

Annual Report 2018

Passing the *Sport for Life* baton

[Click here to watch the video](#)

DESIGNER

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Executive summary



What we did

In 2018 SportImpact handed over Sport for Life in Timor-Leste, continued light support to Cabo Verde, and launched in Mozambique (codifying the Launch Project for future improvement).



In **Timor-Leste**, SportImpact formally handed over the project (and related physical materials) to Youth Creative for Development (alumni association), who organized Youth Leadership Camp #8 and four Sport for Life courses and events, among other activities.



Our support to **Cabo Verde** was very limited (helped finalize a Manual), as the Cabo Verde Olympic Committee has taken good charge of the project, this year creating 21 Olympic Clubs around the country to decentralize Olympism, promote regular sport activities, and organize special events.



We launched Sport for Life in **Mozambique**, in partnership with Okhaliha and the Mozambique NOC:

- Two weeks of courses, with 29 participants (18 graduates from the train-the-trainer)
- 2 multi-sport events in Maputo, gathering about 500 children from local communities
- Graduates have organized sport activities engaging ~1,500 kids in underprivileged communities

Key lessons

Launch Projects require **more work on the ground and solid follow up**, according to local conditions. Key success factors for project multiplication are committed local partners, a Sport for Life Coordinator, and regular meetings. We need to continue emphasizing the importance of regular sport practice and motivating volunteers to report activities. Financial sustainability is critical to develop the Africa Office, and should be enabled by paid Launch Projects.

Priorities

In collaboration with the Cabo Verde Olympic Committee, we will **create the Sport for Life Africa Office**, aiming to launch Sport for Life in new countries in Africa and to enhance existing projects.



Cabo Verde



Mozambique



Timor-Leste

What we did



Launch in Mozambique



Three years after initial discussions, Sport for Life finally launched in Mozambique, through a two-week train-the-trainer in Maputo (capital), in collaboration with Okhaliha (Mozambique Sport Managers Association) and the Mozambique Olympic Committee, supported by Olympic Solidarity.

29 participants, many with previous experience organizing community sport activities, took part in the Sport for Life Course during Week 1, and organized the 1st-ever Sport for Life event in the country. 20 selected graduates then did the Train-the-Trainer in Week 2, and organized the 2nd Sport for Life event. At the end the group was on fire (as can be seen in [this video](#), shouting a variation of "Just do it!" in Tsonga language). Newly trained Sport for Life facilitators made commitments to continue spreading Sport for Life in Mozambique.



Energized graduates: Hi ta yentxa, a hi yentxen!

Week 1: Sport for Life Course



Week 2: Train-the-Trainer



Facilitated by participants

Program of the two-week training (29/Apr to 12/May)

SportImpact invested significantly in this launch, to test several tools, processes and models:

- Launch project organized remotely with local partners, arriving in Maputo just two days before starting the training
- Accelerated 'planting' of Sport for Life 'seeds' in just two weeks, relying on local partners to continue spreading them
- Compressed two-week version of the one-week Sport for Life course + two-week Youth Leadership Camp
- Facilitation Cheatcards (see next page) printed and used to help newly trained facilitators get comfortable faster
- On-the-job training of international facilitators, with daily review sessions for good feedback
- Codification of the whole model for solid learning and continuous improvement in future launches



Formal handover in Timor-Leste



On March 17th SportImpact and *Asosiasaun Desportu ba Moris** (later renamed YCD – Youth Creative for Development) organized the formal handover of Sport for Life in Timor-Leste. YCD received virtually all of SportImpact’s material resources in the country (computers, projector, printer, camera, white boards, office furniture, sport equipment, etc.) and committed to continue spreading Sport for Life and reporting on activities, besides supporting SportImpact on regular administration.

Both SportImpact and YCD moved to new offices in Kamea (outskirts of Dili), benefiting from generous space that the local suku** chief had made available for Sport for Life activities since the previous year.



