



**2019**  
**ANNUAL REPORT**  
USING RUGBY AS A PLATFORM TO  
ENABLE DISADVANTAGED YOUNG  
PEOPLE ACCESS TO LIFE-CHANGING  
EDUCATION, EMPLOYABILITY AND  
HEALTHCARE SERVICES



[www.umrio.org](http://www.umrio.org)  
OneRio UK Registered Charity Number: 1172036  
Associação UmRio [OneRio] Brazilian Charity Number (CNPJ): 22.075.882/0001-97



# MISSION STATEMENT

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UmRio/OneRio aims to create a safe and enabling environment for vulnerable children and young people, where they can develop skills, and gain access to services and opportunities to build bright, successful futures for themselves and their community. Using rugby as a platform to enable support through education and healthcare, UmRio/OneRio provides tangible and interconnected opportunities for educational, professional and personal development.

More specifically, UmRio/OneRio works to address the core drivers of poverty and gang involvement by delivering positive outcomes among its beneficiaries in personal development indices, educational attainment, job-readiness, health and well-being, and suppressing financial pressures through entry-level employment opportunities and pro-bono services



# MESSAGE FROM THE DIRECTOR

2019 marked 6 years of UmRio/OneRio activities in Morro do Castro. It feels like yesterday we were coaching the basics of rugby to 30 young people on Gordu's rugby field, in our weekly 2 hour Tuesday afternoon training sessions.

Today we run 9 programmes, operating over 60 hours per week in Morro do Castro and reaching more than 400 children and young people. This has all been made possible by a dedicated and diverse team of 55 fixed volunteers, and a number of incredibly generous supporters.

On a programmatic level, we saw the increased engagement of girls and young women in our rugby programme and award-based programmes – namely our trainees programme and Project Blue – and the increased engagement of Baby Blues (5-11 years) across all programmes. Furthermore, in 2019, we launched two new programmes, targeting specific audiences withing our beneficiaries – the **“I Will Be”** programme, targeting the most vulnerable children and young people in Morro do Castro, and the **“Hees Pathways”** programme, targeting young people who have come to the end of their youth development journey at UmRio/OneRio with opportunities for personal/professional development within and outside of the organization.

Indeed, the increased engagement of new groups to our programmes is a testament to both our recruitment strategy, our programme methodology, and organizational priority to reach traditionally alienated children and young people, and meet their often ignored needs. Our success in doing so, is a cause for celebration for everyone involved with UmRio/OneRio.

The execution of our 2<sup>nd</sup> Project Blue was another highlight of 2019. This year two young people who obtained +80% attendance in our rugby, English and an education programme that is aligned with their academic objectives that year, made their way to the United Kingdom along with our first Hees Pathways Scholar. We have been delighted and encouraged by the academic progress of this years Project Blues scholars, both of whom met their academic goals this year.

Our healthcare programme has continued to grow from strength to strength, with our partnership with the State University of Rio de Janeiro's (UERJ) Atraumatic Restorative Treatment still going strong, and the recruitment of a healthcare coordinator, who has begun conducting preliminary re-

search to identify the key áreas of need in Morro do Castro, in relation to general healthcare.

Administratively, we have sought to build and consolidate effective mechanisms for monitoring, evaluation, accountability and learning (MEAL), share our findings in learning platforms, and train local organisations in child protection. We have also engaged in capacity building opportunities, obtaining pro-bono legal support from Thomas Reuters TrustLaw, and Tozzini, Freire, Texeira e Silva advogados on improving and consolidating our governance structures.

Our partnership network grew further in 2019. This year we engaged in a number of learning communities, including REMS (Brazil's Sport for Social Change Network), the Laureus Education Learning Community and the Ford Fellowship. We have also taken the first steps in establishing a rugby-specific shared learning platform in the Rugby for Development Union (RfDU), making connections with 16 community-based organisations that use rugby as a tool for social change in every continent in the world. We are delighted to have consolidated partnserhips with the Hees Family Foundation, Laureus Sport for Good Foundation, the BrazilFoundation, Stichting Martinus Robert Schreuders, Wasps Legends CF, St Albans School, The Skinners School, The Varsity Match, RP International, and the Kedge Business School.

2019 promises to bring yet more exciting times as we seek to build on our successes and learnings from previous years to broaden our impact in Morro do Castro and beyond.

As we reflect on the past five years, and look forward to 2019, we pay tribute to the incredible work of our staff and young people. We would also like to thank our friends and supporters on behalf of everyone at OneRio for their unwavering and crucial support. Teamwork is at the heart of our organisation, and we believe that without your support we would not be able to continue to transform the lives of children and young people in Morro do Castro.



**Robert Malengreau**

Founder & Director – UmRio/OneRio



# IMPACT HIGHLIGHTS

A total of **399** young people participated in UmRio/OneRio programmes in Morro do Castro in 2019, **54%** of whom were boys, **84%** self defined as afro-Brazilian, **55%** of 18+ year olds have never gained work experience, and **65%** live in housing that is defined by the United Nations as 'inadequate housing'. Notably, a further **934** people have benefitted indirectly from our activities in 2019, of which **51%** were women.

Highlights from UmRio/OneRio's programmes included:

**Rugby:** UmRio/OneRio's rugby programme benefitted a total of **150** children and young people throughout the year.

**Education:** **198** children and young people took part in our education programmes. All **25** young people who took secondary school entrance exams in 2019 passed, **6** of whom have been accepted to Colégio Pedro II, a secondary school that is currently ranked 5<sup>th</sup> in Brazil's nationwide education index. **100** children and young people participated in UmRio/OneRio English classes, and **44** children and young people received educational support through our project-based learning educational support course. A total of **50** young people and adults participated in our preparatory course for university entrance exams between March and November, of which **11** completed the course (a 3% higher completion rate than 2018).

**Employability:** **40** young people took part in our employability course, designing curriculums, as well as drafting cover letters, and **10** young people went on to gain their first paid work experience.

**Healthcare:** **200** young people received medical treatment and consultations in 2018. **201** children received free dental treatment and consultations. In total, **£37,000** worth of treatment and consultations were provided pro-bono to children and young people in Morro do Castro. In addition, the dental programme also molded professional gum shields for 48 children and young people who play rugby.

