



Annual Report 2020

Transitioning to a Volunteer Movement



Executive summary



What we did

In 2020 we **reprioritized existing Sport for Life countries** (Timor-Leste, Cabo Verde, Mozambique), **created the Impact Academy** to adapt to online (catalyzed by COVID-19), **and transitioned to a volunteer movement**, phasing down SportImpact and its regular financial commitments.

Key activities

While exploring launches in several new countries through the Africa Office, we provided ongoing support to existing countries, including by funding Coordinators in Cabo Verde and Mozambique.



Timor-Leste organized 7 Sport for Life Courses for 133 youth (50% girls), and events with 1500+ kids. With UNESCO support, the team started a project against COVID-19, to end in Feb/2021, and led a TTT for Youth Off the Streets' UNESCO project, training 25 facilitators who organized 2 events and regular activities. Several alumni organized sport activities with some regularity in their communities.



With Olympic Solidarity support, **Cabo Verde** organized 5 courses under the theme 'OVEP* for Olympic Social Entrepreneurship' for 85 participants (65% women), and 1 event for 450 kids.



Created the **Impact Academy**, offering online Sport for Life courses, synchronous and asynchronous, in Portuguese and English, with about 60 hours of training and over 100 participants in 2020.

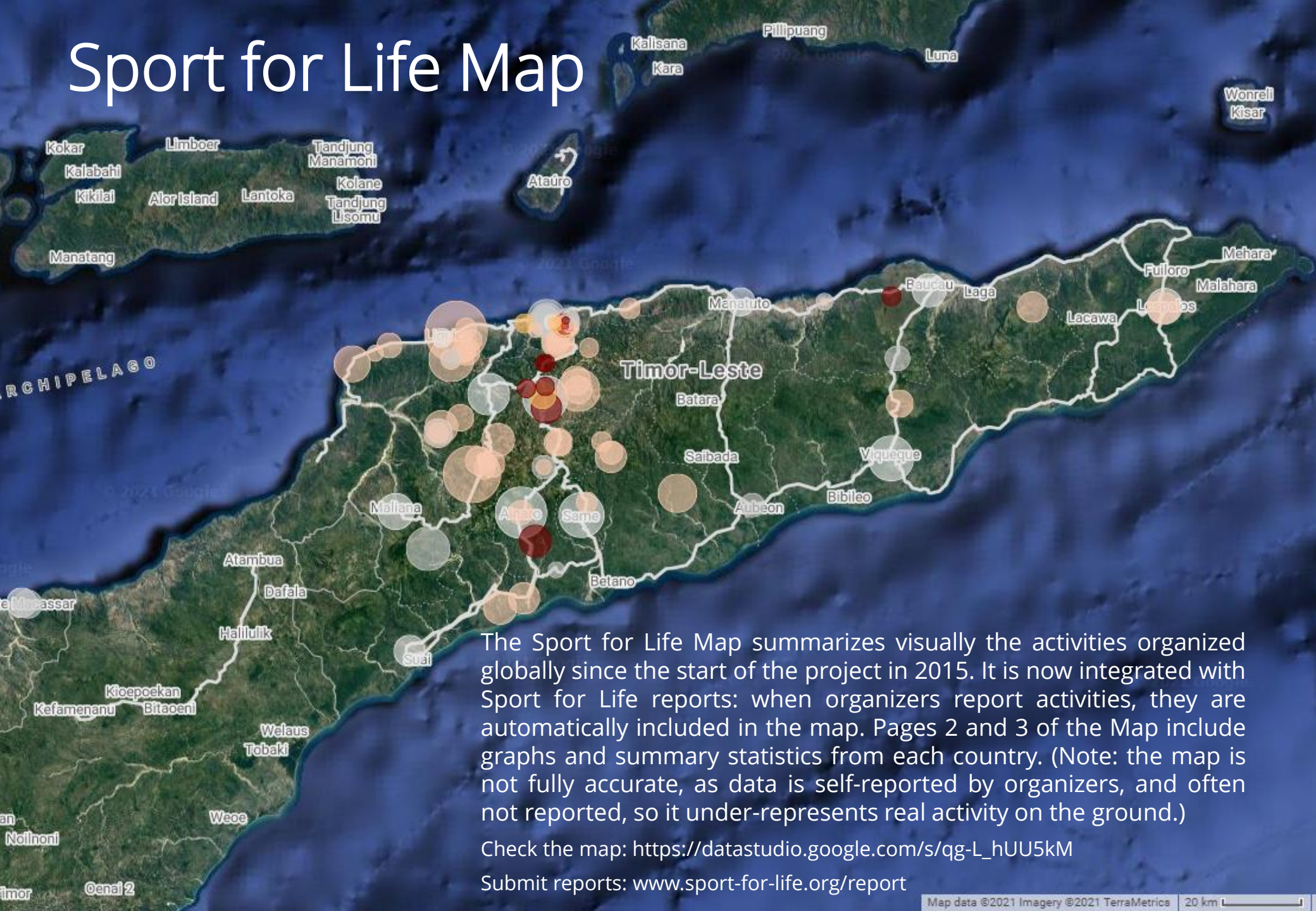


The **Africa Office** continued discussions for launch in several countries (Botswana, Guinea-Bissau, Kenya, Lesotho, São Tomé e Príncipe, Senegal, Zambia), but COVID-19 slowed processes further.

Key lessons & priorities

- **Diversify ways to create impact:** We must develop new ways of reaching our target audiences and running workshops and events to create real impact, even during health restrictions.
