



Final Status Report for World Outgames 2009

February 2007 – July 2009

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Introduction

Since being established in February 2007, the secretariat has provided ongoing documentation about the progress of work with World Outgames 2009. These reports were primarily addressed to the World Outgames 2009 Board and the main partner, the City of Copenhagen. And similarly to the general public.

Reporting has taken the form of half-yearly status reports and covered all significant aspects of developing, organizing and holding a large, and therefore often complex, international project such as World Outgames 2009 has been and still is.

A total of four half-yearly reports have been issued:

- June 2007
- December 2007
- June 2008
- December 2008

Parallel to those reports, other memos or larger documents have been produced from time to time to support decision-making processes by the Board or as submissions to debates in the Culture and Leisure Committee at Copenhagen City Hall. In particular, the following memos and documents should be highlighted:

- World Outgames Prospectus December 2008
- Program Brief February 2009
- Financial Brief March 2009

When writing this document, we want to give a final project status shortly before the event begins, and also to highlight the most important internal and external challenges the secretariat has encountered along the way. We also highlight the experiences we have had as we have worked to realize the ambitions associated with World Outgames 2009.

We are aware that this collection of our experiences is written prior to the actual start of the event. But it is crucial for the management that these organizational and management experiences are collated now, primarily to avoid those experiences being drowned in the “information and media noise” from the actual World Outgames week.

It is no less important for the secretariat that the numerous cultural, political and social achievements along the way also be documented and receive the attention they deserve.

Equally, it must be underlined that the decision taken by politicians in Copenhagen City Hall for the city to host World Outgames was taken when the world economy was showing positive growth (Fall 2006). However, the project and the events are being held – or rather, have ended up being held – in a recession (July 2009). The considerations and recommendations laid out in this report should be read and understood in this economic and political context.

This status report – as for the previous reports – has been written with one overall objective in mind: Namely to invite the reader – and thus the general public – “behind the scenes” of World Outgames.

Because it is the day-to-day work “behind the scenes”, with all the decisions to do or not do things, which finally ends up as the official World Outgames Program. A nine-day long sports, cultural and human rights program, which we hope the many thousands of participants who are coming to Copenhagen, tourists and indeed local people will welcome with open arms in the spirit it was conceived:

Love of Freedom - Freedom to love.

On behalf of the secretariat

Uffe Elbæk, CEO

Summary and guidelines to the reader:

Below is a short summary of the issues and questions covered in the individual sections of this document.

The secretariat would like to underline that there is no ambition for this status report to be a long list of dogmatic conclusions. Instead, we want to present the reader with a number of open questions, which should be challenging and conducive to future potential decisions about hosting large international events in Copenhagen.

The numerous questions and reflections in this paper stem directly from our practical experiences. Firstly with the task assigned, then with developing a program concept, building the necessary organization and finally with actually holding World Outgames 2009 during the last week of July this year.

Firstly, we will examine the historic timeline for World Outgames. In other words, a short history of the most important political and organizational decisions from the Fall of 2005 up until today. Decisions which have each defined the political rules of play and financial preconditions within which the project has been realized.

In the **Organization** section, we provide a status of how to build an internationally-oriented event organization from scratch.

A number of challenges are then presented which pervaded day-to-day work in the secretariat. These include:

- Choice of legal entity form for the company
- Diverse interested parties
- Relations between management and other staff
- Working environment
- Sharing information and knowledge

In the **Communications and Marketing** section, we provide a status about the communications and marketing activities. This includes an introduction to the “communications compass”.

A number of the challenges which pervaded the day-to-day communications and marketing work in the secretariat are then presented. These include:

- The project’s fundamental identity – sport? Culture? Human rights? Or everything at once?
- Conflict with the Gay Games, a competitor
- The imbalance between the sexes – both in the project specifically, but also generally in large, similar LGBT events
- The project’s esthetic expression – “business as usual” versus “business as unusual”
- A festival open for all – instead of a festival open for just a few

In the **Human rights conference** section, we provide a status of the especially extensive and multi-faceted international conference program.

A number of challenges with pervaded the work, both with preparing the program and organizing the large international human rights conference during World Outgames, are then presented. These include:

- Capacity – scope and size
- Organization – the dynamic between and respect for the local, national and international focus

- Outreach – global representation
- Keynote speakers and workshops
- Local and international footholds for LGBT politics

In the **Cultural Program** section, we provide a status of the wide-ranging and ambitious cultural program. The report goes on to underline some of the challenges in developing, organizing and implementing the cultural program as we know it today:

- Financing or lack of it
- The opening event – a party for the whole city
- OutCities – the cities who came, saw and came back again.
- From the Village to the OutCities Route

In the **Sports Program** section, we take a look back to the experiences drawn from the first World Outgames event in Montreal, including the relationship and dialog between the local Copenhagen LGBT association Pan Sports and GLISA.

A number of challenges which pervaded the work adapting the sports program to a Danish context are then presented. These include:

- Developing our own Copenhagen model
- Lack of experience from Montreal
- Support from the international LGBT sports scene
- Collaboration with mainstream sports organizations
- Interfaces to other departments in the secretariat

In the **Volunteers Department** section, we provide a status about the work in that department. This includes how to train and retain 1,500 volunteers.

A number of the challenges which pervaded work in the department are then presented. These include:

- Recruitment of volunteers
- Volunteers’ “ownership” of the project
- Training a core group of volunteers
- Setting up a volunteer database
- Voluntary work as meaningful work

In the **Fundraising, Sponsorship and Foundations** section, we provide a status about how the sponsorship and funding work developed alongside the spread of the global economic crisis from the USA to the rest of the world.

A number of challenges which pervaded the work in the department are then presented. These include:

- A new event in Denmark
- The Corporate Social Responsibility angle versus media exposure
- Lack of personal network at “C” level management
- Danish companies not having LBGT focus
- GLISA – an inexperienced owner of the World Outgames brand name, with few resources

In the **Finance** section, we provide a status about how to navigate a project as large as World Outgames through rough water, from both a budget and a liquidity point of view.

A number of challenges which pervaded the work keeping the project in the black are then presented. These include:

- Fixed but nonetheless flexible budgets
- Liquidity / cash flow management
- Financial routines
- VAT (sales tax) policy
- Documentation provided to foundations

In the **IT** section, we give an introductory status about the prioritization which formed the basis of the choice of IT strategy and platform.

A number of challenges which pervade the IT work are then presented. These include:

- Building the website
- Development of a registration system
- Ticket sales
- Check-in

In the **Concluding Remarks** section, we reflect on what we would have done if we had been the ones taking the political decision as to whether it was appropriate to apply to host an international event such as World Outgames. The following questions are raised:

- Whose idea is it – and thus whose responsibility?
- Is there a documented need for the event?
- What is the overall objective of the project?
- What are the success criteria and the core values?
- What is the overall concept for the event?
- Which team should take on the work?
- How should the project be structured and organized?
- What are the timescales and action plan?

In the **Key Figures and Achievements** appendix, we have tried to list some of the facts and figures such as number of internal meetings, number of staff, number of volunteers, number of partners, etc. A quick look at these figures will give a basic but good overview about how complex and dynamic the work process leading up to the actual World Outgames event have been.

The list of achievements is similarly included in order not to forget all the related positive results achieved along the way. The related results are, for some people, perhaps some of the most valuable and lasting of the whole political effort which World Outgames is.

Note regarding monetary amounts:

The accounting currency of World Outgames ApS is Danish Kroner (DKK).

Conversion rates to the Euro (EUR) and the US\$ (USD) according to the National Bank of Denmark's published rates for June 2009 are:

EUR 1 = DKK 7.4456

USD 1 = DKK 5.3193

The political, financial and organizational timeline for World Outgames

Fall 2005:

The City of Copenhagen informs the Gay and Lesbian International Sports Association (GLISA) that it is interested in hosting World Outgames 2009. GLISA owns the World Outgames brand name.

Spring 2006:

On behalf of the City of Copenhagen, Wonderful Copenhagen prepares a formal bid to host World Outgames in Copenhagen.

A draft contract is then negotiated between the City of Copenhagen and GLISA.

Fall 2006:

After the Culture and Leisure Committee's site inspection of the World Outgames in Montreal, the City Council decides to allocate the first DKK 20m for holding the World Outgames in Copenhagen in 2009. The amount is allocated from an estimated budget of DKK 60m.

The contract between GLISA and the City of Copenhagen is signed on November 27, 2006.

January / February 2007:

The management of World Outgames is appointed with Uffe Elbæk as CEO. The secretariat is housed at Wonderful Copenhagen's offices during this organizational startup phase.

The expected number of participants for the World Outgames is put at 8,000.

Spring 2007:

Alongside hiring core staff for the secretariat, work is undertaken to set up a Board of Directors for the World Outgames 2009 company.

This organizational change was done at the recommendation of CEO Uffe Elbæk, in order for the secretariat to be able to live up to the quality requirements set out in guidelines written by the Culture Ministry, and its Director Lars Liebst, after evaluating the Hans Christian Andersen Bicentennial Year. The guidelines were published under the title "Recommendations for good management of large cultural projects".

Summer 2007:

The secretariat as we know it today – sports, culture, conference, sponsor and funding, as well as communications and marketing departments – is set up.

The secretariat moves to its own offices at Farvegade 10 in the city center.

Fall 2007:

The Board of World Outgames is constituted, chaired by Merethe Stagetorn. The makeup of the Board had been discussed in advance by Lars Bernhard Jørgensen, Director of Wonderful Copenhagen and Carsten Haurum, Cultural Director of the City of Copenhagen.

At the same time, the first large sponsorship agreements and donations from foundations were made public (Scandinavian Airlines, IBM, Politiken newspaper, The Tuborg Foundation and Primetime).

Spring 2008:

Participants from abroad, primarily North America and Canada, criticize World Outgames in Copenhagen for having high registration fees at DKK 1,500 per person, despite this being lower than for the World Outgames in Montreal in 2006.

It turns out that the weak dollar and the weak economy form the basis for the criticism, rather than the content of the participant package. The secretariat had consciously set the price in Danish kroner to avoid unnecessary exchange risks.

June 2008:

The half-yearly report is published, in which attention is drawn to the sponsorship work encountering more obstacles than breakthroughs in the foregoing few months.

Management then prepares two alternative budget scenarios which are presented to the Culture and Leisure Committee of the City of Copenhagen and the World Outgames Board.

At the Board meeting of June 18, 2008, a decision is made to reduce the budget from DKK 64m to DKK 58m.

Consequences:

- Expected sponsorship income is adjusted downwards
- PR activities are reduced
- Promotional travel is cancelled
- Hiring of project managers does not go ahead
- The Cultural Program is reduced

September 2008:

Management finds additional budget reductions of DKK 4.5m (but also new expenditure of DKK 1m) during a management seminar on September 2, 2008. At a Board meeting on September 9, 2008, it is decided that further savings of DKK 4.5m will be implemented if sponsorship and donation goals are not met by September 30, 2008.

Consequences:

- Two full-time staff are let go
- The Evaluation Project is dropped.
- All staff will be let go a month earlier than planned, i.e. on August 31, 2009, with the exception of the Financial Controller.
- All the management group except the Finance Director will be let go between one and four months earlier than planned, i.e. August 31, 2009.

The first of 14 Star Moments is held. The first event is a personal conversation with 94-year old Axel Axlil about being one half of the first homosexual couple in the world to enter into a registered partnership at Copenhagen City Hall in 1989. The conversation with Axel took place in the Marriage Room at the City Hall.

October 2008:

The number of registrations passes 2,000 on September 30, 2008. Sponsor and foundation donations have however not reached target, so the budget reductions of DKK 4.5m are implemented.

A mini project management training course over five evenings and a weekend for all core volunteers is started. This course is held three times in total.

November 2008:

A donation campaign is launched in Denmark called “Mange bække små”, which can be translated as “Every little helps”. The campaign includes a number of fundraising events as well as general encouragement to give a large or small amount of money to World Outgames. Donors thus gain the status of “favorite cousin”, “favorite uncle”, or “rich aunt” in the Outgames family.

December 2008:

The half-yearly status report is prepared, in which the management underlines the seriousness of the financial crisis which has spread from the USA to the rest of the world. We present the status report to the Culture and Leisure Committee and at the Board meeting on December 16, 2008.

Several trade unions provide financial support to the conference, and the Capital Region of Denmark allocates DKK 1m to support World Outgames. A number of material and specialist sponsorship agreements are also made with a number of private companies. These include Reputation (an advertising agency), and the communications agency We Love People.

Media partnerships are also entered into with a large number of international print and web magazines.

Two staff leave Outgames as a consequence of the budget reductions of October 1, 2008.

January 2009:

Financial estimates for 2008 are drawn up and based on these, a budget for 2009. In total, 2008/2009 shows savings of around DKK 1.7m compared to previous budgets.

The budget framework is now DKK 52.9m. Savings are primarily made in PR and the conference program, with additional sponsorship income agreed.

February 2009:

The financial brief is prepared.

An international advertising campaign is launched. The ad is prepared in collaboration with Reputation and is very positively received by all media it appears in.

March 2009:

Scandic Hotels decides to join the World Outgames sponsors. The final sponsor team is thus in place.

The Chair of the Board, Merethe Stagetorn, writes to the Mayor of Culture and Leisure, Pia Allerslev, requesting a DKK 5m financial guarantee for the World Outgames in the event of a deficit.

The secretariat implements another budget reduction of DKK 3m. The total budget is now DKK 49.9m.

Chair of the Board Merethe Stagetorn, Vice-Chair Merete Lundbye Møller as well as CEO Uffe Elbæk and Financial Director Per Hermansen address the Culture and Leisure Committee.

April 2009:

Large cultural event and party at the Hotel Sankt Petri attracting over 1,000 guests.

May 2009:

The official deadline for registrations for World Outgames. A total of 4,850 people from 84 countries have registered. It is decided to extend the deadline for sports to June 15 and for culture and the conference to July 1.

On May 14, the Danish Embassy in Paris holds a large reception for World Outgames at La Maison du Danemark (Denmark House).

The final monthly Tuesday Information Meeting is held. By the middle of May, 1,400 volunteers have registered.

On May 28, the City of Copenhagen allocates a further DKK 5m to World Outgames.

May 29 sees the official opening of the “Lost and Found” international contemporary art exhibition at Nikolaj Copenhagen Contemporary Art Center.

June 2009:

Agreement with the last OutCities city is made meaning there are now six OutCities: Melbourne, Rio, Mexico City, Tel Aviv, Antwerp and Aarhus.

Information meetings for all registered volunteers are held over ten evenings.

The Culture and Leisure Committee receives a short briefing about the most important highlights during the World Outgames.

On June 10, a press conference is held at Copenhagen City Hall to present the first survey into the living conditions of LGBT people in Denmark. The survey was financed by the City of Copenhagen, the Tryg Foundation and the Danish Council for the Prevention of Crime.

On June 17, the City of Copenhagen, the Copenhagen Police and the Danish Institute for Human Rights present their broad-based anti-hate campaign, "It is not a crime to be yourself". The campaign is planned to start a week before World Outgames 2009.

On June 25, the official World Outgames song, "Freedom to Love", is launched. The song is written and sung by Annisette.

July 2009:

July 3 sees the official opening of the history exhibition about 200 years of Copenhagen LGBT life at the Museum of Copenhagen. The exhibition is entitled "Som jeg er/As I Am".

On July 9, the first official World Outgames program is published. The program has 260 pages and includes an overview of all the events to be held.

On July 21, there is a press briefing about the World Outgames week, including a presentation of the most important highlights in the official World Outgames program.

On July 25, World Outgames officially opens at Copenhagen City Hall Square.

Organization

Status

World Outgames 2009 ApS was incorporated in 2006 as a private limited company wholly owned by the Wonderful Copenhagen Foundation. Wonderful Copenhagen is the Capital Region of Denmark's official event, congress and tourist organization. The World Outgames 2009 secretariat started work in the office of Wonderful Copenhagen, and in the summer of 2009 moved to its own offices in Farvergade in the city center.

Since the secretariat was set up in February 2007 with six staff, there are now 20 full-time employees, two student assistants, three volunteers working almost full time, four volunteers working half time and many volunteer groups. The management group consists of five people.

Partnerships have been established with external consultants for strategically important tasks such as communications advice, graphic design, the Opening Ceremony, the OutCities Route and the OutCities stages.

The secretariat's work is divided into the following areas of responsibility:

The Communications and Marketing Department is led by CEO Uffe Elbæk and consists of three staff and two volunteers working almost full time.

The Finance, IT, Administration and Sales Department is led by Finance Director Per Hermansen and consists of three staff.