**Project Blue:** **3** young people took part in our first ever exchange programme, which saw them fly to London to take part in the 2018 Varsity Match, visit Oxford and Cambridge Universities, and stay at one of the worlds oldest schools, St Albans School in Hertfordshire

Highlights from UmRio/OneRio's Administration:

**Human Resources:** **55** fixed volunteers supported our activities in 2017. The team breakdown was as follows:

Administrative functions: **13**

Rugby programmes: **3**

Education programmes: **24**

Employability programmes: **3**

Healthcare programmes **12**

# ENROLMENT & CONTEXT

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**399** CHILDREN & YOUNG PEOPLE PARTICIPATED IN ONERIO ACTIVITIES IN 2019

**84%** SELF-DEFINED AS **AFRO-BRAZILIAN**

**46%** WERE **GIRLS**

**55%** 18+ YEAR OLDS **NEVER OBTAINED WORK EXPERIENCE**

**65%** LIVE IN HOUSING DEFINED BY THE UNITED NATIONS AS **INADEQUATE HOUSING**

**934** INDIRECT BENEFICIARIES IN 2019, OF WHICH **51%** FEMALE

## CONTEXT & NEED

UmRio/OneRio operates in **Morro do Castro**, a favela of 6,000 residents in São Gonçalo (RJ). **39%** of students in Morro do Castro are recipients of the Bolsa Familia benefits programme that targets people living under the poverty line, and where youth unemployment has reached **37%**.

The criminality and danger associated with Morro do Castro has created rigid social boundaries and a culture of avoidance and exclusion that has deterred professionals from entering the community. This in turn has limited residents' access to basic services (Nalon, 2013). The resulting segregation has rendered residents as second-class citizens, not provided for by the government, whose intervention in Morro do Castro is often limited to brutal and violent policing methods and interventions.

The practical implications of this stereotypical profile are seen through the demonstrable failings of educational and healthcare services, as well as significantly and unjustly reduced employment prospects for its young people

Our surveys of the residents have shown that specific examples of this failure include, but are not limited to; recurrent absences of teachers from schools, medical professionals at health centres, and, more worryingly, the reuse of unsterilized medical equipment though lack of supply.

Further to this lack of basic services, our personal experience echoes the wider research which shows young people from Morro do Castro face discrimination and unequal access to the labour market because of their postcode. After completing 16 years of education, a non-favela resident will earn on average **250%** more than a favela resident with the same level of education (Perlman, 2016).

The data below outlines these issues in more detail, and illustrates the need for UmRio/OneRio's programmes:

### Education:

**68%** of students in Morro do Castro are underperforming at school, with **52%** at risk of failing in Portuguese, and **84%** at risk of failing in Mathematics (SAEN, 2017)

### Employability:

**94%** of 18-25 year olds registered at UmRio/OneRio are unemployed.

### Healthcare:

**66%** of our participants identified understaffed/under-resourced healthcare services as a key challenge in Morro do Castro.

Independently these major disadvantages facing young people of Morro do Castro would be sufficient to warrant intervention. In this community, however, the lack of intervention often has more serious consequences given the ever-present threat of the drug trade. Research has shown the high correlation between the unmet needs outlined above and youth engagement in drug trafficking:

**98%** of entry to the drug-trade occurs between 13-21 years of age – a demographic that constitutes **71%** of our participants.

The main drivers are:

Desire to support one's family, **66%**

Alienation from education/employment, **44%**,

Financial struggles, **23%**

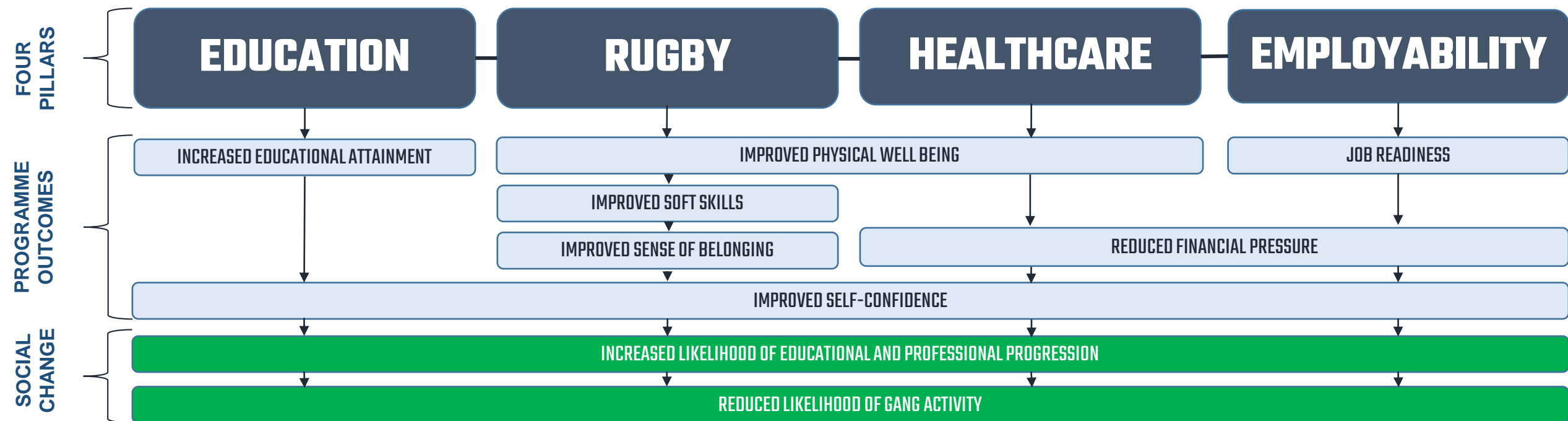
Desire for a greater sense of belonging, **12%** (Observatório das Favelas, 2013, 2019).

# THEORY OF CHANGE & ONERIO'S FOUR PILLARS MODEL

UmRio/OneRio exists to target these inequalities through a framework that addresses each of the problems outlined above. Our programme is a multi-faceted intervention that offers emotional support and opportunities for personal growth alongside the provision of vital education, healthcare and employability services. Leveraging a wide range of partners, our offering is tailored to the particular level and needs of each individual. This holistic approach seeks to divert these young people away from the drug trade and empower them to define their own brighter future instead of the one circumstances may have laid out for them.

UmRio/OneRio's Theory of Change is based on the understanding that real change to a young persons behavior, situation, opportunities and choices are dependent on the way they relate to education, the range of their personal network, their access to healthcare services and how they see their futures.