- **Become a fuller volunteer movement:** Our zero-dollar model is not compatible with ongoing financial commitments such as paid staff. All team members are volunteers who make their own commitments, and are free to develop projects that may allow getting paid.
- **Prioritize more proactive countries:** We will continue stimulating existing countries and will prioritize those readier to take projects forward, to ensure a good use of limited resources.

Sport for Life Map



The Sport for Life Map summarizes visually the activities organized globally since the start of the project in 2015. It is now integrated with Sport for Life reports: when organizers report activities, they are automatically included in the map. Pages 2 and 3 of the Map include graphs and summary statistics from each country. (Note: the map is not fully accurate, as data is self-reported by organizers, and often not reported, so it under-represents real activity on the ground.)

Check the map: https://datastudio.google.com/s/qg-L_hUU5kM

Submit reports: www.sport-for-life.org/report

Sport for Life Global Database



The Sport for Life Map is based on the Sport for Life Global Database (tinyurl.com/S4Ldatabase), which brings together detailed information from all countries with Sport for Life activities (as reported by local organizers). For each activity, the public summary table includes the dates, location, coordinates, facilitator name, number of participants, and links to photos, media coverage and press releases.







The internal version of the table includes additional information for monitoring & evaluation and continuous improvement, such as the self-evaluation of what went well and what could be improved, and comments from organizers.

