



# Annual Report 2019

Building Foundations for scaling in Africa



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# Executive summary



## What we did

In 2019, SportImpact prioritized Sport for Life development in Africa, through the creation of the Sport for Life Africa Office, in partnership with the Cabo Verde Olympic Committee.

We built the foundations for the development and dissemination of Sport for Life in Africa, through ongoing contacts with a number of prospective partners, and organized the 1<sup>st</sup> Sport for Life Forum.

## Our Impact

While exploring launches in several new countries, we provided ongoing support and continuous reflections to improve national models in existing Sport for Life countries:



In **Cabo Verde**, local Sport for Life actors created the Sport for Life Cabo Verde Association, aiming to make the Sport for Life movement more autonomous and more active across the territory.



In **Mozambique**, a few local trainers integrated Sport for Life activities in their respective structures and organizations. We ran a four-month impact assessment mission led by a volunteer, to better evaluate the local situation and needs for maximum positive impact.



In **Timor-Leste**, Master facilitators represented Sport for Life in national and international events, facilitated a workshop for women leadership and explored new potential partnerships.

## Key lessons

More than ever, we realize that **codification must be based on ground experiences** rather than on office work. **Caring and clear HR management is key** to stimulate ongoing interest and commitment of our team and volunteers, and the best possible allocation of skills and capacities.

## Priorities

Refocus and strengthen **existing Sport for Life countries** (Timor-Leste, Cabo Verde, Mozambique), to test and develop our business and impact models and guarantee sustainable activities.

Convert the numerous contacts we have across Africa into **Launch Projects on the ground**, to scale Sport for Life impact and obtain more experience, to codify better our models and activities.

**Ensure sustainability of the Sport for Life Africa Office**, by both ensuring adequate revenues and strengthening our team and network.





Cabo Verde



Mozambique



Timor-Leste

**What we did**

# Sport for Life Africa Office



## The Sport for Life Africa Office was created in January 2019!

Leveraging our strong partnership with the Cabo Verde Olympic Committee (COC), we created the Sport for Life Africa Office, based in COC's headquarters in Praia, aiming to:

- Launch Sport for Life in new countries in Africa, with special focus on West Africa
- Strengthen Sport for Life in Cabo Verde and Mozambique to develop their influence and leadership
- Develop our network, knowledge management, communication and human resources



## The Africa Office reached several achievements in different areas:

### Strengthened our team, network and human resources by:

- Recruiting a Sport for Life Africa Coordinator (started in January 2019)
- Integrating an intern, through the INOV Contacto program (AICEP Portugal), between April and September
- Assessing and relaunching in Mozambique with Igor Espanhol, who led a four-month volunteer mission on the ground
- Recruiting two Coordinators, for Cabo Verde and Mozambique (started in Jan 2020)

Improved the **codification of our business models and templates** for project management (Launch, Kick-Off and Replication Projects, priority countries management, etc.) and prepared our Strategic Plan for the next five years.

Organized and participated in various **activities and events promoting Sport for Life** across Africa (more details on the next pages).

**Several improvements are still to be made though.** In particular, implement more ground projects and activities to scale impact and to provide inputs to our knowledge management and model codification, and to achieve network efficiency.





# Sport for Life engaging Africa



The Sport for Life Africa Office aims to **launch Sport for Life and replicate it** in new countries across Africa, while **strengthening the movement** in existing countries (Cabo Verde and Mozambique).



**In Cabo Verde**, we participated in the **SDG to Youth Festival** in collaboration with AIESEC Cabo Verde through sport activities and a keynote speech about sport for development.

We also organized a Sport for Life event in Pensamento, a district of Praia, on April 6, the **International Day of Sport for Development and Peace**, gathering almost 300 children.



**In Mozambique**, we **launched a four-month reactivation mission** between September and December, led by volunteer Igor Espanhol. It was aimed at engaging local facilitators, evaluating the situation in detail, giving Sport for Life Mozambique a new impulse, and exploring ways to codify replication on the ground.



