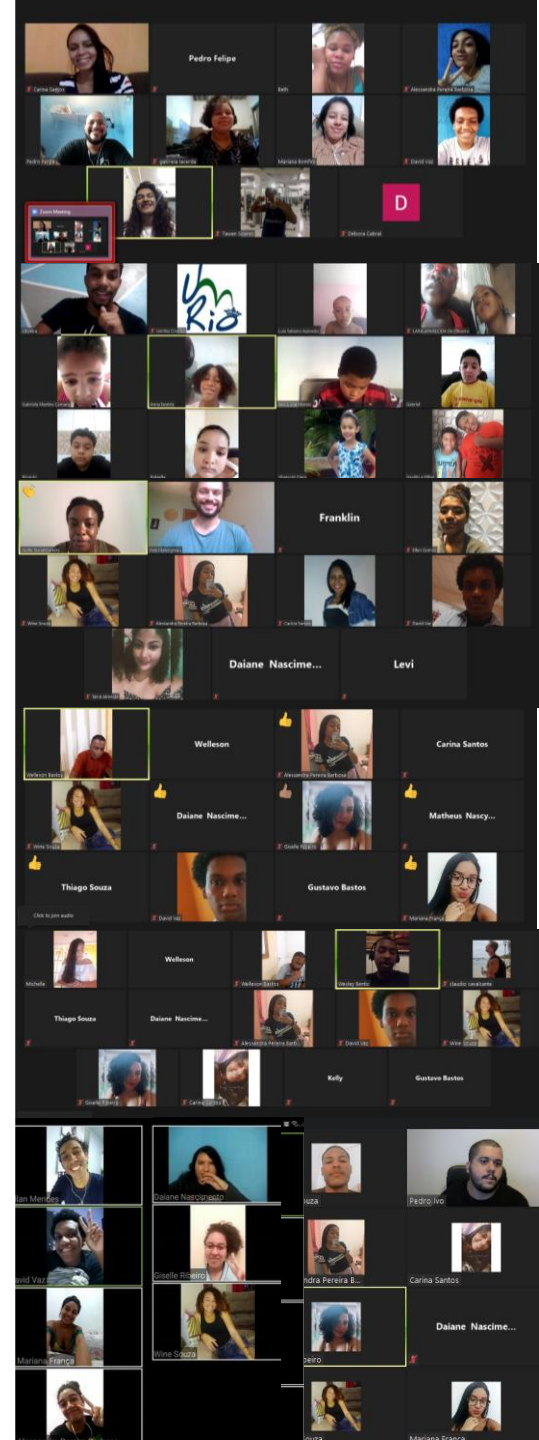




2020

ANNUAL REPORT

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



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

MISSION STATEMENT

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

2020 has been the most challenging year for everyone. One marked by a global pandemic that has had profound repercussions on the lives of the children, young people and families we have been serving for over 7 years. Yet, in spite of the chaos that has ensued over the past 9-months, the results that the UmRio family (from participants, staff, board-members and donors) have achieved has been absolutely remarkable.

It is no secret that the Covid-19 pandemic has exacerbated pre-existing inequalities, exposing the most vulnerable to tremendous interruptions in their already limited access to health, education and basic needs. On the 24th March, 2020 we published our Crisis Strategy outlining how our integrated and holistic model would be adapted to respond to these fast changing circumstances.

UmRio exists to offer a safe and enabling environment to children and young people in Morro do Castro. In 2020 this vision did not change. Through closely tracking the circumstances of our participants and their families we have been able to respond quickly and effectively to new needs.

Indeed in Morro do Castro, where 20% of our beneficiaries have no internet access at all, and 60% have low-bandwidth, the sharp shift to online learning is set to have longstanding implications on educational attainment in the favela. In light of this we made it an organisational priority to deliver internet access to over 150 people, many of whom were getting **internet in their homes for the first time**, and loaning tablets to children without tablets or with outdated devices.

Our Food Security initiative delivered **17 tons of food** over the past 9 months, which translates to **38,550 meals**. When combined with our scholarships programmes, our crisis interventions took 50% of those living in extreme poverty above the poverty line, and reduced the number of people living on less than **US\$1-per-day, from 106 to 11**. This is a tremendous achievement at a time where the already low household income of beneficiaries reduced on average, 43%.

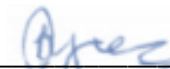
Our remote programming has also gone from strength to strength, as our programme teams have drawn on data around motivational drivers, adapting to new teaching methods and platforms. Indeed, engagement in remote programming increased tenfold in Q4. In total, **160** children and young people engaged with remote programming at UmRio over the past 12 months, and a total of **325** people were supported by our programmes.

Our capacity to address the acute needs of our beneficiaries and adapt our programming effectively has hinged on a robust monitoring & evaluation framework and data collection system which has enabled us to identify and address disparities in vulnerability efficiently. Furthermore, during such turbulent times, rugby's

values of teamwork and solidarity have never been more relevant. Drawing on our belief that impact is most effectively brought to scale through shared learning, we have been engaging in a number of shared learning platforms and events. These have included, the Beyond Sport House, Laureus Learning Communities (for Brazil, and Education), the Ford Fellowship, and the REMS network (Brazil's sport for change network). We have also founded the Rugby for Development Union (RfDU) together with our partners at Play Rugby USA, Shamas, Serge Betsens Rugby Academy, and Oceania Rugby. Indeed, shared learning has not been exclusive to staff. Our Youth Council also engaging in youth leadership exchanges with young leaders at Shamas to identify common challenges that are set to be exacerbated as a result of the pandemic. As a collective of 20 young people, they are working on a youth-led programme to address rising rates in teenage pregnancy in Morro do Castro and Nairobi, which is set to be brought to scale in early 2021.

Finally, our successes this year would not have been possible without the incredible support and concern of our growing UmRio Family. We have had recurrent conversations with our longstanding partners at the Hees Family Foundation, who have helped offer new ideas around programming and engagement and the Laureus family, who have offers shared learning platforms that have shed light of common challenges facing sport for good organisations around the world. More recently, through our nomination to the Beyond Sport Shortlist for contribution to SDG10 – Reducing Inequalities, we have been engaging in Beyond Sport platforms that have similarly offered a great deal of support around crisis response. We are also delighted to count on the continued support of the BrazilFoundation, Stichting Martinus Robert Schreuders, the Starling Fund, St Albans School, The Skinners School, RP International, and the Kedge Business School. In addition to this institutional support, 2020 has been marked as a year of giving, where we have seen **238 new individual donors**, who covered 65% of the cost of our food security initiative since March.

As we reflect on 2020, as hard as it has been, we look to 2021 with the overwhelming sensation that the "UmRio Family", that we hear so much about from our participants, has grown and taken another meaning. We would like to thank our friends and supporters on behalf of everyone at OneRio for their unwavering and crucial support, especially at a time of crisis, which we know has not been easy for anyone. 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 **325** young people were supported by UmRio interventions in Morro do Castro in 2020. **Over half** of participants live in single parent households. **87%** of participants self defined as afro-brazilian, **71%** of whom were living below the World Bank's Extreme Poverty Line, and **77%** live in housing that is defined by the UN as inadequate housing. A further **640** people have benefited indirectly from our activities in 2020, of which **51%** were women.

PROGRAMMING

Rugby: UmRio rugby programme was converted into a remote exercise programme, led by rugby programme leaders, and by GB7s captain Tom Mitchell. In total, the programme (which counted on the support of volunteers from across the globe) benefitted a total of **27** children and young people throughout the year.

Education: all education programmes moved to remote platforms. A total of **60** children and young people took part in our remote education programmes. **94%** of young people passed the year. **34** children and young people participated in UmRio English classes, and **11** children and young people received private tuition. A total of **15** young people and adults participated in our preparatory course for university entrance exams and **5** young people, were accepted to study at university this year. **5** young people are currently enrolled in our newly founded Digital Fluency programme.