17/Mar/2018: formal handover to YCD

Sport for Life Facilitation Cheatcards



In the handover and along the year, SportImpact reminded YCD that there was budget available for Sport for Life development in Timor-Leste, remaining from previous fundraising efforts, which could help fund concrete projects (but YCD has not yet proposed uses for that budget). And SportImpact provided 500 sets of ‘Sport for Life Facilitation Cheatcards’ (picture on the left) printed in good quality to help more easily train new facilitators and remind previously trained ones of the eight key frameworks in the Sport for Life methodology and how to facilitate them in workshops.

For the remaining of the year, SportImpact provided hands-off support, being available for on-demand consultations, and calling YCD for follow-up meetings a couple of times to check how the transition to an autonomous and 100% volunteer-based operation was going.

*“Sport for Life Association” in Tetum

**Local administration – similar to a village

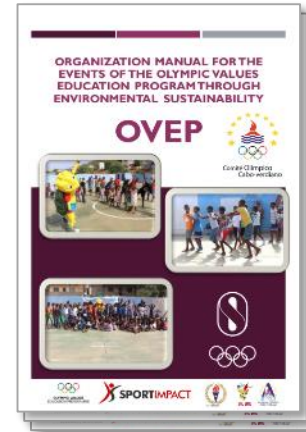


Partnership with Cabo Verde



SportImpact's contributions to Sport for Life in Cabo Verde have been reducing over time, following the intended process of development of local capabilities and empowerment:

- In **2016** SportImpact launched Sport for Life in collaboration with the Cabo Verde Olympic Committee (COC), through VerdeOlympics (theme: Sport & Environmental Sustainability)
- In **2017** COC quickly took over and organized M-Olympics (theme: Sport & Gender Balance), with remote coaching and consulting support from SportImpact
- In **2018** COC started handing the project over to local teams around the country by promoting the creation of Olympic Clubs (we look forward to learning and spreading the concept in other countries to finally promote regular Sport for Life activities in communities). SportImpact's contribution has been basically to help finalize the project's Manual (cover on the right) in English, French & Portuguese



Olympic Values Manual

2016



verdeolympics

2017



M-Olympics

2018



Local teams

Managed by:



Theme: Sport & Environmental Sustainability

Sport & Gender Balance

Olympic Values

Over the years, COC and SportImpact have been building a strong and productive partnership, very aligned by the shared vision of refocusing Olympism on its true mission of human development through sport. Both organizations regularly consult each other on key projects and work together to achieve results with very limited resources. A great example of this is the Sport for Life Africa Office, which SportImpact and COC prepared for launch in January 2019 to accelerate spreading the project in Africa.

Sport for Life Map



The [Sport for Life Map](#) summarizes activities organized around the world (for now Timor-Leste, Cabo Verde and Mozambique). However, it relies on reports voluntarily submitted by local organizers (through sportimpact.org/report). The map contains limited 2018 information, as few organizers sent reports with appropriate details. we intend to mostly remain receptive to updates, to avoid spending excessive energy chasing organizers for data – this means the map will continue under-reporting activities.

Click map to access it

Click image to access report form

Desporto para a Vida #1 (Estadio Municipal 7 de Abril/Maputo, 05 May 2018)	
Facilitator	Ivete Rosa, Leo Moreau
# workshop participants	31
% women participants	29%
% graduates	74%
# kids in event	450
# sports in event	11
Province	Maputo
Municipality	Maputo
Zoom to	Edit

CIDADE DE MAPUTO

Sport for Life Map: sportimpact.org/sport4lifemap/

Codification: Spanish & Launch Project



In 2018 we added a new language – Spanish – to the Sport for Life Manual (and Drive materials, soon available in our website), to access new potential markets (now covering virtually all of the Americas). And with Léo Moreau joining the team, we can now deliver train-the-trainers also in French.

In addition, we created a 'Guide to Sport for Life Launch Project' to codify the lessons from the launch in Mozambique, and help improve future Launch Projects. It is an internal working document to be updated with new lessons to reach higher impact with lower investment.



Guide to Sport for Life Launch Project



Manual



Added translation to Spanish



Drive



Prepared translation to Spanish



Facilitators



Added competences in French

Open source publications



In an ongoing effort to help others benefit from our experiments and lessons, all SportImpact publications are available for free download in our website: sportimpact.org/publications/. Key resources are also part of the sportanddev.org library [click screenshot below to access].