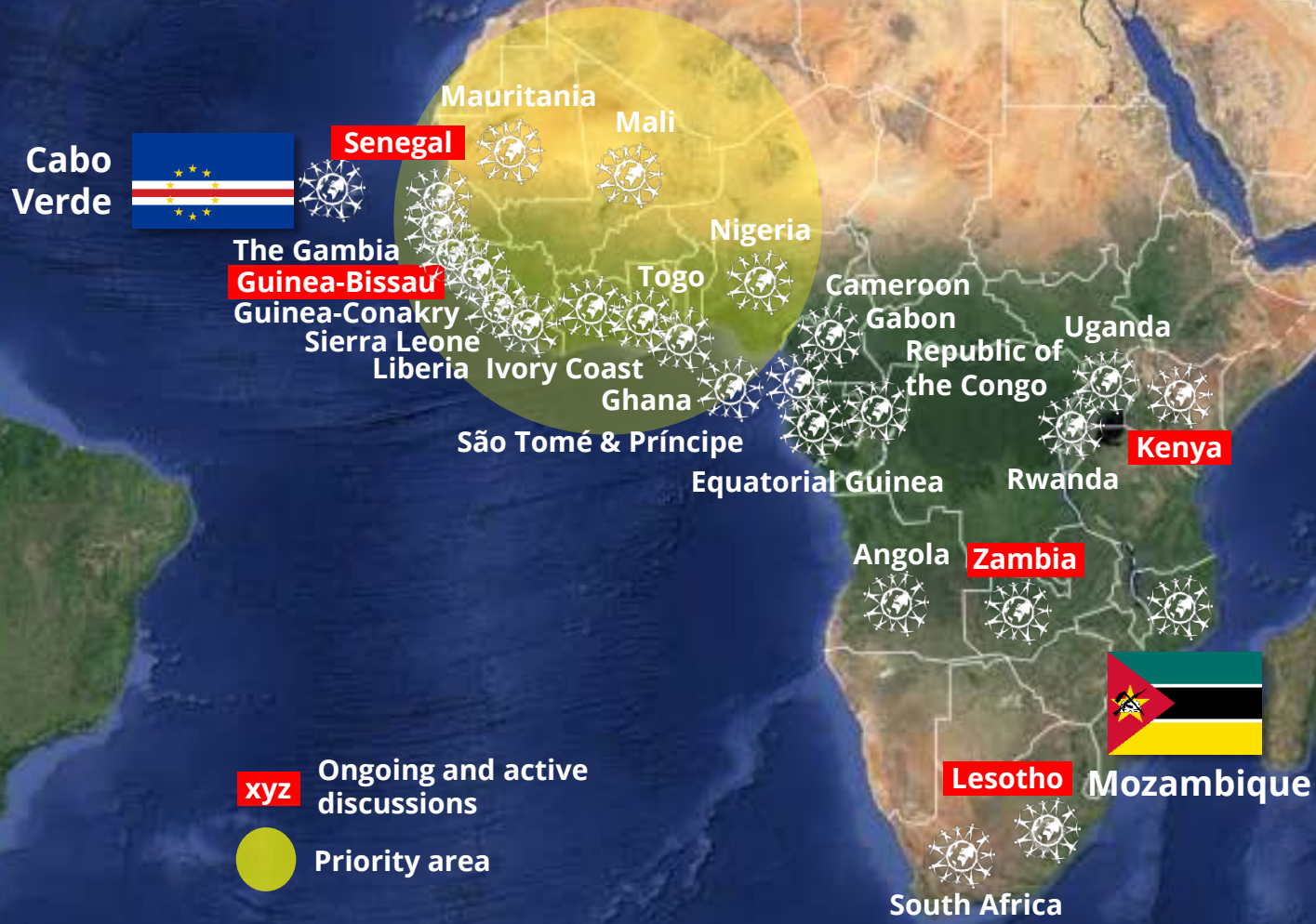
**We visited Senegal** in March, to explore possibilities of launching Sport for Life there shortly. We met several potential partners such as the Senegal Olympic Committee, the Olympafrica Foundation and UNESCO.

Discussions are under way to sign a **Memorandum of Understanding (MOU) with a local organization, Guédiawaye Je M'Engage**, and to start a formal collaboration to implement Sport for Life in Senegal soon.

The Africa Office established and continued contacts with local organizations (including National Olympic Committees (NOCs)) in **20+ African countries** (see next page). Here are some of the most important contacts and progress achieved:

- Discussions are under way with the **Lesotho** NOC to sign a MOU and implement Sport for Life there
- Met the **Guinea-Bissau** NOC in Sal and prepared a Kick-off Project before launching Sport for Life
- Met the **Zambia** NOC in Sal and prepared a Launch Project with the valuable collaboration of local actors
- Met the **São Tome and Príncipe** NOC in Praia to discuss possibilities of reviving collaboration to launch Sport for Life

# 20+ countries interested in the project





# Sport for Life Forum in Sal



The Sport for Life Africa Office organized the first **Sport for Life Forum for Impact and Sustainability**, on June 16, in Sal Island, Cabo Verde, in the context of the 1st African Beach Games, with the valuable support of the Cabo Verde Olympic Committee and some funding from Olympic Solidarity.

