants (X women).

Despite the apparent success of the first edition, only five graduates had become truly active, in just three municipalities (Dili, Baucau and Manatuto). **YLC 2 aimed at training empowered facilitators from other municipalities to reach all parts of the country and improve inclusion.** In the months before YLC 2 we worked hard to **improve our contacts database** (we had found we had working phone numbers for about 20% of the 2015 alumni only) and the process to call for applications. We also worked hard to run a **series of Sport for Life workshops and events** in order to recruit more potential YLC candidates from different municipalities.

Additionally, we tested a **new model of charging US\$25** per participant (instead of free-of-charge as in YLC 1). The goal was to filter more committed participants, who saw real value in the opportunity (a second, less important, objective was to **improve the Camp's financial sustainability**). This was actually a “deposit” to stimulate commitment post-YLC to actually organize *Sport for Life* in their communities: graduates who organized three workshops & events in the subsequent months would receive the US\$25 back.

Besides, as in YLC 1, **participants from other municipalities had to sort out their transport and accommodation** by themselves, again demanding commitment high levels.

First followers starting a movement



Several graduates of the 1st *Sport for Life Youth Leadership Camp* took Virginia as a role model and realized the 'super powers' they also have. Tinos, Luis, Dulcia, Paulo and Silvina started spreading *Sport for Life* and becoming themselves role models for new followers who also want to be 'super'. The growing network of **empowered young facilitators** organizing and replicating the project on their own is **starting a *Sport for Life* movement**.



Thanks so much to all volunteers! Particularly to SuperSilvina, SuperTinos, SuperLuis, SuperDulcia, SuperPaulo and SuperAlzira.





Handing over to the local team

2016 was the third year of SportImpact in Timor-Leste, and the second of *Sport for Life*. As originally planned*, over time we've been following a methodology of **gradual handover of the project to the local team**. Here are the key responsibilities taken over by the local team each year (in the scope of the Timor-Leste project):



Model of Community Empowerment (adapted from Schulenkorf, 2010)

*This is perhaps the element in our approach that most has been going according to "plan" (although – or probably because – there was never a very detailed plan, just a guideline). Still, we keep surprising ourselves with the challenge of handing over certain responsibilities to the local team (e.g., planning and reporting, data collection, remote communication, media & communications, financial control) 15

Engaging stakeholders collaboratively



A network of relevant stakeholders engaged and collaborated in the project in different ways.



LOCAL COMMUNITY

- Youth leaders/volunteers (Youth Centres and associations)
- **Associations & clubs**
- **Schools** and teachers

National sport organizations

Timor-Leste Sport Confederation focal points in municipalities

National sport federations/ municipality associations

Netball

Table Tennis

Badminton

International organizations

UNESCO

PEACE AND SPORT
BE PART OF WHAT MATTERS

VEPMA

Etc.

Government

Ministry of Education

Administrative Post Chief

Youth Centres

Suku Chief

Youth Chief

Local supporters

Church (local parish)

National Youth Council of Timor-Leste

Volunteers/speakers

MOVE
DIAMOS CREDITO A ESPERANCA

care

Plan

WaterAid

Coaches/trainers

***Sport for Life* development**



- *Sport for Life* in Timor-Leste
- *Sport for Life* in Cabo Verde



Helene Cardoso
Procurement

Ineida Fonseca
Facilitator

Ivete Rosa
Facilitator

Neida Semedo
Secretary

Supatricia Fontes
Accountant

SportImpact

Cabo Verde Olympic Committee (COC)

Kira Barros
Cleaning lady

Carla Alfama
Communication

Filomena Fortes
President

Comité Cab

Emanuel Passos
Training & Develop.

Miguel Silva
Consultant

Leonardo Cunha
Executive Secretary

João Girão
Country Manager

Jailson Gomes
Facilitator



verde**olympics**

verdeolympics: *Sport for Life* in Cabo Verde

VerdeOlympics is the first *Sport for Life* initiative outside Timor-Leste. It is based on Cabo Verde reality and guidelines from the Cabo Verde Olympic Committee (COC). Its main objective is to **empower communities** to define their own future, as opposed to waiting for external support, with a particular focus on promoting youth and women leadership. In addition, the project promoted **environmental sustainability education through sport**.

Sport Administration Course

5-day course aligned with Olympic Solidarity's ***Sport Administration Course***, with a focus on **sport events organization**. Included a module on using environmentally-friendly materials as an easy and sustainable solution to fulfill sport equipment needs.

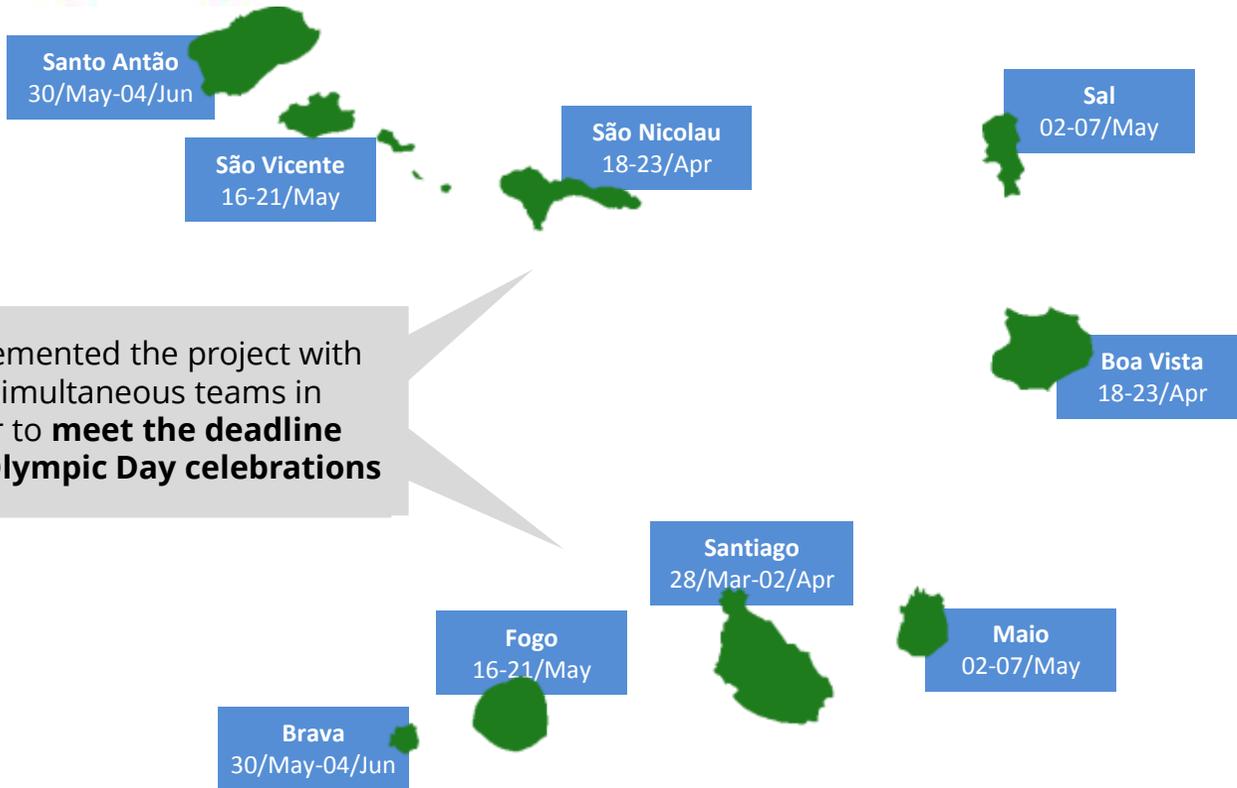
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Introduction	Leadership	Solving Problems: 'Adapted Sport' case	Marketing & Promotion	Action Plan	VerdeOlympics Event & Graduation
Olympic Games & Olympic Movement	Managing People		Writing a Proposal	Event Preparation	

Multi-sport Event

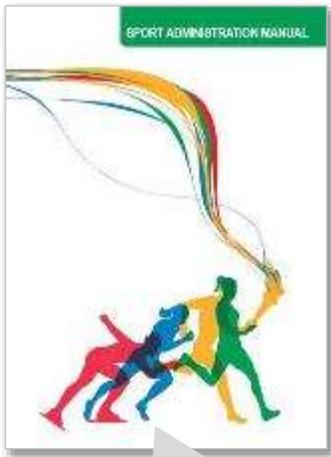
One-day internship where participants organized a **real multi-sport, multi-theme event** using adapted materials. We helped participants empower themselves to use locally available human and material resources, according to each island characteristics.



verdeolympics fulfilled COC requirements



Implemented the project with two simultaneous teams in order to **meet the deadline for Olympic Day celebrations**



Introduced Olympic Solidarity's **Sport Administration Manual** as a key resource for exercises, homework, etc.

Created **new topics and content** to meet the criteria of Olympic Solidarity's *Sport Administration Course*

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Introduction	Leadership	Solving Problems:	Marketing & Promotion	Action Plan	VerdeOlympics 'Exam' & Graduation
Olympic Games & Olympic Movement	Managing People	'Adapted Sport' case	Writing a Proposal	Event Preparation	

Leveraging *VerdeOlympics* synergies



“Walking the talk” of our impact-oriented philosophy, we leveraged the financial and energy investment travelling to all islands for *VerdeOlympics* to implement **three activities**:

1

Sport for Life (VerdeOlympics)

Sport for Life project at national level, leveraging the key lessons learned in Timor-Leste and **adapted to Cabo Verde reality**. To engage more participants and increase local awareness, and given the element of environmental sustainability, this project was named *VerdeOlympics*.

2

Sport Administration Course

In parallel with the *Sport for Life* project (*VerdeOlympics*), we are delivering 9 *Sport Administration Courses*, **designed specifically to meet Olympic Solidarity criteria**. The design of the course implied **additional resources and time**, not included in the approved budget or agreements and thus subsidized by SportImpact, such as experts time (SportImpact directors), allocation of SportImpact's Cabo Verde staff to study materials, adapt surveys, videos and other contents, and training local facilitators for high quality delivery (one-week train-the-trainer).

3

Sport Map

Needs Assessment and collection of key sport figures and data at regional level. Besides engaging the staff of sport associations in interviews, we also spend time with them **to know their profound mindset and wishes**. Most of the regional associations' staff also takes part in the *Sport Administration Course* and the *Sport for Life* project.

Recruiting & training the best trainers



For us **great facilitators are the most critical success factor** for impactful workshops. Recruiting facilitators with the right energy, mindset and ability to connect with participants makes all the difference engaging groups, aligning them towards common goals with positive, confident attitudes, and motivating them to commit and persist despite challenges.

In order to select the best possible local candidates we announced the vacancy details and the candidates' desired profile. We shortlisted the candidates and invited them to an interview. **We selected five talented young professionals to take part in our one-week train-the-trainer**, where we shared key lessons learned in Timor-Leste, with a focus on planning and practicing workshop processes, exercises and dynamics to promote appropriate states in participants, engaging them towards the intended results.

After the pilot edition, where we could test the facilitators in action, we **selected the best three to implement and roll out VerdeOlympics** around Cabo Verde.

