



Co-funded by  
the European Union

2021-1-PT01-KA220-ADU-000033532



## Action Plan - NGO

Part of Project Result 3 – SPORTS INC Action  
Plans

## Table of Contents

1. **Introduction**
  1. **About the Action Plans**
  2. **Approach**
  3. **Action Plan Objectives**
  4. **Expected Outcomes**
2. **NGO Action Plan**
  1. **Chapter 1: Creation of Social Enterprises**
  2. **Chapter 2: Training of Skills and Competences**
  3. **Chapter 3: Implementing with Beneficiaries**
  4. **Chapter 4: On-Going Support**

## Document Identify

**Number of Pages** 52

**Recipients** SPORTS INC Consortium

**Confidentiality Status** Confidential

## Document Versioning

Version	Date	Authors
01	22.12.2023	CP – Maria REBELO

## Document Reviewers

Version	Reviewers
01	CP
02	
03	

## Document Keywords

Version	Keywords
01	Action Plans, NGO
02	
03	

**You are free to:**

**Share** – copy and redistribute the material in any medium or format

**Adapt** – remix, transform and build upon the material for any purpose, even commercially. The licensor cannot revoke these freedoms as long as you follow the license terms.

**Under the following terms:**

**Attribution** — You must give [appropriate credit](#), provide a link to the license, and [indicate if changes were made](#). You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.

**No additional restrictions** — You may not apply legal terms or [technological measures](#) that legally restrict others from doing anything the license permits.

**Notices:**

You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable [exception or limitation](#).

No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as [publicity, privacy, or moral rights](#) may limit how you use the material.

All rights reserved.

Copyright

© Copyright 2024 SPORTS INC Consortium

This document may change without notice.



## 1. Introduction

### 1.1. About the Action Plans

Welcome to the SPORTS INC. Action Plans, designed to empower aspiring entrepreneurs, NGOs, businesses, and social enterprises in the field of inclusive sports and active leisure. We aim to provide you with the tools, strategies, and insights needed to develop, implement, and sustain inclusive sports and active leisure. Through these action plans, we seek to enhance strategic and processual alignment within the inclusive sports sector, ensuring that initiatives are inclusive, impactful, and sustainable.

The SPORTS INC. Action Plans have two objectives: to assist aspiring entrepreneurs and existing businesses in ideating and developing inclusive sports or leisure activities and to guide NGOs and social enterprises in creating or diversifying inclusive sports and leisure initiatives. The ultimate goal is to foster a vibrant ecosystem where inclusive sports and leisure activities are accessible to all, including people with disabilities and special needs.

### 1.2. Approach

To achieve our goals, we adopt a holistic approach that addresses both the conceptual and practical aspects necessary for successful implementation. This encompasses understanding the needs of diverse groups, promoting effective communication and collaboration, and building multidisciplinary teams across different sectors. The focus is on ideating, developing, and evaluating inclusive sports and leisure activities that have a social impact.

### 1.3. Action Plan Objectives

We present three distinct action plans to cater to the unique needs of our target groups:

1. **Aspiring Entrepreneurs Action Plan:** This plan guides aspiring entrepreneurs through the process of setting up a business or becoming solo entrepreneurs in the field of inclusive sports and leisure. It includes exercises, checklists, and assignments for each stage: Ideation, Development, Implementation, and Impact Evaluation.
2. **NGO Action Plan:** Specifically designed for NGOs working in or for inclusive sports and leisure, this plan outlines steps to create or diversify initiatives. It provides guidelines, self-reflective questions, and exercises for each stage, focusing on creating opportunities for people with disabilities and special needs.

3. **Business Action Plan:** Tailored for existing businesses and social enterprises, this plan empowers them to ideate, develop, and implement inclusive sports and leisure activities. It offers tools and guidelines for each stage to ensure these initiatives align with strategic and operational goals.

#### 1.4. Expected Outcomes

By engaging with these action plans, aspiring entrepreneurs, NGOs, businesses, and social enterprises can expect the following outcomes:

- Enhanced understanding of the needs and opportunities in inclusive sports and leisure.
- Improved capacity to ideate, develop, and implement inclusive initiatives.
- Increased knowledge and skills to create impactful and sustainable activities.
- Strengthened relationships and partnerships across the inclusive sports and leisure sectors.
- Successful implementation of inclusive sports and leisure initiatives.
- Broadened reach and impact, especially among people with disabilities and special needs.

These action plans are tailored for individuals and organizations looking to make a positive impact in inclusive sports and leisure. Throughout the action plans, we will provide clear instructions, practical exercises, and guidance to facilitate your journey towards creating inclusive and impactful initiatives.

Let us embark on this inspiring and transformative journey together, unlocking the potential of inclusive sports and leisure for everyone.

## 2. NGO Action Plan

The NGO Action Plan is an integral segment of the SPORTS INC framework, tailored to empower NGOs to engage actively in creating and facilitating social enterprises. This plan is meticulously designed to align with our four-pathway approach.

First, is the creation of social enterprises. The NGO Action Plan now not only guides NGOs through the process of creating sustainable social enterprises within the sports and leisure sector but also ensures that NGOs are equipped to support their beneficiaries in becoming entrepreneurs. By leveraging the SPORTS INC learning materials, NGOs can provide the necessary mentoring to foster entrepreneurship among individuals with disabilities.

Chapter two, the analysis of skills and competencies, focuses on assessing the skills and competencies of the NGO and its staff to determine their capability to run the business or support beneficiaries aiming to become entrepreneurs. The action plan directs NGOs lacking the necessary skills to appropriate resources on the SPORTS INC learning platform, ensuring they are adequately prepared to support and guide their beneficiaries.

The third chapter helps NGOs to align businesses with inclusive sports and to offer that training. Here, the action plan elaborates on how aspiring entrepreneurs and businesses can align their operations with social missions. This includes diversifying income sources and integrating work experiences that promote inclusion and support the work integration of beneficiaries. Reflections on how these alignments support the NGO's mission are critical, with further directions provided through the business action plan.

The final chapter offers tools for ongoing support of this plan. The action plan addresses the ongoing support necessary for both NGOs and their beneficiaries. This includes analyzing the barriers faced by beneficiaries, particularly internal barriers, and using the SPORTS INC platform to empower them as entrepreneurs. The chapter encourages NGOs to continuously engage with and reflect on the learning platform and action plans designed for aspiring entrepreneurs to ensure sustained support and development.

Recognizing NGOs' complexities, the plan streamlines program development, reinforcing clarity and backing throughout your mission's lifecycle. It's our mission to fortify you with the understanding and assurance needed to initiate and maintain impactful, inclusive programs.



## 2.1. Chapter 1: Creation of Social Enterprises

In this section, we invite you to explore who you are, why you've embarked on this path, and what you aspire to achieve and create. This chapter is designed to guide you in developing an NGO dedicated to fostering inclusivity in sports and leisure, ensuring that everyone, regardless of ability, has the opportunity to participate and enjoy. Prepare to dive into a process that will challenge, inspire, and equip you to make a significant impact in your community.

### 2.1.1. Ideation

Ideation is the creative heart of your project, where fresh and inclusive ideas for sports and leisure activities take shape. In this section, we will explore methods to harness your team's collective creativity to dream up innovative activities that are accessible to all. Through engaging exercises like 'Brainwriting,' you and your team will learn how to build on each other's ideas, fostering a collaborative and inclusive environment from the ground up.

#### 2.1.1.1. Exercise

This team exercise of 'Brainwriting' fosters collective brainstorming and builds upon each team member's ideas to create inclusive sports and leisure activities.