Date	Country	Location	Latitude, Longitude	Facilitator	Facilitators trained	Organizers trained	Women participants	% women	# kids in sport activities	# sports in activities	Photos	Media coverage	Press release
7-Feb-2020	Timor-Leste	Cucara Village, Letefoho, E	-8.8449432, 125.4333458	Jeorginha Soares		20	5	25%	200	8			
15-Feb-2020	Timor-Leste	Raimansu, Alleu, Vila, Aile	-8.7511869, 125.5604275	Leandrino Eva Ximenes Soa		21	10	48%	200	9			
7-Mar-2020	Cape Verde	Nora, São Domingos, Sant	15.0268459, -23.5810055	Ivete Rosa		15	11	73%	450	10	https://www.	https://www.	https://www.
11-Jul-2020	Timor-Leste	Camea, Dalan Fahe, Cristo	-8.5630397, 125.60753	Januario Martins		13	7	54%	200	10			
10-Aug-2020	Cape Verde	Safende, Praia, Santiago	14.9379974, -23.5161338	Ivete Rosa		21	10	48%		0	https://www.	https://www.	https://www.
28-Aug-2020	Cape Verde	Castelão, Paiol, Praia, San	14.9278622, -23.5124527	Ivete Rosa		22	18	82%		0	https://www.	https://www.	https://www.
18-Sep-2020	Cape Verde	Órgãos, São Lourenço dos	15.0646963, -23.6441086	Ivete Rosa		7	3	43%		0	https://drive.	https://www.	https://www.
25-Sep-2020	Cape Verde	Santa Cruz, Santiago	15.1339463, -23.5566045	Ivete Rosa		18	12	67%		0	https://www.	https://www.	https://www.
11-Oct-2020	Timor-Leste	Kulau, Becora, Cristo-Rei,	-8.5669319, 125.6116884	Virginia de Graca da Cruz		8	8	100%	500	12			
23-Oct-2020	Timor-Leste	Maloa, Nain-Feto, Dili	-8.5686029, 125.5653125	Virginia de G	25		17	68%	500	11	https://www.	https://youtu.be/No56UA3	
24-Oct-2020	Timor-Leste	Manusae, Letefoho, Ermer	-8.8414346, 125.4277677	Jeorginha Soares		33	18	55%	50	7			
28-Nov-2020	Timor-Leste	Kulau, Becora Dili, Cristo-F	-8.5668391, 125.6110544	Epifania Araujo da Silva Gomes					100	10	https://www.facebook.com/fanya.silva.		
5-Dec-2020	Timor-Leste	Watulari, Vemasse, Watula	-8.5073598, 126.4473554	Zaulino da Costa		25	16	64%	30	9			



Timor-Leste



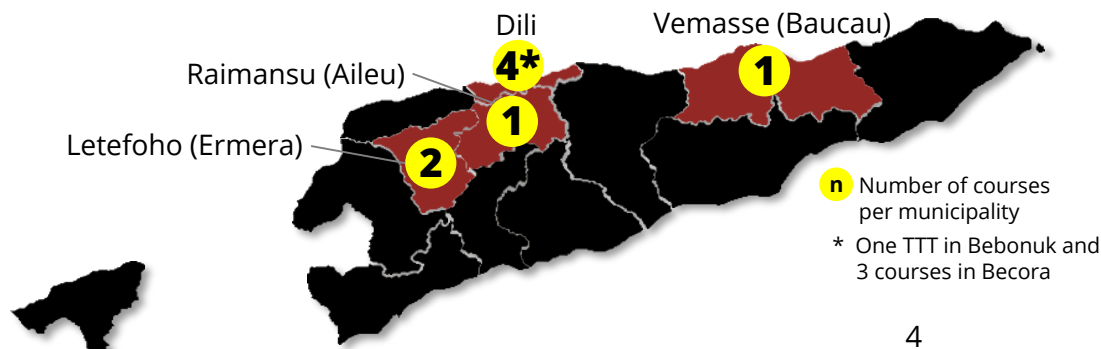
		New course facilitators	25 1 course
		New event organizers	126 7 courses
		Kids in events	1500+ 10 events

After a quiet 2019, Timor-Leste took Sport for Life to a new level of activity early in 2020, and continued live activities despite the pandemic, thanks to less restrictions than in many other countries given the lower number of infections.

From October 2020 to February 2021, UNESCO supported the 'Sport for Life Against the Virus' project – a variation focused on promoting measures to fight virus spread. UNESCO also supported the NGO Youth Off The Streets for a project where the Sport for Life team facilitated a two-week Train-the-Trainer (TTT) in Dili (Oct 12-24) for 25 youth (17 girls) and helped organize two events (see below TV coverage in Tetum). These graduates, and other Sport for Life alumni, organized regular sport activities for kids in their communities for several months.

To experiment dealing with pandemic restrictions, Virginia helped remotely (by WhatsApp) the facilitator in Baucau. The quality of interactions was poor (to be used as last resort only).