The Sports Department is led by Sports Director Tommy Kristoffersen and consists of four staff and a student assistant.

The Culture Department is led by Michael Stensgaard, Director of Culture and Conference Programs, and consists of one full-time employee and one student assistant.

The Conference Department is also led by Michael Stensgaard and consists of three staff and one volunteer working almost full time. The Outreach program also belongs in the department.

The Volunteers Department is led by Thorbjørn Nesjan and consists of one other member of staff. Security and Safety also come under this department.

During the nearly three years of the project's duration, six staff have resigned and two were asked to leave because of budget cuts. In a large project organization, a certain amount of staff turnover is to be expected, despite the limited duration of the project and employment. As at any place of work, there has to be a balance between the needs, demands and expectations of the staff and of the organization – and these can change over time.

In the early Spring of 2007, a Board was established whose members bring specialist and leadership skills to the project. They have provided a significant organizational

strengthening of the secretariat, and have followed the development of the project and the secretariat's work closely – from an organizational, financial and content point of view. As a result of the insight they have brought, they have been able to help the management of the secretariat as essential external sparring partners in crucial, important decisions.

Key challenges along the way:

Legal company form
Interested groups / parties
Management group and staff
Working environment
Sharing information and knowledge
Staff retention

Legal company form

Prior to establishing World Outgames as a private limited company, a thorough analysis was conducted by Wonderful Copenhagen. As both the City of Copenhagen as largest financial contributor and initiator and the Wonderful Copenhagen Foundation wanted a “watertight” solution for the legal relationship between the City, the owner and World Outgames, the choice made was for a private limited company. The advantages of a private limited company include:

- Relatively low startup capital
- Financial risk is limited to the startup capital.
- Control over the Board and thus indirect control of the management of the company.
- The company can be dissolved after the event.

When the management group became more aware of the content, scope and form of the World Outgames event in summer 2007, the company's rules had to be altered. It was not completely clear in the rules that World Outgames was more than just a sports event. Neither was it mentioned how any profit should be used when the company was to be dissolved (no later than December 31, 2009), nor that there should be a Board of Directors running the company.

With the changes to the rules, World Outgames was no longer regarded as a profit-making company, and it was thus possible to seek financial support from Danish foundations for the activities during the event.

Many of the activities in World Outgames are regarded as charitable or NGO work in Denmark, but this opinion has not been shared by other international organizations including the EU.

Several applications for funds from the EU have been rejected, as the EU did not want to accept the legal company form or the wording in the articles of World Outgames 2009 ApS as being a non-profit organization. Unfortunately, no Danish ministry was willing to accredit World Outgames as a non-profit organization either, because of the legal form being a private company.

The management followed the recommendations in the Culture Ministry's "Recommendations for management of large cultural projects" from 2006, and by establishing the Board has had close and regular follow-up on the event's finances, financial management, progress and development.

Interested groups / parties

The three largest interested parties in World Outgames are the City of Copenhagen, Wonderful Copenhagen and GLISA. A written agreement was drawn up between the three parties and World Outgames 2009 ApS, in which the requirements and expectations placed upon World Outgames are stated. The terms and conditions for financial contributions between the parties as well as how and with what frequency reporting to the interested parties must be done are also included.

The City of Copenhagen

The City of Copenhagen took the initiative to host World Outgames 2009 in Copenhagen. A unanimous city council voted to apply to host World Outgames after prior analysis and a visit to the World Outgames in Montreal in 2006. Together with Wonderful Copenhagen, the conditions for the event were agreed, including a written agreement between the City of Copenhagen and World Outgames 2009 ApS.

The management of World Outgames reports to the Mayor for Culture and Leisure. Written half-yearly reports have been prepared and presented to the Mayor for Culture and Leisure. The management of World Outgames has been received by the Culture and Leisure Committee for presentation of the half-yearly status reports, and as required.

Without close cooperation with the Culture and Leisure Administration, it would not be possible to hold World Outgames. The Culture and Leisure Administration manages the City's sports facilities which are being made available to World Outgames at no charge.

The management of World Outgames has experienced particularly good and trusting working relationships with the former and current Mayors, Martin Geertsen and Pia Allerslev.

Wonderful Copenhagen

As the owner of World Outgames 2009 ApS, Wonderful Copenhagen has a natural interest in the company.

Wonderful Copenhagen agreed the scope and conditions for the World Outgames event with the City of Copenhagen before the management group led by the CEO was appointed.

Prior to the creation of the Board of World Outgames, ongoing reporting was made to the management of Wonderful Copenhagen.

Since the Board was set up, reporting to Wonderful Copenhagen has been via one of the Board members who is also a member of the management group of Wonderful Copenhagen.

Meetings have also been held between the management group of World Outgames and Wonderful Copenhagen as needed.

World Outgames purchases administrative support from Wonderful Copenhagen in the form of IT support, bookkeeping services and salary administration. It has

therefore not been necessary for World Outgames to invest in software and hire staff for these tasks. The solution has worked entirely satisfactorily with a close dialog between the Finance Director of World Outgames and the Finance Department of Wonderful Copenhagen.

Together with Wonderful Copenhagen, World Outgames has coordinated several visits by journalists from abroad, the two organizations having a mutual interest in marketing the event and Copenhagen as a tourist destination.

GLISA

GLISA, the Gay & Lesbian International Sports Association, owns the World Outgames brand name. A fee per participant at the World Outgames is paid to GLISA, who in return makes the brand name and network available to World Outgames 2009 ApS.

During the whole process there has been a close and trustful dialog between the management of World Outgames and the co-chairs of GLISA, Wessel Van Kampen and Julia Applegate. But despite these good relationships between the secretariat and the top management of GLISA, the collaboration between GLISA as an organization and World Outgames as an event has been marked by very varying levels of quality.

The responsibility for these at times strained relations falls of course in both camps. In the secretariat, the many staff changes in communications have been one of the factors contributing to unclear communication and expectations that have not been met. But correspondingly, GLISA as an organization has at no time lived up to the expectations we in Copenhagen have had of the brand owner. Expectations and requirements which were otherwise expressly stated in the contract between Wonderful Copenhagen and GLISA.

It is therefore highly recommended that when the third World Outgames is held, a more detailed declaration of expectations be made between the local event organizer and GLISA.

Management group and staff

As the company was being set up in the Fall of 2006, advertisements for the positions in the management group were placed in daily newspapers. Wonderful Copenhagen used UNIK HR to help recruit the CEO and the management group.

Initial interviews with potential candidates for the management group were already underway when the CEO was appointed. However, the final interviews with the candidates identified took place after the CEO was appointed. The CEO and one of the managers started in January 2007, with the other members of the management group starting in February 2007.

The first six months of 2007 were used to define the project, acquire a mutual understanding of the event's scope, potential and limits and not least its finances. Emphasis was placed on dividing the work up in the full knowledge that in the coming years right up to the actual World Outgames, work would come up that did not naturally belong in the organization.

With very different backgrounds and type of experience, the focus was on the same goal: to hold World Outgames in the summer of 2009 as a relevant and unique event

for the participants, as a lever for future large events in Copenhagen, and as a tribute to liberal-mindedness, tolerance and diversity.

With the move of the secretariat to Farvergade, hiring of staff in the individual departments and a physical spread of workstations, the need for coordination and knowledge sharing increased – not just in the management group, but also in the whole organization.

The management group has held a two-hour meeting every Tuesday morning to discuss the most important strategic and tactical challenges facing the organization. At every other meeting, the World Outgames milestones plan was updated. The milestones plan gives a good overview of all the top-level tasks and ensures that the whole organization is focused on completing tasks in the correct order. The management group also held whole-day seminars shortly after the Christmas and summer holidays focusing on the status and the challenges for the coming period. The financial status and budget adjustments were a large part of these seminars.

In 2008, the management group took part in “Diversity Lab”, a project at the Danish Institute for Human Rights. Diversity Lab consisted of a number of seminars about attracting, applying and maintaining diversity in the workplace. Two people from the World Outgames management group took part in Diversity Lab, and were to apply a number of tools to the organization (in our case in the management group) between the seminars.

As part of the Diversity Lab, the management group had the whole group undergo an MBTI analysis, followed by presentation of the results and their potential application. The analysis showed that the management group was made up of people with very different personality types. By being aware of each other’s strengths and weaknesses, better understanding of working methods and reaction patterns in a work context can be attained.

A Diversity Lab tool about knowledge domains was also tried on all World Outgames staff. The model used was intended to identify the skills of each individual employee – in addition to the specialist subject skills which are part of the person’s work.

Recruitment of World Outgames staff has been ongoing in line with the project’s development and financial aims.

The majority of the positions in the secretariat have been advertised publicly to ensure transparency and of course to attract the most suitable staff. External recruitment firms have been used as sparring partners for drawing up job advertisements, holding interviews, testing candidates and for selecting the most suitable applicants.

Upon joining, new staff have received presentations of the organization and its tasks and challenges in short introductory meetings with each department. Staff are expected to add value and achieve results under some very high-pressure and unusual working conditions. The unusual working conditions include the need to provide top performance from Day 1, even though the new member of staff does not know his or her colleagues or the cultural and financial situation the project is to be held in yet. That means getting results despite very uncertain premises. On the one hand there is no experience of holding World Outgames in Europe, and neither is there any experience from events with such a broad range of activities. And the budget

framework is being constantly adjusted. Finally, initiatives must work the first time, as there is no second chance when it comes to the World Outgames 2009. All this means that the individual employee is often under daily pressure, both with regard to their area of work and from a cultural point of view. The challenge is to create a good and meaningful working atmosphere both for the individual and the staff as a whole – despite this daily pressure.

In employment contracts it was stated that salaries would not be renegotiated during the period of employment because of the short duration. It was also agreed that overtime would not be paid.

With the short preparation time for such a large event, it is important for all staff and managers to be prepared to work as a team and give their best at all times.

With the staff's different theoretical backgrounds and practical experience of project work, everyone was well aware that we were working on the fly, and "building the plane in the air". In other words, that the event as a whole and part of its content were fixed, that the deadline could not be moved and that the project's financial foundations were not in place.

It can be frustrating and demotivating to have worked on some activities for the event for which no budget or time can subsequently be found.

The secretariat has, however, always been characterized by a high level of commitment, with periods of long days and unusual working hours, all under almost impossible physical and financial conditions.

It must be pointed out that the staff have done an incredible job to complete their work creatively despite frugal finances, not least thanks to their many different skills, good networks and the use of volunteers.

Annual performance appraisals have been conducted for all staff and managers in the secretariat.

Sharing information and knowledge

As well as weekly meetings in the individual departments in the secretariat, a common routine was established for sharing information and knowledge.

The secretariat holds a short information meeting for all staff every Monday morning, where results and work from the previous week are summarized together with the work and challenges for the coming week.

We have tried to celebrate our small successes and give each other a pat on the back as motivation both in good times and bad times.

Once a month we allocate half a day for a seminar together. The content has been set by the management group and been both theme-based and practical work. Since Spring 2009, the agenda of the monthly staff meeting has concentrated on practical information and brainstorming with each other about holding the World Outgames in the summer.

During a whole-day seminar for staff in the secretariat in the middle of June, all the scripts, scenarios and action plans for the individual activities in the World Outgames week were examined so that the permanent staff, together with the numerous volunteer groups, are as well-equipped as possible to welcome the thousands of participants and guests in the summer.

As and when needed, a number of whole-day seminars have been held for all staff in the secretariat. With themes as varied as knowledge domains, activity and action plans, World Outgames Values, career development and work/life balance, we have, with outside help, focused on an exchange of information and a mutual need for training.

But when does an employee have enough usable information to be able to complete a task satisfactorily and without treading on any colleagues' toes?

The biggest challenge for any organization is to keep the information level at a sensible level when the needs are different from person to person.

As well as department, management and information meetings, and half and whole-day seminars in the secretariat, we have also enjoyed group emails.

Group emails used for short messages, to refer to websites with interesting information or for a joke among colleagues.

When we started sending too many such emails or writing messages that were too long, we reminded each other about the stress factor of information overload – so the flow via email then found a suitable level again.

Staff retention

In the Fall of 2008, all staff were presented with a career development project. The project started with the goal of all staff being able to get the best out of working for World Outgames, and that their skills should be developed in the best way possible in the short time they are employed here. The project was also to ensure that the staff did not suddenly find new jobs just prior to summer 2009 and leave the organization taking all their knowledge with them. An enormous amount of knowledge has been built up by all the staff which could not be passed on to and used by a new member of staff.

All staff should feel that working with the World Outgames event would give them skills for their future career.

As part of the project, all staff have been offered a short program with an external consultant to look at their skills and values. An individual meeting in the summer of 2008 was followed up by another individual meeting in the spring of 2009.

Those staff who accepted the offer and took part in the whole process with the consultant have said they were satisfied with the meetings, which have helped them clarify their own values and wishes for future career possibilities as well as giving them specific help with writing a CV and applications for jobs after World Outgames. All staff in the secretariat (except the Finance Director and Controller) will be let go earlier than originally planned. The staff are leaving a month earlier, and the management group up to four months earlier than originally agreed.

It was the management group, together with the Board, who decided to do this when adjusting the budget in the Spring of 2009, as an alternative to having to make big savings to the programs and activities during World Outgames.

This of course has consequences for the evaluation and handover of knowledge from World Outgames. However, it proves that the secretariat is willing to make sacrifices to meet the expectations of delivering a large, fantastic week full of events in Copenhagen in July 2009.

Communications and Marketing

Status

Just under two and a half years ago, one of the numerous exciting tasks the secretariat had was developing a global communications campaign targeted initially at LGBT people (lesbian, gay, bisexual, transgender) worldwide.

That is to say, to as effectively and inspiringly as possible communicate the great story about World Outgames in Copenhagen and Denmark – in that order of priority.

The success criterion for the campaign – prepared in close dialog with Primetime Kommunikation – was as clear as it was ambitious: within a short period of time, thousands of international LGBT tourists and their friends should decide to spend their summer holidays in the capital of Denmark in July 2009. And in the long term, the campaign should support and thus strengthen Denmark's profile as a tolerant, culturally diverse and internationally curious society.

Relationship bridge

Two and a half years later, we can conclude that the campaign met our expectations and that 5,000 people – representing over 90 nationalities – have decided to come to Copenhagen to take an active part in the World Outgames program. To those numbers can be added the thousands of LGBT tourists coming to Copenhagen because of World Outgames, but who are not directly taking part in the planned program of activities.

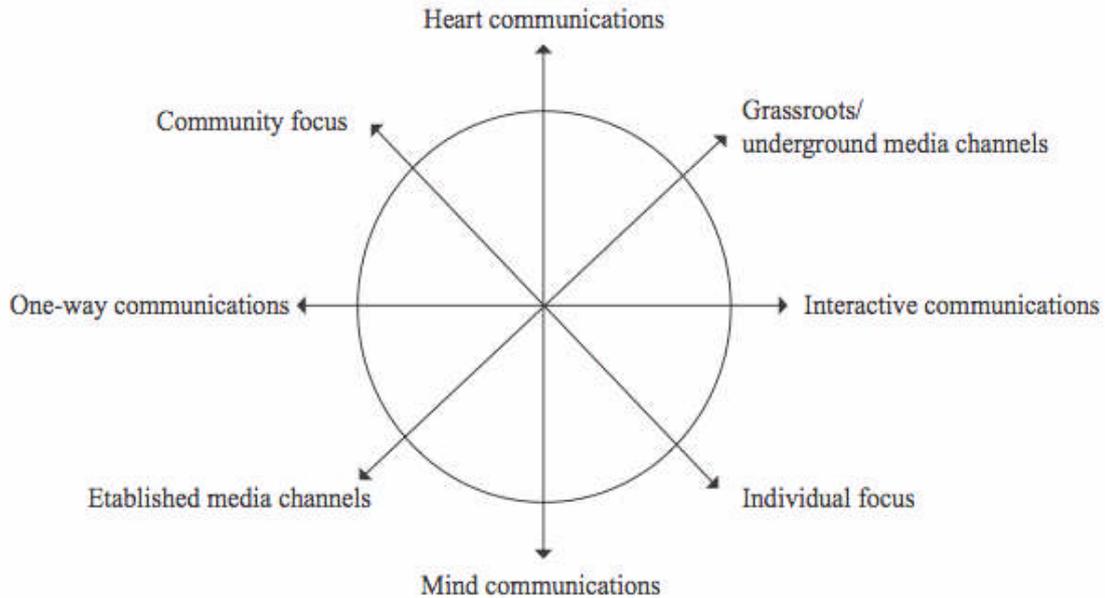
The communications campaign we rolled out consisted of a variety of elements and initiatives, which together ensure that we established a credible communications and relationship bridge between us here in Copenhagen and the potential World Outgames participants. Regardless of whether they live in Hong Kong, Rio, Toronto, Milan or Stockholm.