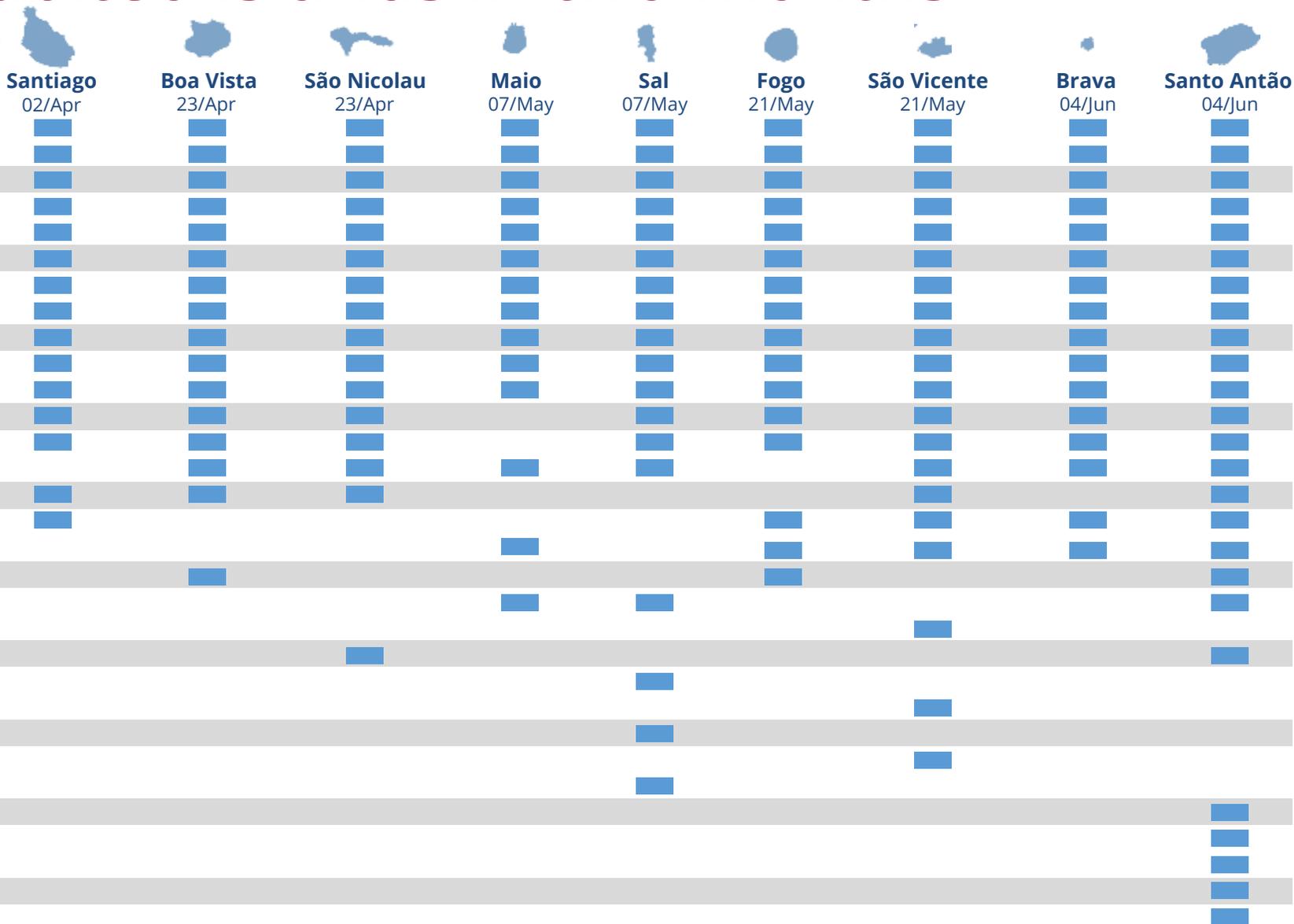


SportImpact team training the trainers on facilitation techniques at the COC headquarters

All inhabited islands in two months



Click each island to read its press release



# sports	15	16	16	14	18	16	20	16	25
# workshop participants	38	32	37	26	33	35	39	22	50
# kids	450+	500+	482	351	869	912	657	334	1016

Santiago



Boa Vista



São Nicolau



Maio



Sal



Fogo



São Vicente



Brava



Santo Antão

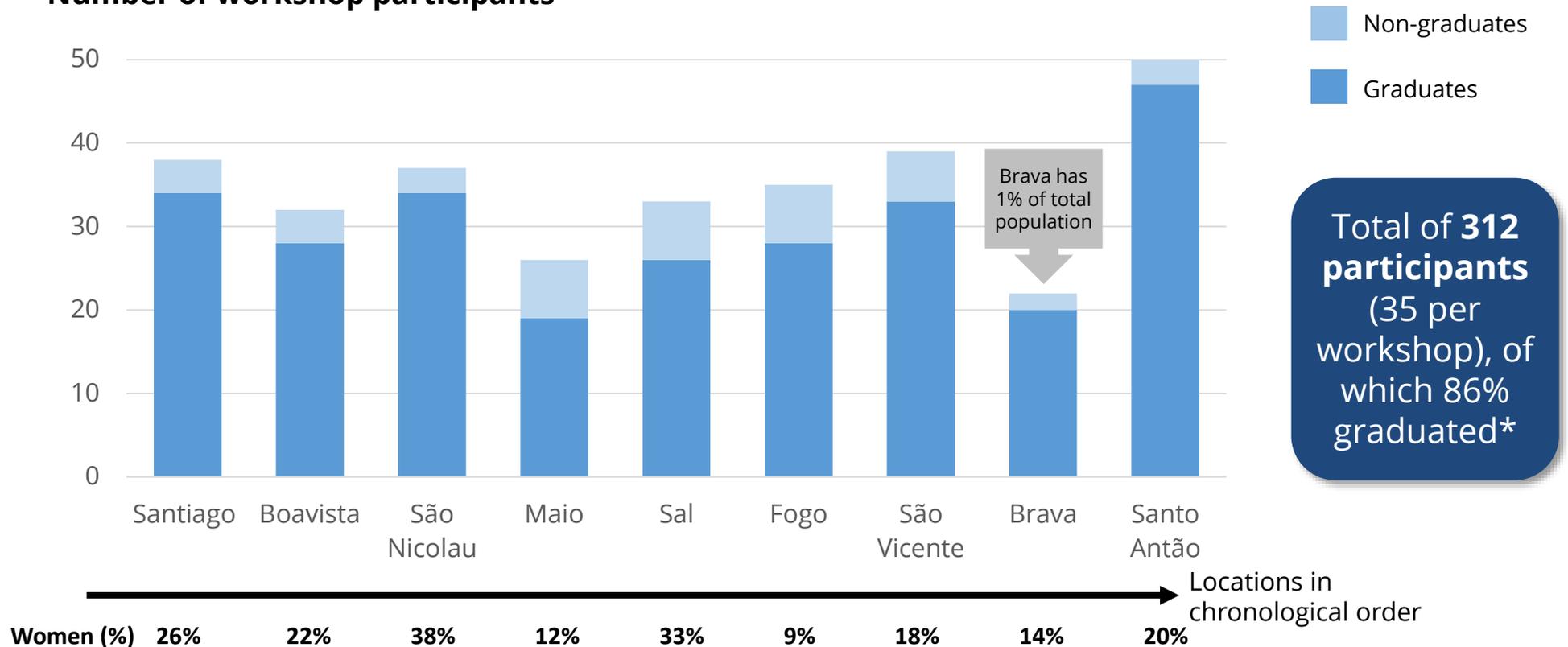




High participation in all workshops

The number of workshop participants remained within our target. We believe key factors to ensure high participation were: (a) engagement of key partners who helped promote the workshop; (b) connections with government and other organizations to provide leave from work to participants; and (c) an attractive course name and content.

Number of workshop participants



*To ensure commitment and quality of graduates, only those who participated in at least 90% of the workshop and contributed actively in the event (the practical "exam") received certificates

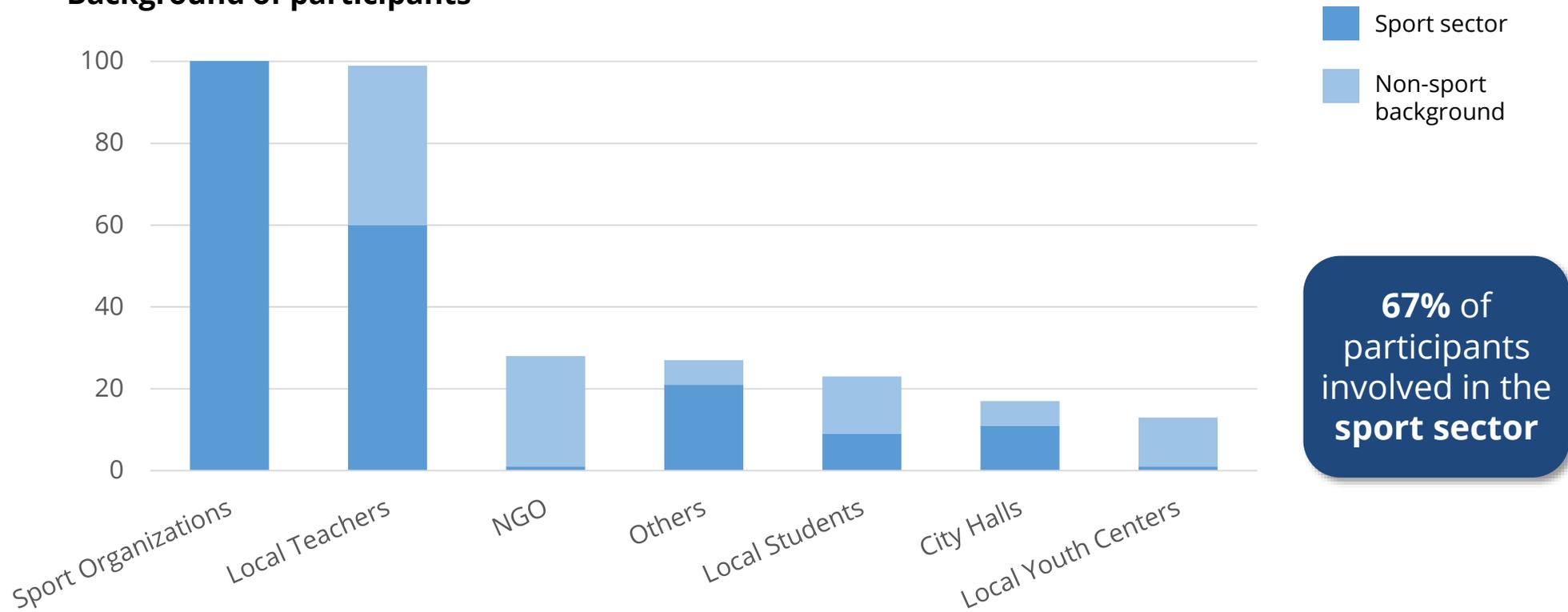
Source: SportImpact records

Participants came from diverse areas



Participants from several backgrounds benefitted from workshops. Despite targeting sport stakeholders, we also registered many participants not directly involved in the sport sector. Average age was 35 (older than Timor-Leste's average of 19), and women represented 22% of participants – less than expected (half of Timor-Leste's) and to be improved.

Background of participants

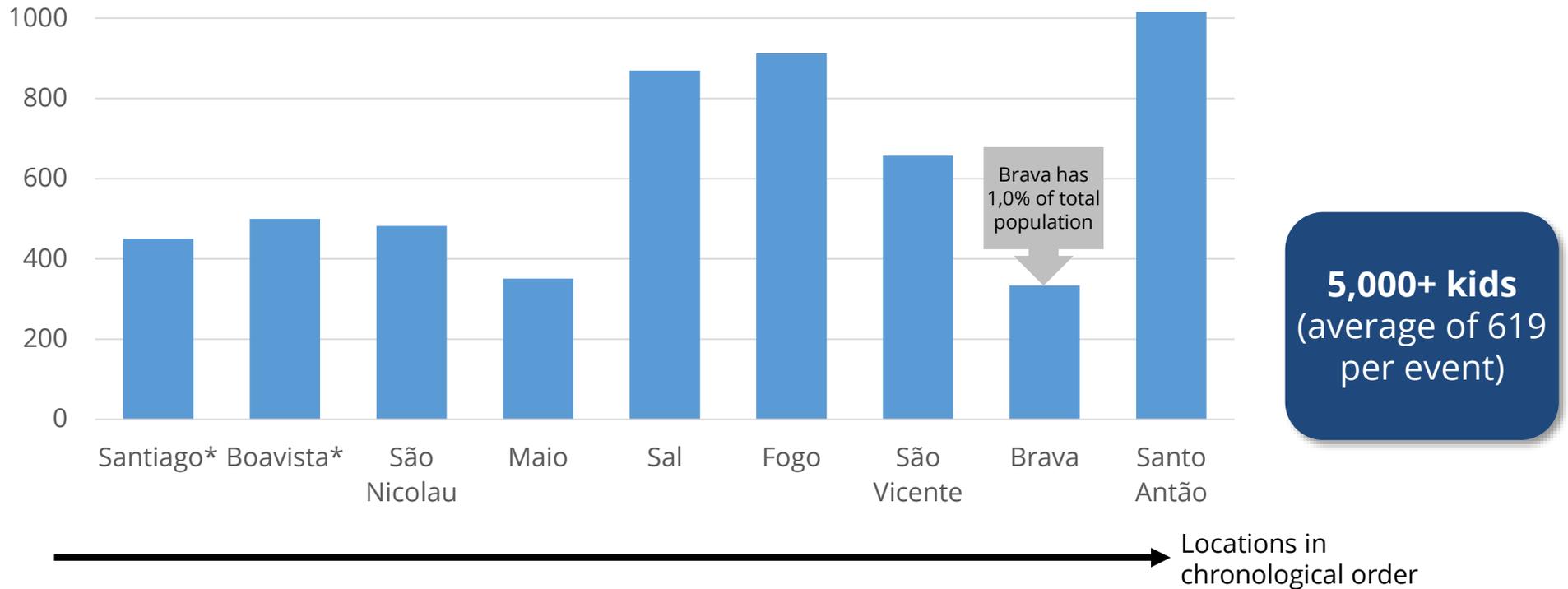




Each event engaged 400-900 kids

In every *VerdeOlympics* we had the goal of reaching all island's kids. Therefore, we invited all schools and encouraged workshop participants to use available resources and tools to promote the events, such as local radios, distribution of invitations and word of mouth. Due to transport challenges, kids from distant regions could not join.