In 2018 we finally published our 'How to Assess Impact' guide [click image to access], proposing a pragmatic impact assessment process, with a focus on sport for development projects, illustrated with Sport for Life examples. Thanks, Saerom Choi, for driving this work!

A screenshot of the sportanddev.org website. The browser address bar shows 'https://www.sportanddev.org'. The main banner image shows a basketball court at sunset with palm trees. Below the banner are sections for 'News', 'Events', and 'Latest in research'. The 'Latest in research' section is highlighted with a red rounded rectangle and contains three items: 'Article: How to Assess Impact', 'Sport for Life Manual', and 'SportImpact Annual Report 2017: Codifying and handing over Sport for Life'.

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Visit our media section

News

PUBLISHED: 08/09/2018 - 15:26

IOC commissions move towards gender equality with new compositions announced

The International Olympic Committee announced on Wednesday the composition of the IOC commissions for 2018, with continued progress towards gender equality.

Events

Latest in research

DOCUMENT OTHER
Article: [How to Assess Impact](#)

DOCUMENT MANUALS AND TOOLS
[Sport for Life Manual](#)

DOCUMENT OTHER
[SportImpact Annual Report 2017: Codifying and handing over Sport for Life](#)

Spreading ideas



The SportImpact team takes all opportunities to spread Sport for Life ideas (in particular the '\$0 dollar' empowerment approach and the replication pyramid). A few highlights from 2018:

- **Virginia da Graça** in the U.S. Department of State's [Global Sports Mentoring Program](#); on Oct 30th presented her 'WE LEAD' Action Plan to program's participants and mentors in Washington D.C. (USA)
- **Nuno Delicado** presented Sport for Life at '[3 Milhões de Nós](#)' (a conference to inspire Portuguese youth) on Nov 10th in Lisbon (Portugal), and at [Academia Ubuntu](#) (youth leadership programme focused on inclusion) on Nov 11th in Almada (Portugal)
- **Loïc Pedras** and **Nuno Delicado** on Dec 6-7th took part in [MEMOS Convention II](#) (gathering of graduates from the Executive Master in Sport Organizations Management from all over the world), in Estoril (Portugal), presenting Sport for Life in one-on-one conversations and large-group presentations. **Filomena Fortes** (President of the Cabo Verde Olympic Committee, our key partner) also shared her extremely positive experience with Sport for Life in Cabo Verde
- **Virginia** and **Nuno** interviewed on the \$0-dollar approach for the podcast [Aid for Aid Workers](#)



Virginia at Global Sports Mentoring Program
link to video: youtu.be/DyP5i9_JGNM



Nuno at 3 Milhões de Nós (in Portuguese)
link to video: youtu.be/4POPF0X08kE



Our Impact

Alumni replication



Human development through sport means that we aim at building a world where everyone is empowered to create our own lives. It is not only challenging but also early to assess this long-term impact. We report here on initial results, quantitative and qualitative, which we believe represent initial outcomes (recognizing some are close to outputs).

Active alumni signal empowerment. Activities organized by alumni on their own (quantitative measures below) provide an indication of outcomes achieved after SportImpact's initial support. The following pages cover more qualitative achievements reported from each country.

	 Timor-Leste 2015-2018	 Cabo Verde 2016-2018	 Mozambique 2018
 Leaders	  Virginia Silvina	 Ivete	 Sténor
  Trained course facilitators	134 8 YLCs	37 2 TTTs	18 1 TTT
  Trained event organizers	1,600+ 79+ courses	548 22 courses	29 1 course
  Kids in events	15,000+	35,000+	2,000+



Follow up in Mozambique



In September, four months after the launch, Okhaliha (the local partner) organized a follow-up/evaluation meeting attended by 12 graduates. While no one had organized a full Sport for Life course, reports indicated a promising number of activities:

- Two facilitators organized regular (weekly) activities in their club or community, and four others organized 11 multi-sport events...
- ... mobilizing 1,500+ kids (1/3 girls) from underprivileged contexts