Besides increasing the number of activities, Sport for Life needs to become more inclusive, reaching more than a few locations.



youtu.be/No56UA30ook



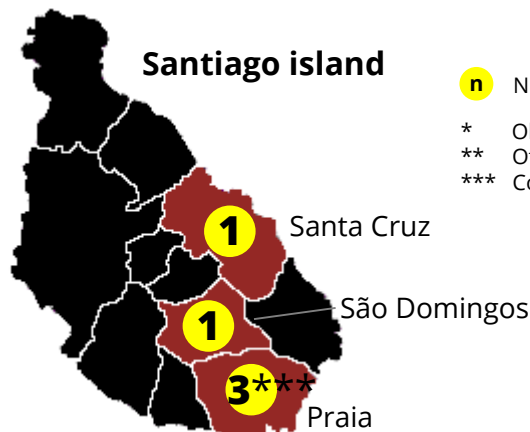
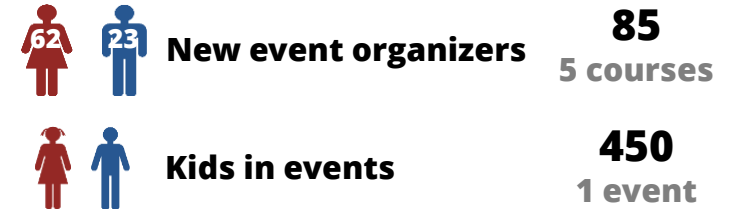
Cabo Verde



We decided to boost Sport for Life Cabo Verde again in 2020, focusing on how to turn the movement more autonomous and self-sustained, leveraging all the work since 2016. We co-designed the 'OVEP* for Olympic Social Entrepreneurship' project, blending sport, social entrepreneurship, and an educational component, using the International Olympic Committee's OVEP program and materials. The project received financial support from Olympic Solidarity, and was hosted by our valuable partner, the Cabo Verde Olympic Committee.

Despite COVID-19 restrictions, we organized 5 Sport for Life courses (including new modules such as 'Implementing OVEP' and 'Introduction to Social Entrepreneurship') and one sport event, all in the Santiago island**.

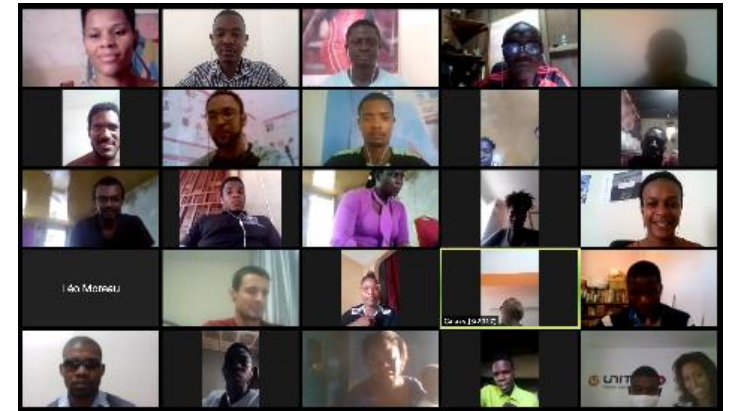
Despite efforts, impact remained limited, mainly due to health restrictions. We will be back stronger in 2021 and work to activate also the other 8 islands for more inclusive impact!

























- n** Number of courses per municipality
- * Olympic Values Education Programme
- ** Other islands had access to online training only (next page)
- *** Courses in Paiol, Safende, and Ponta d'Água

Challenged by the eruption of COVID-19 and always looking for new impact tools and models, in March we quickly **launched the Impact Academy** – the digital platform for human development through sport. Leveraging the digital era, we aim to **generate increased impact with fewer resources**.

After piloting **online workshops** for smaller audiences to test the model and develop capabilities, we offered online versions of the **full Sport for Life Course**, in Portuguese and English. Finally, we created an **asynchronous Sport for Life Course** (in English), to minimize human resources requirements. In total, the Academy offered about 60 hours of training to 100+ participants in 2020.