This was the first time SportImpact organized an event of this kind. Léo Moreau, Sport for Life Africa Coordinator, was the Forum Director and presenter. Aimed at discussing several issues linked with sport for development, social impact and sustainability, it addressed more specifically African NOCs and representatives, as well as other members of the African and global Olympic Family. It was a great opportunity to promote Sport for Life. Participants came from sixteen different countries: Cabo Verde, Egypt, Equatorial Guinea, France, Gambia, Guinea-Bissau, Kenya, Lesotho, Mozambique, Namibia, Portugal, Spain, Senegal, Sudan, Switzerland, and Uganda.

**Several national and international guest speakers** shared their views and ideas about how sport can contribute to sustainable development and social impact. (Details and presentations available on [www.sportimpact.org/forum](http://www.sportimpact.org/forum))

- **Filomena Fortes** (Cabo Verde Olympic Committee, President)
- **Orlando Mascarenhas** (Cabo Verde Olympic Academy, President)
- **Julie Duffus** (International Olympic Committee, Olympic Movement Sustainability Manager)
- **Manuel Parga** (Spanish Olympic Committee, Marketing Director and Sustainability Manager)
- **Adalgisa Correia** (Urbanist & Architect of COC's new headquarters)
- **Loïc Pedras** (SportImpact, Founder; University Technology Sydney Business School)
- **Marième Ly** and **Ndiatte Sall** (Olympafrica Foundation, Program Managers)
- **Nuno Delicado** (SportImpact, Founder & Director)



On the day after the Forum (June 17), local volunteers organized a Sport for Life event where about 75 children practiced five different sports (Beach Football, Beach Handball, Karate, Boxing and Flying Disc) at Santa Maria's beach, in the Arena 1 of the African Beach Games. The World Flying Disc Federation and the Freestyle Players Association contributed by promoting flying disc activities.

The event was covered by [Cabo Verde national TV](http://Cabo Verde national TV), featuring an interview with Léo.



# Spreading ideas and philosophy



The SportImpact team takes all opportunities to spread Sport for Life ideas (in particular the “zero-dollar” empowerment approach and the replication pyramid). Highlights in 2019:

- Our Sport for Life Africa Coordinator, Léo Moreau, participated in the first **SDG to Youth Festival**, organized by AIESEC in Praia in April, presenting Sport for Life as a way of human development
- Nuno Delicado and Loïc Pedras were speakers at the first **Sport for Life Forum for Impact & Sustainability**, in Sal (Cabo Verde) on 16/Jun, presenting respectively about Sport for Life and directions for development through sport
- Celeste Abrahams, from the University of Cambridge, published her **dissertation entitled “A slum dunk or bouncing off the backboard”**, where she studied SportImpact’s work in Timor-Leste
- Léo was [interviewed by Record TV Cabo Verde](#) about Sport for Life in Cabo Verde on 04/Apr (in celebration of the International Day of Sport for Development and Peace) and by [Cabo Verde national TV](#) on 17/Jun on the Sport for Life event that was part of the Forum initiatives in Sal.
- Nuno presented SportImpact’s social enterprise development journey as a **guest speaker at CATÓLICA-LISBON** on 09/Apr to students of a **Social Entrepreneurship course**, and on 10/Oct to participants in the executive program **'Scaling Impact for Social Investors'** organized with the European Venture Philanthropy Association (with a focus on the key partnerships that have enabled scaling the Sport for Life both at the country level and internationally)
- Virginia, Silvina and Rivaldo participated in the **“New Frontiers Symposium for Sports & Culture” in London** in May, which concluded the research project that Sport for Life Timor-Leste was part of during 2018. They had the opportunity to share Sport for Life vision and mission with pairs and organizations with aligned objectives.



**Our Impact**

# Alumni replication



Our priority mission is human development through sport, which we associate to empowerment of youth to build a world with equal opportunities for everyone. Over the years, we identified several challenges regarding impact assessment. We make regular and frequent follow-up to collect information and data, and we encourage Sport for Life to use our impact tools and indicators (forms, map, etc.).