## OneRio's Four Pillars and Theory of Change:

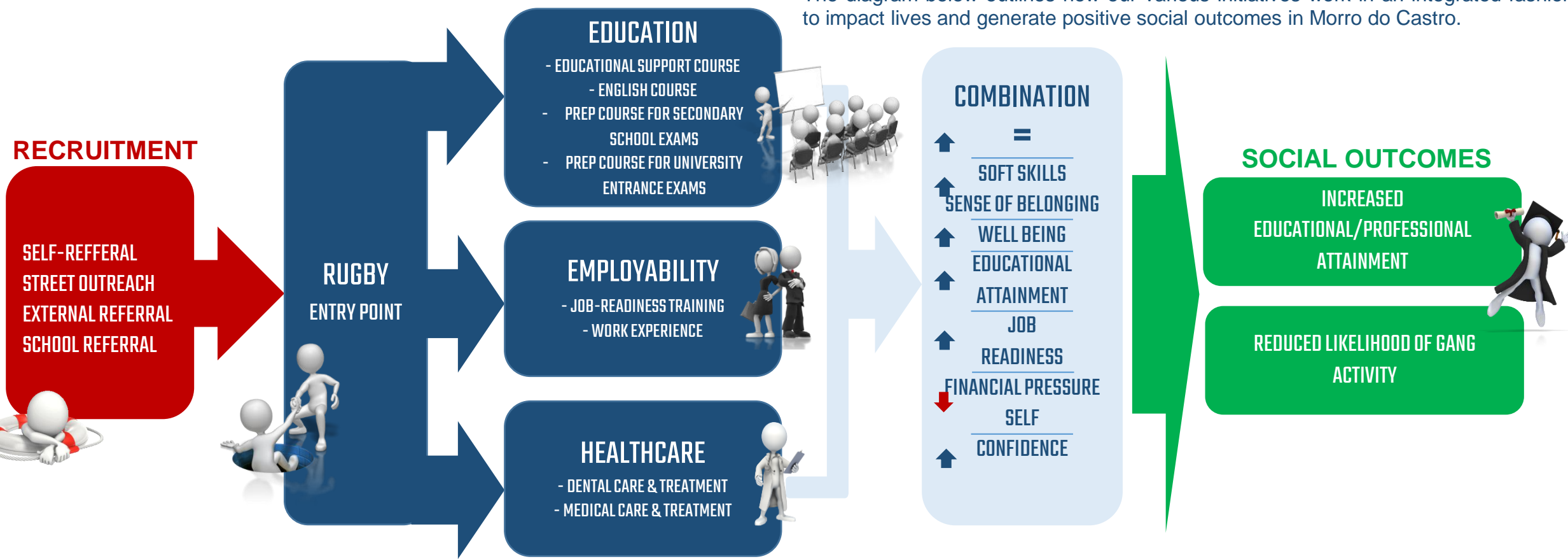


# HOLISTIC & INTEGRATED MODEL 2019

UmRio/OneRio's four pillars model uses rugby as a platform to engage disadvantaged young people and enable support through education, employability and healthcare. It works to address the key vulnerabilities of children and young people in Morro do Castro by offering a safe space where they can develop skills, and gain access to vital services and opportunities to build bright, successful futures for themselves and their communities.

UmRio/OneRio's local impact is facilitated through our four year partnership with the management team of a local school in Morro do Castro, Escola João Brazil. We have also been working closely with Morro do Castro's residents' association, and other local partners who support our activities in the community.

The diagram below outlines how our various initiatives work in an integrated fashion to impact lives and generate positive social outcomes in Morro do Castro.





# MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL) FRAMEWORK

In 2019, UmRio/OneRio undertook a strategic review highlighting the critical importance to establishing appropriate systems and processes to ensure learning is at the centre of all that we do. Indeed, it is only through constantly seeking feedback from the young people we are supporting, carefully collecting and checking data, and ensuring learning is embedded as we continue to develop and strengthen our methodology, that we can guarantee the highest quality in all our programmes.

In this MEAL Framework we articulate in detail how: each of the four pillars, 'program outcomes', and 'social change' will be monitored, evaluated and reported.

UmRio/OneRio's Values underpin our approach to MEAL.



Four of our values particularly underpin a strong MEAL Framework:

**Development:** constantly striving to improve through evaluation and learning. **Empowerment and solidarity:** involvement of students and staff in programme design, delivery and evaluation.

**Respect:** we show respect to funders, partners and community by striving to improve and by capturing and reporting results.

Rationale for undertaking MEAL: we have developed a systematic MEAL process in order to facilitate:

## 1. Accountability and results:

- To ensure plans and commitments are progressing as expected.
- To measure and demonstrate our impact, providing evidence that we are delivering lasting impact for children and young people according to our mission and values.
- To be accountable to ourselves, children, community, donors and partners.

## 2. Effective and Efficiency: to facilitate and have evidence of effective and efficient use of funds.

### 1. Evidence and learning:

- To understand the impact of our programs and how they are perceived by UmRio/OneRio's children and young people.
- To ensure the quality of our work.