Number of children per *VerdeOlympics* event



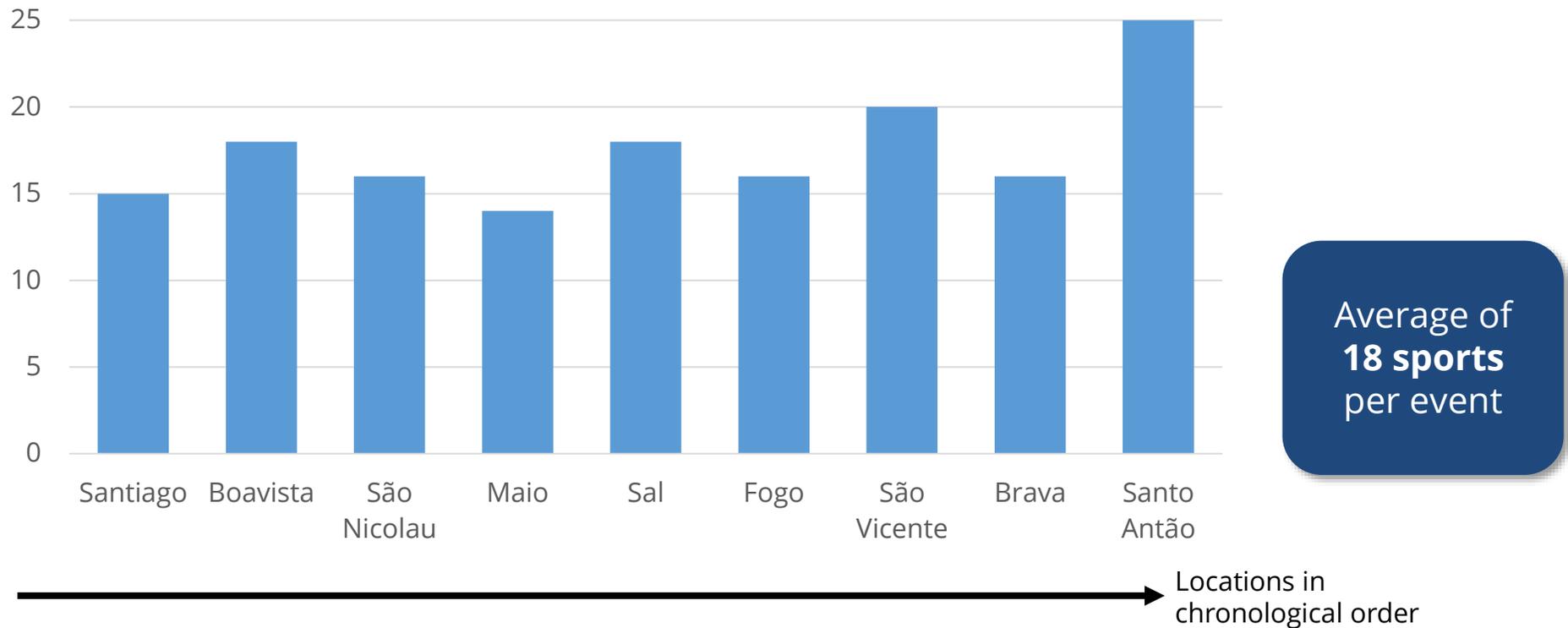
*Events with less precise count of children; the process was improved and was more accurate from São Nicolau onwards
Source: SportImpact records



Huge variety of sports in each event

Workshop participants were the key decision makers defining what sports to have in each event. Sports varied according to local interests and expertise. In each edition of *VerdeOlympics* kids could practice more than 13 sports and the last event, in Santo Antão, broke *Sport for Life's* world record with 25 simultaneous sports.

Number of sports per *VerdeOlympics* event



Engaging stakeholders collaboratively



Many relevant stakeholders were engaged and collaborated actively with the project.



LOCAL COMMUNITY

- Youth leaders/volunteers (Youth Centres and associations)
- **Sport associations & clubs**
- **Schools** and teachers
- **Community leaders**/local administration

Etc.

National sport organizations



etc.

International organizations



Government



Volunteers/support



Huge media visibility

Click here to watch the videos or go to goo.gl/ogi3vj



VerdeOlympics events and workshops were regular news on national television, national and local radios, and on several newspapers and websites. The visibility generated surpassed all expectations and was equivalent to being on the news every day during more than two months.



Historical achievements in São Nicolau



During *VerdeOlympics* we made a call to action to alumni, stimulating them to demonstrate that goodwill, collaboration and determination make everything possible. Alumni in Ribeira Brava (capital of São Nicolau) promised to take the *VerdeOlympics* event to the island's second biggest city, Tarrafal. Two weeks later **25 alumni, with 7 new volunteers, replicated the multi-sport event in Tarrafal**. They gathered required resources by themselves, building their sport equipment and raising support from local organizations such as the Tarrafal City Hall, Youth Center, the local Educational Delegation, among others.



Alumni using their *VerdeOlympics* t-shirts while warming-up in Tarrafal

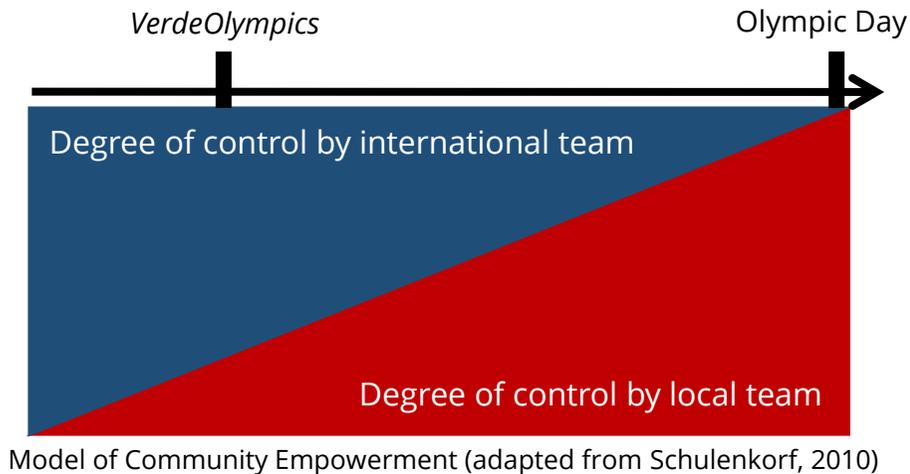
One important lesson from this historical event is that **locals are the best experts on how to operate in their own region**. The local organizers succeeded excellently in engaging all relevant stakeholders towards a common goal and reached **1,332 participant kids**, beating the world record of children in a *Sport for Life* event.

São Nicolau alumni **replicated events three other times** in the following months: to celebrate Children's Day and the beginning of Olympic Month, for Olympic Day, and for the National Sport Day, **engaging 2,153 more kids** in total.

Decentralizing COC and *Sport for Life*



At the moment COC is very centralized in the capital, Praia, and its awareness is minimal in the islands. As first step to decentralize, SportImpact indicated two of the most dynamic and proactive candidates to be **COC Focal Points** [person in permanent contact with COC and acting on its behalf]. As first test to their commitment and empowerment, they were responsible for organizing another *VerdeOlympics* event in their region, as a **celebration of Olympic Day**. After the Olympic Day's celebration (which took place in 8 out of 9 islands), COC invited them to take part in the *VerdeOlympics* Train-the-Trainers and *Advanced Sport Management Seminar* to start building a **strong relation with qualified Focal Points**.



The graduates of *VerdeOlympics* pilot, where two of the most dynamic and proactive candidates were chosen to be COC Focal Points in Santiago Norte

Event replications for Olympic Day



8 out of 9 islands organized independent *VerdeOlympics* events to celebrate Olympic Day. The majority of the organizers were alumni, who engaged new collaborators and showed strong *esprit de corps* with their *VerdeOlympics* t-shirts. **100% of the organizers stated that *VerdeOlympics* was very important to stimulate new regular organization of events** and 71% said that their independent replications had similar quality to the previous ones organized in collaboration with SportImpact.

	 São Nicolau 01/Jun	 São Nicolau 09/Jun	 Santiago 25/Jun	 Boa Vista* 25/Jun	 Sal 25/Jun	 Fogo 25/Jun	 São Vicente* 25/Jun	 Brava 25/Jun	 Maio 25/Jun
Football									
Traditional Games									
Athletics									
Gymnastics									
Handball									
Volleyball									
Board Games				N/A*					
Tennis									
Table Tennis									
Boxing									
Karate									
Zumba/Dance									
Basketball									
Shooting									
Capoeira									
Cricket									
# sports	6	7	8		11	10		4	6
# total organizers	21	21	28	N/A*	14	18	N/A*	5	6
# alumni organizers	17	17	20		10	12		5	6
# kids	512	389	200+		200+	260		46	607

*Not available data: organized the event but did not provide detailed information

Source: SportImpact Olympic Day questionnaires

Replications as Olympic Day Celebration, June 25th

Kids showing their participation certificates, in Sal



Alumni with their *VerdeOlympics* t-shirts during Olympic March, in Brava



COC's President explaining Olympic Day on national TV, during the celebration in São Vicente



Alumni with their *VerdeOlympics* t-shirts facilitating the warm up with kids, in Brava



verdeolympics Train-the-Trainer



SportImpact organized in partnership with COC the *VerdeOlympics* Train-the-Trainer (TTT) in Praia, from Nov 26th to Dec 2nd, targeting the two best participants of each *VerdeOlympics* edition (i.e., from each Cabo Verde island). SportImpact facilitators helped **17 graduates empower themselves and commit to replicate *Sport for Life* workshops and events in their own islands in 2017**. TTT participants also had the unique opportunity to take part in the ACNOA Zone II Advanced Sport Management Seminar on Dec 2nd.



TTT participants taking part in the ACNOA Zone II Sport Management Seminar



Graduates of *VerdeOlympics* TTT

Schedule of verdeolympics TTT



verdeolympics TRAIN-THE-TRAINER

Saturday 26/11		Monday 28/11	Tuesday 29/11	Wednesday 30/11	Thursday 01/12	Friday 02/12	Saturday 03/12
10:00	Good energy!	09:00	Olympic Games & Olympic Movement	Problem Solving	Action Plan	Sport Management Seminar	Sightseeing at Old Town
12:00		10:50					
12:00	Lunch	11:00	Leadership	Marketing & Promotion	Club Creation	Sport Management Seminar	Sightseeing at Old Town
13:00		13:00					
13:30	Participation in the national talent detection event	13:00	Lunch	Lunch	Lunch	Lunch	Lunch
17:00		14:00	14:00	14:00	14:00	14:00	14:00
		16:00	16:00	16:00	16:00	16:00	16:00
		16:00	Athletes Financing Forum	Cultural Animation	Wrap up and reflection	Sport Management Seminar	Free
		17:00	Division of tasks and reflection				

verdeolympics selected for International Olympic Committee case study

The International Olympic Committee selected the *VerdeOlympics* initiative as a case study to be documented, for easier sharing and replication by National Olympic Committees worldwide.