We knew beforehand that we have to communicate with very different cultural and political contexts, to very different types of people in very different life situations. Some were young. Some were old. Some were rich. Some were poor. Some were men. Some were women. And some were somewhere in between these social and cultural identities and life points.

The Communications Compass

In order to navigate this especially motley communications landscape, we devised our own communications compass. A compass which includes the most important strategic communications parameters which we needed to take into account for the work ahead. Because completely independently of the specific task and / or campaign, some of the parameters and points to be aware of had to be prioritized over others.

By using the compass as a strategic communications tool, we made sure that we consciously took thematic focus, choice of media and communications forms into account.



Below is a short description of what the individual opposing communications pairs entail:

One-way communication versus interactive communication: Here we decided whether the information and messages we wanted to send out should be communicated through newsletters and stories in other media (one-way communication) and / or through blogs and debate forums on the World Outgames website or at actual social events and / or information meetings (interactive communication).

Heart communications versus mind communications Here we decided whether the information and messages we wanted to send out should be more fact-based (mind communication) and / or based on story-telling packed with opinions and with a strong identity (heart communication).

Established media channels versus grass-roots / underground media channels: Here we decided whether the information and messages we wanted to send out should go through established media channels (national print and electronic media) or through grass-roots / underground media channels (often magazines or web media).

Individual focus versus community focus. Here we decided whether the information and messages we wanted to send out should be angled and communicated with regard for the end user's individual needs and wishes and / or whether the information and messages should be targeted more broadly to the interest groups these end users were part of and thus related to.

Combination solutions

Regardless of whether the balance and / or the dynamics ended up being between the individual parameters, there were two communications principles which were common to all our campaign decisions.

The first communications principle was: The recipient must feel that all our communications are relevant and interesting. And the second communications principle was: What comes from the heart gets to the heart.

It was using these two communications principles and with the help of our compass that we managed to get our great story about World Outgames, Copenhagen and Denmark out to the farthest corner of the globe.

We must emphasize that we did not do it alone. We worked closely with the Foreign Ministry, Danish missions abroad, the Danish Cultural Institute, Visit Denmark, Wonderful Copenhagen, LGBT interest organizations, international media partners, passionate local people and local grass roots organizations. In short, a communications combination which was as diverse in its structure as the diverse target group the story-telling about World Outgames, Copenhagen and Denmark was intended to reach.

Key challenges along the way

As mentioned above, the World Outgames communications and marketing work is built on a dynamic combination solution, where broadly different platforms and communications channels have been in play.

Early on in the process it had been decided that communications and marketing work should have its starting point in a targeted:

- web strategy – both as regards our own website and links to and from other sites
- press strategy – locally, nationally and internationally
- social networking strategy – locally, nationally and internationally

In other words, we should build our own website from scratch, identify relevant international and national media partners and also take part in hundreds of local, national and international LGBT events.

With this work we ran into the ten challenges described below, which the communications team had to consider in its day-to-day work of communicating and marketing World Outgames:

- The project's fundamental identity – sport? Culture? Human rights? Or everything at once?
- Conflict with the Gay Games, a competitor
- The balance between the sexes – both in the project specifically, but also generally in large, similar LGBT events
- The price argument versus the quality argument
- The project's esthetic expression – “business as usual” rather than “business as unusual”
- A festival open for all – instead of a festival open for just a few
- World Outgames as a global event
- Building a new brand
- Communications campaign logic
- Organizational turbulence

Challenges which reflected some of the underlying dynamics and conflicts in the project from Day 1:

Firstly: The fundamental communications and marketing challenge has been the event's overall identity. Because the name gives a signal that it is a sports event. But it is also a cultural festival and an international human rights conference.

It has been a difficult balancing act to harmonize these three elements in the event: Sport, Culture, and Human Rights. We were exceptionally clearly aware that it was the sports program that would attract the most paying participants. But without the cultural program and the human rights conference, World Outgames would not have the broad justification such an event should have. So we kept hearing the questions: What is the Outgames? Gay Olympics? A queer culture festival? A human rights event? Or what?

The content and structure of the program which had been put together might not have been such a communications and marketing challenge if World Outgames had been an established, and therefore known and recognized brand.

But World Outgames was not and still is not that. So this uncertainty about the identity has followed us from the very first day, making precise and unambiguous story-telling about the event difficult. Because World Outgames is of course sport, culture and human rights. That this combined – and in many ways holistic – identity for the event also had to be communicated to so many different target groups made the task no less challenging.

Because we had to communicate to the surrounding heterosexual world as well as the global LGBT community. As regards the latter group – the LGBT community – it very quickly became clear that there were very big differences in interests, needs, values and self-understanding, whether it concerns the LGBT sports community, the LGBT cultural community or the LGBT human rights community. Which again meant that telling the story about World Outgames had to be angled very differently depending on the target group we wanted to reach.

After the first year, the communications team took the decision to only refer to the event as World Outgames to the general public. This was in the hope that the brand name would over the coming years establish itself strongly enough so that further explanation would not be necessary.

But in order to have a “belt and braces” approach, the following tagline was chosen to support the name itself: Serious Sport. Serious Culture. And Totally Serious Fun.

Secondly: As well as the identity dynamic mentioned above, a competitive and political conflict was present from the outset. This was between World Outgames on the one hand (the new brand) and the competing international LGBT sports event Gay Games (the old brand), which World Outgames had broken away from.

However conflicting and thus sensitive the break between Gay Games and World Outgames may have been, there was no one in the secretariat who was aware of it when the secretariat was established. But relatively soon, it became clear for everyone

that the divorce between Gay Games and World Outgames would follow the project like a dark shadow – right up to the actual week when the event would be held.

This built-in conflict from the outset made our communications and marketing work very difficult, especially in North America, where the LGBT community was split about which of the two one was “with”.

But even without this conflict between World Outgames and Gay Games, there was uncertainty about whether potential overseas participants – i.e. primarily those from North America and Australia – would choose World Outgames as their European destination in 2009. Or would they go for the Gay Games in Cologne in 2010? Because the potential overseas participants would obviously only come to Europe once in a two-year period. So would they choose Copenhagen or Cologne? In Copenhagen’s favor is that it is a capital city, which gives prestige. In Cologne’s favor is the fact that it has a significantly larger LGBT community, and that geographically it is more centrally-situated for the majority of European participants who come from Netherlands, Belgium, France and the rest of Germany.

Thirdly: At events such as World Outgames, there is a tradition for an approximately 70/30 split between men and women participants. A gender imbalance, which interestingly enough reflects both the heterosexual perception of the LGBT community and also an internal cultural issue in the LGBT community itself.

Let us first look at the challenge of the heterosexual world’s perception and understanding of the LGBT community. Because it is as unequivocal as it is misleading: Homosexuals = gay men. In any event that is the case in Denmark. In all the initial coverage and interviews both in Denmark and abroad, the focus was on gay men. We saw headlines such as “The Gays are coming” or “Gay Olympics”.

Lesbians were conspicuously absent from the media’s descriptions of what the World Outgames is. The past two and a half years have therefore been a constant education program for both journalists and the media they work for. Again and again, we have had to underline that homosexual means gay men and lesbians. And that there are bisexuals and transgender people too. In other words, all the groups which come under the heading LGBT.

But it was not just the surrounding heterosexual world that was unsure of what LGBT stands for. The LGBT phrase also had to be explained, clarified and last but not least cemented internally within the homosexual community. Because today there is still a significant cultural difference between the way the gay community and the way the lesbian community communicate.

So the communications and marketing work in the secretariat had to take into account the heterosexual world’s understanding of who homosexuals are (gay men). And at the same time the communications and marketing work had to build bridges internally in the homosexual community between the gay men on the one hand and the lesbians on the other – as well as not forgetting the bisexuals and transgender people as mentioned above.

Fourthly: Another challenge that has shadowed the communications team from Day 1 is the pricing strategy we should have, and therefore the price policy we should communicate out. Because is World Outgames a “product” to be sold to potential participants purely because of the quality of the event program? Or is it a product that will get the potential participants to buy because the price represents a really good offer compared to other “LGBT products” on the market?

The “price versus quality” discussion has ebbed back and forth both in the management group and the secretariat, and ended up being one of the project’s paradoxical decisions: World Outgames will compete on both parameters. In other words, the event’s quality and its low price compared to the real value of the product’s content one is buying.

This paradoxical decision reflects the different cultural and social traditions found in the global LGBT community today quite well. For example, in the LGBT sports scene there is a widespread discount culture, i.e. that sportspeople are used to a wide range of discount offers and add-on packages at large events. This discount culture is not found elsewhere in the LGBT community. There is a much greater understanding that the “ticket” just costs what it does.

Fifthly: It is a given from the above, that there have been many communications and marketing challenges for World Outgames which are related to the event’s identity. The same applies to the fifth challenge. Namely: should the graphical and esthetic expression for the event be “business as usual” or “business as unusual”?

Because you do not need to have worked long in the LGBT community before you realize how important youth, bodies and sex are in almost every form of communication. This triangle of attraction – youth, bodies and sex – is of course also applicable to the heterosexual world. But as mentioned, it occurs to a very much greater degree in the LGBT community, and most notably in the gay community.

In the secretariat, there was a widespread desire to work against this stereotype image of “the homosexual”, i.e. homosexuals are young, good-looking – and often white – men.

Because where were the women? Where were the not-so-young and older people? Where were the people who don’t have the perfect model’s body? Where were the non-white people? Where were the homo-families with their rainbow children? And so on and so on.

But because we needed to sell a lot of tickets – and in a financial downturn – the communications team again had to resort to a paradoxical decision. On the one hand we had a keen eye for making sure that “all sorts of people and life situations” were represented in the information material. On the other, we chose pictures and graphical expressions that emphasized the beautiful, the sensual and the attractive.

Sixthly: As a continuation of all the challenges mentioned above, the secretariat had to ensure that World Outgames was seen as an open festival for everyone – i.e. that everyone felt they were invited to the party – and at the same time we had to make sure that the needs of the primary target groups – the LGBT community – guided the numerous prioritizations of the program.

The solution was a balance between the events which required a ticket to be purchased (the LGBT community's terms) and a large number of free cultural events – including the opening and closing shows – held in the city's central squares and streets, which were addressed to anyone with the time and inclination.

Once again, the secretariat had a double communication challenge. On the one hand, we had to communicate to the LGBT community that this event was specially designed for them on their terms. And on the other hand we had to communicate to the people of Copenhagen and other tourists, that they were more than welcome to take part in the many program activities during the World Outgames week.

The communications team therefore chose to develop one communications and marketing campaign aimed at the global LGBT community (communication outwards from Copenhagen to the world) and one campaign aimed at the people of Copenhagen (within Denmark).

Seventhly: As mentioned previously, the secretariat wanted to work against the stereotype picture of a homosexual as “young, good-looking – often white – man”. Which among other things meant that the logical consequence was that the secretariat worked proactively to make sure that participants were not just from the “rich industrialized world”, which is where the overwhelming majority are normally from at these types of event. In other words, from North America, Australia and Europe.

That that is often the case is of course linked to those areas of the world having a higher degree of acceptance of LGBT people, and is also generally coupled with a higher standard of living making travel to such an event possible.

But what about the rest of the world? Especially the countries where being LGBT is forbidden either from a religious point of view or by law, and therefore extremely problematic from a social point of view. Which as we know applies to over a third of the countries in the world.

As an answer to this challenge, there was a targeted communications effort – combined with an economic support program called OutReach – to reach potential participants in “The Global South” (Africa, Latin America, Asia) as well as Eastern European countries.

Again and again, the communications team has communicated to potential participants that World Outgames is a global event and not “just” a western world event. This work has borne fruit because at the time of writing, more than 90 nations will be represented at the event.

Eighthly: As well as the numerous identity-related challenges, the communications and marketing work has been marked by a classic event issue: How do you communicate a program which will only be ready just before the event actually starts?

This is an issue known to anyone working on large international events. That you have to convince potential participants to buy a product that does not yet exist. Which

again means that you focus on communicating the idea, the vision and the dream itself. And wait for the program content until closer to the actual event. The challenge is therefore to get potential participants – as well as the media – to buy a “product” which you can only describe in relatively vague terms.

This issue is not helped by World Outgames being a very young brand, which means that there is not yet a tradition – and therefore credibility – to refer back to. So we have to help build a new brand at the same time as we have to sell a product, which will only have sufficiently specific content very late in the process.

Ninthly: It was a given that the communications and marketing effort should initially be targeted toward potential participants from abroad. Because without participants, there would be no event. In short: abroad first, Denmark second.

This communications campaign logic also fitted well with the experiences from previous comparable cultural events in Copenhagen. Namely that you have to be very conscious about when to start serious communication to – and therefore building expectations among – the broad general public. In this case the people of Copenhagen.

Because if we started the broad communications campaign too early, there would be a real risk of people in Copenhagen and Denmark becoming tired of hearing about World Outgames before the event had even started.

The challenge came up because early in the process we needed to get the goal of the project and its content communicated out to groups such as local decision makers and opinion makers on the one hand. And on the other hand, to potential volunteers in the local LGBT community. Because otherwise we would never build up a large and strong enough volunteer organization before the event. In short: how do you communicate discreetly “under the media radar” and still reach your target groups effectively?

The solution was a combination of social events and more traditional information meetings. From September 2008, an average of two cultural Star Moment events were held each month (they were free and open to all) plus one monthly information meeting (specifically aimed at potential volunteers) and finally we were physically present at a large number of LGBT events across the whole country with relevant information material.

The Star Moments and the information meetings ran alongside the international communication campaigns over the past year. In this way, the local LGBT community’s need for information and knowledge about World Outgames was covered – almost by word of mouth – before the secretariat was ready with the broader spectrum information campaign aimed at people in Copenhagen. A campaign which among other things consisted of placing a number of themed advertisements in Politiken newspaper, putting up placards and a large moving message display shown in June, and to be shown again in the week leading up to the event itself.

Tenthly: The final challenge that put its mark on the communications and marketing work is the organizational instability that has pervaded the communications team at management level.

Whereas the other teams in the secretariat have more or less had the same staff since the secretariat was established, the communications department has had four different managers in less than two years. So when the last one left the secretariat in September 2008, it was decided to not re-hire to the position but instead place the management and organizational responsibility with the CEO.

Having so many changes of management in the communications department has definitely weakened both the organizational overview and the subject continuity at times. But fortunately, the other staff in the team have showed excellent professional commitment and perseverance despite the changes of manager.

To conclude, we must mention one further stabilizing factor: The constant, good teamwork and professional support the department has received from Primetime Kommunikation. This combination of skilled staff and professional external sparring partners at Primetime has ensured that the communications and marketing work did not break down despite the many changes of management.

The Human Rights Conference

Status

With an international conference on LGBT human rights as an integral part of the project, World Outgames 2009 is to a high degree a political LGBT project on a global level. And there are good reasons for that.

Discrimination and worse things occur daily for LGBT people all over the world – regardless of where in the world they may be. Discrimination extends to completely unacceptable and horror-inducing executions by stoning to death and hanging in seven countries on the world. Over a third of the world's countries criminalize LGBT people because they are who they are, and condemn many to long prison sentences or torture for breaking the law. All around the world, transgender people are met with prejudice and massive stigmatization in their attempts to gain society's recognition for the way they want to live and for their identity. Similarly, bisexuals fight against invisibility and oppression in many societies. But the unacceptable conditions do not stop there.

Even in parts of the world where LGBT people have formal protection through legislation, there is still a long way to go. In many Eastern European countries, for example, LGBT people are denied fundamental human rights such as freedom of expression and public assembly – the latest incident being in Moscow where a Pride parade for LGBT rights was brutally broken up by the police. Even in Denmark, discrimination, social exclusion and violent attacks against LGBT people are widespread and demand attention – whether it is legislation, the legal system or just day-to-day life with work, health and sport, etc.

So we are more than proud to be able to present an especially extensive and multi-faceted international conference program, which articulates and makes visible the discrimination, attacks and exclusions, and not least seeks to show a way forward to a better world with real equality for all – regardless of sexual orientation or gender identity – and regardless of where in the world one may be.

At the time of writing, we are putting the final touches to the conference program, and we have already received many positive expressions of appreciation of the program from our partners and our international network. Within the conference's nine fixed themes, which range from politics and human rights, sport, culture and media to labor market conditions, health, body, sexuality and families, we have put together a conference program with more than 100 workshops and 350 speakers from more than 80 countries worldwide.