### 2. Improvement of our programs

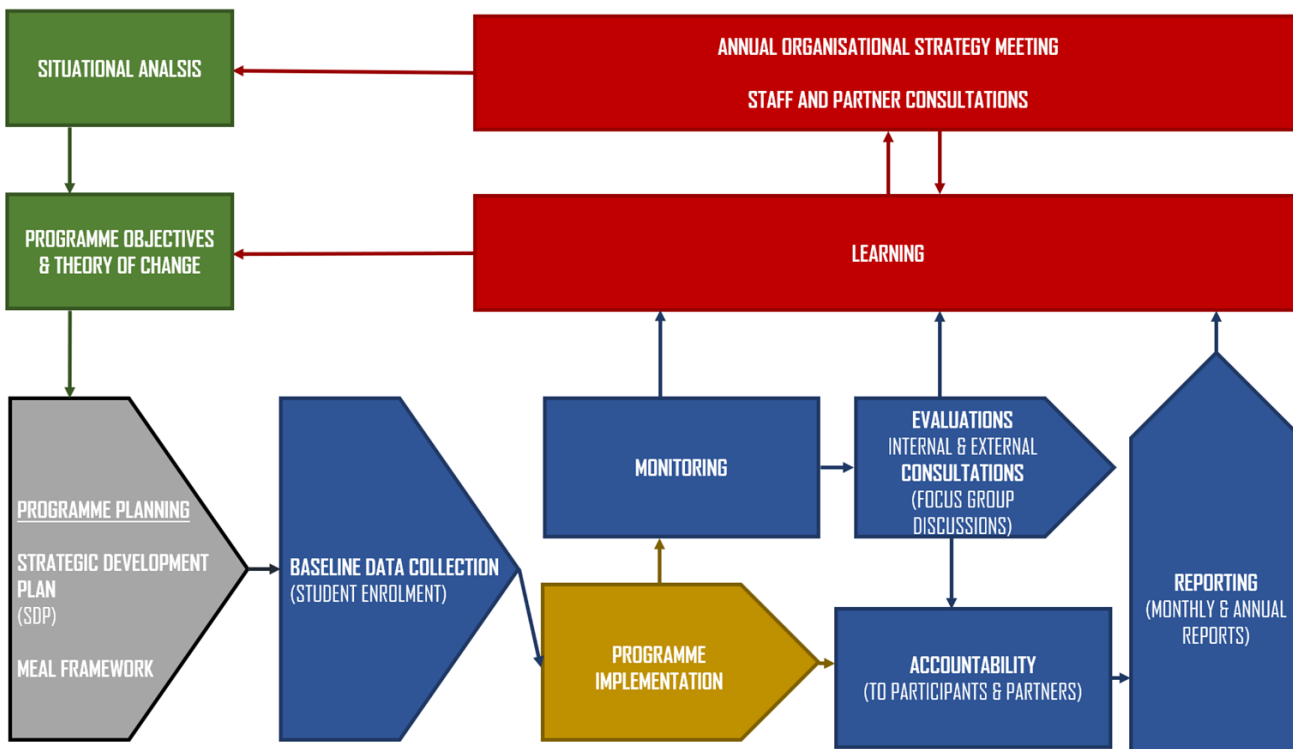
- To constantly improve and evolve in line with the needs of our children and young people.
- We are committed to using monitoring data and accountability feedback for the purposes of programme quality improvement and decision making

## 5. Transparency: to facilitate more accurate and timely reporting.

# MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL) LIFE-CYCLE

The Life-Cycle of MEAL at UmRio/OneRio is captured below. The life-cycle is designed to best represent the temporal and relational dimensions between key aspects of the MEAL process.

## MEAL LIFE-CYCLE



Specifically the colour scheme is used to show the difference between these key aspects of the life-cycle:

- **Local context, theory, investigation and analysis of key issues in Morro do Castro - including in-depth academic research, field-work and community consultation - in order to determine the need for intervention and how UmRio/OneRio is best placed to make an impact**
- Programme and MEAL Design - in respect to the identified context and need outlined above.
- **Programme Implementation - in line with UmRio/OneRio's 'Theory of Change' below.**
- **Monitoring, Evaluation, Accountability and Reporting**
- **Learning**

At UmRio/OneRio we want to ensure that accountability is systematically embedded in our ways of working. Hence, to ensure accountability, UmRio/OneRio involves students in every stage of our program design and implementation, including via:

- Onboarding new students with a baseline questionnaire to assess student needs and relevance of UmRio/OneRio programs.
- Annual student consultations on relevance, efficiency and effectiveness of UmRio/OneRio's programs.
- Issue-based discussion groups and student consultation as needs arise.
- UmRio/OneRio student/trainee input into program development and delivery.
- An ongoing feedback mechanism whereby UmRio/OneRio staff are available and open to student feedback and program input.



# RUGBY

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**UMRIO/ONERIO WOMEN'S TEAM PLAY FIRST COMPETITIVE RUGBY**

**BABY BLUES COMPETE IN FIRST EVENT**

**73% OF PARTICIPANTS GET ON WELL WITH OTHERS**

**83% OF PARTICIPANTS WORK WELL AS A TEAM**

**69% OF PARTICIPANTS CLAIM TO FIGHT LESS SINCE ENGAGING IN RUGBY**

**89% OF PARTICIPANTS FEEL VALUED**

# RUGBY

Rugby has always been at the heart of UmRio/OneRio's identity. Delivered three times a week across four age groups (Baby Blues 5-11, Light Blues 12-14, Sky Blues 15-17, and Dark Blues 18+), our rugby sessions act as an entry point to our wider services. By offering a safe space in Morro do Castro for our young people to meet and engage in a new sport, we can interact with them in a playful environment. Once we have built a trusting relationship with a new student through this interface, we are able to ascertain their particular needs and signpost them appropriately to our other activities. It is well documented that regular participation in sport has important benefits for a young person's mental and physical wellbeing, and UmRio/OneRio harnesses the power of rugby and in particular, the self-respect and 'squad values' it conveys, to provide healthy alternatives to some of the hardest to reach young people, encouraging them to re-channel feelings of withdrawal or aggression into a competitive, constructive and social structured setting.

When UmRio/OneRio launched in 2013, our programme revolved around one, **2** hour rugby session a week in Morro do Castro. Four years later, and we now run three 5 hour rugby sessions per week, engaging with **150** children and young people in Morro do Castro.

Over the course of 2019, we conducted **73** full days of rugby, or **365** hours. This entails coaching every age group. On average **72** children and young people attended rugby sessions.

## Participation:

**Baby Blues** (5-11 years): **69** Baby Blues enrolled in rugby  
**Light Blues** (12-14 years): **21** Light Blues enrolled in rugby  
**Sky Blues** (15-17 years): **31** Sky Blues enrolled in rugby  
**Dark Blues** (18-25 years): **29** Dark Blues enrolled in rugby

**Total: 150** students

## RUGBY HIGHLIGHTS (2019)

### Key Findings:

**74%** of participants feel they get on well with others.

**69%** of participants claimed to get into less fights at school, at home or on the street.

**83%** of participants feel they work well as a team.

**89%** of students feel **valued**.

### Rugby Milestones (2019)

**April 2019:** Baby Blues compete in first rugby (U10s) tournament – but are the only team of this age category to attend. Light Blues (U13s) compete and come 3<sup>rd</sup> in U15s tournament, losing only to the Sky Blues (15s) who came first place. Dark Blues came in second place. 8 young people obtained World Rugby XV Coaching Qualifications.

**May 2019:** Dark Blues competed in Itaipuaçu Rugby Club Anniversary Celebrations, losing just one game.

**July 2019:** Oxbridge Rugby Programme and The Skinners School Rugby Exchange. 4 young people also completed Coaches Across Continents 'Purposeful Play' coaching course.

**October 2019:** Sky Blues and Dark Blues (women's and men's teams) take part in State-wide trials.

**December 2018:** UmRio Women's team take part in first (U19) tournament as one team (composed of a range of Light, Sky and Dark Blues).