News piece in one of the most notorious sport newspapers in Portuguese-speaking-countries

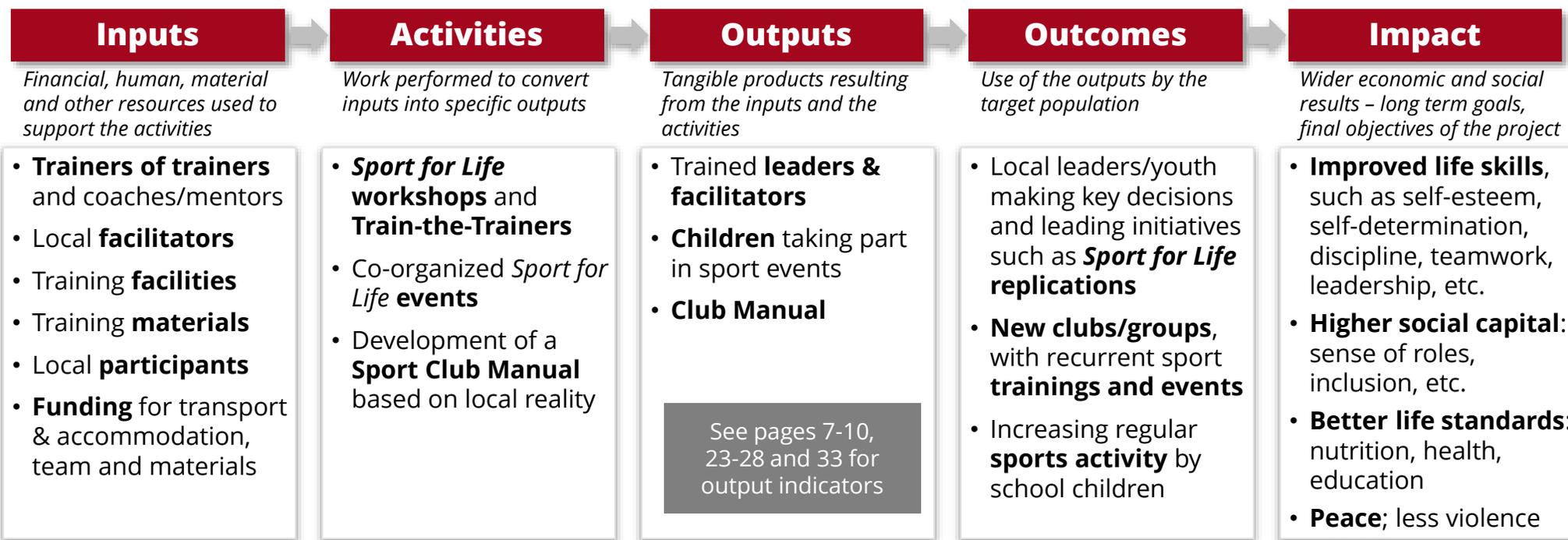


Our Impact

Simplified impact assessment



Impact assessment is critical to help us improve results and better communicate them. Given our limited resources, we've prioritized field action over analysis so far. We've engaged volunteers to assist in impact assessment but part-time dedication has not produced excellent results (we are looking for partners with appropriate expertise and resources interested in contributing). **We use Theory of Change*** (table below) to structure our assessment, collecting quantitative data (numbers of workshops, events, participants, etc.) and qualitative inputs to have a sense of how we're performing, **mostly in terms of outputs** (simpler to measure) **and some outcomes**.



*Impact assessment framework describing how **inputs** generate certain **outputs** through planned **activities**, leading to intended **outcomes** and longer term **impact** 40

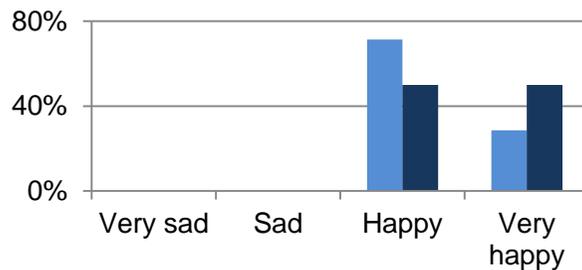
Positive YLC participant feedback



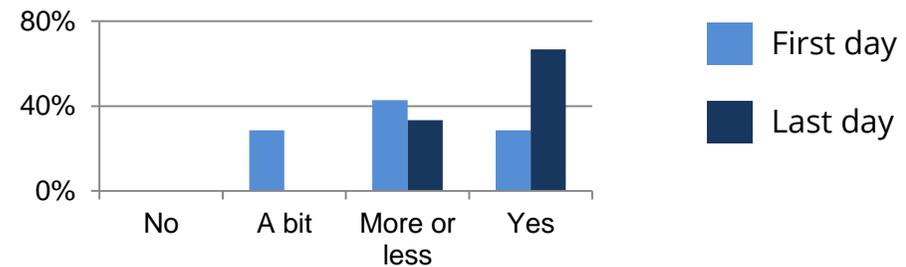
In Timor-Leste, participants rated Youth Leadership Camp sessions on average with 4.2 (scale 1 = disliked to 5 = liked a lot!). 88% reported that YLC was very important to them; 94% that they have met new people with whom they will be in touch in the future; and 69% pledged to open a new club in their municipality. Participants' responses to questions before and after the Camp suggested improvements in feelings of happiness, leadership, creativity, and comfort in public speaking. Self-confidence to do what they want does not show much difference – perhaps they felt challenged with the commitments made.

Participants' responses to questions before and after YLC

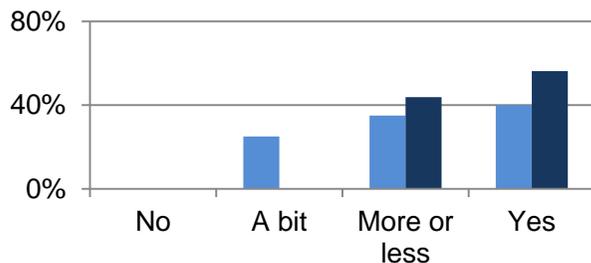
I feel happy



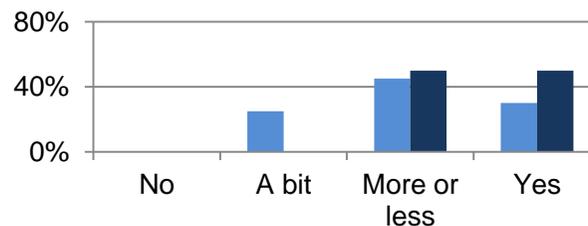
I feel I am a leader



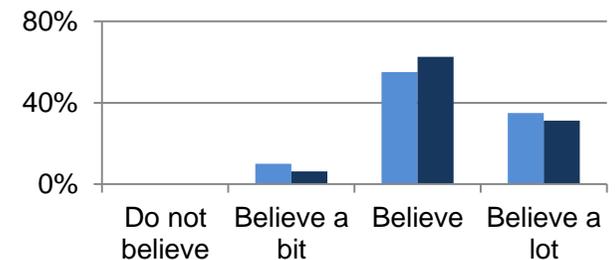
I feel I am creative



I feel comfortable speaking in public



I believe I can do what I want



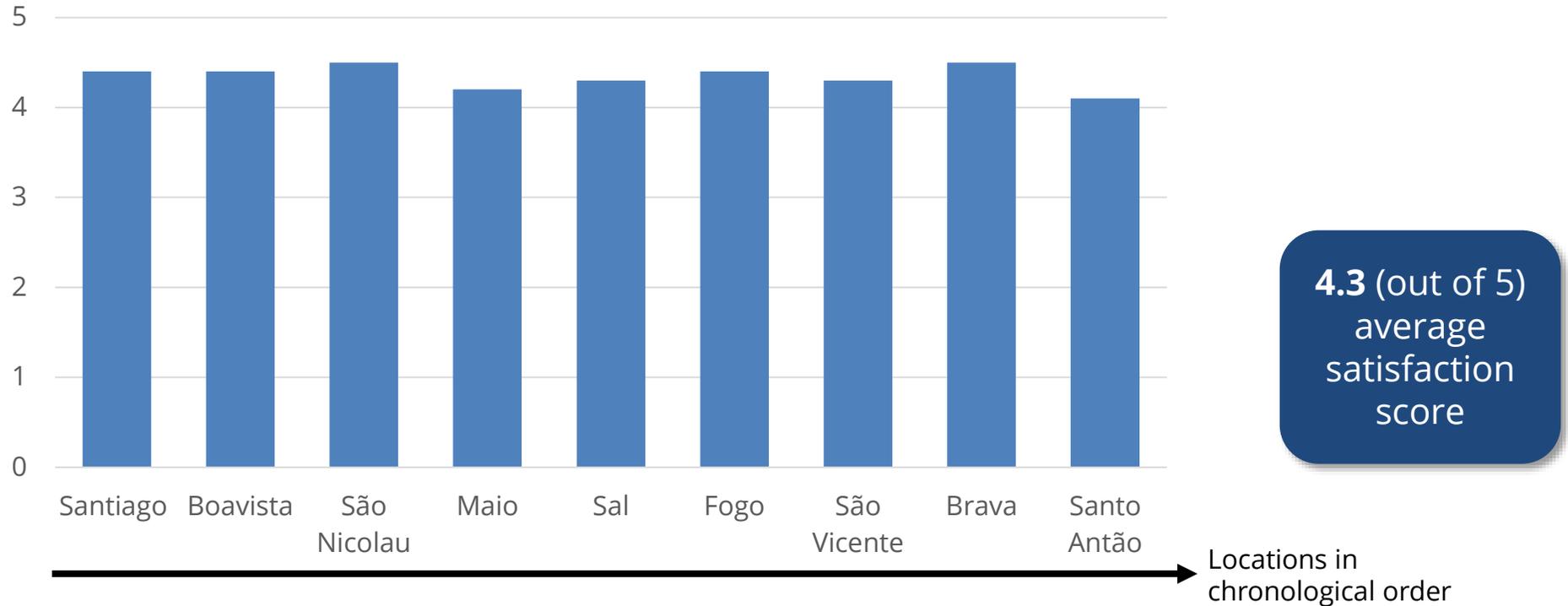


VerdeOlympics was highly rated

In Cabo Verde, participants from all islands shared one point in common: **satisfaction!** (4.3 overall satisfaction score). To measure outcomes, we'd have to track participant behavior in the future. We had a first indication of good results through the independent replications of *VerdeOlympics* events during the year, but need to see what happens going forward.

Average of scores from participants' feedback surveys

(1 = very unsatisfied, 5= very satisfied)



Feedback on the *VerdeOlympics* pilot



“SportImpact did very well in **asking us first which language we preferred** to use in the workshop. If it had been Portuguese participation would have declined a lot; we all know how to speak Portuguese but most people are ashamed to speak it. You could see that with Creole everybody was having active participation!”