Employability: **9** young people took part in our employability course, designing curriculums, as well as drafting cover letters, and all **9** young people went on to gain remote work experience.

Entrepreneurship: 21 young people took part in our social entrepreneurship curriculum. This includes 10 young people from Shamas, who completed the course as part of the Lockdown Leaders, youth leaders exchange programme.

HEALTHCARE

Medical Support: **21** participants engaged in roundtable discussions around healthcare and prevention, with our healthcare coordinator Renato Moura. A further **3** families have received support from our healthcare contingency fund.

Psychological Support: **8** students have been receiving pro-bono psychological support from our UmRio Mental Health Care network.

FOOD SECURITY

17 tons of food were delivered to **80 families** over the course of the past 9 months. This is the equivalent of **38,550** meals. An additional **5 tons** of cleaning and personal hygiene products were delivered to beneficiaries.

POVERTY REDUCTION

Arguably one of the most important achievements in our organisational history has been our contribution to the reduction in poverty levels in Morro do Castro, at a time when **per-capita income reduced 43%** and **38%** of those in work were made redundant.

The combination of our crisis strategy interventions **raised per-capita income by 62%**, taking half of those living in extreme poverty above the World Bank's Extreme Poverty Line, and reducing the number of people living on less than US\$1 from **106 to 11**.

HUMAN RESOURCES

61 volunteers supported our activities in 2019. The team breakdown was as follows:

Admin., Finance, Legal and Communications: **15**

Rugby programmes: **5**

Education programmes: **26**

Employability programmes: **3**

Healthcare programmes **12**

ENROLMENT & CONTEXT

325 CHILDREN & YOUNG PEOPLE **BENEFITED FROM UMRIQ INTERVENTIONS IN 2020**

87% SELF-DEFINED AS **AFRO-BRAZILIAN**, AND **51%** WERE **GIRLS**

71% LIVING IN **EXTREME POVERTY**, OF WHICH **23%** FELL INTO EXTREME POVERTY THIS YEAR

77% DO NOT HAVE EASY **ACCESS TO HEALTHCARE**

20% HAD **NO INTERNET ACCESS**, AND **60%** NO ADEQUATE **DIGITAL DEVICES FOR LEARNING**

CONTEXT & NEED

UmRio operates in **Morro do Castro**, a favela of 6,000 residents in São Gonçalo (RJ). **71%** of families supported by UmRio in 2020 were living below the World Bank's extreme poverty line. **23%** entered extreme poverty this year. On average, household income of beneficiaries dropped **43%**, with **36%** of working adults becoming redundant in 2020. There were **620 indirect beneficiaries** of our programmes in 2020, 51% of whom were female.

DIGITAL EXCLUSION

20% of our beneficiaries this year did not have any internet access at home. For **60%** of beneficiaries an (oftentimes) shared mobile phone is the digital device they have been learning from since March. We expect this figure to be much higher. Indeed, this landscape of profound digital exclusion is set to exacerbate pre-existing inequalities in educational attainment.

LIMITED ACCESS TO HEALTHCARE

77% of beneficiaries reported that having limited access to medical care, with **88%** of beneficiaries dependent on an over-burdened national health services. Notably, a return bus fare to the closest hospital, is the equivalent of **twice the per-capita income** of half of our beneficiaries. In addition to this, and in line with our focus on Gender Inclusion, we have found that 89% of young women do not have access to a gynaecologist.

FOOD INSECURITY

Our data collection has found that household income of beneficiaries has dropped **43%**. The average **per-capita income** of beneficiaries in November 2020 was **US\$1.37**. The price of rice and beans have risen **19%** and **29%** respectively this year, and cooking oil has risen **18.6%**. Government support has included an emergency transfer of **BR\$600** between March and August, to families living in extreme poverty, which was reduced to **BR\$300** between August and November, but our data collection has found that half of those living on less than **US\$1** were struggling to access these benefits.

GENDER DIVISIONS

Data around time distribution during the pandemic indicates a consolidation of traditional gender roles. **56%**

of girls spent most of the time during the pandemic on housework, while boys were **4 times more likely** to have spent their time on entertainment/leisure and **7 times more likely** to have entered employment. Girls also presented substantial reductions in personal development scores relating to mental health.

Notably, through shared learning platforms we have forecast a rise in teenage pregnancy resulting, in part, from measures to contain the pandemic. At the end of 2020, this has been proven accurate, with teenage pregnancy rates rising fivefold, from **1 (2019) to 5 (2020)**. It is worth adding that this is particularly troubling, when considering that the World Health Organisation that pregnancy and child-birth are the **leading causes of death** for girls aged 15-19.

HIGHTENED RISKS

Individually, these circumstances would warrant intervention. In Morro do Castro however, a lack of intervention would have significant consequences given the ever-present threat of the drug-trade and school drop-out rates. Indeed, 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).

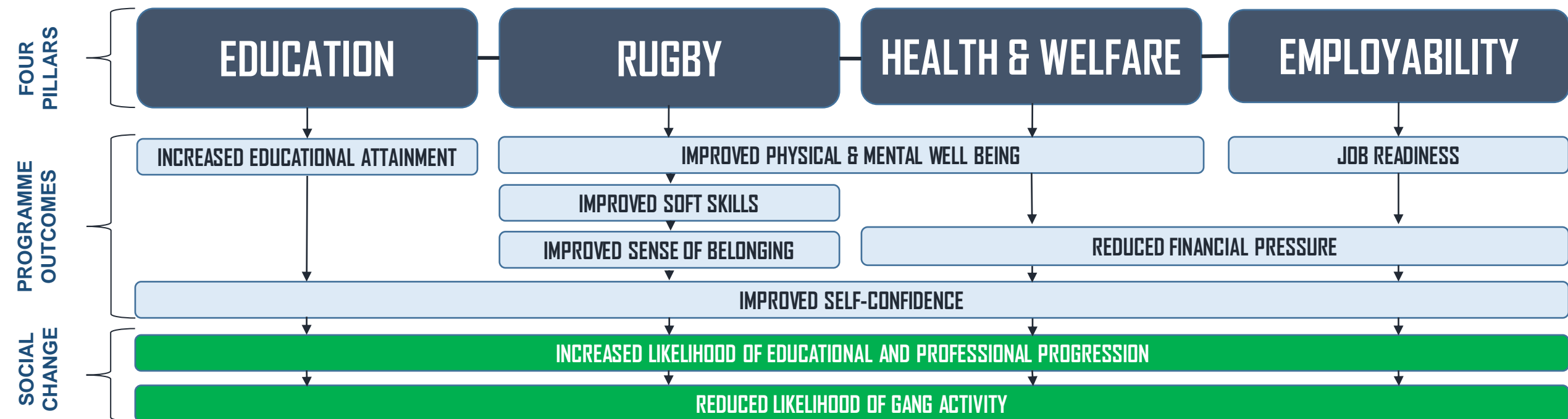
THEORY OF CHANGE & ONERIO'S FOUR PILLARS MODEL

OneRio's Four Pillars and Theory of Change:

UmRio 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. While this offering has been adjusted over the course of the past 12 months to respond to new needs, the four pillars have remained intact – highlighting the robust nature of our methodology.

Naturally, the major change in our four pillars over the course of the past 9-months has been the expansion of our healthcare pillar into a health and welfare pillar. More specifically, this has led to the creation of a healthcare contingency fund, the offering of psychological consultations, and the delivery of food packages.

This holistic approach seeks to divert these young people away from risky behaviours 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 behaviour, 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.