#### What You'll Need:

- Sheets of paper for each participant
- Pens or pencils
- Timer

#### Steps:

1. Distribute a sheet of paper and a pen to each team member.
2. Set a timer for 5 minutes. Each participant writes down one idea related to inclusive sports or leisure activities.
3. When the time is up, everyone passes their sheet to the right.
4. The next person reads the idea and adds any enhancements or new thoughts.
5. Repeat the passing process until every participant has expanded each idea.



This brainwriting exercise encourages silent collaboration, ensuring every team member's voice is heard and valued. It can lead to a wealth of diverse ideas, prevent dominant voices from overshadowing, and generate creative solutions for making sports and leisure activities more inclusive.

### 2.1.2. Preparation

In the Preparation section, we transition from ideation to action. Here, you will learn to evaluate the potential of your ideas critically, considering their value to the community and the market. This part of the journey involves refining your creative concepts into actionable plans that clearly define the benefits they offer to people with disabilities. We'll employ tools like the Value Map to transform ideas into detailed service models that meet specific community needs.

#### 2.1.2.1. Exercise

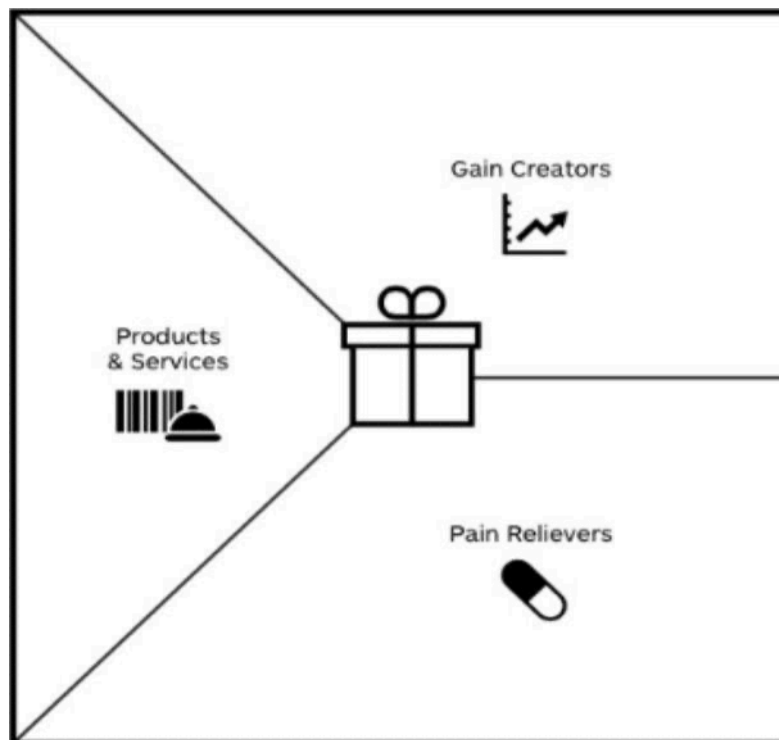
After generating a wealth of ideas through the 'Brainwriting' exercise, the next step is to refine these ideas into actionable value propositions. This exercise is designed for NGO teams to translate creative concepts into structured offerings that address specific community needs in sports and leisure for people with disabilities.

#### Steps:

1. Review the ideas from the brainwriting session and select the most promising ones.

2. Use a Value Map to detail how each idea can turn into a service that solves pain points and enhances gains for the target group.
3. Outline the products and services, pain relievers, and gain creators for each idea.
4. Collaborate as a team to refine these elements into a comprehensive value proposition for your NGO's inclusive sports and leisure programs.

A good tool is the Value Map, as it describes the features of a specific value proposition in a more structured and detailed way, breaking it down into products and services, gain creators, and pain relievers.



Here is a video on how to use the map: <https://youtu.be/ReM1uqmVfP0>

This exercise empowers NGOs to convert abstract concepts into practical, value-driven services. It ensures that new initiatives are rooted in their beneficiaries' real needs and desires, leading to more effective and impactful programs. By concluding with clear value propositions, NGOs can better communicate their vision, secure funding, and implement successful inclusive programs.

### 2.1.2.2. Self-Reflective Questions

As you clarify your NGO's path towards inclusive sports and leisure programs, contemplate these points to gauge your approach:

- What reservations do you have about launching inclusive sports and leisure programs?
- What are the primary obstacles, like funding or staffing, that could hinder the execution of these programs?
- How will you address accessibility and the need for specialized equipment in your facilities?
- In what ways might your inclusive programs reshape your NGO's current operations and partnerships?
- Are the organizations and partners you consider ready to support inclusivity?
- Which collaborations and networks are critical to achieving your goals for inclusivity?
- What strategies will you use to forge partnerships that enhance the impact and reach of your programs?

### 2.1.2.3. Exercise

Identify tasks needed to establish a social enterprise.

- Chart out the tasks necessary for program implementation.
- Allocate responsibilities and set deadlines.
- Predict results and track progress.

You can use the table below to organize and track the progress:

Task	Responsible Person	Deadline	Expected Outcome/Result	Status


### 2.1.2.4. Self-Reflective Questions

- How will you ensure program continuity during development?
- Who will take on pivotal roles in your team?
- What strategies will you employ to address inclusivity challenges?
- How will partnerships enhance your program's impact?

### 2.1.3. Implementation

Moving forward to the Implementation section, your focus will shift to putting plans into practice. This phase is about turning your prepared strategies into reality, detailing the steps of launching your inclusive sports and leisure activities. It involves logistical planning, resource allocation, and the initial rollout of services. Here, we'll discuss how to effectively manage your resources, engage stakeholders, and ensure that your offerings are accessible and enjoyable for all participants.

#### 2.1.3.1. Checklist

Checklist Implementation	N/A	Done	Comments
Formulate a comprehensive plan, including budget considerations.			
Assign roles based on team strengths and program needs.			
Establish communication with all collaborators.			
Engage with your community to inform your program's direction.			
Educate your team about inclusivity and accessibility.			
Set key performance indicators (KPIs) for the inclusivity of the NGO.			

Assess risks and create a plan to mitigate them.			
Acquire resources essential for accessible program delivery.			
Develop a backup plan for unforeseen challenges.			
Keep stakeholders informed about your progress.			

By completing this stage, your NGO will have laid a solid foundation for launching inclusive programs and can confidently move forward to make a significant community impact.

#### 2.1.4. Evaluation & Closing

Lastly, the Evaluation & Closing section provides a platform to reflect on and assess the impact of your efforts. It's crucial to understand how well your activities have been received and the difference they have made in the community. This stage involves gathering feedback, analyzing outcomes, and identifying areas for improvement. It's a time for celebration and contemplation, as you consider the successes and learn from the challenges to enhance future initiatives. Adhering to this evaluative method will position your NGO to make informed decisions, refine program delivery, and bolster community relationships. This reflective stage is a chance to hone your strategy for delivering impactful and inclusive services to your constituents.

#### 2.1.5. Exercise: Evaluate Results

Engage in an assessment using a structured evaluation table, which breaks down various elements of your program delivery, giving a complete perspective on progress. Assess each element against set benchmarks to determine the current effectiveness of your initiatives.

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Measure the effectiveness of NGO-community partnerships	Not Started	In Progress	Successfully Completed	
Assess the impact of inclusive programs on participant engagement	Negative	Neutral	Positive	

Analyze feedback from program participants and the wider community	Limited or Negative	Mixed or Neutral	Positive and Satisfactory	
Reflect on the effectiveness of inter-organizational communication	Ineffective or Challenging	Moderate or Developing	Cohesive and Productive	
Evaluate the quality of inclusive activities or services provided	Inadequate	Acceptable	Excellent	
Identify the impact on organizational growth and commitment to inclusivity	Stagnant or Declining	Stable or Incremental	Enhanced and Inclusive	

### 2.1.6. Checklist

After completing the evaluation, move to a checklist phase. This comprehensive list acts as a framework for a detailed review, ensuring all program elements are considered and addressed. Mark items as completed, pending, or not applicable, and set deadlines for outstanding tasks to maintain progress and focus.