We are also proud to be able to present a list of 20 internationally-renowned figures as keynote speakers, who each in their own way and in their part of the world have contributed to improving conditions and equality for LGBT people.

We currently have more than 700 delegates registered for the conference, and expect a further 200 or so to give a total number of around 900. And with the Danish Broadcasting Corporation's new concert hall and the IT University as hosts, we have made sure of the best setting imaginable for the international conference.

As a result of the conference, we are working full steam ahead with the Danish Institute for Human Rights to prepare the “Copenhagen Catalogue of Good Practices – You do what you can, where you can”. The goal of the catalogue is in part to render the LGBT issue visible in general, and also to more specifically inspire and encourage LGBT activists and others to continue their fundamental work of ensuring acceptable conditions and proper equality for all LGBT people.

In this status report it should also be mentioned that the conference has come about with almost inconceivably few staff resources. So unreserved thanks must go to the conference team without whose efforts this conference would not be taking place.

Thanks also go to the local conference group, the international expert group, the conference presidents Svend Robinson, Rebeca Sevilla, the Danish Institute for Human Rights, Amnesty International and all local, national and international partners, institutions, organizations, ministries, embassies and activists who have given their wholehearted support for the conference since planning started in 2007. This enormous support shows the importance of putting the LGBT questions at the top of the agenda all over the world – not least in a small country like Denmark, where not everything is as good as most people believe when it comes to ordinary equality for LGBT people.

Key challenges along the way

The significant challenges with planning the conference can be summarized:

1. Objective / result
2. Capacity – scope and size
3. Organization
4. Outreach
5. Keynote Speakers
6. Workshops
7. Local / national cementing of LGBT policy

1. Objective / result

The conference in Copenhagen is a follow-up to the first World Outgames conference in Montreal, which many described as the most significant international conference on LGBT human rights ever. With 1,600 delegates, the Montreal conference was without a doubt the largest of its type ever held. The program in Montreal included star speakers such as Martina Navratilova and the UN High Commissioner for Human Rights, Louise Abour. The conference resulted in “The Declaration of Montreal”, which is an extensive document on LGBT Human Rights which was sent to the UN.

It is clear that there is an enormous challenge in following on from such a milestone conference.

As the conference in Montreal focused in particular on legislation and legal aspects of LGBT issues worldwide, one of the first decisions we took early in 2007 was that the conference should shift from a sharp focus on legal issues and legislation to a broader focus on the good examples of activities promoting LGBT rights in general. We are therefore going for a conference which is also for regular activists and people who may not have as much understanding of law and legislation, but who nevertheless

make great efforts to improve living conditions for LGBT people, regardless of where they are in the world. We would like to tell some of the stories.

That was how the idea came about for the conference's result or end-product, if you will: "The Copenhagen Catalogue of Good Practices", sub-titled "You do what you can – where you can". The catalogue is a collection of 20 good examples of activities, initiatives, policies, etc. which have contributed to improving living conditions for LGBT people, whether at local, national or international level.

The goal of the catalogue is to spread awareness of LGBT human rights in general, and more specifically to give LGBT organizations and activists, as well as everyone else, inspiration, ideas and the desire to carry on the work of making the world a better place to live for all LGBT people – regardless of where in the world they live.

With regard to the quality and objectivity of the catalogue, we have expanded our partnership with the Danish Institute for Human Rights, who will now be in charge of selecting the good examples and editing the content of the catalogue based on the input from World Outgames, the international expert group and contributors.

And last, but no less significant, is that the power of good examples has also been included in the overall planning of the conference. So we have encouraged all the speakers at the conference to focus on good examples in the area their workshop is about.

2. Capacity – scope and size

One of the first steps in planning the conference was to assess what the conference's goals would be (see above), what the overall setup would be and how many delegates we would expect.

In Montreal, 1,600 people took part – there were around 400 workshops, each typically with four speakers. So it can be seen that almost all the delegates came to speak at the conference. Experience shows that it is much easier to get speakers than an audience to come to a conference. The more workshops the conference facilities have space for, the more speakers and therefore the more delegates there will be.

One of the criticisms of the Montreal conference was, however, that it was too big, and that the quality of the conference workshops fluctuated too much. Many workshops had no audience. Based on this experience, the secretariat decided early on in the process to have fewer workshops in Copenhagen and thus make sure that the quality of the workshop program was higher. As a result, the expectations for the number of delegates were reduced. Initially, the secretariat worked on an assumption of there being around 1,000 delegates.

With the IT University as the primary location for the workshops, we have secured space for around 100 workshops over the three days of the conference. And with the Danish Broadcasting Corporation's concert hall as the setting mainly for the plenary sessions, we have a total capacity of 1,500 delegates.

At the time of writing – July 2009 – we have around 250 speakers for around 100 workshops, and several speakers will be addressing more than one workshop. In total,

we have more than 700 delegates registered and expect another couple of hundred registrations to come, with people from the international LGBT business network being known for last-minute decisions to attend.

As the conference is international / global, interpretation facilities have been crucial, especially for the plenary sessions. It should be noted that professional interpretation is expensive. And as part of the savings World Outgames has had to make, we have been close to dropping the interpreters, which in principle would be somewhat of a disaster, having invited the whole world to the conference.

Fortunately, we have succeeded in making agreements with a number of professional interpreters from the EU and the UN. They will offer their services on a voluntary basis to interpret the plenary sessions and selected workshops (in French, Spanish, and English). We have thus ensured the quality and seriousness of the event for the delegates who do not understand or speak English, which will be the conference's main language. Similarly, there will be sign language interpretation of all the plenary sessions as well as of selected workshops. Sign language interpretation will also be provided by volunteers – from the Tegnbuen LGBT group.

3. Organization

The conference's organizational setup and the international network surrounding it are of course crucial for its success. Similarly, a local and national foothold for the conference is important – not least with regard to recruiting volunteers, fundraising and PR as well as marketing nationally.

Right from the start, we established a strategic partnership with the Danish Institute for Human Rights and Amnesty International, with the intention of ensuring that the conference has a solid human rights platform at a national level.

We have also set up the following two advisory groups for the conference:

- An international LGBT human rights expert group of 15 people from all corners of the world. In addition, we have appointed two Co-Presidents for the conference: Rebeca Sevilla (Peru) and Svend Robinson (Canada), who together with the international expert group make up the political leadership of the conference.
- A local advisory group of 8-10 people formed mainly of representatives from the International Committee of the Danish National Association of Gays and Lesbians (LBL). The local Copenhagen group has been set up with the intention of ensuring that the conference is also a platform for the launch of national LGBT political wishes and initiatives.

As the goal of the conference is to ensure a global vision and insight into LGBT conditions, the whole organizational challenge is the composition of the international advisory group.

The international political LGBT community is extensive and widely strewn all over the world, but in particular in Europe, North America and Australia it is tightly woven and well organized. Conversely, the LGBT community and network is clearly weaker

and unfortunately partly or wholly non-existent in those parts of the world where conditions for LGBT people are by far the most difficult, including South America, Asia, Africa and the Middle East.

So we had two significant challenges with the composition of the international expert group. Firstly to find the most significant representatives among countless qualified politicians and activists, etc. in Europe, North America and Australia, and secondly to identify the central LGBT figures in the rest of the world, where the network is far more widely strewn, if it even exists.

As a good starting point to resolve this difficult task, we established a close cooperation with a number of international LGBT political organizations including ILGA, IGLHRC, Human Rights Watch, Arc International and IGLCC. The majority of these also have representatives in the expert group. Over six months up to the summer of 2007, we were able to put the international expert group together with the help of this network.

When selecting the members of the group, we emphasized the following heavily:

- An equal representation of gender (m/f) including priority to transgender people
- An equal geographic spread of representatives with the intention of avoiding too many representatives from the white western-oriented world.
- A good spread of age, race and religion

The international expert group has met twice during the preparations. The first time was in the Fall of 2007 and the second in the Fall of 2008, when the overall setup of the conference was discussed and agreed. This included the nine themes, the main list of speakers, the setup for OutReach support (see below), the program and international marketing. The third time the group will meet is at opening of World Outgames on July 25, 2009.

4. OutReach – global representation

When arranging a conference with a global focus, one of the first things to be clear about is the absolute necessity for genuine global / international representation. As the majority of the delegates are activists or private individuals, global representation can only be assured by ensuring a great deal of financial support for delegates from the poorest parts of the world, including the costs of flights, hotels and meals – depending partially or wholly upon the situation of the person concerned.

Without such subsidies, one may just as well exclude any significant participation of people from the world's poorest areas including Asia, Africa, the Middle East and South America – and one can no longer justifiably say that the conference is global. In addition, the delegates from those parts of the world are perhaps almost the most important ones at the conference, as they are the ones who to a great extent live under unacceptable conditions of direct criminalization or the death penalty.

In Copenhagen we are therefore proud that we have been able to raise approximately DKK 2.2m in support funds. This includes DKK 1m from HIVOS in the Netherlands, DKK 0.3m from SIDA in Sweden, DKK 0.5m from the Foreign Ministry of

Denmark, DKK 0.15m from ILGA Europe and finally a number of small donations from private individuals and the special fundraising activities we have held in 2008 and 2009.

Sabaah – the Copenhagen LGBT organization for people with non-Danish ethnic backgrounds – has also received a subsidy from ActionAid Denmark for the organization's activities in 2009. As Sabaah is also heavily involved in the planning of the conference, this also means that this subsidy ensures funds for a significant representation of LGBT people from the Middle East at the conference.

But it is not just a challenge to raise the funds, it is also a question of spreading the word about the possible subsidies to the right people around the world, and not least the process of selecting the recipients from among the applicants. For this work we have also called on heavy resources from our international network surrounding the conference, which has to a great extent helped to spread awareness of the conference and subsidies available – and not least also contributed with significant input to the selection of applicants.

In the spring of 2008, we opened an online application database where all interested parties could apply for subsidies. At the application deadline, we had received 530 requests, so there is no doubt that the need is great as well as being necessary.

For the selection of the recipients for subsidies, we sought input from our international partners including HIVOS. We were thus able to confirm that applicants were known in the network and were involved in LGBT issues in one way or another.

When selecting the subsidy recipients we again put the emphasis on an equal spread between men and women with priority to transgender people – and again with a close eye on a country and regional spread. At the time of writing, we are therefore proud to be able to support the following 111 people, covering all their costs for taking part in the conference:

- 49 men
- 49 women
- 13 transgender people
- 18 from Africa
- 30 from Asia
- 29 from South America
- 13 from the Middle East
- 21 from Eastern Europe

As well as these 111, who receive 100% subsidies, we have also given support to 215 others, who are primarily coming to take part in the sports program. These 125 have only had to pay half the registration fee, and also received offers of free accommodation in private homes. The 215 come primarily from Eastern Europe and South America. The funds for these sports participants come primarily from private fundraising initiatives, where volunteers have made a great effort to raise money for them. The larger foundations which support LGBT activities internationally have only wished to support conference delegates, and so we have been dependent on private donations in order to be able to support sportspeople.

Finally, the visa issue has to be mentioned here because Denmark has strict rules for entry of foreigners – especially when considering people from the poorest parts of the world. And there is no doubt that it can be difficult to get visas for all the applicants who have been awarded subsidies.

So as early as the summer of 2008, we started working with the Foreign Ministry with the intention of preparing a plan for the visa application process, including good information for Danish missions in the relevant countries worldwide. The Foreign Ministry and the Immigration Service have been very helpful with this issue. However we expect that some of the subsidy recipients we have selected will be denied a visa because of the strict national rules in the area.

Without the massive OutReach efforts, World Outgames 2009 would never be able to call itself a global event.

5. Keynote Speakers

There is no doubt that keynote speakers with a high international profile can have a very positive effect on the conference in just about all areas. Keynote speakers are as such central for attracting delegates, generating press and media attention, applying political pressure and not least ensuring that the conference receives the necessary global visibility and insight.

So the selection of the 20 keynote speakers has also been one of the main tasks for the international expert group, the conference presidents and not least the conference secretariat in Copenhagen.

In making the selection, the secretariat and the expert group have once again kept a close eye on an equal gender split with priority to transgender people and a North/South/East/West geographic balance. Finally, we have strived to have keynote speakers covering the nine themes of the conference. The importance of these balances, and the intentions with the choice of keynote speakers, cannot be overstated in this context. Which means it has been a long drawn-out, complicated and political process that we have gone through to reach the point we are at now.

With the restricted conference budget we have had, all the keynote speakers have been invited to address the conference for no fee – although their travel and accommodation costs are covered. This has definitely meant that it has been very difficult to get some of the large international stars to come. So the next time there is a need to be certain of attracting the larger sports and culture figures, a not insignificant budget for their fees will need to be allocated.

Not least, it is difficult to get high-profile political figures to attend. With such people, there is a question of tightly-packed diaries, numerous political considerations and typically also a massive barricade of ministers, secretaries and civil servants who filter the information which reaches the politicians concerned, and not least how it is presented to them. But perhaps the largest challenge with regard to getting political figures to attend the conference is simply that the conference is being held during the summer holidays.

Unfortunately, we were not able to get the Danish Prime Minister to address the conference, let alone get anyone else from the government. There is no doubt that the Prime Minister would have agreed to come, if our invitations to politicians from abroad had had an easier time getting a hearing.

With that in mind, we are proud to be able to present a list of 20 internationally-recognized figures as keynote speakers, who each in their own way and in their part of the world have contributed to improving conditions and equality for LGBT people. They include former NBA star and Amnesty International ambassador John Amaechi – and on the political side Thomas Hammarberg, Commissioner for Human Rights in the Council of Europe. On the cultural side we can present film producer Parvez Sharma, who directed the film *Jihad for Love* which won awards all across the world last year. Overall, the keynote speakers will to a great extent shed light on all the significant challenges the LGBT cause is facing in the world today.

It has taken us about two years to identify the keynote speakers in Copenhagen – and it has been a long drawn-out and complicated process. And it is noteworthy that the two vacant places we still have on the keynote speaker list were reserved for politicians who have declined our invitation to address the conference. So we are very happy to have agreed to show video greetings to the conference from people including the UN High Commissioner for Human Rights, Navanethem Pillay and from EU Commissioner Vladimir Spidla. So the absolute political peak in human rights will nevertheless be present at the conference – if only in digital form.

6. Workshops

The numerous workshops are the main aspect of the conference. In them, there will be a sharp focus on the countless problems and challenges the LGBT cause is facing – and it is also in the workshops where potential ways forward will be discussed in depth.

It has therefore been a great challenge to secure the best possible framework for the call for papers for the workshops – and perhaps an even greater challenge to reach all the potential authors, who are in all possible corners of the world.

We selected nine conference themes as the framework for requesting workshop proposals:

- Human rights and politics
- Business (Out for Business)
- Labor market conditions (Workers Out)
- Culture and Media
- Sport
- Family relationships
- Education
- Health
- Sexuality, pleasure and body politics

Workshop delegates are also encouraged to give attention to other areas of discrimination such as gender, age, ethnicity, disability and faith.

When choosing the themes, we put great emphasis on focusing on the areas of society where LGBT people suffer discrimination in all parts of the world – thus making sure that the conference makes all the main areas of effort visible – locally as well as nationally and internationally.

We worked with BDP to set up a system for sending in workshop proposals using an online database on our website, where all interested parties could send their proposals.

And finally we mobilized the whole international network surrounding the conference for marketing it and requesting workshop proposals. October 1, 2008 was the deadline for suggestions. By then we had received more than 350 suggestions from all corners of the world – a quite impressive result, we feel.

Working together with the international expert group, we then started the enormous process of selecting the 100 or so workshops to be presented at the conference. These workshops have now been chosen, and are characterized by high subject quality and not least the international composition.

In conclusion, we should also remember to mention the enormous coordination work we have been involved in to finalize the conference program. Just the communication with around 350 speakers about time, place and composition of workshops has required a massive effort to get everything in place.

7. Local / national cementing of the LGBT human rights issue

In the secretariat, we have right from the start had the ambition that the conference should also result in some local and national initiatives in the LGBT field. Despite Denmark being the first country in the world to introduce registered same-sex partnerships in 1989, hardly anything of note has happened since – and Denmark as a pioneering country has been overtaken numerous times by just about all the European countries Denmark normally compares itself to. Compared to for example Norway, Sweden, Netherlands, Spain and the UK, Denmark now has a much weaker position when it comes to equality for LGBT people and their fundamental rights.

So it is our hope and objective that the conference can also act as a platform for bringing visibility and placing all the issues on the public agenda which we in Denmark have a long way to go with before real equality and social inclusion in society for LGBT people are reality.