Dirce Lopes

Physical Education teacher (PE)

“**Now we all are a family!** We were completely blind in not meeting before! I often organize Karate events – how come I have never met Sydney [participant and person in charge of sport section at the City Hall] before? **Now we have each other’s contacts and will stay in touch!!!**”

Ulisses Monteiro

Vice-president Karate Association



“I loved the methodology [facilitation] used! If it had not been like this, half of the people would have left on the first day. **People never have the opportunity to debate and share opinions** – from school to television we only listen to others! “

Mónica Moreira

PE teacher and founder & President of a football club

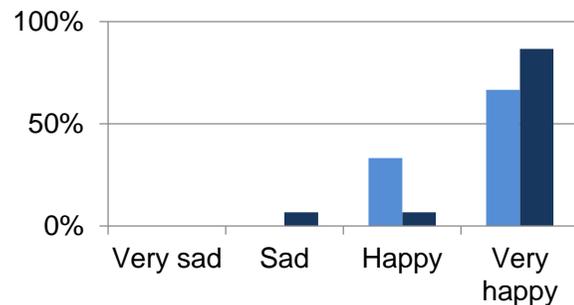
Positive train-the-trainer feedback



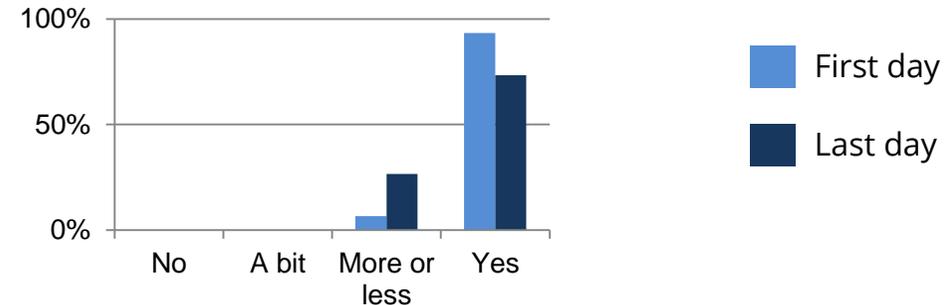
Train-the-trainer participants rated sessions with 4.5 (scale 1 to 5). 100% reported that it was very important for them and that they had met new people with whom they will be in touch in the future; 50% pledged to open a new club in their region. Participants' responses to questions before and after the TTT suggest improvements in feelings of happiness, creativity, and comfort in public speaking. Self-confidence to do what they want did not change. In the last day less people were feeling leaders – maybe realizing they need to work more to become true leaders and change-makers.

Participants' responses to questions before and after TTT

I feel happy

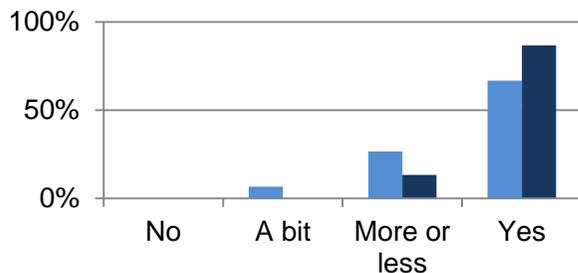


I feel I am a leader

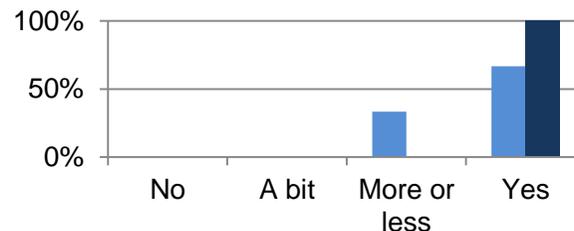


First day
Last day

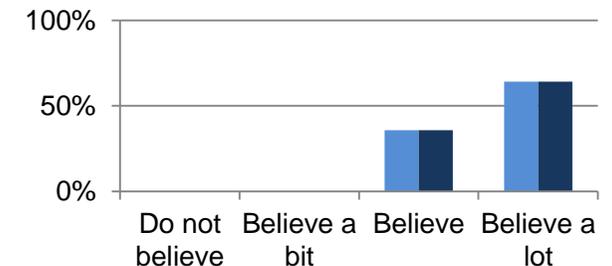
I feel I am creative



I feel comfortable speaking in public



I believe I can do what I want



Key outcomes: independent replication



At the moment, our **key measure of successful outcomes is the number of activities organized by independent volunteers**, with no direct SportImpact involvement, and no financial support from SportImpact (besides public transportation to a couple of Timor-Leste municipalities and meals away from home). Workshop replications (there were 12 in Timor-Leste) are particularly valuable, as they create a multiplier effect by training new people on how to organize sport events/activities.

Initial results are promising, and we look forward to seeing multiplied effects in 2017 by facilitators graduated in December: 13 in YLC 2 in Timor-Leste, and 17 in the TTT in Cabo Verde.



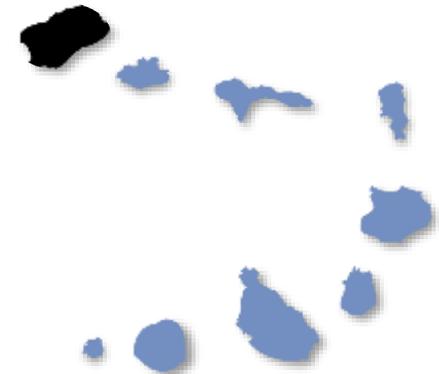
Timor-Leste



12 *Sport for Life* workshops & events organized by volunteers, independently from SportImpact, in **8 municipalities** (out of 13)



Cabo Verde



11* *Sport for Life* events organized by volunteers, independently from SportImpact, in **8 islands** (out of 9)

Deep effects on Timorese youth

*In the past, I couldn't talk to people in public. Now, with facilitation and SportImpact **my life changed**. Now I **can stand in front of people** and talk to them.*

Alzira Pereira

*[With SportImpact] I learned **how to communicate** with other people. In a calm way. I learned Portuguese. I started **making my own decisions**. Now I **don't wait** to do things. I am more **independent** and I **help others**.*

Silvina Mendonça

*Before joining SportImpact I had dreams but did nothing to reach them. I had no confidence in my opinion. I was afraid people would not listen. Then Nuno asked me lots of questions. (...) **and I realized I had ideas and could express them**. Now I feel **more confident**. (...) Now I do more. I have more **responsibilities that I set for myself**. Having more responsibilities makes me feel active, and my brain and skills more developed. Before I was lazy and worked just for the money, not believing in what I did. Now I believe that first you have to work with quality to then be rewarded.(...) SportImpact is a Golden Organization. (...) Because it brings a **new hope** to the people and the country. We teach people to **just do it** and be independent. SportImpact is important to develop my country.*

Virginia da Graça

*Before SportImpact I just talked about what I wished I could do, but never did anything. **Now I have 100% confidence to apply** what I've learned with SportImpact. **Just do it!** With SportImpact I can choose where to organize Sport for Life, so I **can reach communities ignored by the Government**. The Government only cares about Dili and other big cities. With SportImpact **we develop youth in places that are more isolated and poor** because we believe young people form the basis of the nation.*

Faustino Gusmão



Empowered *VerdeOlympics* participants



São Nicolau participants deserve a highlight for starting to organize sport events on a regular basis. After the historical replication in Tarrafal, they **organized a celebration of International Children Day and a full month of activities to celebrate Olympic Day.**



Pedro Morais, São Nicolau alumnus

*"This initiative [VerdeOlympics] was **determinant to unite us as a family** and we thank SportImpact and the Cabo Verde Olympic Committee for giving us this boost that will serve us as a starter for improving our future."*

*"What inspires us to continue doing more and better is the **joy in the face of the children** during the events. Additionally, we feel that we are also sending a **powerful message** to the crowd – they saw real proof during the event and now believe that **it's possible to do a lot using few resources!**"*



Arsenia Cruz, São Nicolau alumna

*"I really enjoyed taking part in this workshop. It was a **week rich in experiences** and I could learn based on other participants' knowledge! It was excellent, especially the final event, where I could see the **joy in the face of the kids**, and really felt **proud of myself** and felt **inspired to continue** doing these initiatives."*

*"My challenge to everyone is to keep bringing the Olympic spirit to children's lives and to **continue this wonderful movement.**"*

Click here to watch video interviews (in Portuguese) or go to <https://goo.gl/2eRCRq>



Financials

Financial Statements



INCOME STATEMENT

Year 2016 Year 2015 Year 2014

All amounts in United States dollars

Revenue	58,041.41¹	36,631.74	75,000.00
Expenses			
Human Resources ²	27,088.46	12,720.40	56,288.71
Events	1,748.72	12,081.16	421.40
Workshops	6,724.52	10,316.35	2,647.21
Office	2,342.29	2,851.17	
Communications	149.08	931.50	591.00
Other	824.51	1,567.20	842.94
Total expenses	38,877.57	40,467.78	60,791.26
Profit/(Loss) before tax	19,163.83	(3,836.04)	14,208.75
Taxes ³	1,372.71	1,473.96	1,432.00
Profit/(Loss) after tax	17,791.12	(5,310.00)	12,776.75

BALANCE SHEET

31/Dec/16 31/Dec/15 31/Dec/14 31/Dec/13

All amounts in United States dollars

Assets				
Cash	33,180.88	11,993.49	28,267.39	5,000.00
Accounts receivable		699.64 ⁴		
Expense provision ⁵	200.00	200.00		
Total Assets	33,380.88	12,893.13	28,267.39	5,000.00
Liabilities				
Debt				
Salaries payable		426.38 ⁶	7,200.00	
Accounts payable	1,941.01		1,858.65	
Taxes payable	1,182.00		1,432.00	
Equity				
Share capital	5,000.00	5,000.00	5,000.00	5,000.00
Retained earnings ⁷	25,257.87	7,466.75	12,776.75	
Total Liabilities	33,380.88	12,893.13	28,267.39	5,000.00

Notes:

¹ SportImpact ran a crowdfunding campaign in 2016, but funds generated (US\$4,572) are not included here as they were only transferred to SportImpact in February 2017 and will be used for the *Sport for Life* project in Timor-Leste in 2017 (2016 revenues do include some donations directly paid to SportImpact by donors)

² Salary, annual allowance, wage withholding tax, relocation, training, and other employee-related expenses

³ Corporate income tax (10% of profits), after deducting carry forward losses and income tax instalments paid (includes late payment/reporting fees in 2015)

⁴ Remaining grant receivable from UNESCO

⁵ Advance deposit for expense contributions for office space

⁶ Annual allowances payable to staff at end of the year, plus wage withholding tax for December 2015

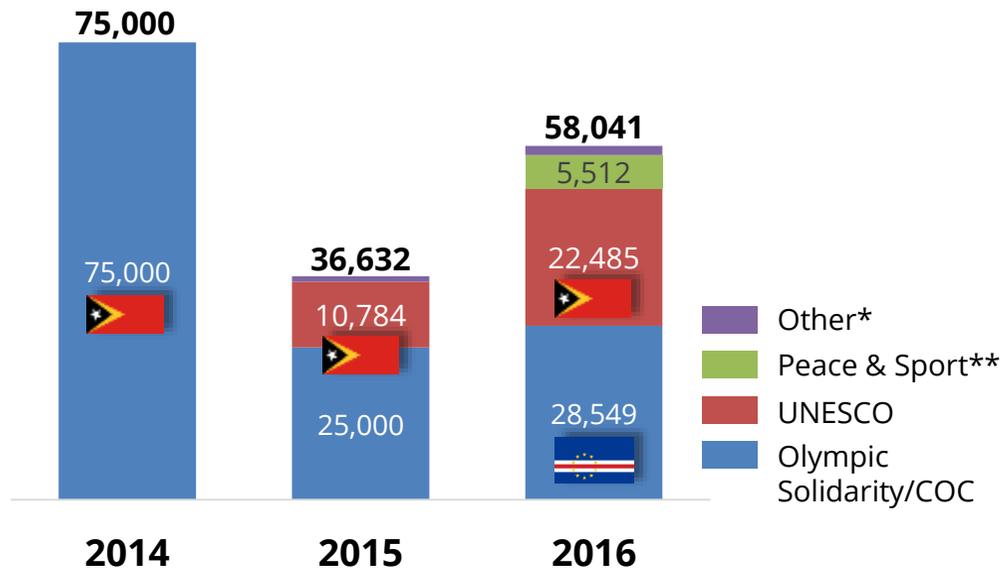
⁷ As a social business, retained earnings are reinvested in SportImpact's mission and activities and cannot be distributed to shareholders