If a lot of activities are organized, it means that the alumni are empowered. The more activities we register, the more outcomes we achieve and value. The following pages cover more qualitative achievements reported from each country.



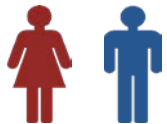
**Timor-Leste**  
2015-2019



**Cabo Verde**  
2016-2019



**Mozambique**  
2018-2019

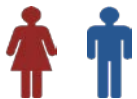


**Trained course facilitators**

**134**  
8 YLCs

**37**  
2 TTTs

**18**  
1 TTT



**Trained event organizers**

**1,600+**  
80+ courses

**550+**  
23 courses

**46**  
2 courses



**Kids in events**

**15,000+**

**35,000+**

**2,000+**





# Self-empowerment in Cabo Verde



In Cabo Verde, local actors created the **Sport for Life Cabo Verde Association** in Praia, on August 13.

**Led by Sport for Life local organizers and facilitators**, it aims to promote sport for development and encourage Sport for Life initiatives across the country, activating the Olympic Clubs network (created in 2018) and experimenting new management models for Sport for Life movement in general.

Among the founding members, the Sport for Life Cabo Verde Association can count on Master Facilitators Ivete Rosa, Carlos Tavares and Leonardo Cunha, all active Sport for Life participants since 2016.



In November 2019, the Sport for Life Cabo Verde Association organized a **Sport for Life course** in collaboration with the United Nations Cabo Verde, that culminated with a **multi-sport event** in Várzea stadium, in Praia.

The course focused on the Sustainable Development Goals, to promote an education based on values and to give concrete strategic guidance on programs and activities related to youth education through sport.

The sport event gathered more than 1,500 children, and counted with the honourable presence of IOC President Thomas Bach.



# Maturing in process in Mozambique



In Mozambique, **local actors progressively took the project over** and included it in some of their organizations. For example, **Ícones Productions**, led by Sport for Life organizer Licinio Maholela, promotes sport as well as other cultural activities, following the Sport for Life mindset and philosophy.

In November, Igor Espanhol and Patricio Madzina, a Sport for Life Launch Project participant, organized the **first ever Sport For Life Course in Mozambique**, in Ponta do Ouro, Maputo. Thanks to the collaboration of NGO Lwandi Surf, the course was organized following the zero-dollar model.



Beyond these activities, we are aware that Sport for Life's concrete impact in Mozambique remained quite weak, both for a **lack of initiatives** from local actors and a **lack of feedback** sent on activities. It has been challenging to gather relevant information on what was happening.

Since September, we engaged Igor Espanhol, a Mozambique young leader, as a volunteer to **strengthen the movement**, reactivate the participants and partners network, and reconsider our impact model.

Igor started to explore new collaborations, develop action plans, prepare proposals to obtain funding, and in general prepare the foundations for a more impactful 2020!





# Timor-Leste on the way to autonomy

Despite a reduced number of activities in 2019, Sport for Life Timor-Leste had some important highlights, under the leadership of Master Facilitators Virginia da Graça and Silvina Amaral.

In February they organized and facilitated the **first “WE LEAD” Sport for Life workshop and event**, aiming to promote female leaders, to include women and girls in society through sport, and to increase self-confidence among women. 15 young local leaders participated, and the workshop received national media coverage. It ended with a sport event organized in collaboration with a local school.



Partnerships are important to ensure sustainability and scalability. In November, the Sport for Life team met a delegation from KOICA (Korea International Cooperation Agency) to share experiences running sport programs with Timorese youth and explore possibilities for collaboration.

While numbers of workshops and events may be impressive, **transformed lives** are what Sport for Life is really about. It is not easy to keep track of volunteers, but Silvina offers an inspiring example: from jobless and virtually non-employable in 2016, in 2019 her biggest dilemma was how to choose between two excellent job offers! Sport for Life does produce positive impact on those involved and we work to create more stories like Silvina's.