Against that background, World Outgames is also active in carrying out the first large national survey of LGBT living conditions in Denmark. With the intervention of World Outgames, we were able to secure funds from the City of Copenhagen, the Tryg Foundation and the Danish Council for the Prevention of Crime to carry out the survey. The survey has been drawn up by the Danish National Association of Lesbians and Gays (LBL) and CASA, the latter also taking care of the actual carrying out of the survey.

Immediately after the survey results were published on June 10, 2009, World Outgames got together with LBL and CASA to discuss which political desires and initiatives should be taken based on the survey results.

The survey results will of course be presented and discussed at a central workshop at the conference. And it is the secretariat's hope that the survey will help clear the way for real political initiatives, which will secure better equality and better living conditions for LGBT people in Denmark.

In any event, the Secretariat can point to one specific initiative which we would like to see realized, and that is a publicly-funded LGBT secretariat whose remit includes being in charge of collecting and issuing documentation, informing about rights or lack of them, taking new political LGBT initiatives within sectors of society as well as providing advice and supporting the most vulnerable LGBT people in our society.

Similar secretariats already exist in countries such as Norway, Sweden, Finland and the Netherlands, where they have been successful as a driving force in those countries' development of better living conditions for LGBT people.

By comparison, LGBT questions in Denmark have traditionally been left to private resources and commitment. But that is not sufficient, if Denmark wants to make a difference. There is no doubt that greater professionalization and not least financing of the efforts are necessary if the government wants better equality for all LGBT people in Denmark. The development of society over the past 20 years has very clearly shown that.

As the secretariat closes down at the end of August 2009, we are also aware that it must be someone else who takes on this job. But we are happy and proud to have been able to contribute to putting focus on the issues and their importance.

The Cultural Program

Status

World Outgames is proud to be able to present the enormous international cultural program staged as an appropriate, entertaining and not least unique framework for the meeting between the more than 5,000 World Outgames participants, the people of Copenhagen and visiting tourists.

The Cultural Program consists of:

- OutCities 2009
- Festivals with an entrance fee
- The opening and closing events
- Women's Space
- Exhibitions and art on stage
- Parties

OutCities 2009 – an international program

With the flagship project of the cultural program, OutCities 2009, we have invited the cities of Melbourne, Tel Aviv, Mexico City, Rio de Janeiro, Antwerp and Aarhus to each present a cultural program with a number of their best local artists under the themes of gender, identity and cultural diversity. And we can promise that there is something to look forward to when the cities roll out their cultural programs on the squares in Copenhagen's city center. In other words, it's party time for all it's worth – and regardless of sexual orientation or gender identity.

We can announce one of Israel's leading pop stars and gay icon, Ivri Lider, spectacular fashion shows and the Eurovision star Kate Ryan from Belgium, the flamboyant queer falsetto singer Fenix from Brazil, the incomparable diva Regina Orzoco from Mexico and an impressive art installation pavilion full of some of the best live artists from Aarhus.

OutCities gets going on the following city squares on what we have called the OutCities Route.

- Frue Plads (north side): Antwerp
- Frue Plads (south side): Melbourne
- Nytorv: Mexico City and Rio de Janeiro
- Frederiksholms Kanal: Women's Space and Pride Square (see later)
- Søren Kierkegaards Plads: Aarhus
- Islands Brygge Harbor Park: Tel Aviv

With the intention of making OutCities into a really good party, we are in the process of putting the finishing touches to the plans for turning the whole OutCities route into a party – an ambitious approach which has never been tried before – and with very little budget. We are planning the “queerification” of the city center's street furniture and monuments. The cathedral will get a new queer façade. Benches, trash cans and urinals along the route will be decorated, and there will be a large number of special World Outgames pillars placed to mark the way along the route. The main bridge

across the harbor, Langebro, will be decorated with World Outgames 2009 banners and flags, etc. And everything will be decorated with a seriously large number of balloons, soap bubbles, lights and real live LGBT guides in colorful World Outgames T shirts. There will be absolutely no doubt that you have entered the World Outgames zone.

As the social setting surrounding the OutCities programs – and the meeting place for participants and locals – we are arranging a large bar next to the stages at each square so there is a World Outgames meeting place at each one. And together with Copenhagen Pride, we are arranging Pride Square at Frederiksholms Kanal, where there will be bars, information and sales booths and much more. The idea is to turn the canal into a World Outgames version of Copenhagen's famous Nyhavn area where there are dozens of bars and restaurants by the harbor. So with Women's Space at the forefront, Pride Square will have an exciting and rich cultural program, arranged by women, for women, but with a warm welcome for men too (more about Women's Space later).

Parties

We are pleased that we were able to launch three cultural festivals with entrance fees, each of which will make the vitality of the international LGBT community visible, and do it with a celebration of song, dance and sexuality. The common characteristic of the festivals is that they all have a solid foundation in the Copenhagen LGBT community:

- Out Choir Festival
- Queer Tango Festival organized in collaboration with Tango del Norte
- Out in Leather Festival

The Out Choir Festival is organized in collaboration with the gay and lesbian choirs in Copenhagen. We have over 120 people taking part in the festival which will be held at the Rytmisk Musikkonservatorium (Rhythmic Music Conservatory). The festival activities include workshops with three festival choirs led by professional conductors. A choir competition and a gala concert on Friday, July 30 will be held. Finally, the choirs taking part will give concerts at the OutCities stages over the course of the week.

The Queer Tango Festival is organized in collaboration with Tango del Norte. There are around 100 participants at the festival which will be held in Vanløse Kulturhus. The festival activities include workshops with internationally-known queer tango teachers from places such as Argentina, and the festival will be accompanied by professional tango orchestras, from Argentina as well as elsewhere. A large open air milonga / tango salon will also be held at Islands Brygge Harbor Park on Thursday July 30, with the whole of Copenhagen invited to join in and dance.

The leather festival has been arranged in collaboration with Scandinavian Leather Men and will mostly take place in their premises as well as the old Pan disco which is now known as K3. The festival includes a barbecue at Amager Strand (beach) as well as parties and club nights.

Opening and closing events

There is no doubt that the opening and closing events at large LGBT events such as World Outgames 2009 are very important for the participants. It is then that they have the opportunity to meet people from other sports disciplines and celebrate the world LGBT community. When planning these events, it has been important for the secretariat to invite local Copenhagen people to the party as well, which is why we have chosen to hold both events at the City Hall Square. And they are two spectacular events to look forward to.

The opening ceremony has been designed as a cinematic story in several acts, with each act illustrating different aspects of the LGBT life and living conditions. The parade of the participants into the square will be the highlight of the opening ceremony. For that, we have built a catwalk right across the square. The show also includes fire and air artistry from some of the country's best artists. Another highlight will be Annisette's World Outgames song, which she has written specially for the event.

The setup for the opening event also includes a special participant area on the parking lot in front of Vartov beside the City Hall. There will be various different stands selling food and drink as well as a stage with entertainment. The idea is that the participants will gather in the evening to meet each other and then get ready for the big parade, where we will have no less than 90 national flags on the catwalk.

As a lead-up to the opening show on City Hall Square, we will be presenting an OutCities countdown to when we open one OutCities stage at a time over the course of the afternoon, so that LGBT culture from all over the world can be seen all afternoon, culminating in the ceremony at City Hall Square at 9pm which will primarily showcase Danish artists.

The closing day has been organized in close collaboration with Copenhagen Pride. We will start at 8am on August 1 at Frederiksberg Town Hall Square, where the parade floats will be set up and there will be music and entertainment. At around 1pm the parade will set off – and there will be lots to look forward to. We expect the largest Pride parade ever, as we have invited all the World Outgames participants to walk with us – but whereas at the opening they will be organized by nationality, for Pride they will be organized by the sport or culture they have taken part in. The parade will reach Copenhagen City Hall Square around 5pm, where it will end with a bang – with a show, entertainment and speeches etc. until around 10pm.

Women's Space

From the outset, the secretariat has wanted to make the event especially interesting for women. So as early as 2007, we set up a women's network to bring ideas and input with a special focus on women and a women's program. Over time, this network has come up with many good initiatives which we have worked further on.

One of the main things that has come out of the network is the Women's Space program, developed by a number of highly committed women who have put all their efforts into creating an artistic and creative place where women can meet around a rich week-long cultural program during the World Outgames. Women's Space has

been given a central position on the OutCities route, at the top of Frederiksholms Kanal – a perfect setting for a bar and artistic entertainment.

The program on offer includes morning yoga and Tai Chi, walking tours, photography studies, a café and lounge and “Cocktails with Content” every day from 5.30pm to 7pm with drag kings, queer cabaret, singer-songwriters, speed-friending, international electronic music – all followed by one of Copenhagen’s best DJs to give a festive start to each evening.

Exhibitions

At the World Outgames secretariat, we have been unbelievably pleased to be able to present two impressive LGBT exhibitions at the Museum of Copenhagen and the Nikolaj Copenhagen Contemporary Art Center.

At the Museum of Copenhagen the special “Som jeg er/As I am – LGBT in Copenhagen” exhibition is being shown covering 200 years of LGBT life. It is the first time this story has been told at one of the city’s leading cultural institutions – and we are pleased that both participants and locals have the opportunity to see it. What’s more it is shown in the museum’s grand ballroom, which is housing a special exhibition for the first time.

Nikolaj Copenhagen Contemporary Art Center is presenting the international “Lost and Found – Querying the Archive” exhibition. The exhibition, whose vernissage was held on Friday, May 29 as the kickoff for the World Outgames cultural program, has already received warm words of praise from the press and critics. And not without good cause, because it is a collection of unique works from a number of prominent international artists.

With the ArtCruising project, planned by volunteers, participants and locals are invited on a colorful tour of the city’s exhibition spaces and galleries which have LGBT-related exhibitions in their programs. And there are 14 impressive exhibitions and events on the program, both indoor and outdoor.

Stage art

The Rio Rose Theater is presenting “Battlefield”, which was nominated for a Reumert Prize in 2008 and which at the time described the day-to-day life of a heterosexual couple. For World Outgames 2009, the Rio Rose Theater has produced Battlefield 2 and Battlefield 3, which respectively describe a lesbian and a gay couple’s day-to-day life. The shows can be seen at the PLEX Music Theater.

The dance stage will be presenting the Australian BalletLab and their show Brindabella. BalletLab is renowned for being one of the most innovative and visionary modern dance companies in Australia today. Brindabella is a baroque fantasy based on Jean Cocteau’s Beauty and the Beast, crossing genres and times as a strange underworld of forest dwellers.

Bådteatret (The Boat Theater) is presenting The Cloony Brothers, a drag king boyband made up of six very different and very talented young men. They all meet at a job center and quickly become interested in each other’s potential and sophisticated

looks. They decide to form a boyband – and with a striptease inspired by the Chippendales.

Sunday, July 26 at 2pm, the Royal Danish Opera will present Verdi's La Traviata about forbidden love on the OutCities stage at Nytorv square. It promises to be a cultural event for everyone.

The Cph Conference Restaurant at DGI-Byen will present Kopenhagen Kabaret combined with a special luxury buffet for 200 people on Friday July 31 and Saturday August 1 at 8pm. The impressively fine new restaurant will serve the kitchen's best buffet and Kopenhagen Kabaret, with the beautiful Helene Gjerris starring with four virtuoso male singers, will present a fantastic repertoire with cabaret music from Berlin in the 1920s and early 1930s.

Films

Together with the Copenhagen Gay & Lesbian Film Festival, we will be presenting an attractive film program in the open air in H.C. Ørstedspark, which will include MILK which will be introduced by Cleve Jones, who himself is portrayed in the film.

As part of the film program, Dagmar cinema will show a series of six of Scandinavia's best LGBT films.

Parties

At the time of writing, the official World Outgames party program includes 18 large parties which will all contribute to getting Copenhagen's nightlife moving from Friday July 24 through Saturday August 1.

The parties are wide-ranging – from women's parties and men's parties to mixed parties, sports, dance and erotic parties. The party series kicks off the evening before the official opening of the World Outgames with the international party phenomenon White Party, which gets going at Docken in Nordhavn (North Harbor). The massive opening ceremony at City Hall Square on Saturday July 25th will be followed by a bang with The Official World Outgames Grand Opening Party – a party at Halvandet for everyone taking part in World Outgames.

World Outgames is only the organizer for the opening party, whereas all the other parties are run by the city's experienced party organizers. World Outgames receives commission for each ticket sold, so the parties are a source of income for World Outgames.

Significant challenges – cultural program

1. Finance

In the original budget for World Outgames prepared by Wonderful Copenhagen in 2006, there were limited funds set aside for a cultural program.

One of the overall aims of World Outgames was to make the event a relevant experience for local Copenhageners and tourists. The management therefore decided as early as 2007 that it was precisely the cultural activities which had a big potential

to be a perfect setting for locals and tourists alike to join in the event, and experience a surprising and entertaining feature in their day.

The management therefore decided to seek funding from the City of Copenhagen as well as sponsorship to plan and produce a cultural program led by the international art and culture project OutCities 2009.

The secretariat was therefore very pleased to receive a grant of DKK 3m from the City and DKK 1.8m from the Tuborg Foundation to hold outdoor cultural activities, including the opening and closing events. The main part of the cultural program was thus assured.

But because of the general financial situation of World Outgames, we have unfortunately had to cancel a number of exciting high-quality cultural and art events. Our applications to organizations such as the Branding Denmark Fund thus included the following initiatives, which unfortunately could not be realized, as it was not possible to obtain funding:

- Exhibition of historical pictures. Transfer of the photo archive of the National Association of Gays and Lesbians (LBL) to the Danish Royal Library
- “De Fisselistiske lege” – a spinoff from the popular show series Frk. Verden (a drag Miss World) which was received enthusiastically by a large audience from 1996 to 2000.
- International Midnight Cabaret at the Hofteater
- Queer Reel, an international film festival with masterclasses and seminars.

But regardless of these cancellations we are still proud of and pleased with our cultural program as it has come about – in terms of scope, quality and not least international appeal.

2. Opening event

There is no doubt that the opening ceremony will be a very central aspect of participants’ expectations about the whole World Outgames. The opening ceremony is also very suitable for the press and media as well as being interesting for local Copenhageners and perhaps the rest of Denmark too.

In this regard it has been crucial for the management that the opening be held in a public space in the city so that everyone has the opportunity to see the show without having to pay to get in – thus making the event an inclusive party for the people.

We therefore initiated a partnership with the Copenhagen International Theater (KIT) to help with the event. KIT developed a proposal for a large opening program that included laying out grass and sports facilities on the boulevard next to City Hall and an extensive sound, light and performance show in the harbor with space for 300,000 spectators.

However, the financial difficulties faced in early summer 2009 meant that the management decided not to go ahead with KIT’s proposal. It was also decided that World Outgames would organize the opening show itself on a smaller scale, but that it

would still be a large, spectacular show on City Hall Square with room for 40,000 spectators.

And as the opening show is now planned, there is an enormous amount to look forward to for our participants and local Copenhageners and tourists.

3. OutCities – involving the cities

We have to say that the OutCities project has entailed some difficulties when seeking commitment from the cities invited to take part in the project.

Overall it has been difficult to get enough cities to join in, but now we have six in the bag: Melbourne, Rio de Janeiro, Mexico City, Tel Aviv, Antwerp and Aarhus. And we are pleased with the list, not least because it gives a good geographic spread.

To reach where we are now, we invited no less than 19 cities – and not least involved all relevant embassies, cultural institutions, etc. with the invitations. The total list included Berlin, Barcelona, Madrid, Riga, New York, Toronto, Montreal, Vancouver, Istanbul, Cape Town, Amsterdam and Reykjavik, who all declined to take part for one reason or another, but typically for financial reasons or lack of political support for taking part in an LGBT project.

And even with the final six cities we have now, there have been challenges keeping them on board. For example, Melbourne's funding and sponsorship application did not go as expected, so they did not get any money in, and then the city was hit by massive forest fires which meant that lots of resources had to be allocated to rebuilding. In Mexico, swine flu broke out, so the city could no longer keep the budget allocated to taking part in OutCities. As a result, we had to draw up rescue plans for Melbourne and Mexico City to keep them in the project, and we agreed to take on some of the expenses that were originally intended to be borne by the cities themselves. These additional costs are however still within the OutCities budget.

In Rio de Janeiro, a change of mayor meant that despite a formal partnership agreement with the Mayor of Culture in Copenhagen, the city suddenly no longer wanted to come. With the active involvement of the Brazilian Embassy here in Copenhagen and the Danish Embassy in Brazil, we managed to get the new mayor to change his mind.