# EDUCATION

**UMRIO PARTICIPANTS OBTAIN GRADES 12% HIGHER THAN OTHER STUDENTS**

**100% APPROVAL RATE IN SECONDARY SCHOOL ENTRANCE EXAMS**

**89% OF PARTICIPANTS HAVE IMPROVED BEHAVIOUR IN CLASSROOM**

**100% OF MOST VULNERABLE PARTICIPANTS ARE MORE MOTIVATED TO LEARN**

**UMRIO STUDENTS SCORE 23% HIGHER ON SELF-EFFICACY TESTS THAN OTHER STUDENTS**

**76% OF UMRIO STUDENTS ARE CONFIDENT IN THEIR ABILITIES**

# EDUCATION

Delivered four times a week, our education curriculum offers curated content designed to help our students overcome the disadvantage of sub-standard quality education in public schools. The courses supplement the school's existing textbook-based curriculum with activities that deliver the necessary skills and qualifications to promote equal access to further education and employment opportunities. They comprise of catch-up support classes, preparatory courses to sit for secondary school and/or university entrance exams (to encourage young people to design and pursue journeys into further education), one-to-one tuition and English language classes. All activities are available for our participants to "pick" from, and are encouraged to design and commit to their own tailored package of activities and support, in line with their individual objectives.

Notably, retaining consistent levels of attendance is a challenge. This is particularly the case for the preparatory course for university entrance exams which are 10 hours long, running every Saturday from March to November. In 2018 we noted an 81% drop-out rate in this programme, with 12 students completing the course. This year the drop-out rate has reduced marginally to 78% with 11 students completing the course. This reduction is common in preparatory courses across Brazil, but is further exacerbated by the external factors that effect the public we work with. However, following strategic meetings with staff from the preparatory course for university entrance exams, we will be making changes and offering milestone awards in 2020 in an effort to address the drop-out rate.

OneRio has continued to apply its project-based learning methodology in our educational support and English courses. In this methodology, students work on projects to respond to authentic issues that they relate to, whilst simultaneously following a curricula that is aligned with their school curricula. This method is adopted to engage children and young people who are traditionally alienated from education and learning.

Our educational support course supplements that of our partners at João Brazil School, who follow a more conventional approach to learning. Intertwined with our employability programme, this year **40** children and young people engaged in our educational support programme, A further 4 young people obtained private 1-to-1 tuition in mathematics and chemistry from our teacher network. 25 students sat secondary school entrance exams, of which **100%** of those passed.

UmRio/OneRio English has been one of our most popular programmes since 2018. This year, 100 children and young people took part in our English course. Notably, 4 young people also took part in our advanced English programme, which coaches them to become English teacher assistants.

## EDUCATION HIGHLIGHTS (2019)

### *Key Findings:*

- 12% higher grades** than non-UmRio students
- 23% higher self-efficacy scores** than non-UmRio students
- 100% approval rate** in **secondary school entrance exams**
- 89%** of UmRio students have **improved behavior in the classroom**
- 100%** of the **most vulnerable** students at UmRio are **more motivated to learn**
- 80%** of (advanced) students who took **Cambridge Certificate exam passed**
- 76%** of students are **more confident** in their abilities
- 94%** of students are more interested in **learning new things**



# EMPLOYABILITY

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**96% OF STUDENTS AGREE HAVING A CAREER PATHWAY IS IMPORTANT**

**70% OF STUDENTS FEEL MORE OPTIMISTIC ABOUT THE FUTURE**

**79% OF STUDENTS FEEL MORE COMMITTED TO THEIR OBJECTIVES & ACHIEVING THEIR GOALS**

**83% OF STUDENTS FEEL MORE CONFIDENT TO APPLY FOR WORK (PRE-ENGAGEMENT DATA - 8%)**

**10 STUDENTS OBTAINED WORK EXPERIENCE (50% WERE YOUNG WOMEN)**

# EMPLOYABILITY

Our employability programme aims to tackle the financial pressures which too often force young people to drop out of school to support their families' income. In worst cases, this includes the ever present threat of being recruited into the drug trade. Our recent survey highlights that 60% of our target public reaches the age of 18 without relevant work experience, and even after completing 16 years of education, a favela resident will earn on average 250% less than non-favela resident. In order to address this, OneRio provides concrete, practical paid and unpaid work experience to young people, alongside job readiness training, CV development and mentoring to support their access to meaningful, safe employment opportunities. So far and in its pilot year, OneRio's paid traineeship programme has already benefited 14 young people.

To qualify for traineeships at UmRio/OneRio, students must be over 15 years of age, and must obtain +80% attendance in an education programme that is aligned with their academic goals that year. Students who completed the employability course and these requirements are eligible to receive a monthly stipend for exercising "prefect" roles supporting UmRio staff. In the case of those aged 15-17 years, students can obtain contributions to professional or academic development opportunities. 2019 was the first year Junior Trainees were accepted onto the programme.

Our employability programme is intertwined with our other 3 pillars (rugby, education and healthcare), in that we offer work experience and training in areas that are of professional interest of our young people. With training offered throughout the year in: teacher development, TEFL, World Rugby Accredited Rugby Coaching Courses, Purposeful Play Sports Coaching Courses, and mentorships by State University of Rio de Janeiro Professor Antônio Monnerat and his ART Dentistry team. Beyond providing students with exposure to a professional area of their interest, the traineeship also hopes to broaden their knowledge within that field, putting them in a more favourable position as they move on through their UmRio journeys and into further education.

In our second year partnering with the KEDGE Business School, we have established a job-readiness camp which will run, annually in the month of June, during the French business school student's visit. The purpose of this job-readiness camp is for our French partners to mentor our students through a simulated job-application process which will culminate in a job-interview with an external partner (as of 2020).

Also in 2019, we established the Hees Pathways programme, targeting young people who have completed their youth development journey at UmRio/OneRio. In this pilot year, Levi Chagas became the first Hees Pathways Scholar, being mentored by Harry Guinness (former Chief Advisor to the Australian Foreign Secretary), and Nikki Morgan (former head of CSR at GAP) in MEAL. With the continued support Levi was charged with collecting and synthesizing data, and was part of the Project Blue delegation in December, engaging in shared learning with our partners at Dallaglio RugbyWorks.