# Financials

# Financial Statements



## INCOME STATEMENT

2019 2018 2017 2016 2015 2014

All amounts in United States dollars

	2019	2018	2017	2016	2015	2014
<b>Revenue</b>	<b>425</b>	<b>4,952</b>	<b>16,663</b>	<b>58,041</b>	<b>36,632</b>	<b>75,000</b>
<b>Expenses</b>						
Human Resources <sup>1</sup>	797	11,034	5,790	27,088	12,720	56,289
Events	0	326	0	1,749	12,081	421
Workshops /Field	638	4,562	7,665	6,725	10,316	2,647
Office	0	488	2,931	2,342	2,851	
Communications	43	67	459	149	932	591
Other	90	228	1,165	825	1,567	843
<b>Total expenses</b>	<b>1,567</b>	<b>16,705</b>	<b>18,010</b>	<b>38,878</b>	<b>40,468</b>	<b>60,791</b>
<b>Profit/(Loss) before tax</b>	<b>(1,142)</b>	<b>(11,752)</b>	<b>(1,348)</b>	<b>19,164</b>	<b>(3,836)</b>	<b>14,209</b>
Taxes <sup>2</sup>	187	25	83	1,373	1,474	1,432
<b>Profit/(Loss) after tax</b>	<b>(1,329)</b>	<b>(11,777)</b>	<b>(1,431)</b>	<b>17,791</b>	<b>(5,310)</b>	<b>12,777</b>

## BALANCE SHEET

On 31/Dec each year 2019 2018 2017 2016 2015 2014 2013

	2019	2018	2017	2016	2015	2014	2013
<b>Assets</b>							
Cash	17,382	18,892	28,627	33,181	11,993	28,267	5,000
Accounts receivable					700		
Expense provision	0		200	200	200		
<b>Total Assets</b>	<b>17,382</b>	<b>18,892</b>	<b>28,827</b>	<b>33,381</b>	<b>12,893</b>	<b>28,267</b>	<b>5,000</b>
<b>Liabilities</b>							
<b>Debt</b>							
Salaries payable					426	7,200	
Accounts payable	1,662	1,843		1,941		1,859	
Taxes payable				1,182		1,432	
<b>Equity</b>							
Share capital	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Retained earnings <sup>3</sup>	10,720	12,050	23,827	25,258	7,467	12,777	
<b>Total Liabilities</b>	<b>17,382</b>	<b>18,892</b>	<b>28,827</b>	<b>33,381</b>	<b>12,893</b>	<b>28,267</b>	<b>5,000</b>