Amsterdam had also been included in the project up until Fall 2008, when the city suddenly decided to pull out as it could not reach a political decision about where the funding should come from. Fortunately, Antwerp wanted to take Amsterdam's place in the OutCities program as soon as it became vacant.

4. Village (OutCities Route)

At large LGBT events like World Outgames, there is a tradition of setting up a "Village" – a temporary set of tents with information booths, sales outlets, bars and cafés, where participants and locals can get together and meet – typically with a varied, live cultural program as well.

The secretariat decided early on in 2007 that the Village should also be the framework for the central OutCities stage, where most of the live performances will be held.

So in 2007 the secretariat engaged a local architect firm, Jes Vagnby Arkitekter, to do an analysis of the possibility of building such a Village at a central location in Copenhagen. It quickly became clear that the city center of Copenhagen does not have any suitable squares large enough for our needs.

So based on the setup of the OutCities project, where each city has its own square in Copenhagen, the management decided to re-work the classic “village” into a cultural “route” through the city. The OutCities Route thus came into being, which we are now launching as the overall meeting place for the World Outgames participants, the people of Copenhagen and tourists.

World Outgames thus cuts right through the heart of the city from Frue Plads by the cathedral, across Nytorv square to Frederiksholms Kanal and Søren Kierkegaards Plads with a sidetrip to the harbor front at Islands Brygge. We thus cross Strøget, the main pedestrian shopping artery, which we hope will generate increased interest for the route and the international cultural program.

A very important element in the offering has been to have a World Outgames bar or café at each of the live stages on the route. As World Outgames does not want to bear the risks of such a bar arrangement itself, we decided to issue a tender for running them to the gay and lesbian bars in the city in February 2009. It was thus possible to bid to run a bar for the week and earn money from the sales. The financial setup was that the bar-owners bear the setup costs and in return keep the revenue from sales, after paying a percentage fee to World Outgames. The objective is thus to ensure that the bar-owners have the potential to earn a reasonable amount of money for their investment while at the same time, World Outgames also receives some income, but most importantly without any financial risk.

At the time of writing it has proven more difficult to “sell” the idea to the local bars than at first thought. The tender sent out to the gay and lesbian bars resulted in the bar at Nytorv being awarded to the National Association for Gays and Lesbians (LBL) and the bar in the Women’s Space at Frederiksholms Kanal to Klub W. We therefore extended the tender beyond gay and lesbian-run bars with the intention of finding new candidates to run the bars.

We thus now have contracts with Gbar from Aarhus to run the bar at Søren Kierkegaards Plads, where Aarhus will be presenting its cultural program, and with Billy ApS who will run the bar at Islands Brygge, where Tel Aviv will be. We therefore still need to award the bar contract at Frue Plads by the cathedral. We are sure we will find a taker – in any event we feel that it is an attractive bar which will service two fantastic stage programs from Antwerp and Melbourne.

Finally, it has been a challenge to make sure there is visual continuity on the route – or in other words to make sure that the route is easy to follow as a single entity – precisely because it is the classic “village” that we have decided to spread across a larger area. So we are very sure that clear visual continuity along the route will have a very positive influence on the flow of visitors who we want to move back and forth between the various locations. And it must be said that it is a rather creative challenge to complete the job on a limited budget – and not least the fact that traffic safety issues mean we are not allowed to hang banners and flags along the route.

So we are also very pleased that we can have up to 30 three-meter high concrete pillars at regular intervals along the route as a suitable solution which we hope will be fun, festive and not least very visible in the city. The pillars will also act as marker points along the route, and they will be decorated with the World Outgames color bar as well as having soap bubbles and balloons coming out of the top full of party spirit and color, signaling to people “come this way, there’s more exciting stuff to see”.

In conclusion for this section, we want to give special thanks to the City of Copenhagen’s Technical and Environmental Administration. They have been fantastically helpful and welcoming with this massive task of arranging and running such a large international program involving such a large part of the city center.

5. Festivals with entrance fees

As early as 2007, the management decided that World Outgames should also offer a number of cultural festivals with entrance fees, with the aim of extending the program to culture and art and not least create the opportunity to attract participants not interested in sport, but who are interested in art and culture. So the first list of potential festivals included a choir festival, a tango festival, a leather festival, a women’s festival, a film festival, a modern dance festival, a fashion festival and a queer festival.

The three fee-based festivals we have managed to get off the ground and put out to tender early in 2008 – choir, tango and leather – have a common factor in all having roots in the local LGBT scene in Copenhagen, where people have been willing to put their efforts into developing and offering the programs. They have also been ready to take on the financial risk, as World Outgames is not making a financial contribution to them, as they will be paid for by the participants.

The other potential festivals did not get off the ground primarily because we were unfortunately unable to find local partners interested in planning and running them, and of course also bearing the associated financial risks.

At the time of writing we have fewer registrations for the three festivals than expected. There are several different reasons for that. Firstly, World Outgames has fewer participants than expected in 2007, and secondly World Outgames as a brand is known predominantly as a sports event, meaning it is difficult to open communication channels to potential participants as people think only of sport when they hear the name.

For the choir, tango and leather festivals we have therefore had to make a special marketing effort more or less directly to the potential target groups.

A special marketing effort for the choir festival has been to draw up a list of just about all the gay and lesbian choirs in Europe, as well as many in the USA, and send them regular newsletters about the festival.

6. Women’s Space

Women’s Space came about as a natural and political decision stemming from previous LGBT events such as World Outgames, which typically have very few

events for women, if they have any at all. We wanted to change that and make it clear that the event in Copenhagen is for everyone – not just men.

The women's network around World Outgames has been very active with suggestions which have culminated in Women's Space, a physical gathering place on the OutCities route during the whole Outgames week. The Volunteer Manager (VM) program has been invaluable in this case, as it is the VMs who, working together with the secretariat's Cultural Department, have made Women's Space possible. All the women appearing in the program are doing so for no fee and on a voluntary basis.

With a limited budget, Women's Space still has a challenge to make ends meet. This includes the difficulty of getting finance to hold all the activities we wanted to. That means that the impressive architectural installation, which local architects and artists had developed as the setting for the program, had to be cancelled in March 2009.

But we are still looking forward to a fantastic week with a sharp focus on international networking and socializing at Frederiksholms Kanal – and to writing feminist history with LGBT events such as World Outgames.

7. The City's Cultural Institutions

In the Spring of 2007, the secretariat went around and visited a large number of Copenhagen's cultural institutions including museums, playhouses and theaters to inform them about World Outgames and of course encourage them to think about relevant programs during the event.

With the two large and highly informative LGBT exhibitions at the Museum of Copenhagen and the Nikolaj Copenhagen Contemporary Art Center, we are pleased that some of the city's leading cultural institutions have placed World Outgames in their programs.

The Sports Program

Status

Planning the sports program has been both an exciting and challenging job. Exciting because Copenhagen has not previously (as far as we can determine) hosted an international tournament with 30-40 different sports disciplines and participants from so many different countries. And challenging because that has meant that the sports team has constantly had to re-think the best possible way to complete the job. Our partners have lots of experience with holding badminton tournaments, marathons and dance competitions. But how does one get all these things together with all the other sports, while not forgetting the cultural program and the human rights conference?

Selection of Sports Disciplines

Before World Outgames in Montreal in 2006, a working group in Pan Idræt – the local Copenhagen LGBT sports club – prepared a “maximum list” of potential disciplines for World Outgames 2009. It included around 30 sports coordinated with the City of Copenhagen’s Culture and Leisure Administration. The selection of the disciplines was made using the following criteria:

- Is there enough interest for the sport – will there be enough participants?
- Do we have facilities in Copenhagen (we later extended this to the surrounding region)?
- What does it cost to hold each discipline per participant?
- Do we have local, national or international partners to work with?
- Do we have an environment / community where we can promote the sport?

We were also very concerned that all the different sports sections in Pan Idræt should have the opportunity to have their sport included, in so far as they wished that to happen.

With all this as the starting point, we then identified a number of “target numbers” for a successful sports program during World Outgames 2009.

- 6,500 participants
- Of this number, at least 40% should be women
- The geographic spread of the participants. The main focus was Europe (mostly Nordic countries, UK, Germany and the Netherlands). But we also wanted North America and developing countries represented.
- Planning and holding the sports events should as far as possible be done in partnership between local and international LGBT organizations and mainstream sports organizations.

Enough spread in the program so that participants can take part in more than one sport.

- Desire to bring as many sports as possible together in the same facility.
- Use the city’s public spaces where relevant and possible.

In June 2007, the sports team issued the preliminary program which took the above-mentioned criteria into account, which as mentioned had been drawn up by Pan Idræt in close collaboration with the city’s Culture and Leisure Administration. The facilities the sports team primarily went for were:

Valby Hallen (sports hall)
Grøndal Centret
Amager Strand (beach) and Islands Brygge with the harbor (a large open area in the city center by the harbor)
DGI Byen (a multi-sports complex in the city center)
Østerbro stadium
Bellahøj swimming pool
Plus another 3-5 facilities with single sports disciplines.

GLISA pointed out in the initial contract negotiations with the City of Copenhagen that among other things it was a prerequisite for holding athletics at Østerbro Stadium that it be upgraded and that the swimming must have a 50 meter pool. These requirements caused the City to initiate thorough renovation of Østerbro stadium and to build a completely new building at Bellahøj pool.

GLISA also felt that the suggested program included plenty of different sports, but that it lacked disciplines with special appeal to the American market and for women. The sports team therefore decided to publish the preliminary list in order to give people the opportunity to comment or mention additional wishes.

Publication of the list resulted in a number of approaches from international LGBT sports associations as well as individuals who wanted to see their sports in the program. Suggestions included: ice hockey, figure skating, curling, softball, wrestling and martial arts.

These approaches meant that the sports team had to find solutions for the new suggestions, as Copenhagen would not have an ice rink in 2009 as the one in Østerbro would have been knocked down. Negotiations were therefore started with the neighboring town of Hvidovre about using their facilities. The softball pitches in Fælledpark were similarly out of use, which meant that the softball was sited in Stenløse.

We decided to locate tennis in neighboring Frederiksberg, as its KB Hall has Denmark's best facilities with all the courts under one roof, unlike in Copenhagen where there are typically only 6-8 courts per facility.

The golf competition was sited in Ballerup near to Copenhagen, where the local council themselves approached us to ask if it would be possible to have any activities in their district. As Copenhagen does not have a golf club run by an association, we gladly accepted the offer from Ballerup and the golf will now be held there.

The sports team worked for a long time to get the rowing and kayak competitions placed in Copenhagen Harbor right in the middle of the city, the objective being to make use of the city's public spaces. Unfortunately neither the City nor CPH City & Port Development were able to find the funds to establish a mobile rowing facility. The rowing will therefore take place at Bagsværd Lake.

The results of the last two years' planning and coordination work is that 4,000 sports participants from all around the world will be competing in 34 disciplines at 13 different venues all over the Greater Copenhagen area.

Workshops and Run for Love

Right from the outset, the secretariat had the ambition to offer additional activities alongside the established sports program. The idea has been to generate more offerings for participants, for tourists visiting the city and not least offerings and visibility to local people.

We have therefore made it possible for the LGBT sports community, mainstream sports organizations as well as organized and unorganized groups to promote their sport or activity in Copenhagen during the World Outgames.

This has resulted in a very broad program with around 30 workshops ranging from outdoor fitness training, fencing in DGI-byen and massage in Valby Hallen. The flagship of the workshop program will be Run for Love – a run not just for love but also for tolerance, which will be held together with the Outgames running events at Amager Strandpark on July 26

Anyone can join in and run 5km, 10km, a half marathon or a full marathon. We are well advanced with marketing the event and have sent out more than 45,000 invitations to all city employees in Copenhagen. A large number of organizations and partners have similarly been invited.

Partners

When planning and holding World Outgames, it is been our declared aim to work both with LGBT organizations and mainstream sports organizations. Partly to ensure that we have the best and most relevant skills in play, and partly to build bridges between the different sports worlds.

In the LGBT community, we have worked with GLISA and their regional associations. The secretariat also entered into an agreement with EGLSF (European Gay & Lesbian Sports Federation) about marketing and promotion in Europe. The sports team has also worked with key people from the international LGBT sports organizations. Finally, we have worked with local gay and lesbian sports club Pan Idræt in Copenhagen and Danish D-Lite in Aarhus, as well as a large number of local and foreign associations and clubs who hold tournaments.

During the whole planning phase we have also had an ongoing dialog with the National Olympic Committee and Sports Federation of Denmark (DIF) and the Danish Gymnastics and Sports Associations (DGI). DIF partly with regard to “approving” the World Outgames sports program and partly with the intention of building relationships with the individual sports associations which to a greater or lesser degree are involved in planning and holding the individual competitions. For DGI, the focus has been on drawing on their experience of planning and holding national tournaments.

Where it has been possible, we have had the specialist associations sanction events, i.e. approve the World Outgames tournament for the respective sports discipline. That has happened for 31 sports. Several specialist associations have also provided advice and helped to start a dialog with officials, clubs and judges, etc. Finally, there are a number of special associations who are directly responsible for holding sports events during World Outgames.

As well as the partners mentioned above, the secretariat has received a great deal of help and support from the various public cultural and leisure administrations in the cities and towns involved, from Wonderful Copenhagen's events department, Team Copenhagen, CPH City & Port Development, Amager Strandpark, Sport Event Denmark, Anti Doping Denmark and others.

We hope that many of the above-mentioned working partnerships can continue after World Outgames.

The Organization

A prerequisite for being able to hold such a large sports event with so many operators is a clear organizational structure. For financial reasons, it was not possible to hire project managers for sports before the Spring of 2008. That meant that we had to use a lot of energy first to think through, and then to create a structure where the interaction between the permanent staff in the secretariat and the numerous volunteers out in the field had a high priority. The permanent staff included the Sports Director and five project managers (of which two were part-time until the past few months), all responsible for between four and ten sports each. Among the permanent volunteers, there are between one and three volunteer managers for each venue (a total of 22 people) as well as 34 volunteer working groups who have planned and will run the individual sports disciplines in close collaboration with the team manager at each venue.

Our assessment is that the sports team was able to find a structure which in many ways worked well, with a clear division of roles between the project managers, volunteer managers and the sports working groups.

Key challenges along the way:

1. It quickly became clear that we had to devise our own sports program model but at the same time also make use of the good experience from previous similar tournaments (Gay Games in Sydney in 2002 and World Outgames 2006 in Montreal).
Just the fact that Montreal had around six years to plan the sports program with an associated large budget, as well as 50-60 permanent staff to work on the sports program, meant that in Copenhagen the sports organization had to think completely differently. Not least to have a sharp focus on "need to haves" and "nice to haves". Because with only about two years for planning, limited finances and a much smaller (gay and lesbian) sports community than in Sydney or Montreal (both having hosted the Olympics), it of course had to be a completely different sports event and organizational setup.
2. Another major challenge has been the time-gap between holding World Outgames in Montreal and the establishment of the secretariat in Copenhagen. That meant among other things that the only help we could get from Montreal was limited to the willingness of individuals to provide it to us. Because due to the large financial loss, the Montreal office was forced to close earlier than expected with the consequence that a manual and summary of their experiences were not written and passed on to GLISA and then Copenhagen. So the sports team's best tool was paradoxically enough the report from the

Gay Games in Sydney in 2002. But even with help from this report, the sports team had to use unnecessarily many resources to clarify the rules and procedures for the individual sports.