Cautious financial management

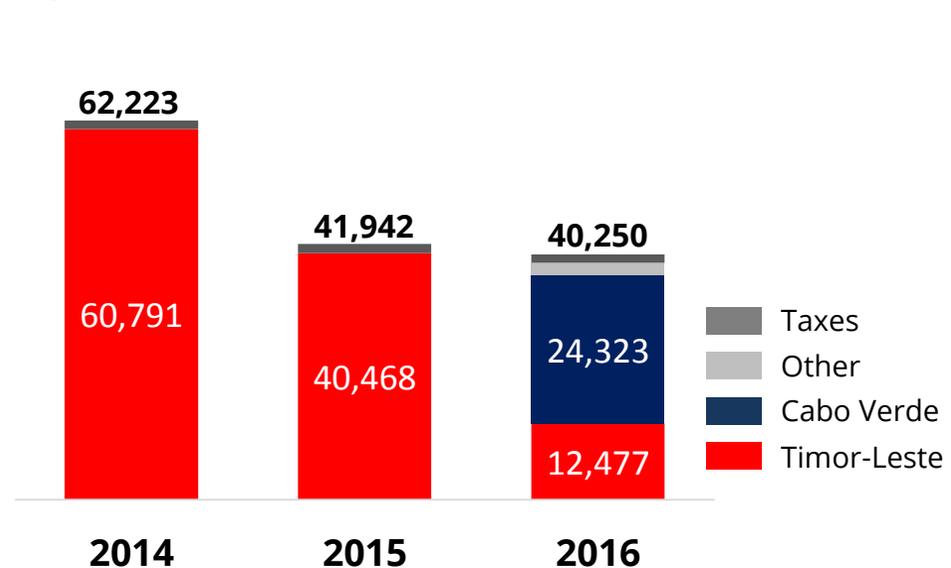


While we have been diversifying revenues, we still depend significantly on a couple of partners providing short-term financing – typically for specific one-year projects, with funding approved with little anticipation and with constraints on how it can be used. Direct revenues from core activities are still quite limited. Therefore, we take a cautious management approach to avoid a funding crisis, **minimizing overheads** so that funds can be dedicated to project activities, **streamlining project costs to do more and more with less resources**, and relying on **volunteer directors and others** for important roles. In particular, we ended 2016 with a surplus from support for projects that will still be running in 2017 (and funding sources for 2017 are quite uncertain at the moment, as usual).

Revenues (US\$)



Expenses (US\$)

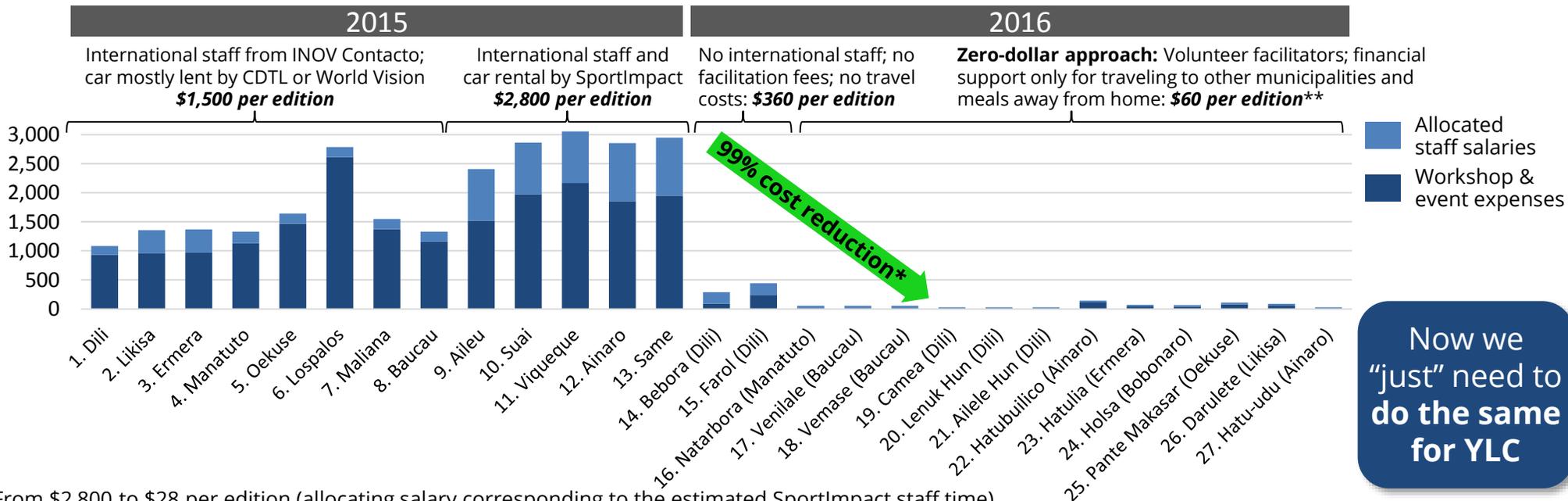


*Timor-Leste: offline donations for *Sport for Life*; GIZ and UNDP facilitation fees; registration fees in workshops; **50/50 for Timor-Leste and Cabo Verde projects
Source: SportImpact financial records

99% reduction in *Sport for Life* unit cost



We ended 2015 with a cost per *Sport for Life* edition (workshop & event) in Timor-Leste of almost \$3,000. In our quest for a sustainable business model, and given the challenge to increase revenues, in 2016 we stimulated a movement of **local volunteer facilitators organizing activities in their communities at “zero dollars”** (i.e., nearly no financial cost). The SportImpact team dedicates some time to coaching and mentoring volunteer facilitators. But direct financial costs of each edition are basically for graduates’ certificates (covered by the \$1 registration fee), and potentially flipcharts and markers (sometimes covered by local partners engaged by volunteers). Often, participants themselves bring food to share to the workshop and event, adding to the family spirit.



Now we “just” need to do the same for YLC

*From \$2,800 to \$28 per edition (allocating salary corresponding to the estimated SportImpact staff time)

**Many cost \$0 when organized by local volunteer facilitators, excluding the estimated \$28 of salary allocated to each edition (SportImpact management time)

Source: SportImpact financial records; SportImpact analysis

Thanks to our supporters in Timor-Leste

For financial support, the videos, and other support for *Sport for Life*



For the Adapted Sport Manual, financial support and the crowdfunding campaign



For supporting our work with four volunteers



For our headquarters and a guest speaker in Youth Leadership Camp



For the training room and facilitation in both Youth Leadership Camps



For inspiring speakers/facilitators in Youth Leadership Camps



For two laser pistols and targets for Laser Run/shooting



For venues for *Sport for Life* activities



Julião dos Reis
Besi Tua

Mr. Kim
Football Federation



For great design that helps us promote *Sport for Life*



Etc.

***Sport for Life* volunteers**

For logistical regional support



For sport activities in YLCs and *Sport for Life* events



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

Thanks to our supporters in Cabo Verde

For all the support that made *VerdeOlympics* a reality, and for our headquarters



For financial support for *VerdeOlympics*



For local expertise and network



For the Adapted Sport Manual and for financial support



For a high-quality consultant during 6 months



aicep Portugal Global

For a committed Marketing & Communication volunteer



For building visibility for our activities and mission



For great design that helps us promote *VerdeOlympics*



inov contacto :)

For logistical regional support

City Halls



For logistical support in all islands



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

Thanks to all crowdfunding donors



Mário Barbosa

Tiago Ribeiro

Joan Turner

Rob Wesley-Smith

Leonardo Cunha

Bernardo Sebastião

José Rino

Dili Quiz Night

Maria Inês Branco

Filipe Mendes

Aurélia Pankowiak

Maria Costa

Sofia Gama

Marcelino Gauguin

Dima Sayess

João Serôdio

João Jesus

Martin Aspillaga

Olivier Peyre

João Pedro Fonseca

Rita Varela Ramos

Bruno Torres

Alix Taffle

Ana Remelgado

Gaurav Sadana

Chng Hak-Peng

Miguel Simões

Rodrigo Gouveia

Tracy Taylor

António Delicado

Alexander Schmitz

João Soares

Ann Verbeek

Fernando Lopes

Oliver Mosmann

Michiel Mussies

Laurent Grandidier

Elias Ghanem

Eugene Tan

Silvia Wronka

Paulo Calhau

Ahimsa-ka Satyam

Francisca Prieto



Key lessons



Key lessons: summary

As a learning organization, we keep testing new concepts and adapting our projects towards sustainability and maximum impact, reflecting on key lessons over time. Here we summarize lessons from 2016 during different stages of the *Sport for Life* project.



Sport for Life

- **Good codification is key** for consistent replication and to avoid mission drift
- We can save energy by **focusing on productive stakeholders**

- **Sport for Life is adaptable** to other realities and we can “plant” its seed in new countries in just a couple of months
- Working with a highly functional **local partner** (e.g., National Olympic Committee) **increases efficiency while reducing control** over key decisions

- Facilitators spread the **Sport for Life culture** and can be efficiently trained
- **YLCs are key** to build the culture and stimulate commitment
- The **SportImpact ‘family’** keeps volunteers energized

- *Sport for Life* has not yet resulted in **regular sport activity** – we need to promote it better
- **Good databases** of activities and participants **are critical** for follow up, evaluation & reports

Business Model

- The **\$0 approach** can make *Sport for Life* financially sustainable
- We need to **increase revenues** (crowdfunding not sustainable), but must focus on our mission

- New countries require **start-up funding**

- Scaling up can be **powered by human energy** with no costs, through volunteerism

- A **‘central office’ would help us scale** with adequate support

Key lessons



- *Sport for Life*
- Business model

Codification key for consistent replication



As *Sport for Life* grows we realize that we **must improve knowledge management and codification** to ensure that our approach's 'minimum critical specification' (the success factors/elements that are critical for achieving desired results) is being consistently applied. The first step is to define which elements are key and should not be changed. For example, *Sport for Life* in Cabo Verde did not include anti-tobacco elements because it is not a huge issue in the country, and the workshop was free-of-charge by pressure from our project client. Is this ok, or misaligned with our approach? Before expanding to new geographies we need to define which elements are flexible and which are critical, to avoid mission drift.

Another example that shows the need for such definitions is that even within the SportImpact team it was not clear for everyone that **the problem we are addressing is disempowerment**: the fact that many people around the world, particularly in developing countries, are 'at effect – they don't feel they are responsible for their lives, that they can be the authors of their futures and that **sport is just a means for empowerment** (synonymous of "development" for us) and not a critical factor in our approach (i.e., we could also be *MusicImpact*, *BusinessImpact*, *ScienceImpact*, etc., with a similar purpose and approach – the common, critical element is impact).

One output of this improved codification will be a straightforward, practical '***Sport for Life Manual***' that can help others implement ***Sport for Life*** (or a positive variation) in their community, region or country, on their own or with SportImpact support.

Save energy, choose stakeholders



In 2016 we were more conscious of the energy cost of (trying to) engaging certain stakeholders, particularly in our experience in Timor-Leste. For instance, several key team members were stressed and frustrated when a seemingly simple process like obtaining formal permission to use a public facility for YLC was taking several days and many precious hours of follow ups. Our Coordinator, normally full of positive energies, sent a message on the last of those days sharing how she felt: **“It’s the worst day I’ve ever faced!”**. We decided to give up that (excellent) facility and move our event to a different place (not perfect, but better than having to cancel the event last minute, or risking a nervous breakdown, or losing our best team members). We’ve proceeded similarly when we don’t find efficient/effective ways to work with other stakeholders.

Key lessons: We believe in collaboration and engaging multiple stakeholders around common goals to leverage different resources and capabilities. And it can be **costly to spend precious energy chasing unwilling stakeholders**. To avoid burn out we **need to improve how to approach and how to decide when not to invest in challenging parties**. Of course, we must also reflect better about opportunities we may miss by leaving certain stakeholders out.

If you are one of our stakeholders and feel we’ve been neglecting you, please let us know. The explanation may just be that we are a small team embracing too much. Or perhaps (trying to) working with you turned out too demanding (maybe due to our inability). Do get in touch if you’d like to improve how we work together for greater world impact.

Sport for Life adaptable to other realities

P I R E

Sport for Life in Cabo Verde (*VerdeOlympics*) was a pilot of internationalization of the core initiative started in Timor-Leste. We **took in consideration country-specific characteristics** (e.g., local language, national history and leaders examples, among others) when designing the project, to ensure a good fit and impact on local communities.