Evaluation Aspect	N/A	Done	To Be Done
Assess the effectiveness of NGO-community partnerships in delivering inclusive sports programs.			
Evaluate the impact of these programs on community engagement and inclusivity.			
Gather and analyze participant feedback to improve program offerings.			
Reflect on the communication strategies between your NGO and community stakeholders.			
Assess the quality and accessibility of the inclusive activities or services provided.			
Measure the growth of your NGO's outreach and its influence on inclusivity in the community.			
Evaluate the long-term sustainability of inclusive initiatives and partnerships.			

<b>Identify areas for development in the co-creation and execution of inclusive programs.</b>			
<b>Review stakeholder satisfaction with your NGO's inclusive efforts.</b>			
<b>Examine the allocation and effectiveness of resources dedicated to inclusivity programs.</b>			
<b>Strategize for future enhancements and adaptations to bolster your NGO's inclusivity efforts.</b>			

By conducting a thorough evaluation, you ensure all aspects of your program are accounted for. This systematic approach leads to a well-rounded understanding of your program's effectiveness, allowing you to celebrate successes and identify areas for continued development. Embracing this evaluation equips you with insights to refine your approach, enhance collaborations, and secure greater achievements in future NGO endeavors.

### 2.1.7. Self-Reflective Questions

We've reached a pivotal moment in our program assessment, and we invite you to engage in deep self-reflection. This exercise is designed to provide NGOs with a nuanced understanding of their impact on inclusive sports and leisure for people with disabilities. Engaging with these queries requires mindfulness and a commitment to honest self-evaluation.

The intent of posing these reflective questions is dual. Primarily, they offer a means to introspect, enriching your comprehension of the journey undertaken and the decisive moments that have influenced it. Secondly, the revelations from this reflective activity are instrumental in shaping the strategic trajectory of your NGO.

Each query is significant and demands careful contemplation. Give yourself the latitude to explore your experiences and thoughts, uninhibited by constraints thoroughly. This is not a process to be hastened; instead, it's an opportunity to thoughtfully consider the multifaceted aspects of your NGO's initiatives.

This reflective exercise is a chance for learning and evolution as a springboard for future development and refined decision-making. In this period of reflection, it's crucial to recognize both the successes achieved and the obstacles encountered, acknowledging their collective contribution to your NGO's path forward.



- Have your collaborative efforts within the NGO effectively advanced inclusivity in sports and leisure for people with disabilities? If not, what factors have been an impediment?
- How has the initiative improved or not met the expectations of providing accessible sports and leisure activities?
- What elements of inter-organizational communication and cooperation have been most beneficial? What challenges have presented themselves in this realm?
- Drawing from your experiences, how might you alter your approach in subsequent initiatives to amplify the impact and quality of your services?

As you proceed with this introspective journey, let it illuminate the insights that will guide your future strategies and nurture continuous advancement.

By delving into this self-reflection, you will acquire a holistic perspective on your initiatives' outcomes and effectiveness. This understanding is key to refining your approaches, augmenting your services, and adapting to the evolving landscape of your collaborative efforts. This stage of reflection is a valuable opportunity to evaluate your collaborative methods, the efficacy of your programs, and their influence on organizational growth. Pinpoint areas ripe for enhancement and consider how to apply your newfound knowledge to drive future success. The clarity gained from this self-reflection will serve as a beacon, steering you toward informed decisions and fostering positive transformation in your collaborative projects. Seize this opportunity to reimagine the future of your NGO's efforts, integrating the lessons learned to stimulate ongoing growth and innovation.

As you navigate this introspective path, envision a future where your NGO's collaborative endeavors in inclusive sports and leisure flourish. To remain a leader in inclusivity, embrace the principles of adaptation, continuous improvement, and openness to new ideas. Let this evaluative and closing phase lay the groundwork for further growth, triumphs, and meaningful community collaboration.

While each NGO's Evaluation & Closing section may differ, the structured approach adopted here is meant to ensure effective collaborations, empower community-based organizations, and support their ongoing journey toward creating inclusive spaces in sports and active leisure.

### 2.1.7.1. Inspiration for Further Development

Drawing from the processes outlined in the SPORTS INC. framework, reflect on how these action items could influence your planning stage. Look to successful [case studies](#) within the SPORTS INC. community as a source of inspiration and practical guidance for the ideation phase.

## 2.2. Chapter 2: Training of Skills and Competences

This chapter is designed to help NGOs assess and enhance the skills and competencies of their staff, ensuring they are well-prepared to support entrepreneurial activities within the inclusive sports and leisure sectors. By focusing on skill development, NGOs can better assist beneficiaries in becoming successful entrepreneurs, thus fostering a more inclusive and supportive environment.

### 2.2.1. Understanding Your Skills

**Objective:** Assess existing skills and identify gaps within the team to ensure effective support for entrepreneurial activities.

#### 2.2.1.1. Exercise

This exercise aims to identify the existing skills and competencies within your NGO team and highlight any gaps that need to be addressed. By understanding the strengths and weaknesses of your team, you can better allocate resources and provide targeted training to ensure everyone is well-equipped to support entrepreneurial activities within the inclusive sports and leisure sectors.

Steps:

1. Prepare a Skills Inventory:

**Goal:** To identify the key skills and competencies required for your NGO's activities.

**Action:** Create a comprehensive list of skills needed, focusing on areas such as:

- Business Management
- Financial Planning
- Communication and Public Relations
- Marketing and Social Media

- Fundraising and Grant Writing
- Project Management
- Inclusivity and Accessibility
- Community Engagement
- Volunteer Management

**Template Example:**

Skills	Description
<b>Business Management</b>	Overseeing operations, strategic planning, and decision-making processes.
<b>Financial Planning</b>	Budgeting, accounting, and financial reporting.
<b>Communication and PR</b>	Effective communication, public speaking, and public relations.
<b>Marketing and Social Media</b>	Promoting the NGO's mission, activities, and events through various media.
<b>Fundraising and Grant Writing</b>	Securing funds through donations, grants, and sponsorships.
<b>Project Management</b>	Planning, executing, and closing projects successfully.
<b>Inclusivity and Accessibility</b>	Ensuring programs are inclusive and accessible to all individuals.
<b>Community Engagement</b>	Building and maintaining relationships with the community.
<b>Volunteer Management</b>	Recruiting, training, and managing volunteers.

2. Individual Assessment:

**Goal:** To evaluate each team member’s current proficiency in the identified skills.

**Action:** Provide each team member with a self-assessment form where they rate their proficiency in each skill on a scale (e.g., 1 to 5, with 1 being novice and 5 being expert). Include space for comments where team members can provide examples of their experience or express interest in developing certain skills.

**Template Example:**

Skills	Proficiency Rating (1-5)	Comments/Examples
Business Management	4	Managed several successful projects in the past year.
Financial Planning	2	Limited experience, interested in further training.
Communication and PR	2	Regularly handle PR for major events.
Marketing and Social Media	3	Moderate experience, but need to learn more about digital ads.

3. Team Discussion:

**Goal:** To collectively review the self-assessments and identify skill strengths and gaps.

**Action:** Hold a team meeting to discuss the results of the self-assessments. Use a collaborative approach to ensure everyone’s input is valued. Highlight areas of strong proficiency and pinpoint skills that are lacking or need improvement.