www.sport-for-life.org/academy

Dates	Workshop/Course	Facilitators	Language	Number of participants	Duration	Countries of participants
28/Mar	Online Facilitation Techniques	Nuno Delicado 		3	3 hours	Cabo Verde, Mozambique, Timor-Leste
9/Apr	Activate the Club	Léo Moreau 		6	2 hours	Cabo Verde, Mozambique, Timor-Leste
18/Apr	Intro to Social Entrepreneurship	Nuno Delicado 		10	3 hours	Cabo Verde, Guinea-Bissau, Mozambique, Timor-Leste
21/Apr	Leadership	Ivete Rosa 		10	2 hours	Cabo Verde, Mozambique, Timor-Leste
27/Apr	Strategic & Action Plan	Igor Espanhol 		13	2 hours	Cabo Verde, Mozambique, Timor-Leste
8/May	Marketing & Promotion	Virgínia Graça 		10	2 hours	Cabo Verde, Mozambique, Timor-Leste
14/May	Sport for Life National Coordinators	Léo Moreau 		18	3 hours	Cabo Verde, Guinea-Bissau, Lesotho, Mozambique, São Tomé e Príncipe, Senegal, Timor-Leste, Zambia
Jun-Jul	Sport for Life Course	Igor & Ivete  		29	7 weeks (2h/week)	Cabo Verde, Guinea-Bissau, Mozambique, São Tomé e Príncipe
Aug-Oct	Sport for Life Course	Igor Espanhol 		13	7 weeks (2h/week)	Botswana, Kenya, Nepal, Saudi Arabia, Senegal, Zambia
Nov/20- Fev/21	Sport for Life Course (asynchronous)	Igor & Nuno  		16	9 weeks	Cabo Verde, Guinea-Bissau, Kenya, Mozambique, Portugal, Senegal, Timor-Leste, Zambia








2020 was the year to implement Sport for Life in several new countries through the Africa Office created in 2019. The global pandemic slowed progress and forced postponing projects, but we still managed to move forward at regional level and with several countries and National Olympic Committees (NOCs) in particular.

At regional level

- Through the Impact Academy, we organized the first **Introduction Course for National Coordinators**: a half-day online session where all interested in launching Sport for Life in their countries were invited to learn basic Sport for Life principles, share experience and knowledge. Participants were from Cabo Verde, Guinea-Bissau, Lesotho, Mozambique, São Tomé and Príncipe, Senegal and Zambia.
- After that, countries closer to launch took part in **mentoring sessions** to establish next steps towards implementation.



At national level

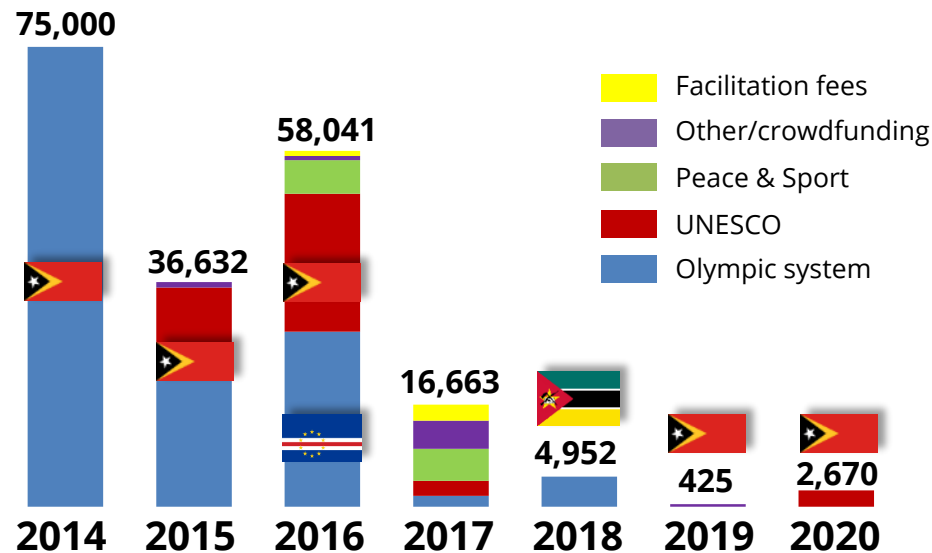
-  **Botswana:** The NOC contacted us to explore possibilities of collaboration and launch. Discussions are in progress.
-  **Guinea-Bissau:** Through our collaboration with the NOC, Olympic Solidarity approved funding for a Kick-Off project, aiming at running a ground mission in Bissau to assess the readiness of local organizations. We postponed implementation due to the pandemic, but the National Coordinator ran several meeting with potential stakeholders.
-  **Kenya:** Signed an MoU with Wellness for Greatness (local organization) and introduced them as National Coordinating entity, with the mission of establishing conditions for a successful launch.
-  **Lesotho:** Continued discussions with the NOC to start a formal collaboration.
-  **São Tomé e Príncipe:** Continued discussions with the NOC to start a formal collaboration.
-  **Senegal:** Signed an MoU with Association Guediawaye Je M'Engage (local organization) and introduced them as National Coordinating entity, with the mission of establishing conditions for a successful launch.
-  **Zambia:** Signed an MoU with the NOC to formalize collaboration towards a future launch, building on ongoing discussions with the local sport-for-development organization Fountain of Good Sport Foundation