### 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.

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

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

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

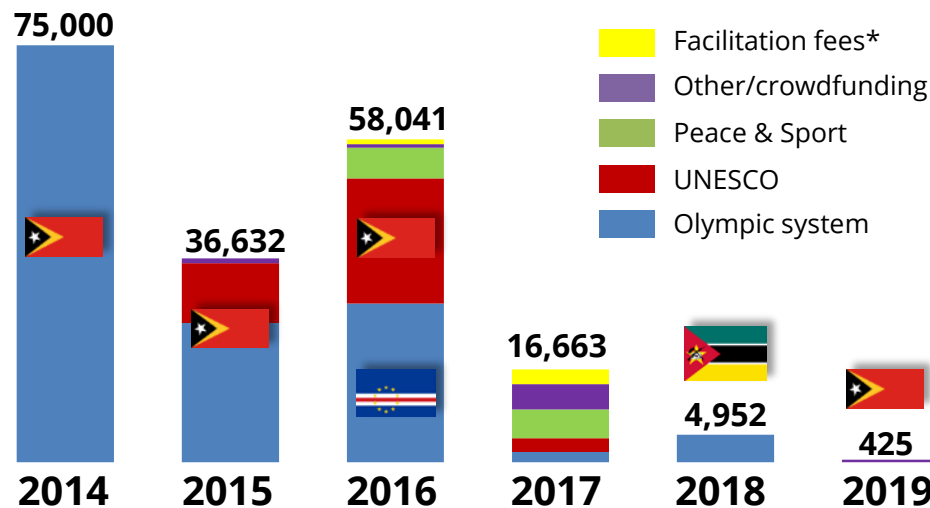
# Moving forward with scarce resources



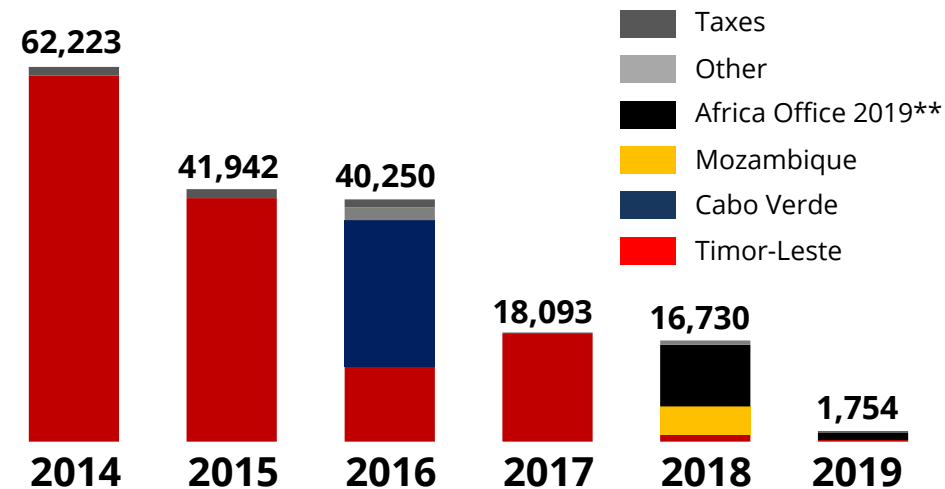
Continuously inspired by the 'zero-dollar' model and philosophy, we ran 2019 activities with extremely limited resources. Most of the Africa Office expenses for 2019 were recorded in 2018, which explains the very low amount in 2019. Direct revenues were close to zero, but we must acknowledge that 6 months of the Africa Office operations were covered by our partner, the Cabo Verde Olympic Committee, through support from Olympic Solidarity.

We believe the road to impact passes through sustainability – which is still a challenge. As we aim to scale up to grow impact, we must ensure reliable revenues sources, for local projects (which more easily rely on the zero-dollar model) and particularly for global support structures. To that end, a priority is to develop revenue-generating services, in order to increase financial solidity and sightline for projects.

## Revenues (US\$)



## Expenses (US\$)



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

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

Source: SportImpact financial records



# Thanks to our key supporters & partners



**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 & priorities**

# Key lessons from each country



## Handover in Timor-Leste

Continuing the trend of 2018, when the Sport for Life Association took the project over, the movement in Timor-Leste was less dynamic in 2019, reflecting the additional challenges of autonomous local ownership. Although Sport for Life exists in Timor-Leste since 2015, it is still critical to ensure key conditions to keep it growing: good systems and processes to **recruit, motivate and retain volunteers**, with a strong 'do-it' spirit; a **place for volunteers to meet** and share as a team (the office used in the previous two years was lost); **solid financial management** to make good use of revenues available (the team succeeded in establishing a training business, but not in managing it).



## Autonomy in Cabo Verde

2019 was the first year where Sport for Life Cabo Verde was supposed to work in autonomy from SportImpact and COC. This resulted in a significant decrease of Sport for Life activities, raising questions about the need for continued support and guidance. Even with three years of solid experience, a strong participant network and Olympic Clubs around the country, Cabo Verde still seems to require **deeper implementation and empowerment** of local actors. A **dedicated local coordinator** is key to push the movement forward, motivate the Sport for Life actors and turn the movement truly autonomous and sustainable.



## Replication in Mozambique

In Mozambique, we learned that it is key to **invest in strategic partnerships with Mozambique organizations** to ensure a sustainable implementation of the Sport For Life Movement on the ground. We have to **work more continuously with participants** to ensure they maximize and track their impact. Moreover, it is time to also transit from just organizing Sport for Live events to **intentionally organize both workshops and events** (very well planned and implemented) in order to initiate a true active movement, implement activities and be able to assess impact.



# We can improve efficiency



The Sport for Life Africa Office was created to improve our capacity of launching new Sport for Life projects, focusing on Africa, where our network is well developed and where youth needs attention to fully benefit from its potential. After a year, the **overall balance is positive** and many achievements will be valuable in the future. We would have welcomed launching ground projects in new countries, but we must be clear-sighted and patient: it takes time. This statement has to make us reflect on our mindset, to know better where we want to spend time and energy, and to better balance empowerment and “do-it spirit”. In short, to **improve our efficiency**.

Draw  
codification  
from ground  
experience

The fact of not having launched Sport for Life in new countries, combined with our difficulties to assess impact in Mozambique after the 2018 launch, turned more difficult codifying our business and impact models, and associated processes. Indeed, we still strongly believe that **codification must arise from ground experiences and observations** (and not the other way around – i.e., not theoretical planning then converted into practical application on the ground).