Moreover, several graduates have been introducing project elements (typically adapted sport equipment and the zero-dollar approach) within organizations, contributing to some initial institutionalization:

- Licinio Maholela regularly organizes Sport for Life activities through Ícones Produções, having trained local organizers to promote using sport equipment made of recycled materials
- Rui Panguana recently founded ACACI*, who organized a Sport for Life event on 4/Oct (reported in local news) and has included Sport for Life as a key component of its 2019 plan
- Alcides Dombe applies Sport for Life lessons in an inclusion project for people with disabilities at Universidade Pedagógica
- Patrício Madzima created the 'Associação Desportiva da KaTembe', using adapted sport equipment in activities
- Aurélio Manhiça is part of *Moz Kids Soccer* (sport-for-development association) and has organized football tournaments using adapted material

Remains to be seen what deeper impact these initial outcomes may lead to in the coming years. In particular, this Launch model would only be validated if this group of alumni multiplies the project around Mozambique (not expected).



Okhaliha follow-up meeting on 18/Sep/2018



Playing n'txuva in the Marracuene event on 4/Oct/2018

**ACACI desencadeia
“Desporto para a Vida”**

8/Oct/2018: 'Desafio Noticiario' newspaper reporting on Sport for Life event in Marracuene

*Associação Comunitária de Ajuda a Criança Órfã Intra-escolar (which could translate as 'Community Association to Support Orphan Children in Schools')



Challenging transition in Timor-Leste

2018 was a challenging transition year for Sport for Life in Timor-Leste. After three years where there had been a team (partly paid, partly volunteer) dedicated to driving the project, with gradual delegation of responsibilities to local staff, the formal handover to Youth Creative for Development (YCD – association created by Sport for Life volunteers) means it is now a 100% volunteer-based project. Key team members started university studies or took up jobs, leading to limited availability for Sport for Life.

Still, YCD organized a number of activities, demonstrating increased levels of empowerment, initiative and creativity vs. pre-Sport for Life. Highlights of YCD's initiatives in 2018:

- Established a Training Center offering for a fee English courses to local youth, taught by volunteers. This allowed generating relevant revenue (though it is unclear how it was spent).
- Organized the first-ever zero-dollar Youth Leadership Camp (YLC), in Dili, at UNDP's *Knuva Juventude* (thanks!) on July 16-28. This two-week YLC #8 was 100% self-funded through registration fees of \$270 (\$15 per participant). The main trick was... not to offer food!
- Organized 4 Sport for Life courses and events (3 in Dili and 1 in Hatuoho, Aileu) with 47 course participants and about 400 kids in events.
- Timidly launched the 'Feto Power' initiative – a variation of Sport for Life focused on girls/women. It was intended to include courses and events around the country, but it was limited to 2 events in Becora (Dili) for about 130 kids early in the year. At the end of the year there was a new name ("WE LEAD") and renewed plans to truly develop it in 2019.
- Provided local assistance to researchers from the US (University of California) and the UK (Loughborough University and Cambridge University) who visited Dili to study Sport for Life.

In addition, team members contributed to other projects, in particular:

- Virginia participated in the International Basketball Foundation's Youth Leadership Seminar, organized a 3x3 tournament in Dili, and took the winners to an international event in Bali; was Timor-Leste delegate in the [Singapore Summit Young Societal Leaders Programme](#), and participated in the U.S. Department of State's [Global Sports Mentoring Program](#).
- Silvina contributed with Special Olympics in a training in Jakarta, and as full-time staff at Marie Stopes Timor-Leste (advising young girls on sexual and reproductive health).