3. A prerequisite for building a good international event is support from the international LGBT organizations. GLISA has four or five regional member organizations which the sports team has received good cooperation from. Some LGBT sports organizations have themselves approached us wishing to contribute their help and expertise. In some cases we have received advice and help from individuals in the international LGBT sports organizations, but we have unfortunately experienced a few LGBT sports associations refusing to enter into a dialog with us. That means that the sports team has had to use lots of resources to establish these relations internationally and develop sustainable partnerships. The results have been varied.
4. The LGBT sports world is large and with athletes in many different disciplines. There are however particular sports which are very popular and attract the vast majority of the participants. The challenge has been to get both the large and the small sports disciplines represented. If you want to hold a global event with lots of sports disciplines, you need to spread your efforts across many areas. If we had focused massively on just 20-25 with a special focus on the five most popular sports (swimming, running, dancing, tennis and badminton) instead of 30-40 sports, we could without a doubt have attracted a larger number of participants overall. But the consequence would have been that the World Outgames sports program would have to a great extent resembled a large open EuroGames (the annual LGBT sports event).
5. During the whole process, the secretariat has strived to involve Pan Idræt (the local Copenhagen LBGT sports association) both in the planning and running of as many sports as possible. In many cases this has worked and in particular in the larger sports sections, where there was prior experience of holding EuroGames or other tournaments. These sections are characterized by having committed volunteers who have managed to get the rest of the section to help as well.
But we have also heard of sections where it has been very hard work to manage the day-to-day activities making sure the club runs smoothly, and help plan World Outgames on top. For other sections or networks, it has been an enormous challenge to have to help hold an international tournament for the first time. Most people have taken up the challenge and will benefit from their experience and what they have learned with World Outgames. For several smaller sections, it has probably been a little too much to handle and results are therefore mixed. Some have had to withdraw completely from the job and some sections have actually folded, which cannot be attributed solely to working with World Outgames. One challenge has similarly been that many of the organizers would also like to take part in World Outgames.
6. Overall, Pan Idræt's sports sections have done an incredibly good job to get their sports planned and run. Some sections have had good experiences with working with mainstream sports organizations, where each party has been able to learn from the other. We have offered all our partners a small monetary

amount for their help with holding the events. And the sports team has also been very happy to invite a number of participants and teams from the mainstream clubs involved. With several clubs, the contract with them has permitted them to send a team as part of their payment. Partly to build bridges between the various different sports communities, but also to get tournaments filled up. When the World Outgames secretariat close down in September, there are no official plans to continue the current working relationships between the parties involved. However, the secretariat feels that on a personal level, everyone has moved closer to each other. Whether these personal relationships have a specialist subject nature and quality that means they will continue after World Outgames is an open question. But we hope that both DIF and DGI will in future be more aware of the potential in working with for example PAN Idræt and Danish D-Lite. And that homophobia in mainstream sport is an important issue to put on the table and take a proactive approach to.

7. A large barrier for many participants in Denmark has been the price. Many people in Denmark have felt that DKK 1,500 is far too much for a sports event in Copenhagen. It has therefore been particularly difficult to communicate to participants in Denmark that World Outgames is a “total experience” and that they should pay the same registration fee as participants from abroad. The discussion about the price has meant among other things that many people in Denmark (upon whom we depended for help with marketing at other events where we were recruiting participants from abroad) had not themselves registered. A lesson can be to offer “locals” – in this case Pan Idræt and Danish D-Lite members a significant discount for very early registration.

8. As World Outgames has been under constant financial pressure, all the departments in the process have had to work with budgets that were not fixed, meaning that the staff in the sports team had to ask their Volunteer Managers and working groups to prepare preliminary budgets which were then adjusted very late in the process (the latest adjustment being confirmed in late May 2009).

There has always been a certain amount of uncertainty regarding sponsors, foundations and the final number of participants. Even though the number of participants is not that significant for holding the event (it costs about the same to hold a race for 500 as it does for 1000 runners, or a handball tournament with 15 or 20 teams), there are significant consequences for the finances of the overall organization if 1000 more or 1000 fewer people come. So it has been a challenge to motivate the working groups to plan and work and thus share the uncertainty which the secretariat has been subject to. The attitude often seen in the working groups was that it is “the secretariat’s problem” to raise enough money for the events. The reason is likely that the working groups have been used to working with a fixed budget from previous tournaments, starting from the number of participants in their own sport. Whereas for World Outgames they have had to be included in – and therefore take account of – a large number of financial “sub-totals” and prioritizations in relation to the other points on the program.

9. As mentioned above, one challenge has been the role of sport and the interface with the other departments in World Outgames. As discussed in the marketing and communications section, there have been no less than four managers for that department with consequent organizational uncertainty. This has of course had a significant influence on the planning of the sports program. The original idea was that sport would produce a sports program and then help to identify channels where it could be marketed. Instead, in the early Fall of 2008, sport had to use more than half its time actually doing its own marketing. This was a long way from an optimal situation and led to poor use of the department's resources, as the staff concerned became unsure of the prioritization of their tasks and roles. Not least because those staff suddenly had to work on tasks which were outside their skill set.

10. Homophobia in sport

The secretariat's sports team has in general had a positive reception from potential partners regarding the planning and running of World Outgames. In some cases, we were met with a response that there were unfortunately no resources or time available. Two associations specifically said that they would get "problems" with their members if they got involved in a sports event for gays and lesbians.

Several times, the secretariat has tried to start a debate about homophobia in sport. An issue that is particularly valid and therefore current in men's team sports. Through our international sports contacts, the secretariat has received a large number of examples of how sports organizations abroad have focused work on these issues. Unfortunately, neither DGI nor DIF has had the political courage, resources, and / or budget to do educational work of a more targeted nature.

Most recently, the secretariat has had discussions with the City of Copenhagen and the Danish Football Federation about the possibility of doing broad work on tolerance and diversity in the sport in the future. Pan Idræt has an important role to play. The sports team hopes that Pan Idræt will work together with DIF to develop a mutual ambition for a future partnership to break down prejudices among minorities in football, and use the experience Pan Idræt has to create a positive agenda in the area.

The Volunteers Department

Status

The World Outgames Volunteer Department has built up a volunteer organization of more than 1,500 people over two years. The group has a varied skill set, and most of them will be working during the World Outgames. The volunteers carry out tasks for the sports, cultural and conference programs as well as general service work.

It is expected that overall, the volunteers will have given over 50,000 hours of their time – a total value exceeding DKK 5m. There is therefore no doubt that World Outgames enjoys broad support amongst local Copenhagen people and especially within the LGBT community in Denmark.

Goals

A number of success criteria and goals have been laid out for the department's work, including figures for recruitment goals.

Recruitment

Up until the end of 2008, the primary recruitment strategy was to attract people aware of or part of the LGBT community in Copenhagen. The primary focus was to involve people who could immediately identify with the project, and therefore had a natural interest in investing their time in volunteering to help before and during World Outgames.

Starting in Spring 2009, the strategy was broadened to include other groups, including people working in large companies and organizations with special skills, and including other volunteer organizations such as first aiders and officials for the 34 sports etc.

The goal for the number of volunteers registered has been (adjusted according to program changes):

- December 2008: 800 volunteers.
- March 2009: 1,200 volunteers.
- Early June 2009: 1,600 volunteers.

By early June, World Outgames had recruited around 1,500 own volunteers, to which can be added the volunteers in the various sports groups associated with the 34 sports disciplines and partner organizations. We estimate that there are therefore over 1,800 volunteers involved in holding World Outgames. The figures cannot be finalized until after World Outgames, as the secretariat will only then be able to get details of how many volunteers partners have used.

Involvement

Volunteering is one of the prerequisites for World Outgames. In the volunteer work we have put the emphasis on the volunteers feeling included in the project and thus having influence and ownership, as this is a crucial factor for success. It has been our objective that:

- Individual volunteers should have work that is meaningful to them.
- It must be fun!
- Everyone should be handled with respect – everyone is equally as valuable as everyone else.
- We must generate permanent value for the LGBT community in Denmark, as well as for Copenhagen as a city.

One of the big challenges will be to involve the volunteers in such a way that they feel they have real ownership of the event, and thus agree to help with tasks connected with World Outgames.

In order to make sure that we reach our goals, a number of volunteer policies have been drawn up, including a code of conduct which describes volunteers' rights and obligations. We have also had several internal service goals for the volunteer organization, such as a goal of responding to a volunteer as soon as possible and with 75% of answers given within two working days.

Organizing

As mentioned, the goal has been to create space for diversity and individual ownership for each volunteer. This has been reflected in the organization's focus on the voluntary element. The volunteers have been part of a large number of working groups in sport, culture and the conference. A number of cross-disciplinary tasks are also handled by volunteers – from Hosted Housing to campaign work to working with environmental sustainability – to name but a few areas where volunteers are active.

The Volunteer Department has been staffed with one full-time member of staff from October 2007 up until October 2008. From October 2008 until 31 August 2009 there will have been two full-time staff.

All the working groups set up are based on volunteering. We have also had a large group of volunteers with administration and project management skills. This group has helped with administrative work and running the secretariat.

The volunteers have been the driving force in the planning of work and sub-projects as well as handling a large number of more practical tasks. Among the practical tasks handled by volunteers are:

- Translation for print and web including proofreading
- Collation of information in all program areas
- Marketing at tournaments abroad as well as locally in the LGBT community
- Recruitment and campaigns to find private accommodation
- Planning of sports activities during World Outgames
- Support for the secretariat such as photocopying and other ad hoc tasks

Training

Throughout the whole project, there has been clear recognition of the necessity for relevant training for the Volunteer Managers. The objective of providing training has been to impart the required skills, but has also been just as significant for the teamwork between the volunteer managers.

The secretariat held a Volunteer Manager Training Program in collaboration with DGI Greater Copenhagen for the first group who were to be volunteer managers for the 38 sports.

The course was altered in September 2008 to take into account the experience of that first group. This included moving the responsibility for the subjects back to the secretariat. This had the advantage of re-establishing close contact between the volunteers and the secretariat.

The participants in groups 2 and 3 have been volunteers for the cultural and conference programs, logistics, registration, IT, environmental sustainability, web and communications. Group 2 started its training in Fall 2008 and Group 3 in February 2009.

The following areas are some of those included in the training:

- Project management
- Body Language
- Management
- Conflict management
- First Aid
- Cross-disciplinary collaboration

The “ordinary” volunteers have also been offered training in the form of a three-hour information meeting. At the meeting, they were given an overview of the World Outgames values, programs, safety and security procedures as well as a short course in heart-lung massage.

More specific training is being given to groups of volunteers with special tasks, including a corps of 200 stewards. These stewards all receive more first aid training, information about the city’s history and sights, conflict resolution and a thorough explanation of the overall World Outgames program.

Working groups

A large number of working groups have been set up, and they work on various sub-projects.

Sport

Each sports activity has a Volunteer Manager who works with all the practical tasks surrounding the actual event. On average there are 2-3 volunteers for each venue to manage the other volunteers.

Budget and Hosted Housing

A volunteer working group has worked for a year to arrange low-cost accommodation for participants and volunteers from abroad. Originally, it was expected that we would need to find accommodation for 4,000 people – primarily in Copenhagen.

But the financial crisis has led to a big drop in accommodation prices, leading to a fall in demand for low-cost housing. The best way of arranging accommodation has proven to be making agreements with the city’s youth hostels. Specifically,

agreements have been made with DGI City Hostel and Downtown Hostel. OutReach participants are also to be accommodated in the Sports College in Valby.

Secretariat

A large group of volunteers has been working with the secretariat on administrative tasks, ad hoc jobs and helping with planning and running recruitment, training and volunteer administration. This group will also be part of the secretariat's staff resources during World Outgames.

Translations

A group of volunteers has been working on translated versions of the website, newsletters and other written communications.

Safety, security and emergency management

Volunteers with suitable qualifications and expertise relevant for safety, health, food hygiene and first aid have been included in the safety, security and emergency management organization.

A solid organization has been established to ensure basic safety and security issues, which can supplement those provided by the relevant public bodies. We should add that all volunteers are offered a course in life-saving first aid. The strategy is to give basic training to a large number of volunteers, so that in the event of an incident people act appropriately and do not panic. It is expected that half of the volunteers will receive basic first aid training through the World Outgames training program.

We have good working relationships with the various public authorities including Fire Service, City and Police. There has been an ongoing dialog about central issues. The collaboration between the Police, the City, the Danish Institute for Human Rights, the National Association for Lesbians and Gays and World Outgames with the "It's not a crime to be yourself" campaign should be highlighted as an important spin-off from World Outgames, which will be continued by the other organizations after the event.

Body and Soul

A group of volunteers has been working to develop a number of free activities for both World Outgames participants and local Copenhageners. They are working on the spiritual angle, with for example morning meditation, religious services and other similar activities.

Star Moments

Well-known politicians, business people and cultural figures have formed a "Circle of Stars" around World Outgames. They thus helped send a clear signal to both people in Denmark and the international community that Denmark is a country that values tolerance, cultural diversity and personal freedom.

The stars did not just lend their names and credibility to World Outgames. Many of them gave their active support for the event. Either by acting as door openers, sparring partners in their field or by going on stage at the monthly Star Moment events.

The Star Moments were open cultural events which were to be seen both as a symbolic countdown to the actual World Outgames but also as a gift to the people of Copenhagen from World Outgames. Many of these Star Moments became real little crowd-pullers and generated more goodwill towards World Outgames as an event.

Star Moments held:

- Axel Axgil – Conversation in the Marriage Room at Copenhagen City Hall
- Djuna Barnes – DJ'd at Jolene Bar in the Meatpacking District
- Peter Olesen – Tour of the canals and the harbor in Copenhagen
- Ulf Petterson – Debate event at the Museum of Copenhagen
- Anne Mette Nørregaard – A talk at Café Tranquebar
- Jytte Hilden – At talk at Hofteatret (Court Theater)
- Sabina Elvstam-Johns – A talk in LUST
- Claes Bang – “The Crime” exhibition
- Lars Kolind – A talk at the Confederation of Danish Industry
- Katrine Ring – Presentation about street art at Barbarellah
- Sandra Day – Life history at Café Intime
- Reputation – Marketing Conference at the North Atlantic House
- Debate event in the Round Tower about the invisibility of lesbians
- Stig Elling – Tour of the Zoo

The Salon Group

A contact group was established between the World Outgames secretariat and the LGBT community in Copenhagen. Through quarterly meetings, a solid foundation for the event among the local LGBT organizations was assured. A fixed agenda item at the meetings has been information about how the project is going. These included the principal challenges the project had met – both internally and externally.

As well as the quarterly information meetings in the Salon Group, a whole-day working seminar was held entitled “The time after World Outgames”.

Pride

A group of volunteers is working on the finale of the World Outgames, which is an integral part of this year's Copenhagen Pride. Participants and volunteers are being encouraged to take part in the “World's longest exit parade”.

Club Love

All volunteers are members of Club Love, a club of benefits and a number of special activities and parties for the volunteers. A group of volunteers organizes Club Love and the activities are communicated via the weekly newsletter sent out to volunteers.

Campaign Groups

Two campaign groups were established, partly to work directly on recruiting participants for the event and partly to recruit volunteers. This work used the Internet, proactive “headhunting” and more ordinary communications channels.

The Documentation Group

The work of the volunteers before and during World Outgames in Copenhagen is being documented by a group of volunteers using photos, statistics, interviews and an

anthropological portrayal of the event. This is intended to ensure that the efforts of the volunteers will be remembered and can be used in follow-up evaluation.

Finance

The total budget for the volunteer department for the whole project period from 2007-2009 was DKK 2.8m.

The budget has been adjusted on several occasions, but there has been a general recognition in the secretariat that the fundamental services in the volunteer area should be secured financially.

HR Administration

In December 2008, the Volunteer Department started development of an administration solution based on the FileMaker software platform. This was made possible by a donation from the Danish software development company Zordesign and the producer of FileMaker.

Communications

The strategy has been to address people's identity and feelings, which is why the primary focus has been on LGBT rights.

The Volunteer Department has had a two-page advertisement every month in the Danish magazine for homosexuals, Out & About, where portraits of volunteers have been shown as well as general information of interest to volunteers. Our goal is to tell positive stories about volunteers and volunteering.

The volunteers have received regular electronic newsletters. In the startup phase they were sent out once a month, with the intensity increasing up to the actual World Outgames. In the final phase, they will be sent weekly to every volunteer.

Key challenges along the way

Firstly: During the whole project, World Outgames has had a permanent staff which has varied in number and is currently 16 people. But the project is wholly dependent on voluntary efforts. We expect the total number of volunteers involved in holding the event to be between 1,600 and 1,800, with each person expected to do around 24 hours' work. That equates to 50,000 man hours worth around DKK 5m.

Secondly: Throughout the project there has been a clear strategy of communicating a clear and simple message when recruiting volunteers. The nature of the event not being value-neutral has had a positive effect on the recruitment process. Tasks and values are sold without unnecessary packaging, but it is a long and resource-hungry process.

Thirdly: At the start of the project phase, World Outgames was relatively invisible to the average LGBT person and local Copenhagen people. As mentioned in the communications and marketing section, this was a conscious choice in order to avoid people becoming tired of hearing about World Outgames before it even started. This communications strategy was correct in the long-term communications perspective. But it unfortunately had a negative side-effect that the Volunteer Department was only able to get a direct, live dialog going with potential volunteers later on.

Fourthly: Ownership of World Outgames by the volunteers is crucial for the success of World Outgames. The volunteers must therefore be involved, and this happened through working groups and involving the volunteers in the process of developing the program.

Fifthly: An electronic administration system for volunteers has been developed by local software developer ZorDesign with support from a sponsor. It has been crucial for the quality and service level to have an administrative support system developed.