**Discussion Points:**

- Celebrate areas of high proficiency.
- Discuss skills that need further development.
- Identify potential training or professional development opportunities.
- Consider the need for new hires or external consultants to fill critical gaps.

4. Skills Matrix:

**Goal:** To visually map out the skills available within your team and identify gaps that need to be filled.

**Action:** Create a skills matrix chart that lists team members along one axis and skills along the other. Mark the proficiency level of each team member for each skill. Use this visual tool to identify which skills are well-covered and which areas require additional training or recruitment.

**Template Example:**

Team	Business	Financial	Communication	Marketing	Project
------	----------	-----------	---------------	-----------	---------

Member	Management	Planning	and PR	and Social Media	Management
Alice	4	3	2	4	5
Bob	3	4	4	3	3
Arthur	2	2	2	5	4

2.2.1.2. Checklist

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Prepare a comprehensive list of required skills	Not Started	In Progress	Successfully Completed	Foster continuous growth
Conduct individual self-assessments				
Review self-assessments as a team				
Develop a visual skills matrix				
Measure the effectiveness of NGO-community partnerships				
Assess the impact of inclusive programs on participant engagement				
Analyze feedback from program participants and the wider community				
Reflect on the effectiveness of inter-organizational communication				
Evaluate the quality of inclusive activities or services provided				

<p><b>Identify the impact on organizational growth and commitment to inclusivity</b></p>				
--	--	--	--	--

By completing the Skills Mapping exercise, your NGO will have a clear understanding of the strengths and areas for improvement within your team. This knowledge is crucial for planning effective training programs, allocating resources efficiently, and ensuring that your team is fully equipped to support entrepreneurial activities in the inclusive sports and leisure sectors. Regularly updating the skills matrix and revisiting the team discussions will help maintain a dynamic and capable team ready to tackle new challenges and opportunities.

### 2.2.2. Resource & Planning

**Objective:** Efficiently allocate resources and create development plans for team members to ensure they are well-equipped to support entrepreneurial activities within the inclusive sports and leisure sectors.

#### 2.2.2.1. Exercise 1: Resource Planning

This exercise focuses on planning and allocating resources effectively to support skill development within the team. Efficient resource allocation ensures that all necessary tools, training, and support are available to enhance the team's competencies.

Steps:

1. Identify Resources:

**Goal:** To gather a comprehensive list of all available resources that can aid in skill development.

**Action:** List various resources, such as:

- Training programs (online and offline)
- Workshops and seminars
- E-learning platforms
- Mentorship programs
- Books, articles, and research papers
- Internal expertise and knowledge sharing

- External consultants and trainers

#### Template Example:

Skills	Description
Online Training Programs	Courses on business management, marketing, and inclusivity
Workshops and Seminars	In-person training sessions on specific topics
E-learning Platforms	Access to a variety of online courses and certifications
Mentorship Programs	Pairing with experienced professionals for guidance
Books and Articles	Educational materials on relevant subjects
Internal Knowledge Sharing	Regular team meetings to share expertise and experiences
External Consultants	Hiring experts for specialized training sessions

#### 2. Match Resources to Skills Gaps:

**Goal:** To ensure resources are allocated where they are most needed.

**Action:** Use the skills matrix from the previous exercise to match team members with appropriate resources based on their skill gaps. Prioritize resources that address the most critical gaps.

#### Template Example:

Team Member	Skill Gap	Recommended Resource
Alice	Financial Planning	Online course on nonprofit accounting.
Bob	Marketing and Social Media	Workshop on digital marketing strategies.
Carol	Inclusivity and Accessibility	Seminar on inclusive program design.

#### 3. Develop Resource Allocation Plan:

**Goal:** To create a structured plan that outlines how resources will be distributed and utilized.

**Action:** Develop a detailed resource allocation plan that includes:

- List of resources
- Assigned team members
- Timeline for utilization
- Expected outcomes

Checklist Implementation	N/A	Done	Comments
Comprehensive list of available resources			
Skills gaps identified and matched with resources			
Detailed resource allocation plan developed			

### 2.2.2.2. Exercise 2: Role-Playing Scenarios

This exercise uses role-playing to develop and apply business management and interpersonal skills. Role-playing scenarios provide a practical way for team members to practice and enhance their skills in real-world situations.

Steps:

#### 1. Scenario Preparation:

**Goal:** To create realistic scenarios that reflect potential challenges in business management and inclusivity.

**Action:** Develop a variety of scenarios relevant to your NGO's activities, such as:

- Conducting a stakeholder meeting
- Negotiating with a potential sponsor
- Resolving a conflict within the team
- Planning an inclusive community event

#### 2. Role Assignment:

**Goal:** To ensure each team member has the opportunity to practice different skills.

**Action:** Assign roles to team members, ensuring a rotation so everyone experiences different perspectives. Roles can include:

- NGO leader
- Team member
- Stakeholder



- Sponsor
- Community member

3. Role-Playing:

**Goal:** To simulate real-life situations and develop practical skills.

**Action:** Conduct the role-playing sessions, followed by a group discussion to reflect on the experience, provide feedback, and identify areas for improvement.

Checklist Implementation	N/A	Done	Comments
Scenarios developed and documented			
Roles assigned and rotated among team members			
Role-playing sessions conducted			
Group feedback and reflection completed			

### 2.2.2.3. Checklist: Create Personal Development Plans for Team Members

Personal development plans (PDPs) are tailored documents that outline the goals, required skills, and steps each team member will take to develop their competencies. PDPs help ensure continuous personal and professional growth within the team.

Steps:

1. Set Development Goals:

**Goal:** To identify clear, achievable goals for each team member’s development.

**Action:** Work with each team member to set specific, measurable, achievable, relevant, and time-bound (SMART) goals related to their skill development.

2. Identify Required Skills and Resources:

**Goal:** To determine the skills needed to achieve the development goals.

**Action:** Based on the resource planning and skills mapping exercises, identify the necessary skills and resources for each team member.

3. Outline Development Activities:

**Goal:** To create a structured plan for skill development.

**Action:** List the activities, such as training programs, workshops, mentorship sessions, and reading materials, that each team member will undertake to develop their skills.

4. Set Timelines and Milestones:

**Goal:** To establish a timeline for achieving development goals.

**Action:** Set clear timelines and milestones for each development activity. Regularly review and adjust the plans as necessary.

5. Review and Feedback:

**Goal:** To ensure continuous improvement and alignment with organizational goals.

**Action:** Schedule regular check-ins to review progress, provide feedback, and adjust the development plans as needed.

Checklist Implementation	N/A	Done	Comments
Development goals set for each team member			
Required skills and resources identified			
Development activities outlined			
Timelines and milestones established			
Regular review and feedback sessions scheduled			

By completing the Resource & Planning exercises, your NGO will have a clear plan for developing the necessary skills within your team. Efficient resource allocation and targeted development plans ensure that your team members are well-prepared to support entrepreneurial activities in the inclusive sports and leisure sectors. Regularly updating the resource allocation plan and personal development plans will help maintain a dynamic and capable team ready to tackle new challenges and opportunities.

### 2.2.3. Evaluation & Closing

**Objective:** Establish a timeline for skills development and evaluate progress regularly to ensure continuous improvement and alignment with organizational goals.

### 2.2.3.1. Exercise

This exercise involves creating a detailed timeline to track the progress of skills development within the team. A well-structured timeline ensures that development activities are completed on schedule and that progress is regularly monitored.

Steps:

#### 1. Define Development Goals:

**Goal:** To identify clear, specific goals for each team member's development.

**Action:** Work with each team member to define their development goals. Ensure the goals are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART).