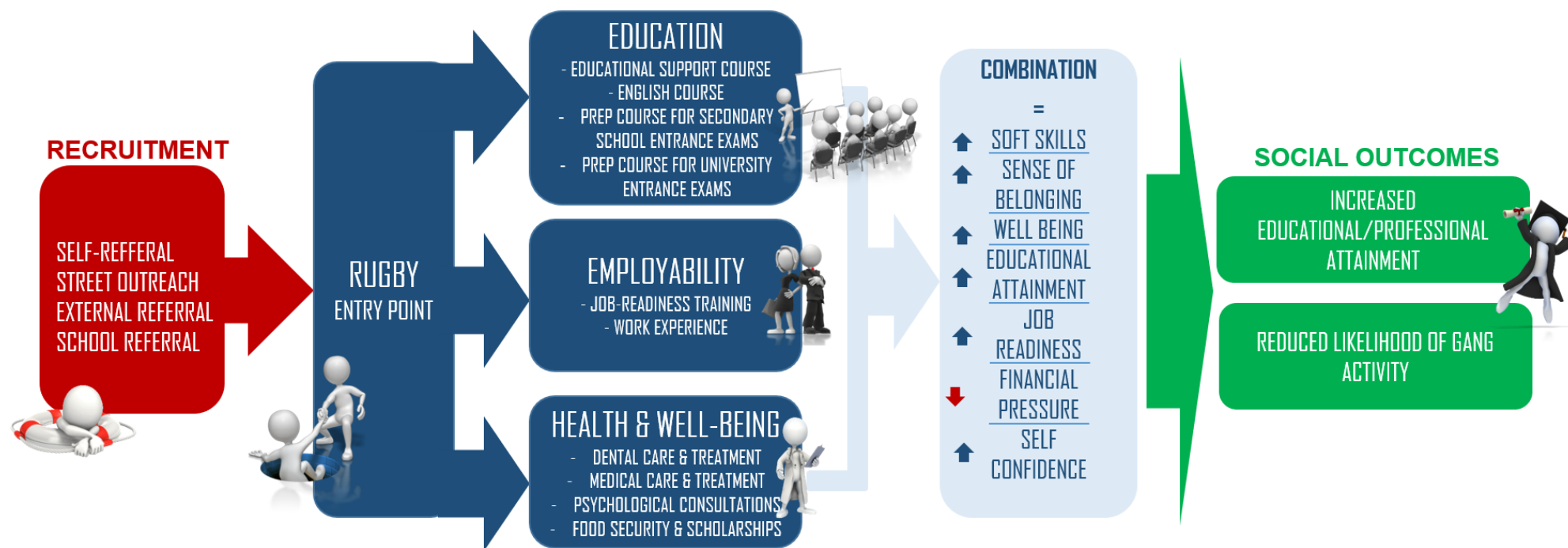
HOLISTIC & INTEGRATED MODEL 2020

UmRio'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. Over the course of the past 9-months, our model has remained the same but delivery has moved to online channels with attention barriers to participation and use of mixed methods. To ensure our programming is up-to-date and relevant, we have been carefully tracking the changing circumstances that have often defined the futures, and are expected to pose additional challenges to the outcomes of our beneficiaries. We have sought to respond to these changes in circumstances to ensure access to our integrated model is as far reaching and inclusive as possible. This has meant offering internet access to those without internet or whose internet access is vulnerable, and learning to deliver engaging programmes through remote platforms.

It has also meant ensuring that the already profound financial pressures facing our beneficiaries, which have tangibly become worse this year, does not deny them to access to basic services and resources to thrive.

In addition the constant outcomes of our integrated model outlined below, we set out the following additional outcomes relating to our crisis strategy and programming. There were:

1. The offering of a **sense of routine** during this period of social isolation;
2. Reducing the **negative impact of COVID-19 on educational outcomes**;
3. **Improving awareness** around measures to contain COVID-19 virus;
4. Improve the **feelings of security/safety**



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

A cornerstone to our capacity to respond to changing circumstances during the course of 2020, has been the establishment and consolidation of a MEAL Framework and Lifecycle in 2019. Just as our methodology, the lifecycle of our MEAL framework has remained constant. The change in 2020, has been the speed in which the lifecycle is completed. Traditionally taking 9-12 months to complete, in 2020, we ran monthly feedback loops through baseline and fikkiw0yo questionnaires, and was the compass to our strategic response to the pandemic.

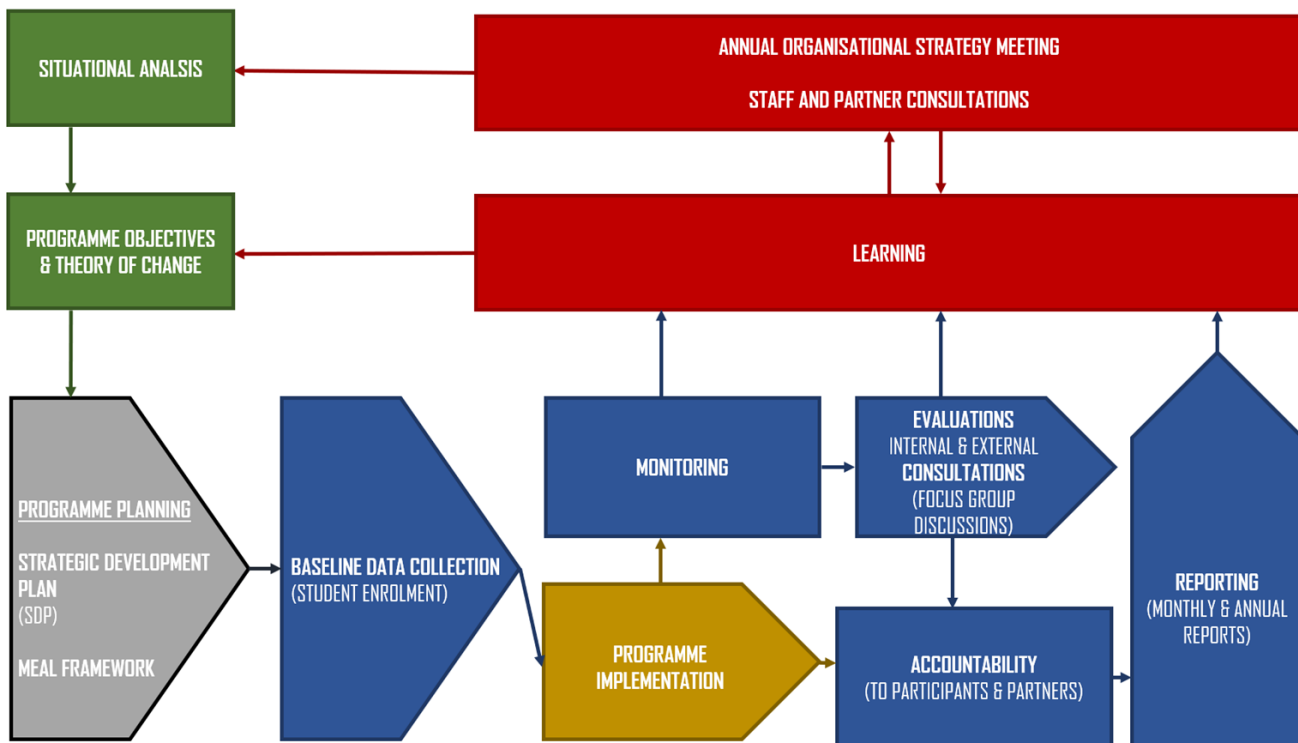
Specifically the colour scheme is used to show the difference between these key aspects of the life-cycle:

- **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 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 we want to ensure that accountability is systematically embedded in our manner of work. To ensure this, we have always sought to involve students at every stage of programme design, implementation and more recently in our response to the pandemic. This has been done by:

- Routine assessments of needs through a baseline questionnaire, and in 2020 monthly check-ups
- Routine consultations on relevance, efficacy and effectiveness of UmRio programmes.
- UmRio student/trainee input into programme development and delivery
- An ongoing feedback mechanisms whereby UmRio staff are available and open to student feedback and programme input.