Transitioning to a volunteer movement

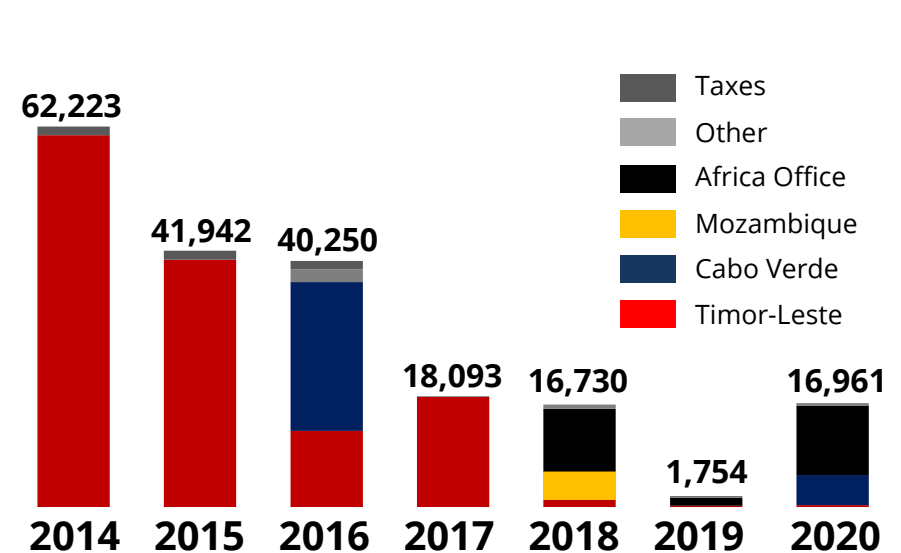


SportImpact's Financials show a continued downward trend, reflecting lower revenues and lower expenses over the years. In the last two years we invested our remaining funds mostly in maintaining the Africa Office to support new launches in Africa, with very limited practical results. We have decided to continue to support new countries through our volunteer work, and reduce financial needs down to virtually zero. As was already happening partially before, in the future, each country will be responsible for developing its own projects, self-sustained or with external partners who may provide financial or other support, to multiply the project and make it more inclusive, and as sustainable as possible. Each country (through a local Sport for Life association or another structure) may of course decide to pay team members, but SportImpact does not plan to have full-time paid staff in the future.

Revenues (US\$)



Expenses (US\$)



Notes: SportImpact financials exclude funding directly attributed to partner entities for related projects (e.g., the Cabo Verde Olympic Committee received Olympic Solidarity funding for Sport for Life projects in years 2016, 2017, 2018 and 2020); funding for Mozambique in 2020 is not included as it was a direct private donation
 Source: SportImpact financial records

Financial Statements



INCOME STATEMENT

2020 2019 2018 2017 2016 2015 2014

All amounts in United States dollars

	2020	2019	2018	2017	2016	2015	2014
Revenue	2,670	425	4,952	16,663	58,041	36,632	75,000
Expenses							
Human Resources ¹	16,212	797	11,034	5,790	27,088	12,720	56,289
Events	40	0	326	0	1,749	12,081	421
Workshops/Field	565	638	4,562	7,665	6,725	10,316	2,647
Office	0	0	488	2,931	2,342	2,851	
Communications	40	43	67	459	149	932	591
Other	90	90	228	1,165	825	1,567	843
Total expenses	16,947	1,567	16,705	18,010	38,878	40,468	60,791
Profit/(Loss) before tax	(14,277)	(1,142)	(11,752)	(1,348)	19,164	(3,836)	14,209
Taxes ²	13	187	25	83	1,373	1,474	1,432
Profit/(Loss) after tax	(14,291)	(1,329)	(11,777)	(1,431)	17,791	(5,310)	12,777