**Template Example:**

Team Member	Development Goal	Deadline
Alice	Improve financial planning skills	August 31
Bob	Enhance digital marketing expertise	June 15
Carol	Gain advanced knowledge in inclusive design	September 30

#### 2. Identify Key Milestones:

**Goal:** To establish significant checkpoints that indicate progress towards the development goals.

**Action:** Break down each development goal into smaller, manageable milestones. Identify key achievements or skills that should be reached at each stage.

**Template Example:**

Development Goal	Milestone	Deadline
Improve financial planning skills	Complete online accounting course	August 31
Enhance digital marketing expertise	Attend digital marketing workshop	June 15
Gain advanced knowledge in inclusive design	Participate in inclusive design seminar	September 30

## 3. Set Deadlines for Milestones:

**Goal:** To ensure a structured approach to achieving development goals.

**Action:** Assign specific deadlines for each milestone. Ensure the deadlines are realistic and take into account the team member's workload and other commitments.

**Template Example:**

Milestone	Deadline
Complete online accounting course	August 31
Attend digital marketing workshop	June 15
Participate in inclusive design seminar	September 30

## 4. Develop the Timeline:

**Goal:** To create a visual representation of the development plan.

**Action:** Use a timeline template or software to map out the milestones and deadlines.

This should include start dates, end dates, and checkpoints for review.

**Template Example:**

Timeline	Month 1	Month 2	Month 3
Improve financial planning skills	Start: June 1	Milestone 1: June 15	Goal: Aug 31
Enhance digital marketing expertise	Start: May 15	Milestone 1: June 3	Goal: July 15
Gain advanced knowledge in inclusive design	Start: June 1	Milestone 1: Aug 15	Goal: Sep 30

## 5. Regular Check-ins:

**Goal:** To monitor progress and make adjustments as necessary.

**Action:** Schedule regular check-in meetings to review progress, provide feedback, and adjust the timeline if needed. Encourage team members to reflect on their progress and identify any challenges they face.

**Template Example:**

Check-in Date	Team Member	Progress Update	Next Steps
June 20	Alice	Completed online course on	Start next module

		schedule	
<b>July 5</b>	Bob	Workshop attended, applying new skills	Implement new marketing strategies
<b>August 20</b>	Carol	Preparing for inclusive design seminar	Plan post-seminar project

By completing the Evaluation & Closing exercises, your NGO will have a clear and structured timeline for developing the necessary skills within your team. Regularly reviewing and adjusting the timeline ensures continuous improvement and alignment with organizational goals. This structured approach helps maintain a dynamic and capable team, ready to support entrepreneurial activities in the inclusive sports and leisure sectors. Regular evaluations and feedback sessions will help identify challenges early and allow for timely interventions, ensuring sustained progress and growth.

### 2.3. Chapter 3: Implementing with Beneficiaries

This chapter focuses on the crucial phase of putting your strategic plans into action. Building on the foundations laid in Chapters 1 and 2, where we explored the creation of social enterprises and the training of skills and competences, this chapter will guide NGOs in aligning their business activities with their social missions. The aim is to ensure that these activities not only promote inclusive sports and active leisure but also support the work integration of beneficiaries.

**Objective:** Implement training programs and business practices that align with the mission of promoting inclusive sports and active leisure, diversifying income sources, and integrating work experiences that promote inclusion and support the work integration of beneficiaries.

**Key Components:**

- **Alignment with Social Missions:** It’s essential for NGOs to ensure that their business operations are in harmony with their social missions. This includes developing strategies that incorporate social values into business practices and making sure that all activities contribute towards the broader goal of inclusivity.

- **Diversifying Income Sources:** A robust and sustainable income strategy is critical for the longevity and impact of any NGO. This section will provide guidance on how to explore and establish various income streams, including grants, donations, social enterprise activities, and partnerships.
- **Promoting Inclusion:** Integration of inclusive practices within business operations is key to supporting beneficiaries effectively. This involves creating work environments and experiences that are accessible and welcoming to all, particularly individuals with disabilities.
- **Supporting Work Integration:** Practical guidance will be provided on how to design and implement work integration programs that help beneficiaries gain valuable skills and employment opportunities. This not only enhances their personal growth but also strengthens the community as a whole.
- **Reflecting on Alignment:** Continuous reflection and assessment are necessary to ensure that the alignment with the NGO's mission is maintained. This includes evaluating the impact of business activities and making adjustments as needed to stay true to the mission.

### 2.3.1. Preparation & Implementation

**Objective:** Implement training programs and business practices that align with the mission of promoting inclusive sports and active leisure, ensuring that all activities support the work integration of beneficiaries and contribute to the NGO's social goals.

#### 2.3.1.1. Exercise: Alignment Workshops

Alignment workshops are designed to ensure that your NGO's business activities are consistently aligned with its social goals. These workshops facilitate the integration of social values into business practices and ensure that every aspect of your operations contributes towards promoting inclusive sports and active leisure.

Steps:

1. Plan the Workshop:

**Goal:** To prepare a comprehensive agenda and gather the necessary participants for an effective workshop.

**Action:**

- Identify key stakeholders and team members who should participate.
- Develop an agenda that focuses on aligning business activities with social goals.
- Prepare any materials or resources needed for the workshop, such as presentations, case studies, and discussion prompts.

2. Conduct the Workshop:

**Goal:** To facilitate meaningful discussions and collaborative planning to align business activities with social goals.

**Action:**

- Start with a presentation outlining the NGO's social goals and current business activities.
- Facilitate discussions on how each business activity supports or could better support these goals.
- Use interactive methods such as breakout groups, brainstorming sessions, and role-playing to explore different alignment strategies.
- Encourage participants to share their insights and suggestions for improving alignment.

3. Follow-Up:

**Goal:** To ensure that the outcomes of the workshop are documented and implemented effectively.

**Action:**

- Summarize the key points and action items from the workshop.
- Assign responsibilities for implementing the agreed-upon changes.
- Set deadlines for each action item and schedule follow-up meetings to review progress.
- Create a monitoring system to track the implementation of alignment strategies and assess their impact.

### 2.3.2. Checklist

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Key stakeholders and team members identified	Not Started	In Progress	Completed	Ensure all relevant parties are involved
Workshop agenda developed	Not Started	In Progress	Completed	Include diverse perspectives
Materials and resources prepared	Not Started	In Progress	Completed	Use engaging and informative materials
Presentation of social goals and current activities				
Facilitation of discussions on alignment				
Use of interactive methods				
Documentation of key points and action items				
Assignment of responsibilities and deadlines				
Monitoring system for tracking implementation				
Identify the impact on organizational growth and commitment to inclusivity				

### 2.3.3. Guide to SPORTS INC. Action Plans

**Objective:** Equip facilitators with the knowledge and tools needed to effectively use the SPORTS INC. “Aspiring Entrepreneurs” and “Businesses” Action Plans, guiding NGOs and beneficiaries to align their operations with social missions and promote inclusive sports and leisure activities.

#### How to Use the SPORTS INC. “Aspiring Entrepreneurs” and “Businesses” Action Plans

2021-1-PT01-KA220-ADU-000033532 Page 33

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



The SPORTS INC. Action Plans are designed to provide comprehensive guidance and practical tools for aspiring entrepreneurs and existing businesses in the inclusive sports and leisure sector. As a facilitator, your role is to ensure these action plans are implemented effectively, fostering alignment with social missions, promoting inclusion, and supporting the work integration of beneficiaries.

Steps for Facilitators:

1. Familiarize with the Action Plans:

**Goal:** Gain a thorough understanding of the structure, objectives, and methodologies of both the Aspiring Entrepreneurs and Business Action Plans.

**Action:**

- Read through the entire action plans to understand their scope and content.
- Note key sections relevant to your NGO's activities and the needs of your beneficiaries.