MEAL LIFE-CYCLE



KEY LEARNINGS FOR PROGRAMMING

At UmRio we take an evidence-based approach to programming. In 2020 this has been the cornerstone to our success. Marked by several layers of uncertainty and a sharp programmatic shift to digital platforms, it has been imperative in 2020 that we learn more about the circumstances of our participants, to tailor our programme and methodology to their needs and conditions. Our research in 2020 has found **three** key learnings:

MOTIVATIONAL DRIVERS

Remote programming undoubtedly came as a shock to most learning communities around the world. It has been of paramount importance to understand what motivates our participants, in order to deliver the most engaging remote programmes possible. We found 5 key motivational drivers: 26% of participants were driven by feeling proud of themselves; 18% were driven by having a clear objective, another 18% were driven by obtaining good grades; 16% were motivated by praise from a teacher (NB: scoring 3 times higher than making parents proud), and 11% were driven by helping other/contributing to a better world. These findings proved key to the adjustment of remote programmes from June, and led to the following measures. We began creating clear milestones in programming, whilst simultaneously shortening duration of courses to provide clear start-points, mid-points and end-points. At a time of such uncertainty around traditional goals, and no clarity on the academic calendar, we found these measures to be critical to providing tangible objectives that would motivate our participants. These programmatic revisions led to a tenfold increase in participation and a rise in demand for our remote programmes, since **Quarter 3**. Notably, the **I Will Be** programme – outlined in detail in the next section of this report – drew on this data to offer tailored support to the most vulnerable young people in a way that addresses each of these motivational drivers individually.

In addition to these initiatives, we also created remote youth leadership opportunities. Students were invited to engage in taskforces to inform programme development, and in the case of Lockdown Leaders (outlined in full, in the Employability & Entrepreneurship section of this report), create their own youth-led programmes. Traineeships for students who completed our employability course were also offered to opportunities to gain remote work experience in a field of their interest. These initiatives sought to address the motivational drivers of clarity around objective, relationships with UmRio staff, and also the desire of students to help others/contribute to a better world.

DIGITAL EXCLUSION

As outlined in the context section of this report, asymmetry in access to digital resources had added an

additional barrier to educational attainment amongst the most vulnerable. We sought to address this by offering internet scholarships to families without internet access, or whose internet access was at risk, due to the households financial circumstances. Tablets were also loaned to participants whose devices were not compatible with remote learning platforms.

GENDER DIVISION

Beyond the gender divisions in “*time spent during the pandemic*” (outlined in the context section of this report), mid-point data collection registered concerning results on impact of the pandemic has had on girls mental health. In June, only 37% of girls were optimistic about the future (compared to 75% of boys), 28% of girls felt good about themselves (compared to 83% of boys), 33% of girls felt useful (compared to 75% of boys) and 28% of girls felt confident (compared to 79% of boys). We responded to this by scaling up our offering of psychological support, encouraging girls to engage in youth leadership roles, and providing female mentors and role models to provide tailored support to girls in our programmes. These interventions have had a clear impact. By December, girls registered a **26% rise in confidence, a 14% rise in self-belief and a 9% rise in optimism. 10% more girls felt better about themselves by December 2020, and 5% more girls reported “feeling better after participating in remote programmes”**.

Girls Personal Development 06/2020 – 12/2020:

IMPACT ON GIRLS	MID-POINT 2020	ENDLINE 2020	VARIANCE
I AM CONFIDENT	28%	54%	+26%
I WILL ACHIEVE MY FUTURE GOALS	63%	77%	+14%
I FEEL GOOD ABOUT MYSELF	28%	38%	+10%
I AM OPTIMISTIC ABOUT MY FUTURE	37%	46%	+9%
I FEEL SUPPORTED BY UMRIO	100%	100%	0%



I WILL BE

ALL SCHOLARS HOUSEHOLDS **LIVING ABOVE** THE **DOLLAR-PER-DAY MARK**

RAISED **PER-CAPITA** INCOME BY **74%**

30% OF SCHOLARS NOW LIVE **ABOVE THE EXTREME POVERTY LINE**

91% SCHOLARS REPORT UMRIO PROGRAMMES GIVE THEM A **SENSE OF ROUTINE**

74% SCHOLARS FEEL **THEY CAN ACHIEVE THEIR GOALS**

I WILL BE

ANDERSON & RONALDO:

In 2015, a series of external factors led one of our most promising students to let go of his dreams to join the drug trade. He had overcome family involvement in the drug trade, drug-addiction of a primary caregiver and a poor academic record to obtain straight A's (with the exception of English) that year. Soon after telling me this with pride, and asking me if we could have English classes in 2016, he developed kidney stones, and experienced difficulties accessing treatment or medication from the national health service. Faced by financial pressures which his youngest brother – who was involved in the drug trade – did not have, and having recently been labelled a “petty criminal” by a local rugby club he admired, his circumstances, combined with the way he saw himself and his future defined his choices.

At that point it became clear that for real development to be achieved at UmRio, focusing on one resource to address the multifaceted challenges of our participants was not enough. The following year we launched an English programme as well as our healthcare network, and the year after that we launched a prep course for university entrance exams.

In 2018 however, Anderson's situation was repeating itself with Ronaldo. Ronaldo's circumstances were brought to our attention by members of our youth council and local teaching staff. At risk of dropping out of school for the second time, there was a significant risk he would have to make the same difficult choices Anderson made in 2015. A comprehensive assessment of Ronaldo's situation was conducted, and he became the first ever UmRio “I Will Be” Scholar, where he received BR\$ 200 to help mitigate financial pressure whilst establishing short, medium and long-term personal development goals, and was required to have an +80% attendance at school. Initially sceptical, Ronaldo was incredibly grateful to accept the scholarship, and by December he was named Student of the Year.

Beyond simply offering financial support, the I Will Be programme helps young people, who traditionally do not have the privilege to plan for the future, the opportunity to do so. It offers one-to-one mentoring with a member of the UmRio team, who carefully tracks and responds both the circumstances and well-being of the scholar. Indeed, much of the I Will Be programme bases itself on the motivational drivers outlined in the previous section of this report.

In 2019, having lost his brother during a police operation, and having recently become a father, Anderson left the drug-trade, and reached out to UmRio once again. Anderson knew he could return to UmRio without judgement, and is currently being assisted by our recently recruited Social Worker. In 2020, Anderson

became an I Will Be Scholar, and has established goals including completing his education, getting back to full fitness (he had a broken ankle for 2 years that he has been unable to treat), and hopes one day he can go to university or take on a technical course.

“I WILL BE” – BROUGHT TO SCALE

The financial pressure that has ensued from the pandemic, along with other notably heightened risks around gender-based violence, and mental health drove us to bring the I Will Be Scholarship to scale in 2020. Grounded in our data collection we targeted those most at risk using a vulnerability scale which included household and per-capita income, family composition (i.e. whether the household was led by a single parent), access to healthcare, and qualitative reports from our partner school João Brazil and Social Educator. The results achieved by the I Will Be programme, both in terms of contributing to **poverty reduction** at a time where the per capita income of our most vulnerable dropped **61%**, and in terms of **personal development**. The results achieved are illustrated below.