## EMPLOYABILITY HIGHLIGHTS (2019)

### Professional Development Courses

- 5 Teacher Training & 5 Cambridge Certificate (mock)
- 8 World Rugby XV Coaching Course, Level 1 & 6 Purposeful Play Coaching Course
- 4 Dentistry Mentorship

### Key Findings

- 96% of students feel having a career pathway is important
- 70% of students feel more optimistic about the future
- 79% of students feel more committed to their objectives and achieving their goals
- 83% of students feel more confident to apply for work (pre-engagement data was 8%)

# HEALTHCARE

A dental professional wearing a white hairnet and a white face mask is examining a young girl's teeth. The girl is sitting in a dental chair, and the professional is leaning over her. The background shows a dental clinic with various bottles and equipment on a counter.

**30** TEACHERS TRAINED TO TEACH DENTAL HEALTH AND HYGIENE

**91%** REDUCTION IN DENTAL CARIES

**66%** IMPROVEMENT IN ORAL HYGIENE

**R\$120,000** OF FREE CONSULTATIONS & TREATMENT PROVIDED PRO-BONO

**89%** OF STUDENTS FEEL HEALTHY

**71%** OF STUDENTS FEEL THEY HAVE A GOOD UNDERSTANDING OF HEALTH AND NUTRITION



# HEALTHCARE

Our healthcare pillar aims to address the critical scarcity of quality healthcare services and professionals entering Morro do Castro, often deterred by insecurity, and the stigma surrounding favelas. Through its network of pro-bono doctors and specialists, OneRio is able to provide health checks and treatment to young people, which in turn offers essential financial relief to families. Alleviating this financial burden is a vital service to our students families, 39% of whom live in extreme poverty.

Over the past five years our healthcare programme has developed from one focused entirely on preventative care, to one that includes consultations and treatment. We have partnered with the State University of Rio de Janeiro's (UERJ) ART Dentistry Treatment programme, led by leading Professor, Antônio Monnerat since 2016. The ART Dentistry Programme has prioritised the youngest students for routine consultations, and this has systematically progressed to older students over the course of the past 3 years. On average, 40 patients are seen on a monthly basis, and in total 200 children and young people were treated by our dentistry programme in 2019, totalling at over R\$120,000 of pro-bono treatment. In the interest of sustainability and prevention, the ART Dentistry team also trained 50 school teachers in Morro do Castro on how to teach dental health and hygiene to children and young people in the community.

We have sought to extend our healthcare programme beyond Dentistry in 2019, recruiting two healthcare coordinators who began conducting baseline healthcare research on students and young people at UmRio/OneRio in order to identify key areas of need. Currently the need to recruit dermatologists and ophthalmologists in 2020 has been identified as core priorities. Indeed, after several coordinators noted that very few young people wear glasses, we were particularly concerned to find that over 80% of students noted difficulties seeing the board at school. As such, we have alright begun working on establishing strategic partnerships with medical professionals, clinics and hospitals, as well as glasses providers to address this issue early in 2020.

Finally, as part of our drive to move beyond dentistry, as part of the Oxbridge Rugby Training Camp, we ran a series of nutritionist workshops Sy Wiggall (Oxford University Strength and Conditioning Coach), Luca Consigliere (Personal Trainer & Nutritionist) and James Wright (Cambridge University Student and Rugby Player) were tasked with establishing a realistic food budget (R\$25 / £4 per week) to create an accessible weekly menu that contain the nutrients our young people need, and that can realistically be followed by the young people themselves.

## HEALTHCARE HIGHLIGHTS (2019)

### Dental Care

#### Key Results

- 200** children and young people obtained **pro-bono consultations & treatment**
- 91% reduction in dental caries** amongst the control group we have worked with over the past 3 years (going from an average of 9.7 to 0.8)
- 66% improvement in oral hygiene** amongst this same control group
- 89%** feel healthy
- 71%** feel they have a good understanding of health and nutrition

# **PROJECT BLUE 2018** (WHERE ARE THEY NOW?)

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**MATHEUS OLIVEIRA (22 YEARS) – HAVING LEARNT ENGLISH IN 6 MONTHS IN 2018, MATHEUS HAS DECIDED HE WOULD LIKE TO READ ENGLISH AT THE FEDERAL UNIVERSITY FLUMINENSE (UFF). A TRAINEE OF THE UMRIO ENGLISH PROGRAMME IN 2019, MATHEUS COMPLETED SECONDARY SCHOOL AND SAT HIS FIRST EVER UNIVERSITY ENTRANCE EXAMS IN 2019.**

**MATHEUS SILVA (21 YEARS) – COMPLETED SECONDARY EDUCATION IN 2018, AND TOOK THE UNIVERSITY ENTRANCE EXAMS TO STUDY PHYSICAL EDUCATION. MATHEUS ALSO TOOK AN ELECTRICIANS COURSE IN 2019.**

**IVAN SILVA (21 YEARS) – COMPLETED SECONDARY EDUCATION IN 2018, HE SAT THE UNIVERSITY ENTRANCE EXAMS IN 2019. IVAN ALSO TOOK COURSES IN MECHANICS, AND BAKING IN 2019.**

# PROJECT BLUE

2019 marked the second year of our flagship Project Blue programme, an impact driven programme that took three young people from Morro do Castro to the United Kingdom for a unique cultural, academic and sporting exchange experience. The programme interacts with our total four pillar model, targeting the core drivers of school abandonment and gang involvement by encouraging engagement in our courses and activities. Indeed, to qualify for Project Blue candidates must (where applicable) be enrolled in school, and obtain +80% attendance in rugby training sessions, English classes, and an educational support course that is aligned with their academic goals that year.

By June, four young people who were registering these attendance scores qualified to receive financial and legal support to obtain travel documentation. By August, 3 young people had qualified, however, due to drops in attendance only 2 made the cut. However, with the support of longstanding volunteer Tom Painter who organized a MEAL training opportunities for this year's Hees Pathways Scholar at Dallaglio RugbyWorks and Impetus, Levi Chagas joined the Project Blue delegation. We are delighted to announce that all three members of the 2019 Project Blue delegation met their academic goals.