This pilot shows that there are **multiple possibilities for adapting the core initiative**. COC is already launching another *Sport for Life* initiative for 2017, *M Olympics*, with a focus on gender equality (extremely low women participation in sport was evidenced in the *Cabo Verde Sport Map* – see appendix).

This experience also indicates that ***Sport for Life's* seeds can be “planted” in new countries in a couple of months**, depending on the commitment and support from local partners and authorities. A strong local partner who offers physical office, identifies good potential facilitators, helps engage key stakeholders and provides logistical support (travel, accommodation) can help reduce implementation time by several months. Ideally, the local partner takes project leadership and is the real driver and pace-setter, engaging SportImpact as appropriate for support as a catalyst for faster and more effective implementation. We plan to test this more efficient replication approach in 2017.

A great client: efficiency with less control



P I R E

In Cabo Verde we worked with a major partner and client: the Cabo Verde Olympic Committee (COC). **The project was very effective and efficient thanks to COC's highly functional organization, genuine interest in developing the country, and good relations with key stakeholders** (probably not replicable with dysfunctional National Olympic Committees, as experienced in Timor-Leste in the past). And there were also challenges as SportImpact could not so easily decide on certain factors. In summary:

Key COC contributions: efficiency

- Valuable **access to COC's network and brand**, and its associated reputation, prestige and power to "open doors", which helped engage relevant partners
- COC project ownership with **high commitment**, resulting in extraordinary efforts to ensure the project was running smoothly
- **Reduced bureaucracy**, with COC taking care of accounting, logistics, etc., allowing the SportImpact team to focus on impact. In particular, COC:
 1. Was the legal entity hosting the project (avoiding the need to incorporate locally)
 2. Provided physical office and equipment
 3. Paid facilitators' compensation.

Key challenges: less control

Given that COC was the client, hosting the project and controlling funds, it was challenging for SportImpact to influence some key decisions, especially when the mindset and objectives might be less aligned. Key decisions that we believe affect the *Sport for Life* approach and we would change:

1. **Not charging workshop participants** (fees would allow testing their commitment and improving future financial sustainability)
2. **Not targeting the youth** specifically, whom we believe have higher potential as changemakers
3. **Restricting VerdeOlympics TTT to a few 'best' participants** due to COC financial restrictions
4. **Not organizing a two-week VerdeOlympics TTT with a final Sport for Life event** due to COC agenda restrictions.

Sport for Life culture spread by facilitators

P I R E

In our strategy of empowerment and legacy, the local team and its followers are the most critical success factors. Therefore, it is **essential to transmit effectively the Sport for Life culture, with its positive, empowered values, mindsets and rituals** (such as the 'just do it/no excuses' mentality) – especially to facilitators.

We found in Cabo Verde that **this culture can be efficiently triggered in a limited amount of time with limited guidance**: the Country Manager trained local facilitators during one week, then testing them in a real workshop they facilitated. In the roll-out to all islands, facilitators were highly effective transmitting key elements of the same culture to VerdeOlympics participants (as seen in this report's *Our Impact* section).

Higher education levels seem to lead to faster learning (in Cabo Verde facilitator candidates had at least a bachelor degree), but probably also mean lower availability and/or higher compensation requirements, which may challenge a volunteer model. In Timor-Leste, youth around 20 years old, who have finished high school and are not in employment, education or training, seem particularly available and eager to engage in the project as it brings them hope and belief in themselves and their peers.

Tip: To recruit good facilitators, organize a Sport for Life workshop & event where you can see people in action and better assess their natural behaviors and preferences in the real world as participants – observe their enthusiasm, commitment and passion, how they work with others, the levels of initiative and 'just do it'/'at cause' mentality, etc. This should probably be the first step when launching Sport for Life in a new country.

YLCs key to build culture & commitment

P I R E

Train-the-trainers are key to promoting a solid culture and build commitment to spread *Sport for Life*. In Timor-Leste we have been improving Youth Leadership Camps to be more effective over time. YLC 2 produced much better outcomes than YLC 1: 10 active facilitators (59% of 17 participants) vs. 4 from YLC 1 (15% of 26).

At the end of the first *Youth Leadership Camp*, all participants made impressive commitments to both replicate *Sport for Life* workshops and events in their community and create active sport clubs. However, only 4 (out of 26) became truly active in the subsequent months, and it was very challenging to contact (and even more to engage) inactive graduates (some seemed to start avoiding us – perhaps ashamed for not fulfilling their promises, but we cannot be sure). **It seemed commitments were mostly “fake”**, perhaps due to peer pressure.

For YLC 2 we decided to **stimulate shorter-term commitments** (“just schedule *your Sport for Life* activities for the next few weeks – don’t wait for the YLC energy to dissipate!”) and offered to return the registration fee (\$25) to facilitators who implement *Sport for Life* three times. Initial results were promising: one facilitator ran one *Sport for Life* activity before the end of the year, and several others were on track for implementation in January.

Some volunteers even stated: “I could be a volunteer in SportImpact until I die!”.

YLCs key to build culture & commitment

(cont.)



Some key success factors we've identified for YLCs:

- **Connection through 'family time'**: about 5 people per group, sharing challenging life experiences for 1 hour every day at the end of the day (5-6pm). It helps discover people's character, and learn how to encourage them to develop, to empower themselves and to want to spread to others
- **Mindfulness through 'quiet time'**: participants are invited to close eyes for 10 minutes, "call your soul back to your body", focus, remember lessons from the day. At the end, the leader of the family group asks debrief questions: e.g., What did you remember when you closed your eyes? Key lessons? What was the framework? How do you bring it to your life? Participants share one by one, so shy people who normally don't talk are able to share their opinion
- **Videos, quotes & rituals** with powerful ideas (Master Yoda is top: "Do. Or do not, There is no try.")
- **Constant facilitation practice**. E.g., after each facilitation a 'family group' (other participants, who were not facilitating that session) facilitates the debrief of how the facilitation went, using debrief techniques learned on Day 2, to practice asking skills, open questions, talking confidently to the group, building confidence, etc.
- **Special activities** to stimulate participants in a variety of ways:
 - *Adventure*: Teambuilding activities to connect on day 1, with problem solving & decision making challenges
 - *Cultural nights* are very successful bringing people from different parts of the country together by sharing stories, songs, music, costumes, etc.
 - *Guest speakers* to bring different insights and motivation. Asking them for 15-minute "power talks" helps limit time and keep the audience excited and engaged
 - *External facilitators* for certain sessions (e.g., social inclusion, gender equality, reproductive health, anti-tobacco), allowing participants to learn more facilitation techniques from others

SportImpact 'family' energizes volunteers

P I R E

Sport for Life spreads through strong role models who inspire other youth, who inspire other youth, who inspire other youth, and so on. To inspire volunteers, it helps if the role model is seen as a peer, including being also a volunteer.

In Timor-Leste, intrigued by the impressive time and energy some volunteers put into *Sport for Life*, we asked them why they are doing it. Two reasons summarize most responses:

- To learn, develop and empower themselves (some said “Before I just waited [for someone do to something about my life]; now I know I have to do it!”)
- To contribute to national development, spreading the message of being an independent, empowered person (often quoting “If not me then who? If not now then when?” and “Ask not what your country can do for you, ask what you can do for your country”)

But we also found that a critical factor for volunteer motivation has been the practice of **embracing them as members of the ‘SportImpact family’** since the beginning. To promote a warm family spirit and environment we:

- Keep constant contact, ask volunteers how life is, invite them to share life experiences
- Stimulate everyone to help each other with the resources and capabilities they have (e.g., someone with a motorbike can offer transportation to others)
- Organize ‘family time’ in the office, meeting regularly to share about life in a safe, confidential environment, and get support or advice as appropriate.

Need to better promote regular activities

P I R E

While regular sport activity is not our core objective (youth empowerment is), it could have dramatic positive spillovers, based on research on the effects of sport practice in people's development, particularly on children.

Sport for Life has been very successful empowering youth and sport leaders to organize **one-off multi-sport events** with very limited resources, allowing thousands of children to sample a good variety of sports in a safe, friendly, non-competitive environment.

In order to promote increased regular sport activity, in 2016 we **developed the module "How to Create a Sport Club"** for *Sport for Life* workshops and YLC in Timor-Leste (and volunteers from MOVE created a Sport Club Manual, but it has not been adopted). However, **no alumni has created a club so far**. Looking for explanations, we realized that to many youth **'club' sounds as something very complex**, sophisticated, far from their reality (as if we were asking them to create Real Madrid or FC Barcelona). In fact, most don't seem to know what a club is – even our Coordinator is confused with the concept. It may also be that alumni don't feel a particular need for regular sport practice.

We need to understand this better. In 2017 we will adjust the approach and analyse results:

- To 'plant' the idea of recurring activities, during *Sport for Life* workshops we will talk about the event at the end of the week as the first of ongoing weekly sport activities
- Will revise the module "How to Create a Sport Club", simplify it and turn it into "How to Create and Active Group" (for Timor-Leste – it may be good as it is for other countries)
- Will consider creating a pilot club as SportImpact initiative, to serve as example

Databases critical for evaluation & reports

P I R E

Having a **complete database with relevant information** is essential to engage alumni in future initiatives (e.g., Train-the-Trainers), to follow-up on agreed commitments and to assess impact (e.g., monitor post-training actions).

When we organized the first *Youth Leadership Camp*, in Timor-Leste, we realized we had working phone numbers for only 20% of the alumni. One explanation is that in Timor-Leste people often change phone numbers, but probably we collected many wrong numbers to start with, or didn't collect them at all (30% of alumni – some may not have a number at all).

So we improved processes in 2016. A good way to collect data is to **distribute contact forms in the beginning of workshops**. We nominated a person responsible and used small strategies to motivate participants to complete the form properly: e.g., in Cabo Verde we gave Sport Manuals only to participants who completed all form fields with legible handwriting; in Timor-Leste we tested participants' mobile phones to ensure we had the right contacts (and asked colleagues to help get numbers we were missing).

To prepare this report, we realized **our database of Sport for Life activities in Timor-Leste was also poor**. We had to compile data from different sources, consult photos from events, and sometimes call facilitators and rely on their memory of activities from several months ago. In 2017 we will improve data collection by **creating a simple paper form and a web form for facilitators to submit activity reports**: date, place, workshop participants and graduates (women and men), kids in events, sports practiced, etc.

Key lessons



- *Sport for Life*

- Business model

'Zero-dollar' approach for sustainability



In 2016 we realized **local teams can be fantastically resourceful to avoid most *Sport for Life* costs** without compromising our approach's critical factors. Here's how we dramatically reduced the **cost of each *Sport for Life* edition in Timor-Leste to practically \$0:**

- No international team members allocated to the project
- No renting of cars to travel to other regions: used public transport only
- No salaries or facilitation fees for facilitators: rely on volunteers (who feel compensated by the unique opportunity to develop themselves and contribute to developing their country)
- No t-shirts for participants: everyone brings a red t-shirt to the event if they have one
- As much as possible, flipcharts and markers provided by local stakeholders
- As in 2015, no food and no printed handouts for participants, no training room costs (in-kind support from local stakeholders like youth centres, suku chiefs, etc.), and certificates are covered by the \$1 registration fee paid by each participant.

Actually, this **'zero-dollar' approach** ("if there is high impact potential, just do it, no matter what, even when we don't seem to have appropriate resources") **is probably a critical factor to maintain:** it strengthens our mission by empowering us and our volunteers to believe in our 'super powers' to make everything a reality, without dependence on others.

We need to work on YLC's budget to make it more sustainable. In 2016 each YLC cost over \$2,000 and just around 10% was covered by revenues (registration fees in YLC 2). In both YLCs the training room was traded for facilitation services, and probably we can do this with more costs. In particular, we should find ways to reduce/eliminate the costs of food (~35% of the total), workshop materials (25%), and transport (20%).

Increase revenues, but focus on mission



Besides reducing costs, we still **need to increase revenues**, in order to cover costs that generate good impact return on investment*, are unavoidable, or cost too much energy or time to avoid. For instance, this may include some YLC costs, office space (which we've traded for services in the past, but not on an ongoing basis), salaries (when not able to find volunteers), marketing & communication like phone, Internet, website, design (when not able to obtain in-kind support), etc.