YCD Training Center: courses ad



Field research in Timor-Leste



Olympic Clubs in Cabo Verde



In Cabo Verde, the National Olympic Committee (COC) continues innovating and taking true Olympism and Sport for Life to new levels. In 2018, with coordination from Ivete Rosa (Sport for Life Coordinator) it stimulated the creation of Olympic Clubs in all islands, aiming to decentralize Olympism and hand over Sport for Life to them, for sustainable continuation and growth (see [video](#)). At the end of the year there were 21 Olympic Clubs: 13 clubs in Santiago (the larger island, where Praia, the capital, is), and one in each of the other 8 islands. The table on the right summarizes Olympic Clubs' activities in 2018:

- 5 Clubs (Nova Sintra, Porto Novo, Ribeira Brava, Ponta d'Água ([video](#)), São Pedro) organized a Sport for Life/OVEP** course and event ([video](#) on OVEP)
- 10 Clubs organized other events (not linked to a course)
- April 6 celebrations: 13 events in 5 islands, record ~8,000 participants ([video](#))
- 17 Olympic Day events: ~6,000 kids in 8 of the 9 inhabited islands ([video](#))

On top of all the activities, a key achievement was that for the first time courses in Cabo Verde were 'zero-dollar': volunteer trainers, facilities and transport provided by local partners, \$0 registration fees. This enables infinite multiplication without dependence on funding!

Besides providing ongoing advisory to SportImpact, COC also 'lent' us Ivete Rosa for two weeks to launch Sport for Life in Mozambique, contributing to spreading the project internationally – thanks again!



Logo of one of the Olympic Clubs

Island	Region	Course	Event	Olympic Day
		# participants		# kids
Boavista	Sal Rei			
Brava	Nova Sintra	12		320
Fogo	São Filipe			420
Maio	Morro			500
Sal	Santa Maria			100
Santo Antão	Porto Novo	12		1000
São Vicente	São Vicente			560
São Nicolau	Ribeira Brava	12		80
Santiago	Tarrafal			1100
Santiago	Picos			
Santiago	Assomada			
Santiago	Santa Cruz			300
Santiago	Milho Branco			
Santiago	Ponta D`Água	12		120
Santiago	Achada Santo António			300
Santiago	Achada Grande Trás			150
Santiago	Porto Mosquito			50
Santiago	São Pedro	12		350
Santiago	Monte Vermelho			
Santiago	Achada Mato			150
Santiago	Tira Chapéu			
9 islands	21 Olympic Clubs	5 courses	15 events	17 events*

*2 events in regions with no Club (São Domingos, Gamboa)

**Olympic Values Education Programme

Source: Report from the Sport for Life Coordinator



Financials

Financial Statements



INCOME STATEMENT

All amounts in United States dollars

	2018	2017	2016	2015	2014
Revenue	4,952	16,663	58,041	36,632	75,000
Expenses					
Human Resources ¹	11,034	5,790	27,088	12,720	56,289
Events	326	0	1,749	12,081	421
Workshops	4,562	7,665	6,725	10,316	2,647
Office	488	2,931	2,342	2,851	
Communications	67	459	149	932	591
Other	228	1,165	825	1,567	843
Total expenses	16,705	18,010	38,878	40,468	60,791
Profit/(Loss) before tax	(11,752)	(1,348)	19,164	(3,836)	14,209
Taxes ²	25	83	1,373	1,474	1,432
Profit/(Loss) after tax	(11,777)	(1,431)	17,791	(5,310)	12,777

BALANCE SHEET

On 31/Dec each year

	2018	2017	2016	2015	2014	2013
Assets						
Cash	18,892	28,627	33,181	11,993	28,267	5,000
Accounts receivable				700		
Expense provision		200	200	200		
Total Assets	18,892	28,827	33,381	12,893	28,267	5,000
Liabilities						
Debt						
Salaries payable				426	7,200	
Accounts payable	1,843		1,941		1,859	
Taxes payable			1,182		1,432	
Equity						
Share capital	5,000	5,000	5,000	5,000	5,000	5,000
Retained earnings ³	12,050	23,827	25,258	7,467	12,777	
Total Liabilities	18,892	28,827	33,381	12,893	28,267	5,000

Notes:

In 2018, \$10,245 (61% of the expenses) refer to SportImpact's advance contribution to the Cabo Verde Olympic Committee for the creation of the Sport for Life Africa Office in 2019. SportImpact uses cash accounting, therefore these expenses were recognized when the amount was paid in 2018. Without this, the after-tax loss in 2018 would have been -\$1,532.