2. Customize the Plans for Your Audience:

**Goal:** Adapt the action plans to fit the specific context and needs of your NGO and its beneficiaries.

**Action:**

- Identify the unique challenges and opportunities within your community.
- Tailor exercises and activities to address these specific needs.
- Incorporate local examples and case studies to make the content more relatable.

3. Conduct Training Sessions:

**Goal:** Train your team and beneficiaries on how to use the action plans effectively.

**Action:**

- Organize workshops to introduce the action plans and their components.
- Provide detailed explanations of each section, highlighting key exercises and checklists.
- Use interactive methods such as group discussions, role-playing, and hands-on activities to engage participants.

4. Implement the Action Plans:

**Goal:** Guide your team and beneficiaries through the implementation of the action plans.

**Action:**

- Start with the Ideation phase, helping participants brainstorm and develop their business ideas.
- Move through the Preparation, Implementation, and Evaluation phases systematically.
- Provide ongoing support and feedback to ensure successful execution of the plans.

5. Monitor and Evaluate Progress:

**Goal:** Track the progress of the action plan implementation and make necessary adjustments.

**Action:**

- Use the provided checklists to monitor progress at each stage.
- Schedule regular check-ins to review achievements and address any challenges.
- Collect feedback from participants to continuously improve the process.

By following this guide, facilitators can effectively implement the SPORTS INC. “Aspiring Entrepreneurs” and “Businesses” Action Plans. These plans provide a comprehensive framework for NGOs to align their operations with social missions, promote inclusive sports and leisure activities, and support the work integration of beneficiaries. Regular monitoring and evaluation ensure continuous improvement and alignment with the NGO’s goals, fostering a vibrant and inclusive community.

### 2.3.4. Measure Impact

**Objective:** Assess the effectiveness of your initiatives by gathering feedback from beneficiaries and measuring the social impact of business activities. This ensures continuous improvement and alignment with the NGO’s mission of promoting inclusive sports and leisure.

#### 2.3.4.1. Exercise 1: Develop a Feedback Sheet for Beneficiaries

Collecting feedback from beneficiaries is crucial for understanding their experiences and identifying areas for improvement. A well-designed feedback sheet helps gather valuable insights directly from those who benefit from your programs.

Steps:

1. Identify Key Areas for Feedback:

**Goal:** Determine the aspects of your programs you want to evaluate.

**Action:**

- List the key areas, such as program accessibility, quality of services, inclusivity, staff performance, and overall satisfaction.

2. Design the Feedback Sheet:

**Goal:** Create a user-friendly feedback sheet that encourages honest and comprehensive responses.

**Action:**

- Include a mix of quantitative questions (e.g., rating scales) and qualitative questions (e.g., open-ended responses).
- Ensure the language is clear and accessible to all beneficiaries.
- Include questions such as:
  - How would you rate the overall accessibility of our program?
  - Were the staff supportive and inclusive?
  - What did you like most about the program?
  - What improvements would you suggest?

3. Distribute the Feedback Sheet:

**Goal:** Ensure all beneficiaries have the opportunity to provide feedback.

**Action:**

- Distribute the feedback sheets at the end of programs or activities.
- Provide options for anonymous submission to encourage honest feedback.
- Consider offering both physical and digital versions for convenience.

4. Analyze the Feedback:

**Goal:** Identify trends and areas for improvement based on the feedback received.

**Action:**

- Collect and compile the feedback.
- Analyze the responses to identify common themes and specific areas that need attention.
- Use the insights to make informed decisions about program adjustments and enhancements.

#### 2.3.4.2. Checklist

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Identify key areas for feedback	Not Started	In Progress	Completed	Revisit regularly
Design a user-friendly feedback sheet	Not Started	In Progress	Completed	Update based on feedback
Distribute feedback sheets	Not Started	In Progress	Completed	Ensure all beneficiaries are reached
Collect and analyze feedback	Not Started	In Progress	Completed	Implement insights effectively

#### 2.3.4.3. Exercise 2: Impact Measurement

Measuring the social impact of your business activities is essential for demonstrating the effectiveness of your initiatives and making data-driven improvements. This exercise introduces tools and methods to systematically measure and evaluate your social impact.

Steps:

1. Identify Impact Indicators:

**Goal:** Define specific indicators that reflect the social impact of your activities.

**Action:**

- Identify indicators such as increased participation in sports, improved physical and mental health, enhanced community engagement, and employment opportunities for beneficiaries.

- Consider both quantitative indicators (e.g., number of participants, employment rates) and qualitative indicators (e.g., beneficiary testimonials, community feedback).
2. Select Measurement Tools:
- Goal:** Choose appropriate tools to measure each impact indicator.
- Action:**
- Use surveys and questionnaires to collect quantitative data.
  - Conduct interviews and focus groups to gather qualitative insights.
  - Implement digital tools and software for data collection and analysis.
3. Collect Data:
- Goal:** Systematically gather data using the selected tools.
- Action:**
- Schedule regular data collection periods (e.g., monthly, quarterly).
  - Ensure data collection methods are consistent and reliable.
  - Train staff and volunteers on how to effectively use the measurement tools.
4. Analyze and Report Findings:
- Goal:** Analyze the collected data to assess the social impact of your activities.
- Action:**
- Compile and analyze the data to identify trends and measure progress against your indicators.
  - Prepare reports that summarize the findings and highlight key insights.
  - Share the reports with stakeholders, including beneficiaries, staff, partners, and funders.
5. Use Findings to Improve Programs:
- Goal:** Utilize the insights gained from impact measurement to enhance your programs.
- Action:**
- Identify areas for improvement based on the findings.
  - Develop action plans to address any gaps or challenges.
  - Continuously monitor and adjust your programs to maximize their social impact.

By developing a comprehensive feedback mechanism and systematically measuring the social impact of your activities, your NGO can ensure that it remains aligned with its mission and continues to promote inclusive sports and leisure effectively. Regularly gathering and analyzing feedback from beneficiaries not only helps in improving current programs but also builds trust and engagement within the community. Utilizing the insights gained from impact measurement ensures that your initiatives are making a meaningful difference and supports continuous improvement and strategic planning.

### 2.3.5. Evaluation & Closing

**Objective:** Conduct a thorough evaluation of your alignment activities to ensure they are effective and aligned with the NGO's mission. This includes performing a balance review to assess the overall impact and effectiveness of your initiatives.

#### How to Conduct a Balance Review

A balance review is a comprehensive evaluation process used to assess the effectiveness and alignment of an organization's activities with its mission. This process is crucial for nonprofits to ensure that their initiatives are not only achieving their intended outcomes but also contributing positively to their overall mission.

To start, defining clear evaluation criteria is crucial. This involves identifying key performance indicators (KPIs) that align with the organization's mission. These KPIs could include measures of financial health, operational efficiency, beneficiary satisfaction, and community impact. It's important that these criteria reflect both short-term and long-term objectives, providing a comprehensive view of the organization's performance.

Once the evaluation criteria are established, the next step is gathering comprehensive data. This data should come from various sources and include both quantitative and qualitative elements. Quantitative data might consist of financial performance metrics and participation rates, while qualitative data could be gathered through surveys, interviews, focus groups, and case studies. This diverse data collection ensures a holistic understanding of the organization's impact and operations.

After collecting the data, it needs to be thoroughly analyzed. This involves comparing the data against the predefined KPIs to identify trends, strengths, and areas for improvement. Tools

such as SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) can be particularly useful in this phase, as they help interpret the data within a broader strategic context.

The balance review itself typically involves a meeting where the findings from the data analysis are presented to key stakeholders, including board members, staff, and major partners. This meeting should encourage open discussion about the implications of the findings and generate ideas for improvement. It's essential that all participants understand the data and feel empowered to contribute their insights and suggestions.