Our youth ambassadors were hosted by Lydia Kulenicz and family for the majority of their stay. Shortly after arriving the young people went to St Albans School for an exchange programme, watching the first ever UmRio Schools Cup which was played out between partners St Albans School and Skinner School at St Albans RFC. The climax of Project Blue is the Varsity Match, and like last year, our youth ambassadors spoke pitch side (in English) to 22,000 rugby fans at Twickenham Stadium. During the course of their 15 day stay, the youth ambassadors embarked on a full 10 day's of private tours in London, Oxford, Cambridge and Windsor Castle, and engaged in an exchange programme with Dallaglio's RugbyWorks Programme. Our youth ambassadors also had an incredible opportunity to have a guided tour of the England Rugby 7s training camp by England 7s Captain and UmRio Ambassador Tom Mitchell, where they met a number of rugby legend-

s including Simon Amor and Jack Rodwell, while the England 7s Team kindly surprised our Project Blue delegation, donating their official World Rugby 7s Series Kit to UmRio for the 2020 season. Finally, hosted in their last days in London by Cristine Yusef, the young people took part in a Volunteers Reunion at Mr Foggs in Covent Garden, organized by longstanding volunteer and supporter Dom Waldouck.

## PROJECT BLUE, 2019 SPECIAL THANK YOU'S

**The Dillon Kelly Family** – *donation of 2 airfares*

**RP International** – *donation of 1 airfare*

**Tom Mitchell** – *donation of 1 airfare*

**Andrew Burnett & Caspar Ramsay** – *fundraising*

**The Varsity Match** (Jeremy Macklin) – *event organisation*

**Oxford University RFC** (Tim Stevens, Joe Winpenny) – *institutional support*

**Cambridge University RUFC** (Scott Annet) – *institutional support*

**St Albans School** (Jeremy Walmsay, hosts, and school) – *hosting and general care*

**The Skinners School** – *participation in UmRio Schools Cup*

**Rhino Rugby** – *donation of winter wear*

**Kulenicz Family** – *hosting and general care*

**Cristine Yusef** – *hosting and general care*

**Richard and Ines Malengreau** – *Tourism and general care*

**Tom Painter** – *organisation of training exchange for Hees Pathways Scholar*

**Dominic Waldouck** – *organization of Volunteers Reunion*



# **PROJECT BLUE 2019** (WHO WERE THEY?)

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**LETICIA BAPTISTA (18 YEARS) – PASSED HER FINAL YEAR OF SECONDARY SCHOOL, AND WILL BE JOINING THE PREPARATORY COURSE FOR UNIVERSITY ENTRANCE EXAMS IN 2020**

**CAIO DAMACENA (19 YEARS) – WAS A 2018 CANDIDATE, WHO RETURNED TO PRIMARY EDUCATION LAST YEAR . HE HAS SUBSEQUENTLY PASSED TWO YEARS OF PRIMARY EDUCATION**

**LEVI CHAGAS (22 YEARS) – HEES PATHWAYS SCHOLAR, CURRENTLY READING INTERNATIONAL RELATIONS AT THE FEDERAL UNIVERSITY FLUMINENSE (UFF) AND BEING TRAINED AT UMRIO/ONERIO IN MONITORING & EVALUATION.**

## SHARED LEARNING

At UmRio/OneRio we believe impact is most effectively brought to scale through shared learning. It is based on this understanding, that since our inception in 2013, we have always actively sought learning opportunities, engaging in mentorships as well as seeking academic support to obtain constructive feedback on how our work in Morro do Castro can be improved.

In 2019, we have taken this approach further, engaging in learning communities, and seeking to build a platform for learning amongst rugby focused sport for development organisations. This year we have obtained pro-bono legal advice from Thomas Reuters TrustLaw, and Tozzini, Freire, Texeira e Silva advogados on how to improve our governance structure. Worked closely with friends in the sport for development sector through both the REMS (Sport for Social Change Network – Brazil), and Laureus Sport for Good Education Learning Community (Global), and been invited as one of 12 organisations nationally to be part of the 2019 Ford Fellowship (Brazil), where we led a seminar on monitoring, evaluation, accountability and learning.

## RUGBY FOR DEVELOPMENT UNION

We have also been working on developing a rugby specific learning community – the Rugby for Development Union (RfDU), connecting with 26 rugby for development organisations, (of which 16 community-based rugby for development charities) from every continent on the globe, and identified common denominators in the industry. We have been working particularly closely with Shamas (Kenya), Serge Betsen’s Rugby Academy (Cameroon), and Dallaglio RugbyWorks (UK). Through the RfDU concept, we hope to harness the potential of rugby in particular as a tool for social change in a variety of contexts and a range of issues, as well as help validate the sector.

Following one-to-one meetings with 16 rugby for development organisations across every continent, we have found that the primary common denominator is a shared belief in the sports capacity to engage young people who are vulnerable to risky behaviours. Furthermore, in the majority of instances (69%), rugby for development organisations are operating in countries where the sport is less consolidated

## EXTERNAL EVALUATION

In addition to internal evaluations and learnings, we were delighted to have had Dominic Waldouck over again in June to complete his Masters Thesis “Sports Participation and Social Development in Rio de Janeiro’s Metropolitan Region’s Urban Favelas: Does Rugby Participation Foster Attitudes that Promote Academic Attainment?”, as part of his MSc in Sustainable Urban Development at the University of Oxford. Dominic’s work shed light on how rugby participation at UmRio/OneRio heightens participants’ self-efficacy and academic orientate their beliefs.

# UMRIO TESTIMONIALS

## CAIO DAMACENA, 19 YEARS OLD

“At UmRio, I believe anything is possible!”



## ISLA SILVA, 16 YEARS OLD

“UmRio has helped me overcome traumas, it is a place where I can be happy”



## ISABELLI BARRETO, 16 YEARS OLD

“At UmRio I have found drive, and a strong passion to achieve”





# STRATEGIC DEVELOPMENT – LOOKING BACK

2019 has been an incredibly successful year for UmRio/OneRio, and brings our second strategic development cycle (2016-2019) to an end. At the start of this cycle, we sought to ensure the financial sustainability of UmRio, establish and consolidate robust monitoring and evaluation processes to track our impact in Morro do Castro, consolidate a healthcare component in our 4 pillars model, engage in shared learning with local and international partners.

## RETROSPECTIVE STRATEGIC DEVELOPMENT GOALS (2016-2019)

During this period of development we have:

- ✓ Increased our organisational budget by 500%, recruiting one full-time and one part-time member of staff, whilst offering stipends to all Programme Coordinators. We have also recruited a Financial Coordinator.
- ✓ Established a MEAL Framework, recruited a MEAL Coordinator, engaged in consistent reporting.
- ✓ Delivered over R\$ 360,000 of dental treatments and consultations to children and young people in Morro do Castro pro-bono through our partnership with the State University of Rio de Janeiro, and recruited a healthcare coordinator.
- ✓ Engaged in several shared learning platforms (Laureus Sport for Good, Education Learning Community, REMS, Ford Fellowship to name a few), run our own training programme for local community-based partners, and begun building a rugby specific learning community.