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

² Corporate income tax (10% of profits), after deducting carry forward losses, including income tax instalments paid (includes late payment/reporting fees in 2015)

³ As a social business, retained earnings are reinvested in SportImpact's mission and activities and cannot be distributed to shareholders

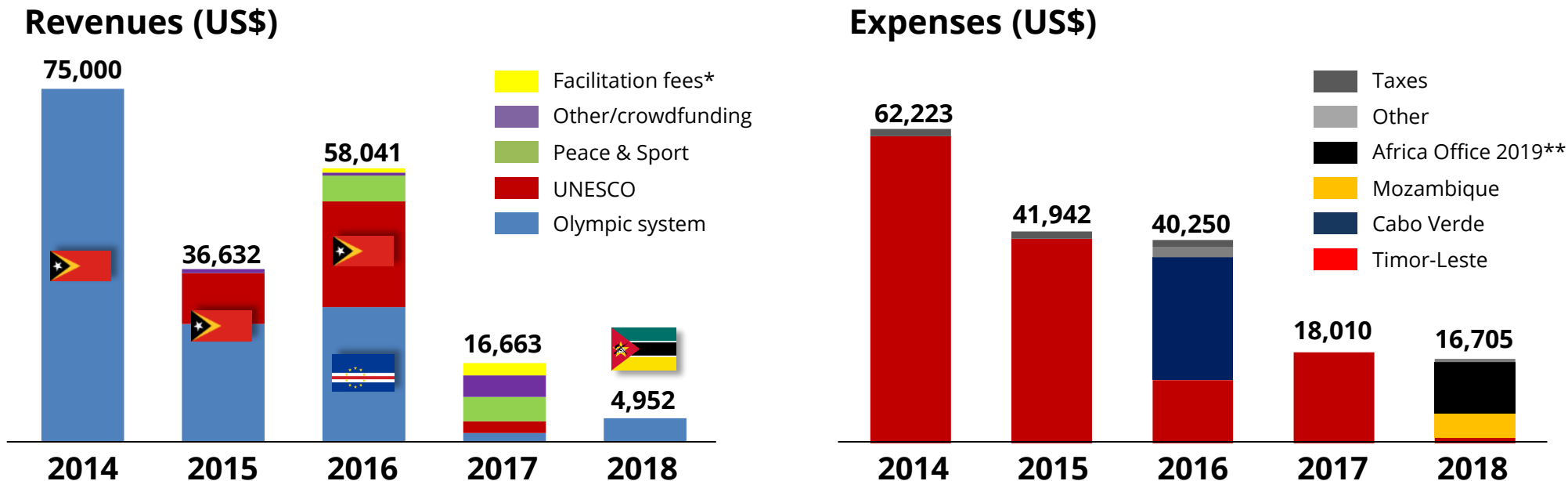
Continuing towards 'zero-dollar'



Similarly to 2017, we continued to reduce overheads and streamline costs. After closing the Timor-Leste office and ceasing to have paid staff, revenues and expenses were the lowest ever, mostly associated with the launch project in Mozambique. However, 2018 was also the year with the least activities ever, which may make us review the assumption that Sport for Life can thrive through volunteers only.

The biggest financial success in 2018 was that Sport for Life alumni finally organized a zero-dollar Youth Leadership Camp (YLC) in Timor-Leste, and Sport for Life courses in Cabo Verde, proving that all local activities are viable with no dependence on external funding.

With the decision to create the Sport for Life Africa Office (in Praia, Cabo Verde), 2019 will bring higher levels of expenses, for now with unclear sources of revenues.



*Facilitation fees for client workshops and registration fees in SportImpact courses

**The Africa Office started in January 2019, but SportImpact provided startup funding in 2018; without it, total expenses in 2018 were US\$6,459

Source: SportImpact financial records

Thanks to our key supporters & partners



Suku Camea
(Becora, Dili, Timor-Leste)



Sport for Life volunteers
in Timor-Leste, Cabo Verde,
Mozambique and elsewhere

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



Key lessons

Key lessons from each country



Handover in Timor-Leste

Activity in Timor-Leste dramatically decreased in 2018 (by over 90% in all metrics). While there are many explanations (each person is busy with a new job, or studies, or family, etc.), the overall impression is that intrinsic motivation is not high, and without dedicated staff driving initiatives the core group does not seem very focused on the project. I.e., the 'replication pyramid' does not seem to be working, as there is **no evidence of volunteers continuing the project in a regular way** in any part of the country. This requires additional analysis as it challenges our 'Theory of Change' and scaling strategy (but we don't intend to revert to operating a SportImpact office in Timor-Leste).