In a sustainable model, our **impact-generating activities should produce the required resources** for our continued activity and growth. Participants are willing to pay at least \$1 fees for one-week *Sport for Life* workshops, and \$25 deposit** for two-week YLCs, without requiring support for travel and accommodation costs. We feel these registration fees can be increased without reducing demand much and should test that in 2017.

Many funders don't cover general expenses, and it is not sustainable to depend on them (e.g., see next page). In 2016 we experimented with the following other approaches:

- **Selling facilitation services** for other organizations' workshops (at \$75-100 per day)
- **Selling consulting services** to clients (as part of the Cabo Verde project package)

The **key risk** in these other revenue sources is that if we become very successful we may start focusing on revenue-generating services and **forget about the impact-generating *Sport for Life***. So we may cautiously explore these opportunities, looking to align them with our impact model, but we must **maintain focus on our mission and strategic priorities**.

*Impact generated for each dollar invested or spent

**To be returned if the graduate implements *Sport for Life* three times after YLC 70

Crowdfunding not sustainable



During 2016 SportImpact took part in a crowdfunding campaign “I Move for Peace” coordinated by Peace and Sport. **Thanks so much Peace and Sport and all the donors!**

Nuno Delicado was SportImpact’s “Peace Mover” and ran two marathons (Bali on August 28th and Dili on October 9th) in order to raise money for *Sport for Life* in Timor-Leste. Based on intense networking and promotional efforts, 43 donors contributed about €5,300 (most to be received in 2017). Given the significant effort to organize the campaign (despite Peace and Sport’s support), and that all funds were donated by SportImpact team’s friends and family, this does **not seem a sustainable source of funds, and thus not a solution for our business model**. We will invest the funds generously donated to enable a multiplier effect bringing *Sport for Life* to more and more remote areas of Timor-Leste.



Nuno at the end of the Bali Marathon, after finishing 10th in 2h58min, with strong determination to overcome pain due to a foot injury



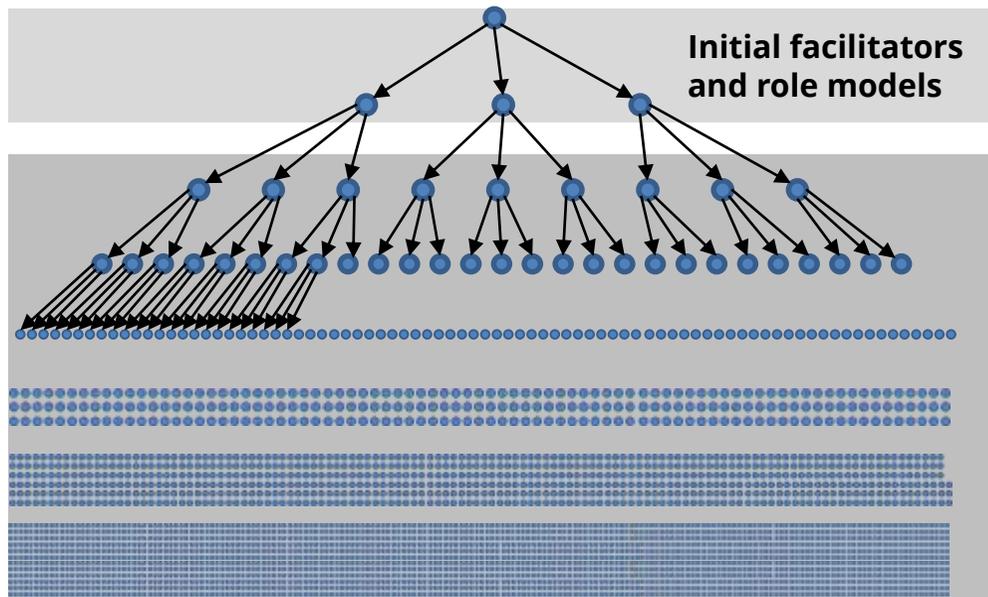
Nuno receiving his Dili Marathon prize for 9th place from Nobel Peace Prize laureate and former Timor-Leste President, José Ramos-Horta. Nuno is donating the \$600 prize for *Sport for Life* in Timor-Leste in 2017.

New countries require start-up funding



We are currently operating two financial models in *Sport for Life*:

1. **A model to launch *Sport for Life* in a new country, which currently requires higher funding to support a Country Manager** (who in a future more efficient format could be more like a Country 'Settler' or 'Seed Planter' – potentially a volunteer – who goes to a country for 1-3 months and then follows up remotely) **and initial local facilitators** – similar to the start in Timor-Leste and Cabo Verde (both with Olympic Solidarity funding)
2. **A model to expand inside a country, which follows the 'zero-dollar' approach** and is powered by human energy from a volunteer movement – i.e., it minimizes financial costs as a key approach to achieving financial sustainability, while promoting volunteer empowerment (human development).



} New country launch funded by selling our results/impact to organizations who care about them

} Scaling up powered by human energy through volunteerism

Central office to scale with quality



To scale our impact with quality we believe we need to create a solid 'central office' (headquarters) team with clear roles. Here are key ones, which could be partially or totally covered by volunteers (some would need to have certain qualifications, which may be challenging to find in volunteers, as suggested by our inability so far to deliver in all areas):

- Knowledge Management** Identification, codification and transmission of processes, approaches, best practices, etc. (includes responsibility for developing trainings, etc.).
- Impact Assessment** Indicator definition and measurement to help us learn and sell our impact (potentially performed jointly with Knowledge Management; ideally this could be done by an external partner, such as a university/research organization).
- Marketing & Communications** Press releases, newsletters, website, social media, public relations, etc.
- Administration & Finance** Contracts, payments & reimbursements, invoicing & collections, databases, correspondence, taxes, bank account, financial records, reporting, etc.
- Volunteer Management** Creating and managing a systematic process to recruit, develop, motivate and retain volunteers.
- General management** Strategy, planning, implementation and reporting, human resources (policies, job descriptions, recruitment, development and retention), representing SportImpact, partnerships, etc.



Priorities

Strategic planning for maximum impact



While working hard to deliver all the activities reported here, during the year we felt the need to also take time to **renew our strategic planning and reflect on (1) where we are; (2) where we want to be; and (3) how to get there.** All this keeping in mind our mission (human development through sport) and our evolving Theory of Change, and asking ourselves and our key partners* (thanks!) **how to maximize positive world impact.**



Global conference calls with the SportImpact team to align strategic analysis, decisions and priorities



The IES-SBS Scaling 4 Impact bootcamp allowed part of the team to rethink and reflect on several key issues and priorities

Where we are: SWOT analysis



We reflected on 'where we are' through a SWOT analysis*. Here is a summary of the Strengths, Weaknesses, Opportunities and Threats identified:

<ul style="list-style-type: none"> • Method & mindset: empowerment and 'just do it' culture, and able to inspire/"infect" others with the same mindset/positive 'virus' • Family spirit: love & connection within team & with participants • Survivor mode: make it happen with \$0/very low budget • Key product (Sport for Life) is simple, straightforward, flexible, easy to teach, replicate and generate impact • Qualified human resources: high quality, hardworking, at cause, multicultural and easily adapting to different countries • Despite limited professional experience, key staff keep Timor-Leste and Cabo Verde projects going with limited guidance • Knowledge/know-how – practical (field work) and academic • Ethical values and transparency to partners and staff • Relevant partnerships/collaboration: Olympic Solidarity, UNESCO and Peace and Sport • Systematic codification of key lessons and methodologies 	<ul style="list-style-type: none"> • Still unclear business model • Limited human resources, highly dependent on key people • Dependent on highly-qualified volunteers (sustainable?) • Survivor mode (\$0 budget) requires extra passion, time, will and energy • Impact assessment not yet solid/systematic • Limited funding, extremely dependent on 1 source (Olympic Solidarity) • Unable to get some key partners to commit to projects (e.g., Secretary of State for Youth and Sport, Ministry of Education) • Limited use of social media (just when events happen)
<ul style="list-style-type: none"> • VerdeOlympics leading to visibility and better agreements • Sport for Life to new geographies (communities, countries) • New products/events for deeper work in each location • SportImpact/Sport for Life as model for other organizations • Increasing awareness of benefits arising from sport • Improve social media use (e.g., Twitter, Instagram) • Engage a full-time leader (CEO, Executive Director) • Codify the train-the-trainer and volunteer training processes • Improve survivor mode: generate impact with \$0 budget • Sport for Life as a program of Olympic Solidarity and/or UNESCO • Create volunteer programs and the "Scouts of Sport" (global volunteer movement of human development through sport) • Consider becoming an NGO if it opens more opportunities 	<ul style="list-style-type: none"> • Key human resources may get tired of the <i>survivor mode</i> ("zero-dollar"), and/or find more attractive opportunities, risking continuation • Lack of solid funding or no funding at all • No support from governments • Potential boycotts from dysfunctional/corrupt organizations

*To which a few key external partners contributed – thanks so much!

Where we want to be: Vision



Everyone a changemaker, empowered to take responsibility for our lives, community, country and world, and fulfil our potential, purpose and dreams



Sport for Life and other initiatives spread around the world as a **positive 'virus'** that infects everyone with the **'just do it'** culture, through a global **volunteer movement** of empowered and empowering youth.

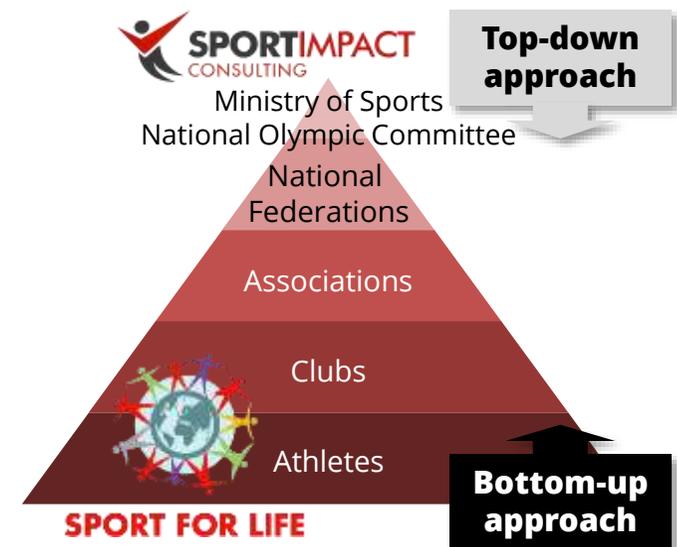
Total focus on *Sport for Life*



In our analysis, out of the different approaches we've tested or considered, ***Sport for Life*** has higher expected positive impact and high potential for financial sustainability.



We've found demand and willingness to pay for SportImpact Consulting services, but we decided to deprioritize them because we believe impact is more limited (typically a top-down approach, with public authorities or high level sport organizations who may not always take action). This will enable us to **focus our energy on *Sport for Life*** (bottom-up approach, focusing on youth and local communities' empowerment) **and maximize its impact.**





How to get there: scale up & out

To maximize impact we have prioritized scaling *Sport for Life* through partnerships, growing a volunteer movement that makes things happen independently of funding available.

Scaling up* & out** through partnerships and the *Sport for Life* pyramid multiplier effect...



Codify *Sport for Life* and approach potential partners

Based on a movement of volunteer facilitators attracted & rewarded by their own development...



Develop a volunteer management system

Excelling in the 'zero-dollar' approach: just do it, no matter what, independently of funding.



Minimize financial costs, increase *Sport for Life* revenues

Key to do's

***Scaling up** = growing impact by increasing the scale of our current impact model. It is simpler, easier to develop and replicate, as it "just" requires us to focus and keep codifying, learning and improving what we are doing already, with similar human resources, instead adding new issues and approaches

****Scaling out** = growing our approach through other people or organizations. If we 'infect' other organizations with the *Sport for Life* positive 'virus', growth does not depend on growing our organization (which can easily become a bottleneck, given the challenges of financial sustainability and of building a great team)



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 cylindrical light fixture with two small windows.

START