## NOTABLE PROJECTS AND PROGRAMME ADDITIONS 2016-2019

1. ATRAUMATIC RESTORATIVE TREATMENT (ART) DENTISTRY PROGRAMME
2. UMRIO ENGLISH
3. SECONDARY SCHOOL ENTRANCE EXAM SUPPORT
4. EMPLOYABILITY COURSE
5. PREPARATORY COURSE FOR UNIVERSITY ENTRANCE EXAMS
6. PROJECT BLUE
7. I WILL BE
8. HEES PATHWAYS PROGRAMME

# STRATEGIC DEVELOPMENT - MOVING FORWARD (2020-23)

## STRATEGIC DEVELOPMENT PRIORITIES (2020-23)

As we move into our third strategic development cycle (2020-2023), we have established the following 4 strategic priorities.

### 1. EXPAND our reach and presence both inside and outside Morro do Castro

Over the next 3 years, we will seek to increase the number of young people and families that are directly and indirectly impacted by UmRio/OneRio.

### 2. DEVELOP learning and best practice networks

We will seek to add value to the sport for development (and more specifically the rugby for development sector) and its beneficiaries, by training organisations and building a rugby for development learning community in the Rugby for Development Union (RfDU).

### 3. DELIVER increase student participation in our total 4 pillars approach

In the 2020-23 Development Cycle, we want to promote the holistic improvement in the development of children and young people at UmRio/OneRio by increasing integration between programmes.

### 4. COMMUNICATE UmRio/OneRio`s mission and story externally.

Between 2020 and 2023, we will work to raise awareness of and active support of UmRio/OneRio`s mission by improving our website and social media presence, developing regular communication assets, and providing more opportunities for volunteer engagement in the UK and in Brazil.

More specifically, as we place our broader 2020-23 strategic development priorities into 2020, we have established the following goals for this coming year:

## STRATEGIC DEVELOPMENT PRIORITIES & OUTCOMES 2020

### 1. EXPAND

In 2020 we will seek to secure funding for an UmRio Centre, recruit an Operations Coordinator, and maintain engagement of 400 children and young people across our programmes.

### 2. DEVELOP

This year we will work to validate our Monitoring, Evaluation, Accountability and Learning (MEAL) Framework, train one organization in our methodology, 10 organisations in MEAL, organize one Sport for Development Conference, two issue specific workshops targeting the local development sector as a whole, and launching the Rugby for Development Union (RfDU)

### 3. DELIVER

In our drive to promote the holistic improvement in the development of the children and young people we work with, in 2020 we expect to have 10% of our participants (40 students) engaging in our TOTAL 4 Pillars methodology.

### 4. COMMUNICATE

To raise awareness and active support of our mission, we will refresh our website, develop 2 communication assets in 2020, and host two volunteer events in the UK.

# DONORS & SUPPORTERS 2019

## DONORS

### Associação UmRio (OneRio) Donors (Brazil)

Brazil Foundation  
Hees Foundation

### OneRio Donors (UK)

Laureus Sport for Good  
Stichting Martinus Robert Schreuders  
Wasps Legends Charity Fund  
Tudo Bem (Kedge Business School)  
St Albans School (Hertfordshire)  
Skinners School (Tumbridge Wells)  
RP International



HEES  
Family Foundation



Robert Martinus Schreuder



## SUPPORTERS

### Associação UmRio (OneRio) Supporters (Brazil)

Escola Municipal João Brazil  
State University of Rio de Janeiro Dentistry Department (ART Resende)  
Federation of University Rugby (Rio de Janeiro)  
Multiplic Contabilidade Accountancy

### OneRio Supporters (UK)

Oxford University Rugby Football Club  
Cambridge University Rugby Football Club  
The Varsity Match Company  
Rhino Rugby



# STAFF 2019/20

Founder and Director – Robert Malengreau

## Associação UmRio [OneRio] Staff (Brazil)

**Programme Director** – Robert Malengreau

**Education & Development Director** – Jiselle Steele

**Organisational Development & Partnerships** – Vanessa Buvens

**Legal & Finance Director** – Bruno Bastos

**Accountant** – Fabiana Rocha

**Monitoring & Evaluation Coordinator** – Levi Chagas

**Communication Coordinator** – George Powell

**Social Media Manager** – Natália Prado

**Website Manager** – Kiki Kruize

**Graphic Designer** – Theodoro Araújo

**Rugby Coordinators** – Dom Waldouck, Mark Wilson, Stephanie Reist

**Rugby Educators** – Marcello Vieira, Rosangela Morais

**English Course Coordinators** – Aline Barros, Lydia Kulenicz, Stephanie Reist, Rebeka

Aytenfis, Marco Demele, Nikki Morgan

**Educational Support & Employability Course Coordinators** – Fernanda Assis &

Isabela Abreu

**Educational Support & Employability Educators** – Marcos Kallil

**Preparatory Course for University Entrance Exams Coordinator** – Janaina Trancoso,

Welleson Bastos

**Private Tuition** – Igor Boy & William

**Preparatory Course for University Entrance Exams Educators** – Welleson Bastos,

Raianne Belchior, Allan Santana, Viviane Prata, Ana Gabriela, Victoria, Isabela Abreu,

Andressa, Maria Fernanda Bastos, Claudio Cavalcante, Carolina, Pedro Ivo, Alice

Santana, William, Dayana, Janaina Trancoso, Sophia Rodrigues, Yago Evangelista

**Healthcare Coordinator** – Antônio Monnerat

**Healthcare Team** – Natália Prado, Aline Monnerat, Fernando Cunha, Anne Poly, Flávia Lampeirão

## OneRio Trustee's (UK)

**Chair** - Matt Craggs

Alice Kestell

Henry Hughes

Sam Wareham

William Fell

## OneRio Staff (UK)

**OneRio Executive Committee Coordinator** – Will Wilson

**OneRio Executive Committee** – Andy Burnett, Tom Painter, Edward Hart

**Oxford University Committee Coordinator** – Rob Menzies Wilson

**Oxford University Committee** – Dom Waldouck, Katie Collis, Violet Smart

**Cambridge University Committee Coordinator** – Chris Bell

**Cambridge University Committee** – Andy Hunter, Fion Dillon Kelly, Caspar Ramsay