Olympic Clubs in Cabo Verde

Initial results of the more decentralized model through Olympic Clubs in Cabo Verde are promising: Clubs have organized a good number of events in all islands except Boavista, engaging even more kids than in previous years (16,000+). The next steps are to organize regular (e.g., weekly) activities, for more sustained impact. Courses require more work and only 5 Clubs (in 4 islands) organized them. It **is important to organize more courses** (in future also train-the-trainers), as they create multiplier effects. We believe that a Coordinator is still required to stimulate Clubs to do so.



Launch in Mozambique

In Mozambique, we tested an ambitious new Launch Project model, aiming to empower a group of local participants, in just two weeks, to replicate Sport for Life across the country. Despite the great energy during the launch, besides a small number of local events, there has been no significant Sport for Life activity, and in particular no courses and no replication beyond the initial alumni in Maputo. We conclude that **two weeks on the ground are not sufficient** (at least not in most countries where we plan to launch) to ensure full empowerment and capacitation for the first group of Sport for Life facilitators to multiply the project. We will test new Launch models that may be more appropriate for different contexts.

How to improve the Launch Project



Lessons from the Launch Project in Mozambique can help also improve ongoing projects in other countries (e.g., when facilitators are launching the project in a new region/province/district/municipality).

The time Facilitators spend in the field for the Launch Project is critical to **build solid foundations for project continuation afterwards**. Several actions can increase local commitment to spread the project and organize Sport for Life courses, events and regular activities in the future (which are the most immediate true measures of success). While facilitating sessions should be their focus, Facilitators must also use their time live with participants and local organizations so that follow up after departure is easier, or (ideally) not required at all. Here are activities to include in their plan:

- **Meet leaders of local partners** and other organizations, networking with potential partners that may help spread Sport for Life in the country (e.g., Government entities, academic institutions, etc.)
- **Connect local partners with other organizations** that the Promoter/Facilitators may know (e.g., Government or UN agencies, NGOs, other sport organizations, other sport-for-development organizations)
- **Build a database of participant contacts** (phone number, WhatsApp, Facebook, email) to be able to contact them
- Keep good records from the courses, especially of **participants' commitments**, for specific follow ups
- Before leaving, **schedule a meeting with all partners** (e.g., Olympic Committee, NGOs, clubs, other local organizations) to review the project, take stock and organize concrete next steps
- Recommend hiring/nominating a dedicated **Sport for Life Coordinator** to ensure successful replication
- Suggest a **meeting in the near future** (max. in 2 weeks) and regular meetings between course graduates and the local partner, including the local Sport for Life Coordinator (without Facilitators), to organize and work on next steps
- Produce **written materials** to improve Sport for Life contents and help spread the project
- **Interview participants & partners** to create contents for Sport for Life documents (news, one-pager, Drive, etc.)
- Depending on the calendar, ask feedback and reports on **what has been done soon after the course** (e.g., in Mozambique, the course ended in the middle of May, while June is the Olympic month)
- Ask for **regular feedback** and reports in the short, middle and long term; schedule **remote meetings** (e.g., Skype, WhatsApp) with local partners to assess progress

Recommended follow up after Launch



Ideally, the local partner is so enthusiastic about Sport for Life, and the Launch Project has been so powerful, that there is not much need for conscious follow up, because facilitators are extremely motivated and committed, and there are processes in place that have set the project in motion, towards full coverage of the country in the coming years. This may look ambitious, but there are **three reasonably simple recommendations to local partners** that may make it possible (applicable not only to new countries like Mozambique, but also to existing ones like Timor-Leste and Cabo Verde):

Institutionalized

Sport for Life is more solid, less transitional, if **associated with a committed formal organization** that ensures the project survives individual members. It can be an established institution like the National Olympic Committee (as in Cabo Verde, at least initially), an NGO or association (like Okhaliha in Mozambique), or a smaller organization started on purpose for Sport for Life (as YCD in Timor-Leste).