Indeed, based on our understanding that development cannot occur without adequately addressing unequal circumstances, we prioritised addressing socioeconomic circumstances in order to maximize the impact of our personal development programmes. This has led to the following outcomes:

IMPACT ON SCHOLARS	PRE- PANDEMIC	PRIOR TO INTERVENTION	POST SCHOLARSHIP
AVERAGE PER CAPITA INCOME	US\$ 1.63	US\$ 1.10	US\$ 1.75
% LIVING ON LESS THAN US\$ 1 PER DAY	40%	70%	0%
OPTIMISM ABOUT THE FUTURE	N/A	50%	61%
FEEL BETTER AFTER MENTORSHIP	N/A	N/A	85%
MENTORSHIP OFFERS ROUTINE	N/A	N/A	91%

RUGBY / REMOTE EXERCISES

93% OF PARTICIPANTS REPORTED REMOTE EXERCISES HELPED THEM DEVELOP A ROUTINE

Carina Santos

Robert Malengreau

Tom Mitchell

80% OF PARTICIPANTS GET ON WELL WITH OTHERS

80% REPORTED FEELING BETTER AFTER PARTICIPATING IN REMOTE EXERCISES

Matheus Oliveira

Stuart Wilson

Gustavo Bastos

73% OF PARTICIPANTS FEEL GOOD ABOUT THEMSELVES

Lucas

Fabio

PARTICIPATION HAS BEEN LINKED TO IMPROVEMENTS IN **OPTIMISM** AND **CONFIDENCE**

Alessandra Pereira Barbosa

RUGBY

“THE REAL GAME IS OFF THE FIELD” – Dark Blue, 23 years old.

Rugby has always been at the heart of UmRio’s identity. It has long been documented that for our participants, the application of rugby goes far beyond the rugby field. In 2020, at a time when *playing* rugby has not been possible, the need to apply the values we share on the rugby field has never been more necessary. While this year we cannot outline the trophies we have won, or the number of students obtaining State honours, there have been some incredible and moving examples of how rugby’s values have been put into practice. From making themselves readily available to complete training and volunteer on the front-line of care-package delivery, to offering their care packages to other families in need, we are incredibly proud of how rugby has been applied in 2020.

In October, due to limited funds we took steps to scale back our Food Security initiative, targeting only those most in need. As outlined in the previous section, we pride ourselves in embedding participant feedback in our decision-making and strategy. As such, we explained that care packages would be limited the following month, and asked families to let us know if they were in a position to donate their care package to another family, that may be in greater need. The results were overwhelming. **21%** of beneficiaries of our food security initiative offered to donate their care packages, of which **83% were students involved in our rugby programmes**. Notably, 47% of these families were living below the extreme poverty line, and 11% were on less than US\$1 per day. Ultimately, we took the decision to only redirect care packages of families living above the World Bank’s extreme poverty line.

In 2019, during interviews with OneRio Trustee Dom Waldouck, several students said, when referring to rugby, that they would “*bleed for their team*”. In 2020, a number of these same students kept their word, and in spite of their own personal hardships and in the midst of such uncertainty, offered to donate their care packages to families who may be more in need. A true expression of bleeding for your team.

REMOTE TRAINING

Beyond the application of UmRio’s values, we recognise the importance of remote programming, and particularly remote fitness training in offering a routine amidst such uncertainty, and promoting physical and mental well-being. We have been fortunate to count on the support of rugby programme leaders in providing continuity to our participants, and also the special participation of longstanding UmRio Ambassador and

GB7s Captain Tom Mitchell, who delivered weekly sessions throughout the pandemic.

Undoubtedly in spite of volatile levels of engagement in remote programmes as a whole, the importance of consistency and offering a space (whether accessed or not) for routinely alienated young people to retain a familiar and empowering environment has been a top priority of our programmatic strategy and team in 2020. Indeed, even those who may not have actively engaged in remote exercises, referred to and took pride in the fact that they had unique and exclusive access fitness sessions led by Professional Athletes, and in particular GB7s Captain Tom Mitchell.

RESULTS

The power of consistency and dedication of our remote exercises team is evident in the impact they have had in promoting a sense of routine during the pandemic. As noted in the MEAL section of this report, we included offering a routine at such times of uncertainty as a key outcome of our crisis programming. From our mid-point assessment, a further 24% of participants in remote programmes reported feeling a greater sense of routine as a result of our remote offering.

In addition, in spite of significant drops in personal development scores being registered in our mid-point report, students participating in our remote exercises programme registered improvements in optimism and confidence, almost reverting them back to 2019 levels (69% and 76% respectively).

INDICATOR	MID-POINT 2020	ENDLINE 2020	VARIANCE
I FEEL SUPPORTED BY UMRIO	100%	100%	0%
PROGRAMMES PROVIDE ROUTINE	69%	93%	+24%
I FEEL OPTIMISTIC ABOUT THE FUTURE	63%	67%	+4%
I AM CONFIDENT I CAN ACHIEVE	63%	67%	+4%
I GET ON WELL WITH OTHERS	88%	80%	-8%