Following the discussion, the next step is to develop action plans based on the review's findings. These plans should outline specific steps to address areas needing improvement and reinforce successful strategies. It's important to assign responsibilities and set clear timelines for implementing these steps, ensuring accountability and progress tracking. Additionally, scheduling follow-up reviews will help monitor the implementation of these action plans and ensure continuous improvement.

To effectively monitor and evaluate the alignment activities, a detailed checklist can be used. This checklist should cover the entire process, from defining evaluation criteria and gathering data to analyzing the data, conducting review meetings, and developing action plans. Regularly updating this checklist will help keep the process on track and ensure that all aspects of the balance review are thoroughly covered.

Using resources such as the Balanced Scorecard Institute can provide valuable guidelines and tools for implementing balanced scorecards in nonprofits. Data collection tools like SurveyMonkey and Google Forms, as well as data visualization tools like Tableau, can enhance the effectiveness of the review process. Additionally, online courses on monitoring and evaluation, available on platforms like Coursera, edX, and Udemy, can provide further training and insights into effective evaluation methods.

In summary, conducting a balance review involves defining clear evaluation criteria, gathering and analyzing comprehensive data, facilitating open discussion among stakeholders, and developing actionable improvement plans. By following these steps and utilizing available resources, nonprofits can ensure their activities are aligned with their mission and achieving the desired impact. Regular evaluations and adjustments based on these reviews are essential for continuous improvement and long-term success.

### 2.3.5.1. Exercise: Monitor Progress

As tasks have been assigned and key milestones set, now is the time to monitor the steps you've decided on. Regular checks and updates will help you keep an overview of the collaboration, your responsibilities, and other crucial steps in establishing an inclusive enterprise. Track and review each task's progress, comparing initial goals with the current status and adjusting as needed to stay aligned with your mission.

Task	Initial Status	Current Status	On Track	Changes Made

### 2.3.6. Self-Reflective Questions

- Is the program rollout on schedule?
- What obstacles have emerged, and what solutions have been found?
- What is the community's response to the program?
- How is the team adapting to and implementing inclusive practices?

### 2.3.7. Checklist

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Define evaluation criteria	Not Started	In Progress	Completed	Ensure criteria are comprehensive



<b>Gather data from beneficiaries, staff, and stakeholders</b>	Not Started	In Progress	Completed	Enhance data collection methods
<b>Analyze quantitative and qualitative data</b>	Not Started	In Progress	Completed	Use advanced analysis tools
<b>Conduct review meetings</b>	Not Started	In Progress	Completed	Encourage open dialogue
<b>Develop action plans for improvement</b>	Not Started	In Progress	Completed	Regularly update action plans
<b>Monitor implementation of action plans</b>	Not Started	In Progress	Completed	Schedule periodic reviews

As NGOs complete this phase, their inclusive programs should actively engage the community, marking a significant milestone in their commitment to inclusivity.

### 2.3.8. Inspiration for further development

Drawing upon the SPORTS INC. [case studies](#) and success stories, we have conceptualized potential advancements for various inclusive sports and leisure business models. These ideas can serve as a catalyst when considering the progression beyond the ideation phase for your NGO's venture.

### 2.3.9. Relevant Resources

To deepen your grasp of this Action Plan and to utilize the competencies developed, consider delving into the following types of resources:

- [A General Guide to Netiquette](#)
- [Networking for NGO leaders](#)
- [How To Make A Business Partnership Work](#)

### Articles and Examples:

- [How to Select the Best Idea by the End of an Ideation Session](#)

- [How do you align your goals and expectations with your collaborators before starting a project? \(linkedin.com\)](#)
- [5 Common Collaboration Problems and How To Manage Them | Indeed.com](#)
- [Better Ways to Monitor and Communicate Your Project's Progress| Lucidchart Blog](#)
- [The power of collaboration: Dr. Shelle VanEtten de Sánchez at TEDxABQWomen](#)

## 2.4. Chapter 4: On-Going Support

**Objective:** Provide continuous support and resources to ensure the sustainable growth of the NGO and its initiatives. This chapter addresses the ongoing support necessary for both NGOs and their beneficiaries. It includes analyzing the barriers faced by beneficiaries, particularly internal barriers, and using the SPORTS INC platform to empower them as entrepreneurs. The chapter encourages NGOs to continuously engage with and reflect on the learning platform and action plans designed for aspiring entrepreneurs to ensure sustained support and development.

### 2.4.1. Preparation

Establishing a robust support system is essential to ensuring the ongoing support of both NGOs and their beneficiaries. This involves creating structured programs and utilizing available resources to address the needs and challenges faced by beneficiaries.

#### 2.4.1.1. Exercise 1: Mentorship Programs

Mentorship programs are crucial for providing continuous guidance and support to aspiring entrepreneurs. By pairing experienced entrepreneurs with new ones, NGOs can foster a supportive environment that encourages growth and learning.

Steps to Develop a Mentorship Program:

#### 1. Identify Potential Mentors:

- Reach out to experienced entrepreneurs within your network who are willing to share their knowledge and expertise.
- Consider industry professionals, successful business owners, and senior members of your NGO.

2. Recruit and Match Mentors and Mentees:

- Develop a recruitment strategy to attract potential mentors.
- Match mentors with mentees based on their interests, goals, and areas of expertise.
- Ensure compatibility by considering factors such as communication style and professional background.

3. Set Clear Objectives and Expectations:

- Define the goals of the mentorship program and communicate them clearly to both mentors and mentees.
- Establish guidelines for the mentoring relationship, including frequency of meetings and types of support provided.

4. Provide Training and Resources:

- Offer training sessions for mentors to enhance their coaching and leadership skills.
- Provide resources such as mentorship manuals, communication tools, and goal-setting templates.

5. Facilitate Regular Check-ins and Support Sessions:

- Schedule regular meetings between mentors and mentees to discuss progress and address any challenges.
- Organize group meetings or workshops to foster a sense of community and encourage shared learning.

6. Evaluate and Adjust the Program:

- Collect feedback from both mentors and mentees to assess the effectiveness of the program.
- Make adjustments based on feedback to improve the program and address any issues.

### 2.4.1.2. Checklist: Schedule Regular Check-ins and Support Sessions

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Identify potential mentors	Not Started	In Progress	Completed	Expand mentor network
Recruit and match mentors and mentees	Not Started	In Progress	Completed	Improve matching process
Set clear objectives and expectations	Not Started	In Progress	Completed	Clarify guidelines regularly
Provide training and resources	Not Started	In Progress	Completed	Update training materials
Facilitate regular check-ins and support sessions	Not Started	In Progress	Completed	Increase meeting frequency
Evaluate and adjust the program	Not Started	In Progress	Completed	Incorporate feedback continuously

### 2.4.1.3. Utilizing the SPORTS INC Platform

The SPORTS INC platform offers a range of resources and action plans designed to support aspiring entrepreneurs. By actively engaging with this platform, NGOs can provide ongoing support to their beneficiaries.

#### 1. Analyze Barriers Faced by Beneficiaries:

- Identify both external and internal barriers that hinder beneficiaries' progress.
- Use tools and assessments available on the SPORTS INC platform to understand these challenges deeply.

#### 2. Empower Beneficiaries:

- Leverage the learning modules and action plans on the SPORTS INC platform to empower beneficiaries.
- Encourage continuous learning and development through the platform's resources.

### 3. Engage Continuously with the Platform:

- Regularly review and reflect on the learning modules and action plans.
- Stay updated with new resources and updates on the platform.