Coordinator

In our experience, a formal Sport for Life Coordinator or Project Manager (or several, with **clear responsibility to spread Sport for Life in the country** (ideally full-time, but not necessarily), is the most critical enabler of project continuation and development to its full potential. This person becomes the focal point for all project matters, the one keeping alive the goal of taking Sport for Life to all corners of the country, the first project multiplier, continuously training and injecting energy in other facilitators.

Regular meetings

Regular meetings of Sport for Life facilitators and organizers is probably the second most critical enabler of project development. Ideally, if participant's availability allows, meetings are weekly, but even monthly works well. What's important is regularity: participants know when and where to meet. Besides connecting with each other, they discuss the Sport for Life mission, progress since the last meeting, activities until the next meeting, key challenges, and need for collaboration from others.

Other areas for improvement



Regular sport practice

The creation of 21 Olympic Clubs in Cabo Verde has represented an important milestone in Sport for Life's path towards regular sport practice (e.g., weekly) that impacts the lives of kids in more meaningful ways than punctual multi-sport events. But there are no reports yet of Clubs in Cabo Verde organizing such regular practice.

In the Mozambique Launch we emphasized the importance of creating clubs with regular practice, and there seem to be promising inclusions of Sport for Life concepts in regular activities of several organizations. We will **further emphasize this in future launches and follow up** appropriately to improve results.

Impact assessment

Collecting information and data about Sport for Life activities in the three countries was particularly challenging this year, even for basic numbers of activities and participants – not to mention more sophisticated impact metrics. Not only to prepare annual reports, but especially to assess whether we are achieving the desired results and how we can get better, we must **improve our impact assessment**. We need to strengthen communication with volunteers on the ground, create better incentives to report activities, and probably recruit a dedicated Impact Officer.

Financial sustainability

2018 was generally a good year in terms of financial sustainability: Timor-Leste activities were basically zero-dollar (except for the printing of cheatcards); Cabo Verde organized zero-dollar courses (but COC still needed funding for project coordination); fees from the Launch Project in Mozambique basically covered its costs. However, the year ended with an overall loss for SportImpact of almost \$12,000 due to advance costs for establishing the Africa Office in January 2019. We need to **improve margins from projects where we are paid a fee** for our services (in particular Launch Projects) in order to make overall operations fully sustainable.

Priorities: Africa Office & Launch Projects



The Sport for Life Africa Office is an experiment to test how ongoing support may lead to **scaling Sport for Life up faster, with higher quality and more impact:**

- Focused on Africa, with a special focus on Western Africa and ANOCA Zone II
- to promote geographic expansion and regular activities in existing countries,
- and launch Sport for Life in new countries (starting with a list of 14 countries who have expressed an interest in the project),
- developing appropriate business models for our financial sustainability,
- and progressively building the team to form a 'central office' to support the Sport for Life network, including in volunteer management, marketing & communications, impact assessment and knowledge management

LAUNCH PROJECTS



The Africa Office will focus on **optimizing Launch Projects:**

- Test and improve different models for spreading the Sport for Life movement (at local, regional, national and continental level) and associated values and skills, according to local context, needs and conditions
- Aim to maximizing impact – i.e., human development (local empowerment)
- Explore different types of local hosts & partners for best results
- Explore different durations (e.g., 3, 6, 12+ months) and activities to achieve high returns on investment (inputs like human energy/time, costs, etc.) in the form of outcomes produced (empowered alumni with multiplier effects)
- Codify tests and processes for continuous learning & improvement



Human Development through Sport

 www.sportimpact.org

 contact@sportimpact.org

 www.facebook.com/sportimpact.org

A photograph of a road at night. The word "START" is painted in large, white, block letters on the asphalt. A white dashed line runs parallel to the text. In the background, there are green bushes and a yellow utility pole with several windows or lights. The scene is illuminated by streetlights, creating a soft glow.

START