EDUCATION

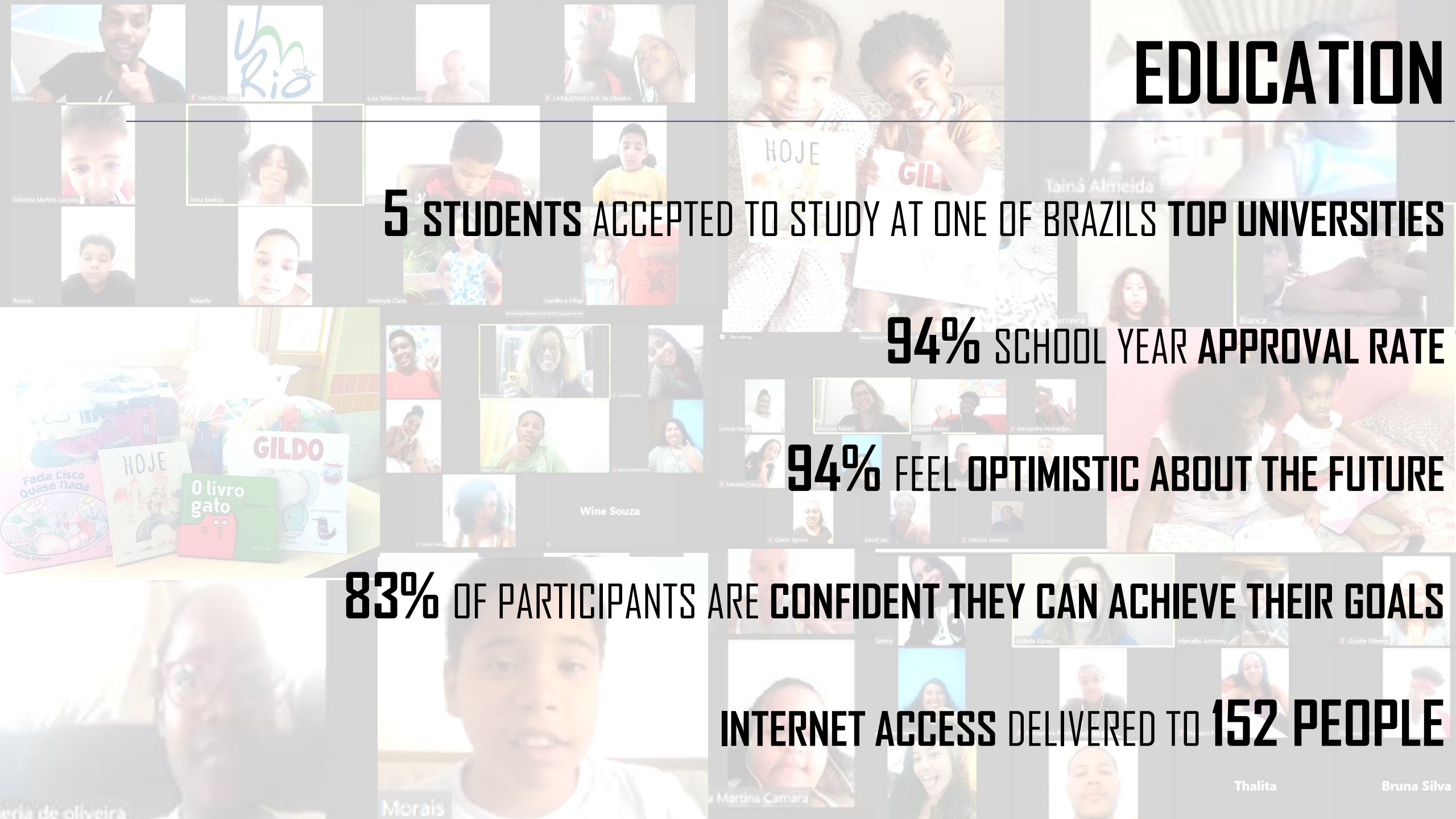
5 STUDENTS ACCEPTED TO STUDY AT ONE OF BRAZIL'S TOP UNIVERSITIES

94% SCHOOL YEAR APPROVAL RATE

94% FEEL OPTIMISTIC ABOUT THE FUTURE

83% OF PARTICIPANTS ARE CONFIDENT THEY CAN ACHIEVE THEIR GOALS

INTERNET ACCESS DELIVERED TO **152 PEOPLE**



EDUCATION

"TO STUDY AT UNIVERSITY LEVEL, WAS A DISTANT DREAM. TODAY IT'S A REALITY" –

Dark Blue, 23 years old.

The combination of a sharp shift to digital learning, and the widespread level of digital exclusion facing our participants represents a real threat which is expected to have a long-lasting impact on the educational attainment of children and young people in Morro do Castro. Based on this understanding, we took measures to limit the impact of digital exclusion. We offered internet access to **36 families**, impacting **152 people**, many of whom were receiving internet in their homes for the first time. Indeed, 20% of families do not have access to internet at home, and 60% had access to limited (10MB) internet. As a result of thorough data collection and analysis, we have been able to direct our internet scholarships to families who either did not have access to internet at all, whose internet access was limited, or at risk due to their financial circumstances.

While access to mobile phones is common amongst participants, our analysis indicated that the quality of many students' devices would not be compatible for the usage levels and platforms required for remote learning. This has led to several instances of devices breaking, and students becoming alienated once again from education. In response to this, we have offered a **Tablet Loaning Scheme**, where students can request access to devices to continue their learning.

ENGLISH: As with all remote programmes, UmRio English moved from delivering pre-recorded content to live content in June. This led to a rise increased engagement, which was consistent with our analysis on motivational drivers (contact with a teacher, clear objectives & timings). At the end of Quarter 3, demand had risen so high in our Blues (12-25 year olds) class, that we split the group according to levels, offering a more advanced class with 10 students, and a beginners class with 8 students. Due to initial concerns around digital access and child protection, in 2020 UmRio English is also the only programme to have offered exclusive learning environment for our Baby Blue (5-11) cohort. With the Baby Blues English Live programme proving a great success in Quarter 4, we intend to roll-out a Baby Blue offering for all programmes in Quarter 1 of 2021. **(34 participants in 2020)**

PREP COURSE FOR UNIVERSITY ENTRANCE EXAMS: The 30 students enrolled for the in-person course, was cut to 15 by the time programming was shifted to remote platforms. In spite of fatigue, 6 students completed the course, and 5 students were accepted to study at one of Brazil's top universities **(15 participants in 2020)**.

EDUCATIONAL SUPPORT: Private tuition in History and Portuguese was offered to 11 students. Tutors have been volunteering as per demand by subject **(11 participants)**

DIGITAL INCLUSION: Beyond improving access to digital resources, in November, we launched a digital inclusion programme to help promote digital fluency among participants. The course has started with programming, but is set to include Robotics by Quarter 1 of 2021 **(5 participants)**

RESULTS

End-line data for 2020 indicates that our education programmes have contributed significantly to retaining the confidence and optimism of our participants for the future. **94%** of young people who participated in remote education programmes in 2020 feel **optimistic about the future**, 25% higher than average optimism levels in 2019, and 38% higher than the average in June.

UMRIO TESTIMONIALS

“

To be accepted to study at a University level is a huge achievement for me. What was once a distant dream, today is reality.

I am the first person in my family to be accepted to University, and that is something I am incredibly proud of. I am very grateful to those who believed in my dreams. I am incredibly grateful to UmRio's Prep Course for University Entrance Exams team, who helped me through the process. Thank you to everyone who helped me in this journey. I will never forget what you have done for me. I love you all!

— **DAVID LUCAS**

Accepted in Pedagogy at Universidade Federal Fluminense (UFF)



“

What an honour it is to be part of UmRio. I joined through the prep course for university entrance exams in 2019, with the goal of getting accepted to a Federal University. Today that dream has come true.

I am incredibly grateful to UmRio, all the teachers who brought all their knowledge and experience. The journey wasn't easy. But it was all worth it in the end. I feel accomplished. A new phase starts in my life, and this is the start of a new journey which I am excited about going on. I'd like to express my gratitude to everyone involved at UmRio, and I hope that the acceptance rate of students from UmRio to Universities will inspire other young people never to give up on their dreams.

— **ALESSANDRA PEREIRA BARBOSA**

Accepted in Social Services at the Federal University Fluminense (UFF)



EMPLOYABILITY & ENTREPRENEURSHIP

100% REPORTED HAVING CLEAR OBJECTIVES

100% REPORTED HAVING IMPROVED CLARITY ON HOW TO ACHIEVE THEIR GOALS

91% REPORTED FEELING CONFIDENT ABOUT THE FUTURE

91% REPORTED FEELING THEY HAVE AN IMPACT ON THEIR COMMUNITIES

9 STUDENTS OBTAINED WORK EXPERIENCE (66% WERE YOUNG WOMEN)

Modulo 1b
Design Thinking e
Identificação de Visão e Missão

EMPLOYABILITY & ENTREPRENEURSHIP

With 36% of working people in Morro do Castro losing their jobs over the course of 2020, we have seen an increased demand in both our employability and entrepreneurship courses. Our data collection indicated students were losing motivation as a result of uncertainty around traditional objectives. This led us to conclude that our courses required clear and tangible milestone outcomes, and that rolling courses led to fatigue. As such, in both our employability and entrepreneurship programmes we sought to offer clear milestones and end lines, that would offer a sense of accomplishment upon concluding the course.

EMPLOYABILITY

9 students enrolled in our employability course in Quarter 3. The programme registered what was at the time, a record participation rate of 90%. All 9 students completed the course, and have been completing traineeships in areas of their own personal interest within UmRio's organisational structure. Students who qualified for traineeships received scholarships to support their educational and professional development during this period. Notably, following the conclusion of the first class of remote employability, we have seen a sharp rise in demand for the course among other participants.

ENTREPRENEURSHIP

The desire (and often need) for young people in favela communities to set-up small businesses has been widely reported. As a result of income reduction, redundancies, and a restricted job-market we have seen many of our young people striving to set-up small businesses from vegetable and hamburger stalls, to home bakeries and events consultancies.

Following the success of a new course structure, tested through our employability programme, we launched our social entrepreneurship course - Empreende UmRio - in September with 14 students enrolled. The students enrolled included students who are setting-up their own micro-businesses, it also included a group of students who have been taking part in a parallel, ambitious Project – Lockdown Leaders, in partnership with Shamas (Kenya) and a youth leadership programme, Peaceleaders.