Balance  
empowerment  
vs.  
“do-it spirit”

Sport for Life is a **movement aiming the empowerment of local actors**, for them to take charge of their lives and communities. This objective is always present in our minds and can sometimes challenge our “do-it spirit”. As we intend to empower local actors and partners, projects can remain motionless for a long time, or contacts can be quite inefficient.

We may consider the possibility of **“sacrificing” the empowerment of more advanced local organizations** to make things happen and **prioritize empowerment of youth** on the ground.

Give priority to  
solid and  
reliable  
countries/  
partners

Following the same logic, we might benefit from **prioritizing more solid and well-structured countries and organizations**, where projects are likely to be implemented more efficiently. This may include strengthening and giving priority to existing Sport for Life countries.

Working with well-structured local organizations in stable countries can allow us to **generate deeper, quicker and more sustainable impact**, and to turn our codification work clearer and easier. It might be a critical step before working with more sensitive/fragile countries.

# We can improve internal structures



For the very first time, SportImpact created a formal structure with paid staff 100% focused on Sport for Life, to develop the project's internationalization and to work on improving models and processes.

It led us to the conclusion that we still have to **improve our internal work structures, both in terms of financial sustainability and human resources**. We are aware that the zero-dollar model is very challenging for our team, creating a certain sense of uncertainty and sometimes conflicting with our “do-it” mindset (as funding may become a limitation). **We must find durable solutions**.

Ensure  
financial  
sustainability

Running the Sport for Life Africa Office involves costs and expenses. Although we apply the zero-dollar model wherever we can (benefiting from COC's valuable support and Olympic Solidarity funding), **expenses are a challenge** as we've generated extremely limited revenues since 2017.

**Financial sustainability is key** to ensure the stability of our activities and the serenity of our work. Several options are under consideration, such as including appropriate facilitation fees in future Launch Projects, and diversifying our facilitation service models.

Codify  
implantation  
on the ground

2019 confirmed what we started to perceive in the previous year: **current launch project models are not 100% appropriate** to generate maximum positive impact, as evidenced by the lack of replication in Mozambique after the initial train-the-trainer. And we face **difficulties to gather information and feedback** about ground activities given that we do not directly coordinate local participants. We must improve processes and test new launch models. This will allow identifying what works well and what should be done differently, while ensuring better **commitment and reliability of local partners**.

Better allocate  
HR skills

Our human resources are very limited and therefore precious. **We must ensure appropriate allocation** of skills and capacities, to fully benefit from their motivation, time and energy. We must **better identify our needs and expectations** when new members integrate the movement, whether it be volunteers or paid staff. We also must take care of our collaborators (volunteers, potential National Coordinators..) and support them as appropriate. This include establishing systematic team processes at all levels, so that all involved feel properly integrated and motivated.

# Priorities: Existing Countries & Launches



After a positive first year for Sport for Life Africa Office, priority #1 for SportImpact is to strengthen its structure and to turn its activities more efficient. While Year 1 could be considered an experimental and start-up stage, **Year 2 should turn the Africa Office into a true springboard for ground impact, launch projects and codification.** To do so, we've decided to:

- Refocus on Cabo Verde, Mozambique and Timor-Leste to scale our impact
- Promote geographic expansion and regular activities in existing countries, with 100% dedicated coordinators and new initiatives to tackle local issues
- Launch new Sport for Life ground projects with appropriate countries/partners (see detail below)
- Ensure the financial sustainability of the Office and of country operations

## LAUNCH PROJECTS



**The Africa Office will continue focusing on Launch Projects.** We will:

- Test and improve different models for spreading the Sport for Life movement (at local, regional, national and continental level)
- Explore different types of local hosts & partners for best results, prioritizing solid and reliable countries, organizations and individuals
- Explore different durations (e.g., 3, 6, 12+ months) and activities to achieve high returns on investment (i.e., empowered alumni with multiplier effects)
- Codify tests and processes for continuous learning & improvement





*Human Development through Sport*

 [www.sportimpact.org](http://www.sportimpact.org)

 [contact@sportimpact.org](mailto:contact@sportimpact.org)

 [www.facebook.com/sportimpact.org](https://www.facebook.com/sportimpact.org)

A photograph of a running track at night. The word "START" is painted in large, white, block letters on the dark asphalt. A white line runs parallel to the word. In the background, there are green bushes and a yellow light fixture with two glowing lights.

START