BALANCE SHEET

On 31/Dec each year 2020 2019 2018 2017 2016 2015 2014 2013

	2020	2019	2018	2017	2016	2015	2014	2013
Assets								
Cash	3,706	17,382	18,892	28,627	33,181	11,993	28,267	5,000
Accounts receivable							700	
Expense provision				200	200	200		
Total Assets	3,706	17,382	18,892	28,827	33,381	12,893	28,267	5,000
Liabilities								
Debt								
Salaries payable						426	7,200	
Accounts payable	2,276	1,662	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	5,000	5,000
Retained earnings ³	(3,571)	10,720	12,050	23,827	25,258	7,467	12,777	
Total Liabilities	3,706	17,382	18,892	28,827	33,381	12,893	28,267	5,000

Notes:

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



Key lessons & priorities

2020 was surely a special year for everyone. While having to reduce live activities drastically due to COVID-19, we remained true to our values and took it as an opportunity to learn and find new ways to create impact. Here are a few key lessons and priorities we draw for the future:

Diversify ways to create impact

- It is a **volatile new reality**, imposing varying constraints on activities (limits on participants, live meetings, events, travels, etc.). We must develop **new ways** of impacting our target audiences.
- The **Impact Academy** and **online courses** (synchronous & asynchronous) create new learning possibilities with lower human and financial needs and wider reach. But participant engagement has been low, so **impact is limited**. We need to improve effectiveness to create real impact.
- We should also explore new event and workshop models, both in form (less participants, less time live, social distancing, etc.) and substance (e.g., including online competences).

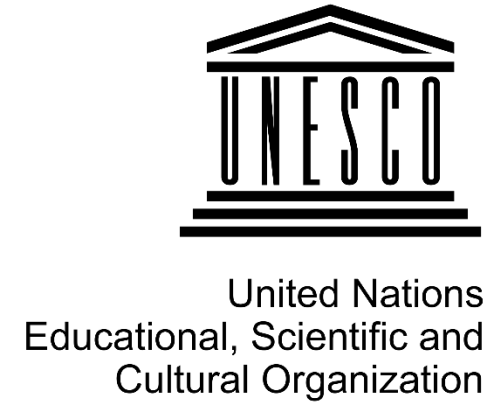
Become a fuller volunteer movement

- Our **zero-dollar model is not compatible with ongoing financial commitments** such as paid staff. In 2020 we exhausted remaining funds, without significant impact (in part due to the pandemic), and without a solid business model to ensure ongoing financial sustainability.
- This motivated us to become a fuller volunteer movement, where **all team members are volunteers** (i.e., not paid by SportImpact). But anybody can manage Sport for Life projects, which may provide financial compensation or not, according to funding and project leaders' decisions.
- Volunteers formalize commitments through a **pledge**, fully empowered to decide how they will contribute to the movement. As all changes, this is an experiment to assess in the coming years.

Prioritize more proactive countries

- More than ever, **our capacity of action depends on the local context**. In addition to partners, funders and structural conditions in each country, we now must deal with volatile health situations.
- With available volunteers, we will continue stimulating **existing countries**, to build on previous years' work and develop sustainable models for ongoing impact (likely based on volunteerism).
- We've decided to **focus support on more proactive countries**, to avoid investing limited energy on projects with very low impact returns. We will continue leveraging online resources (Manual, Drive, Impact Academy) to maximize the impact of the limited volunteers available.
- Sport for Life is still **open-source**, so anybody can adopt it with all the freely-available materials.

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



Human Development through Sport

 www.sport-for-life.org

 contact@sport-for-life.org

 www.facebook.com/sportforlifemovement

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 text. In the background, there is a yellow marker with two windows, and the area is surrounded by green foliage.

START