LOCKDOWN LEADERS

In August, a group of young leaders from UmRio and Shamas met online to discuss common challenges facing their communities in light of the pandemic. They identified a forecast rise in **teenage pregnancy** as

the issue they sought to address. An international taskforce of **20 young leaders** from UmRio and Shamas completed the OneRio Social Entrepreneurship Curricula, where they designed the project, complete with a Business Plan Canvas and a project proposal. Periodic exchanges were held between the young leaders, who also completed the Peaceleaders course on youth leadership, which his set to support them in the delivery of their programme in 2021.

Notably, the Lockdown Leaders programme has already achieved significant results, with more people enrolling to the youth-led discussion on sexual and reproductive health than in any other remote programme – a testament to the importance of embedding young people in decision-making and organisational development.

RESULTS

Our decision to offer more clarity in course structure, and support young people in the establishment of tangible objectives in 2020 has led to significant results. We found that students who completed our employability and entrepreneurship programme developed clear objectives, had greater clarity on how to achieve these objectives and were significantly more confident than the average. We also found that by offering an opportunity for young people to develop projects and contribute to existing programmes, they were more likely to feel productive and that they had an impact on their community.

INDICATOR	ENDLINE 2020
I HAVE CLEAR OBJECTIVES	100%
I HAVE GREATER CLARITY ON HOW TO ACHIEVE MY OBJECTIVES	100%
I FEEL CONFIDENT ABOUT MY FUTURE	91%
I HAVE AN IMPACT ON MY COMMUNITY	91%
I HAVE BEEN ABLE TO BE PRODUCTIVE IN 2020	80%

HEALTH & WELL-BEING

100% FEEL SAFER FOLLOWING DISCUSSIONS WITH DOCTOR

17 TONS OF FOOD DELIVERED TO 80 FAMILIES

50% OF THOSE LIVING IN EXTREME POVERTY TAKEN ABOVE THE POVERTY LINE

REDUCED NUMBER OF PEOPLE LIVING ON **LESS THAN US\$1** PER DAY FROM **106** TO **11**.

FREE PSYCHOLOGICAL CONSULTATIONS TO STUDENTS UPON DEMAND

HEALTH & WELL-BEING

"THE ONLY THING KEEPING MY FAMILY AND I FROM HUNGER, HAS BEEN UMRIO'S CAREPACKAGES AND LIMITED GOVERNMENT BENEFITS" – Single father of two students

In March 2020, we were set to build on the success of our dentistry network (led by the ART Dentistry programme), expanding our healthcare pillar through new psychologist and general healthcare networks. While we were unable to deliver the original in-person concept, the blueprint of the programmes and networks were soon put to use, as demand for psychological support and questions around the new coronavirus peaked.

GENERAL HEALTHCARE

Led by longstanding UmRio supporter, Dr Renato Moura (Dermatologist) who has been operating on the frontline of the fight against Covid-19 in Niterói, we quickly assessed peoples understanding of how to respond should a relative contract the virus. In May, 24% of families reported not knowing what to do should this occur. In response to this, Renato organised two open-invite online roundtable discussions which were attended by **11 families**, and made himself readily available to answer questions both relating or not to Covid-19. By December, only 14% of participants reported not knowing what to do should a loved one develop symptoms of Covid-19. Indeed, 100% of participants of Renato's roundtable discussions reported feeling safer, more aware, prepared to change lifestyle habits and equipped to share information with friends and family.

PSYCHOLOGICAL SUPPORT

53% of our participants reported that, with the exception of financial difficulties, the most difficult challenge facing them and their families during the pandemic was mental health. In response to this Dr Mauro Dias, drew on his network of professional psychologists to offer free psychological consultations to **8 students** that had been identified by our staff and our social educator as the highest risk cases.

FOOD SECURITY

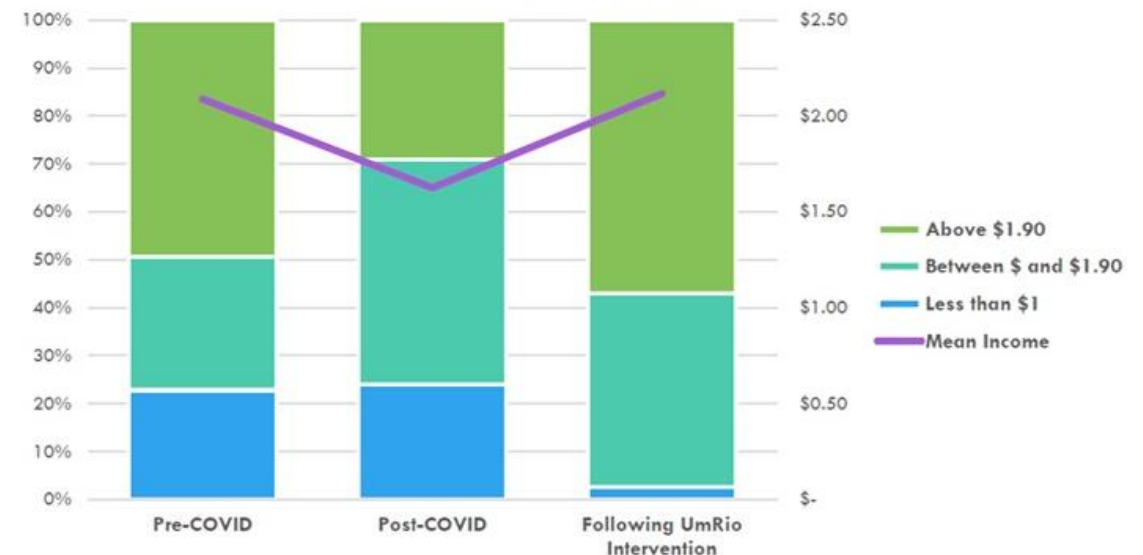
23% of beneficiaries entered extreme poverty over the past 9 months, and the per-capita income of

the families we serve has **dropped on average 30%**. By November, **79% of families were living below the extreme poverty line**, and **36% families were living on less than US\$1 per day**, and yet the price of basic food goods had risen exponentially.

To respond to this, we delivered over **17 tons of food** and **5 tons** of cleaning and personal hygiene products. Alone our food security initiative **raised the per-capita income 30%**, and took **38%** of those living in extreme poverty above the World Bank's extreme poverty line. When combined with additional UmRio interventions we increased the average per-capita income by **62%**, and took half of those living in extreme poverty above the extreme poverty line, as well as reducing the number of people living on less than a dollar-a-day from **106 to 11**.

This would not have been made possible, had it not been for longstanding supporters at the Hees Family Foundation, and 238 new individual donors from around the world.

AVERAGE IMPACT OF CARE PACKAGES ON PER-CAPITA INCOME





SHARED LEARNING

THE RUGBY FOR DEVELOPMENT UNION

LAUREUS SPORT FOR GOOD LEARNING COMMUNITIES

BEYOND SPORT HOUSE.

FORD FELLOWSHIP 2020

INTERNATIONAL SAFEGUARDS IN SPORT

SHARED LEARNING

At UmRio we believe impact is most effectively brought to scale through shared learning. The level of uncertainty and insecurity facing all sectors this year has added value to the numerous shared learning platforms that we have been participating in since 2013. In addition to offering a place to share practices and strategies to respond to the uncertainty of the Covid-19 pandemic, shared learning platforms in 2020 have also served as spaces of mutual mental support and comfort.

Similarly to 2019, this year participated in the **Laureus Sport for Good Education Community** composed of organisations around the world. In this community, we led a session on our MEAL Framework and more specifically MEAL Lifecycle, highlighting how this has helped us to respond effectively to the Covid-19 pandemic. This year, Laureus Sport for Good also set-up a **Brazil Learning Community** for Laureus partners. This network has been particularly helpful in sharing insights on Nationwide, State-wide and Citywide restrictions and responses to the pandemic. Following the publishing of our Crisis and Recovery Strategies, we were invited to compose a Taskforce to design a Recovery Protocol that would serve as a reference to Sport for Development organisations across Brazil.