### 4. Promote Peer Learning and Support:

- Encourage beneficiaries to connect with peers on the platform to share experiences and support each other.
- Facilitate group discussions and forums to foster a collaborative learning environment.

Ongoing support is vital for the sustainable growth of NGOs and their initiatives. By developing structured mentorship programs and actively utilizing resources like the SPORTS INC platform, NGOs can ensure continuous support and empowerment for their beneficiaries. Regular engagement with these tools and reflective practices will help NGOs address challenges effectively and promote the long-term success of their programs.

## 2.4.2. Implementation

**Objective:** Establish mechanisms to collect and respond to feedback from beneficiaries and stakeholders. Assess ongoing needs for training and resources to ensure continuous improvement and alignment with the NGO's mission.

### 2.4.2.1. Exercise 1: Feedback Loops

Feedback loops are essential for understanding the effectiveness of your programs and making necessary adjustments. Establishing mechanisms to collect and respond to feedback from beneficiaries and stakeholders helps in assessing ongoing needs and improving the support provided.

Steps to Establish Feedback Loops:

1. Identify Key Feedback Sources:

- Determine who will provide feedback, including beneficiaries, staff, volunteers, and external stakeholders.
- Consider different perspectives to get a comprehensive understanding of the program's impact.

## 2. Develop Feedback Tools:

- Create surveys, questionnaires, and interview guides tailored to each group of respondents.
- To gather detailed insights, use both quantitative (e.g., rating scales) and qualitative (e.g., open-ended questions) methods.

## 3. Implement Feedback Collection:

- Schedule regular intervals for collecting feedback, such as quarterly surveys or annual interviews.
- Ensure anonymity where possible to encourage honest and open responses.

## 4. Analyze Feedback:

- Compile and review the collected data to identify common themes, strengths, and areas needing improvement.
- Use tools like SWOT analysis to interpret the feedback within the context of your strategic goals.

## 5. Respond to Feedback:

- Develop action plans to address the feedback, outlining specific steps to make improvements.
- Communicate back to stakeholders about the changes being made in response to their feedback.

## 6. Monitor and Review:

- Regularly review the feedback loops to ensure they are effective and make adjustments as needed.

- Continuously seek new ways to improve feedback mechanisms and engagement with stakeholders.

#### 2.4.2.2. Checklist: Assess Ongoing Needs for Training and Resources

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Identify key feedback sources	Not Started	In Progress	Completed	Expand feedback network
Develop feedback tools	Not Started	In Progress	Completed	Update tools regularly
Implement feedback collection	Not Started	In Progress	Completed	Ensure regular collection intervals
Analyze feedback	Not Started	In Progress	Completed	Use advanced analysis methods
Respond to feedback	Not Started	In Progress	Completed	Communicate actions effectively
Monitor and review feedback loops	Not Started	In Progress	Completed	Continuously improve mechanisms

By implementing structured feedback loops, NGOs can ensure they continuously align their activities with the needs and expectations of their beneficiaries and stakeholders. Regular feedback collection and analysis help identify training and resource needs, fostering a culture of continuous improvement and engagement. This approach not only enhances program effectiveness but also strengthens the relationship between the NGO and its community, promoting sustainable growth and impact.

#### 2.4.3. Evaluation & Closing

**Objective:** Establish mechanisms to evaluate and conclude mentorship sessions with beneficiaries effectively. This involves developing a balance and review mechanism to assess the overall impact of support programs and making necessary adjustments to ensure continuous improvement and alignment with the NGO's mission.

### 2.4.3.1. Exercise 1: Develop a Balance & Review Mechanism

Implementing a structured balance and review mechanism is crucial to ensuring that mentorship sessions and support programs are effective and beneficial for beneficiaries. This process helps evaluate the sessions' impact, identify areas for improvement, and plan for future support.

Steps to Develop a Balance & Review Mechanism:

1. Set Clear Objectives and Criteria:

**Goal:** Define what success looks like for the mentorship sessions.

**Action:**

- Establish specific, measurable objectives for the mentorship program.
- Identify key performance indicators (KPIs) such as skill development, confidence levels, and business progress.

2. Collect Feedback and Data:

**Goal:** Gather comprehensive feedback from both mentors and mentees.

**Action:**

- Develop feedback forms and surveys tailored to assess the effectiveness of the mentorship sessions.
- Schedule regular feedback collection points, such as mid-term and end-of-term reviews.

3. Analyze Feedback and Performance Data:

**Goal:** Evaluate the data to understand the impact of the mentorship program.

**Action:**

- Compile and review the feedback from mentors and mentees.
- Analyze performance data to identify trends, successes, and areas needing improvement.

4. Conduct Review Meetings:



**Goal:** Discuss the findings and plan for future improvements.

**Action:**

- Hold review meetings with mentors, mentees, and program coordinators to discuss the feedback and analysis.
- Encourage open discussion to explore the implications of the findings and generate actionable insights.

5. Develop Action Plans:

**Goal:** Create specific plans to address identified issues and enhance the program.

**Action:**

- Outline steps for improving the mentorship sessions based on the review findings.
- Assign responsibilities and set timelines for implementing these steps.
- Plan follow-up reviews to monitor progress and ensure continuous improvement.

**2.4.3.2. Checklist: Evaluate the Impact of Support Programs and Adjust as Necessary**

Evaluation Aspect	Initial Status	Mid-Term Status	Final Status	Improvement Areas
Set clear objectives and criteria	Not Started	In Progress	Completed	Ensure objectives are specific
Collect feedback from mentors and mentees	Not Started	In Progress	Completed	Increase feedback frequency
Analyze feedback and performance data	Not Started	In Progress	Completed	Use advanced analysis techniques
Conduct review meetings	Not Started	In Progress	Completed	Foster open discussion
Develop action plans for improvement	Not Started	In Progress	Completed	Regularly update action plans
Monitor implementation of action plans	Not Started	In Progress	Completed	Schedule periodic reviews

### 2.4.3.3. Inspiration for further development

Using the SPORTS INC. e-learning platform, we have provided [case studies](#) as a starting point. We have “ideated” some possible next steps for 2 of these cases, which can serve as inspiration when reflecting upon the ideation phase.

### 2.4.4. Relevant resources

To enhance your understanding of this Action Plan and apply the skills and knowledge acquired, consider exploring the following resources:

#### Tutorials and How To:

- [A beginner’s guide to inclusive monitoring and evaluation: from talking to doing](#)
- [2023 UNHCR Online Consultations with NGOs](#)
- [Building a more inclusive sport movement: where to start?](#)
- ['Using sport as a tool to create an inclusive society'](#)
- [How to reinvent the customer experience through design thinking](#)
- [Effective Ideation Exercises & How to Use Them](#)
- [Inclusion through sports](#)
- [How to Select the Best Idea by the End of an Ideation Session](#)

#### Articles and Examples:

- [Project Monitoring: What It Is and Why It’s Important](#)
- [Fundamentals of inclusive sport programs](#)
- [Tips for inclusive language in sport for people with disability](#)
- [4 Ways to Build Inclusive Sports and Recreation Programs for Children with Disabilities](#)
- [Breaking Barriers: Strategies For Inclusivity in Sports](#)
- [Leisure Activities for People with Disabilities: Embracing Inclusivity and Fun](#)

By fully utilizing the resources provided, you can expand your understanding and enhance your capabilities, crucial for effectively conducting the Evaluation & Closing stage of the SPORTS INC. Action Plan. This enhanced proficiency not only aids your current initiatives but also enriches future ventures. With this solid base of knowledge, you're better equipped to engage in



meaningful collaborations, swiftly navigate through the evolving landscape of the inclusive sports and leisure industry, and steer your enterprise toward sustained growth and success.