Having been shortlisted for the **2020 Beyond Sport Global Awards for SDG10, Reducing Inequalities** we have also been offered a **Business Support Package** as well as the opportunity to take part in the **Beyond Sport (remote) House**. Following our involvement in the Beyond Sport House, we engaged in bilateral shared learning with the **University of Chicago's Crime Lab**, and the **Sports Philanthropy Network** to discuss methods of collecting data around reductions in risky behaviours, and how we have responded to the pandemic to reduce vulnerability to risky behaviours.

Following his nomination to the **Ford Fellowship** in 2019, Robert Malengreau was invited to run a workshop with the 2020 Ford Fellows on Monitoring & Evaluation, with a specific focus on Theory of Change. We have also continued to be active members in Brazil's Sport for Change Network – REMS.

INTERNATIONAL SAFEGUARDING

Building on a bilateral shared learning relationship with Laureus Sport for Good Partners, ACER Brasil we supported the organisation of the Latin America International Safeguards in Sport Webinar in August. The event included a host of organisations from across the continent.

In December 2020, we co-hosted the International Safeguards in Sport Webinar – Brazil: “Experiences in safeguarding”, alongside ACER-Brasil, where we spoke of our experience in Child Protection.

Importantly, we updated our child protection and safeguarding policy to reflect the sharp shift of programming to online and digital platforms.

RUGBY FOR DEVELOPMENT UNION

Since 2019 we have been actively reaching out to likeminded rugby organisations that use the sport to promote development in their local communities. After connecting with 26 organisations (of which 16 were Community-based rugby for development charities) from every continent, we are incredibly proud and excited about how far the concept of the union has come. Together with **Play Rugby USA** (USA), **Shamas** (Kenya), **Serge Betsens Rugby Academy** (Cameroon), and **Oceania Rugby** (Australia/Fiji) we founded the Rugby for Development Union (**RfDU**).

This year the RfDU has focused its efforts on identifying common denominators in our work, drawing on each others strengths to level-up our organisational capacities where we need it most, and share the challenges we have been facing during these turbulent times. The platform has similarly served as a safe and comforting space of mutual support, and we are incredibly grateful to be able to count on our partners during such tough times.

Through the Lockdown Leaders programme, we have also been testing our first international youth leadership exchange programme between young people from Shamas and UmRio, supported by the Starling Fund. Grounded in our belief and commitment to involving young people in programme development and strategy, and based the success of the Lockdown Leaders programme evident this year, we hope to be able to roll-out more international youth leadership opportunities with other RfDU partners in the months and years to come.

RECOVERY 2021

In June 2020 we outlined our Recovery Strategy, with a projection that a move to hybrid programming may initiate in October. While it has not been possible to move to a hybrid form of programming in 2020, as we move closer to 2021, light does appear to be shining at the end of the tunnel. Our Recovery Strategy (which is available upon request), remains relevant, as we expect vaccine roll-out to take some time, particularly in Brazil. Outlined below are key themes of our 2021 Strategy:

HYBRID PROGRAMMING

While **94%** of our participants passed the year in 2020, **21%** do not feel prepared to head into the 2021 academic year. Based on this, we have opted to shorten our end of year recess, and initiate the majority of (remote) programming on the **11th January, 2021** (NB: traditionally our academic year would start in March). We expect remote programming to dominate all programming during **Quarter 1 of 2021**. However, as we move into **Quarter 2 of 2021**, we expect programming to move slowly to a hybrid form, with our Digital Inclusion Course, Preparatory Course for University Entrance Exams and Rugby Programme moving towards in-person programming that follows healthcare guidance of the time. Notably, the litmus test for a move to in-person programming remains the (step 1) R-rate in São Gonçalo/Niterói, (step 2) UmRio's organisational capacity to follow healthcare guidance, and (step 3) approval from UmRio's doctor. We are pleased to announce that steps have been taken over the past several months to secure step 2.

UMRIO CAMPUS

Very much connected to step two of our litmus test for in-person programming is our capacity to control the hygiene of our surroundings. Over the past 7 years, we have operated within a local school, João Brazil, however with the school facing its own challenges to implement health measures, the construction of UmRio's Campus has become a top priority. A plot of land has been identified for rental (and option to buy), and a team of architects have already begun planning the concept and design of the project. In valuing the input of the young people in organisational development, a taskforce of young leaders from different age groups has been put together to support the conceptual development of the project.

DIGITAL INCLUSION

2020 brought to light how disparities in digital access and fluency can impact inequality. This report has outlined how we have responded to digital exclusion during the pandemic, a response which has laid the groundwork on our strategic approach to tackle digital exclusion moving forwards.

Since June, we set up a taskforce led by Digital Educators and students to develop our strategy for Digital Inclusion. The strategy involves a Robotics programme, a Programming Course, and a course in MS Office.

Enrolment to our Robotics Programme is already open, with the programme, led by Robson Amorim (a Robotics Award-Winner), set to launch in January 2021. We intend to build on the success our partners João Brazil School experienced in 2019 with their Robotics programme, incorporating their programme within our portfolio to promote greater digital fluency in Morro do Castro. Furthermore, led by UFF Rugby player and UmRio Volunteer Icaro Carvalho, we have piloted our Programming Course in December, achieving significant levels of engagement amongst our participants.

A special thank you to the **Hees Family**, who have been supporting the conceptual development, network-building, strategic planning and funding of UmRio's Digital Inclusion initiative

GENDER INCLUSION

Gender inclusion has always been an organisational priority at UmRio. With our data indicating that girls have been hit harder than boys in relation to mental health, and widespread reports of heightened risks of gender-based violence, as well as teenage pregnancy, supporting our girls and young women will be even more of a priority in 2021. Building on 2020, our Youth Council is led by two women, and girls compose the majority of the youth council for the first time. This has already led to some incredible outcomes through the Lockdown Leaders programme.

RE-ENGAGEMENT

We understand that the collateral impact of Covid-19 on domestic finances, mental health and personal objectives can make engagement in programmes more challenging, especially for the most vulnerable. In 2020 we will launch a comprehensive engagement strategy, led by our newly recruited Social Educator, Rachel Alcantara. The strategy will seek to continue engaging students in remote programmes in Quarter 1, but will also plan to promote reengagement in in-person programming later in the year.

DONORS & SUPPORTERS 2019

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- **Preparatory Course for University Entrance Exams Coordinators** – Welleson Bastos, Janaina Trancoso
- **Preparatory Course for University Entrance Exams Educators** – Maria Fernanda Bastos, Monique Marins, Ariane, Isabela Abreu, Andressa, Wesley Bento, Helyson, Klaudio Cavalcante, Willian Pereira, Yago Evangelista, Wilson Farias, Allan Mendes, Pedro Ivo, Flavia Barros, Tawan Soares
- **Digital Inclusion** – Robson Amorim, Icaro Carvalho, Evelyn Crespo, Carlos Henrique

- **UmRio Care Coordinators** – Antônio Monnerat, Mauro Dias, Renato Moura
- **UmRio Care Network** – Natália Prado, Aline Monnerat, Fernando Cunha, Marcia, Anne Poly, Flávia Lampeirão, Mariah Bonatti, Marcel Silva
- **Food Security Coordinator** – Welleson Bastos
- **Food Security Delivery Team** – Matheus Oliveira, Danielly Benício, Sara Helena, Tawan Soares, Josue Tavares, Bruno Bastos, Ellen Gomes,

Youth Council: Alessandra Pereira, Carina Santos, Gabriela Motta, Ellen Gomes, Franklin Cruz, Tawan Soares, David Lucas

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