Sixthly: The motivation for wanting to do voluntary work varies from person to person. If the volunteer feels that he or she cannot get anything out of the project, he or she will be less likely to make an effort.

A possible motivation factor is learning. It was precisely this that helped give meaning to the Volunteer Manager training program.

Seventhly: It is a built-in stress factor to keep having the budget changed right until the final phase of the project, but at the same time it is also something to be expected. But the late finalization of the program and budget have hampered efforts to delegate and involve volunteers in all processes of the project.

Fundraising, sponsorship and funds

Status

In the status report from June 2008 and again in the status report from December 2008, the secretariat gave comprehensive descriptions of the challenges associated with fundraising and sponsorship work in the course of 2008, as the global financial crisis took hold.

The picture was and still is unambiguous: since the summer of 2008, private companies and private foundations have chosen not to help World Outgames. Which is a change in attitude and prioritization which stands in stark contrast to the situation in 2007, when World Outgames received both large donations from foundations as well as entering into generous and promising sponsorship agreements.

Early in the planning process, World Outgames received support with cash sponsorship from Scandinavian Airlines, IBM, HIVOS and the Tuborg Foundation.

But the reticence as regards cash sponsorship has to a certain degree been alleviated by a large number of private Danish companies choosing to give support in 2008 in the form of man hours, knowledge and materials. This applies to Politiken newspaper, PrimeTime communications agency, Reputation advertising agency and We Love People. Support, which has on the one hand had a crucial positive influence on the quality of the information and PR material the secretariat has been able to produce in this period, and which on the other has opened up good opportunities for accommodation for many of our international guests.

Correspondingly, we can report that World Outgames received excellent ongoing financial backing from the public sector throughout 2007, 2008 and in the first half of 2009. Both at local and national government level. We cannot over-emphasize the significant financial and political commitment that the City of Copenhagen has given throughout. The Capital Region of Denmark and a number of Copenhagen's neighboring towns have also given positive backing to World Outgames. The same goes for the large national programs and foundations such as the Branding Denmark Fund and Sport Event Denmark.

But even if the global financial crisis' influence on Danish business – and thus on private foundations – is taken into consideration, it is conspicuous that only one of the large private Danish foundations – the Tuborg Foundation – has wanted to support and therefore give backing to World Outgames.

It is also disappointing that more Danish companies did not wish to become sponsors for the event. One can apparently draw the conclusion, that an event with such a strong identity, and which can perhaps therefore be controversial, as a rule can only be realized with significant support from public coffers.

In parallel with the specially targeted budget adjustments made by the secretariat in the Fall of 2008 and the Spring of 2009, a number of new initiatives were also taken to raise “new money” for the event.

These new initiatives were called “Every Little Helps” (“Mange Bække Små” in Danish) and included donation campaigns targeted at individuals as well as public

institutions and private businesses. A number of social and cultural collection events, such as bingo and quiz nights, were also held.

As well as the “Every Little Helps” campaign having a small positive effect on the bottom line, the campaign also had an interesting side-effect. Namely a completely new foothold for the project among the local population. Each time an individual paid DKK20 for a badge, the event gained another ambassador “out there”.

A number of unanswered questions remain. Is this lack of involvement by Danish business due to the companies concerned not seeing the financial potential of building loyalty among the event’s primary target group? Or do they not want to be identified with the political diversity strategy which World Outgames stands for? Or was the reason for the disappointing result from sponsors and foundations an indication that the secretariat was not good enough at building the necessary relationships with relevant Danish companies? The truth lies somewhere in between these assertions and assumptions.

Below, we give a short summary of some of the key challenges the secretariat had to deal with in our sponsor and funding work:

Key challenges along the way

Firstly: How do you get business and foundations to invest in an event which is completely new in the Danish market? And moreover, where the details of the content of the event are only known relatively late in the planning process? The sponsor and funding department shared this challenge with the communications and marketing department. Which also meant that all through the first phase of the project, we had to awaken potential partners’ commitment and interest purely based on the idea and the overall goal of hosting World Outgames in Copenhagen.

It was clear early on in the process when this contact work was successful and when it was not. As a rule, good results were obtained if contact and dialog with the company concerned took place at “C” level. And the chances of a positive outcome for the negotiations was all the greater if the CEO of the company concerned knew one or more of the staff in the secretariat personally.

That was the case with most of the contracts agreed in 2007 and early 2008.

Conversely, negotiations were much more difficult if the dialog and contact went through the company’s marketing department. More about that later.

Secondly: One thing was that it was a question of a new brand. It was also a once-off event. That is to say that the companies could perhaps see the idea of communicating with the LGBT community, and thus wanted to build loyalty to this sought-after group, but were unsure about committing to World Outgames because it was not an annually-recurring LGBT event in Copenhagen or Denmark.

In order to get around this understandable issue, the secretariat offered to give the companies concerned a general cultural and organizational introduction to the local LGBT community. With the idea in mind that an involvement in World Outgames could lead to a more long-term loyalty-building strategy in the local and international LGBT community by the company concerned.

The secretariat therefore offered an introduction and a presentation of the community’s various different players, including a final conclusion about which

recurring local LGBT events the company could benefit from an ongoing partnership with after the World Outgames.

Thirdly: As mentioned briefly in the first challenge, there was real uncertainty in the sponsor and funding team as to which doors to knock on in potential sponsoring companies and foundations. Because there is a big difference in how you angle and order the arguments about working with World Outgames, depending on whether you are talking to the strategic management of a company or with the marketing department.

The former will often evaluate a potential investment in and support for World Outgames from a Corporate Social Responsibility angle. Whereas the marketing department will often evaluate the value of a partnership with World Outgames with respect to the quantity and quality of media coverage the company will get from working with World Outgames.

Fourthly: Continuing on from the above, a new challenge appeared – not least in relation to the potential marketing departments we should have sold World Outgames to. Because the secretariat could not document how much media coverage the company concerned would get from sponsoring World Outgames until later on in the process.

Fortunately however, the secretariat was able to show that the companies concerned would receive coverage in the approximately 50,000 direct emails sent each month to potential participants worldwide. And that sponsoring companies would be named on our own website as well as in the ongoing press coverage the event would receive in Danish and international media.

Fifthly: That we were not able to document early on in the process what traditional media exposure the companies could expect was perhaps something we could have lived with, if the secretariat had been in a position to get a dialog going with the top, “C-level” strategic management of the companies.

That had been the case in the first year of the project because of the personal contacts the secretariat, and not least the management group, brought to the project at the outset. But after the first year, these contacts at the top of the Danish business community had all been approached. This issue weakened our work attracting new sponsors after the first successful wave in 2007. Because when it comes to sponsor and foundation work, a personal network is absolutely crucial.

Sixthly: Several of the above challenges all have a more or less internal foundation or basis. But the sponsor and funding work was no less influenced by the fact that Denmark has no tradition for large companies having – or wanting – loyalty relationships with the LGBT community.

Compared to Sweden, Denmark is at least five to ten years behind in this area as well. There are very few serious positive advertisement campaigns which directly address, and therefore reflect the needs and interests of the LGBT community. Politiken newspaper, IBM and IKEA can however be named as positive mould-breakers. On the other hand, there are far too many examples of Danish companies using “the homosexual” as a comical element or direct source of ridicule in their advertising. Or as a stereotype – meaning the companies concerned are not taken seriously by the LGBT target group.

Seventhly: The most crucial and therefore significant barrier for the sponsor and funding work, however, has been the global financial crisis. Already from late Spring 2008 we could see the effects of the financial crisis in the USA. An effect which badly hit Danish business in the Fall of 2008. This initially led to noticeable reserve when it came to agreeing sponsorships.

But the difficult economic times also had direct consequences for the private foundations whose financial resources were dependent upon the parent companies' profits. In short: There was less money available to share. So neither companies' marketing departments nor foundations had the necessary financial resources to enter into closer partnerships with World Outgames.

Eighthly: As mentioned earlier, World Outgames is a young brand. A young brand owned by a very young – and therefore inexperienced organization not rich in resources: GLISA

The contract the City of Copenhagen had signed with GLISA included GLISA making their international sponsorship and media contacts available to the World Outgames secretariat in Copenhagen. The secretariat has never received this specialist and organizational support. Primarily because it became apparent that GLISA did not have these contacts. Neither globally nor regionally.

Ninthly: Continuing from the previous point, the application from the City of Copenhagen to GLISA included the fact that the City expected to be able to hold the event within a budget of approximately DKK 60m.

The first grant from the City was for DKK 20m. In other words at the start, income of DKK 40m was expected. Income from participants was budgeted at DKK 13m, which left a funding and sponsorship gap of no less than DKK 27m. Even without a global financial crisis, this is a very large amount to raise in a timeframe of just two years. So a justifiable question is whether the level of ambition – in any event financial ambition – was too high. Thus building an unnecessary financial challenge into the project.

This financial challenge was made all the more intense along the way, when the project was faced with the global financial crisis on several fronts, namely with participants as well as potential sponsors. That the budget still balances is due to an especially strict control of the finances and a reduction in the overall budget of nearly 25% - as well as an additional grant from the City of Copenhagen of DKK 5m.

Finance

Status

Throughout the secretariat's existence we have focused on having a positive bottom line. Negative financial results from previous large events in Copenhagen and LGBT events set the rules for World Outgames: there must not be a financial loss.

As previously mentioned, World Outgames has only been held once before, in Montreal in 2006. World Outgames as an event is therefore new, and prior experience of an international and mixed project (sport, culture, conference) is therefore not great. That goes for planning and holding the event, as well as budgeting and financial management.

During the first two months of the secretariat coming into being, the first budget was drawn up. It was based on the activities the secretariat wanted to have in the program and with a level of ambition necessary to complete the tasks creatively in partnership with external event organizers, organizations and educational institutions. This could be done by drawing on the staff's network contacts and with the help of a large number of volunteers. Income should come from government and city subsidies, from international and national foundations and sponsors, from participants and from sales before and during World Outgames.

When the budget balanced at DKK 64m, expenses and income were scheduled in the periods they were expected to be incurred and received, and so the first liquidity budget was ready.

One thing is the budget and the final financial result, which can first be calculated when all invoices have been paid, all income received and VAT (sales tax) and other taxes have been paid. Another is the enormous challenge of managing the cash flow along the way.

Previous large events have seen relatively healthy finances from a budget point of view. But many of them fall into cash flow traps, because expenses have to be paid before the income comes in – and so the coffers are empty. The demand for pre-payment from many suppliers has not been reduced by their bad experiences from previous events with poor finances.

As previously mentioned in this document, the first negative consequences of the global financial crisis appeared in the summer of 2008, when US and Canadian participants started to say that they could not attend World Outgames due to financial reasons. As is well known, the crisis has since spread to the rest of the world.

Foundations and companies were also hit by the crisis, or took steps to combat any possible negative effects, and became very reluctant to give financial support or sponsorship to an event such as World Outgames.

With a decreasing income base on the horizon, the management group agreed to revise the activities and programs in World Outgames, making a budget reduction in June 2008. It was not the last round of savings. More about these later.

It is of course harsh and frustrating to have to make decisions about cutting a budget. But acting in time is the right and proper thing to do. This includes not starting activities or projects which cannot be completed.

With three further budget adjustments to expected income and expenses, the management team could tell by the Spring of 2009 that it still would not be possible to meet the budgeted income, and was therefore faced with making further savings on activities and programs, i.e. to completely cancel whole programs or activities.

The management group determined that the objectives of quality and content expected by the City of Copenhagen (who took the original initiative), by Wonderful Copenhagen (as owners), and by sponsors, partners and participants who had already paid to take part in the event could not be met.

The Board of World Outgames therefore submitted a request to the City of Copenhagen in March for a financial guarantee of DKK 5m to cover any potential deficit. The request was granted on May 28, thus ensuring that World Outgames could go ahead with a justifiable level of quality.

At the time of writing, there are still many expenses which have not yet been incurred. There may be price increases since the budgets were prepared, or solutions we had thought of which cannot be implemented after all. The secretariat cannot therefore be sure that the current expenses budget will hold. But it should be noted that during the past two and a half years, the expenses budget has never been exceeded. There is also uncertainty about some of the income which will first come in during the actual World Outgames in July. This includes income from the sale of merchandise and commissions from bar sales and tickets to all the parties.

Key challenges along the way:

Budgeting

To make a budget for such a large event as World Outgames, and over a three-year period, is in itself a big challenge. When there is not a lot of experience from other similar events to call on, you have to start from scratch. What are the project's goals and ambitions? What activities should there be to reach the objectives? What do such activities cost?

As a starting point, an overall budget for the project's life cycle was written. Once income and expenses balanced, the budget could be divided up into periods, departments, activities – right down to the level of individual account headings.

Build the budget so that it matches the structure of the financial systems, if there is a system and an account plan already in place. Nearly three years of follow-up and reporting are then easy to perform.

Be ambitious with the activities and expenses, but conservative with the income.

And you should be flexible, and prepared for the conditions for a three-year project to change many times along the way. In order to be able to follow up on the budget and make adjustments and changes during the project's life cycle, the finance manager has

to have an understanding of the tasks and challenges at all levels of the project and of course be part of the management team where decisions with financial consequences are taken.

The finance manager acts as a sparring partner for the colleagues responsible for the budget in each department or activity in the project. Each item in the budget must have an explicit person responsible, for example the individual department managers.

The budget for World Outgames was prepared for the first time two months after the secretariat was established in February 2007. As the project has developed, budget items have been moved between the departments and adjusted according to the internal and external ambitions and expectations, and to the environment we work in.

There has been a follow-up on the World Outgames budget every month, with items being checked and prognoses revised.

The World Outgames budget has been reduced four times between Summer 2008 and April 2009. The reductions were as follows:

- First from DKK 64m to DKK 58m in June 2008.
- Then from DKK 58m to DKK 54.5m in September 2008.
- Then from DKK 54.5m to DKK 52.9m in February 2009.
- And finally from DKK 52.9m to DKK 49.9m in April 2009.

The total budget reductions of DKK 14.1m, equivalent to around 22% of the original budget, have been possible because the staff have been very conscious of the need to be cautious with finances. This means they have managed to find alternative and low-cost solutions to some of the challenges faced.

The management has also cancelled a number of activities planned, in order to be able to focus on delivering what World Outgames as a company is contractually obliged to do.

The budget reductions mean that the total budget for World Outgames is now DKK 49.9m. To this should be added around DKK 5m worth of donations in kind, i.e. the value of services which suppliers and material sponsors contribute. The value of work done by volunteers is not included in the donations in kind.

It is our ambition for the final report to include correctly accounted-for financial accounts and also accounts which include the value of all the services and materials, as well as of the voluntary work, which has not been entered into the books but which could be. Accounts drawn up with all these values will be surprising, but also an excellent starting point for many future events.

Liquidity / cash flow management

The difference between a budget and a cash flow budget is that in the cash flow budget, the order in which receipts and payments occur is critical. A cash flow budget is broadly speaking a budget for the balance of the bank account, whereas an ordinary budget shows expectations for the accounts over a period.

As well as flexibility and understanding for the project's development and objectives, looking after a cash flow budget requires you to sit tight.

It requires an overview of when expenses have to be paid and when payments can be expected to be received into the bank account. If payments are not received in when expected or agreed, payments out have to be held back – or there have to be savings on expenses. And variations have to be dealt with – is it just a delay to a payment, or will it not happen after all?

First and foremost, a project must have basic financing in place from the start. The City of Copenhagen's grants to World Outgames have been paid quarterly, and in the first 18 months of the project made up the basic financing to cover rent, office costs, salaries and the initial activities.

World Outgames established the secretariat in Farvergade six months after setting up the company, and financing was of course necessary to set up the office, make IT purchases, alarms and telephones, etc.

Part of the basic financing was used to get started with projects and activities – let us call them investments – intended to generate profit. But how low can the expenses be in order to reach the goals – and when should the goal be reached?

The challenges in both budgeting and cash flow management include, for example, grants from foundations.

It is necessary to be aware that grants from foundations can take time to be processed – and be delayed by the foundations' boards. For example, World Outgames expected to receive an answer to an application to the Branding Denmark Fund for DKK 22.8m in March 2008, but the answer only came in June 2008 with a grant of DKK 6.1m. This delay meant that activities and projects were delayed or could not be set in motion, as there was no money to cover expenses for them.

Large amounts from foundations can save a budget or a project, but the money is paid after the event. In other words, the project has to pay out the expenses before asking the foundation to pay the agreed amount. That requires either a lot of extra liquidity or a large overdraft.

Some contributors pay a small part of their grant in advance, but seldom the whole amount.

With an international project such as World Outgames, you need to be able to receive payments from abroad – for example credit card payments. If a participant pays with a foreign credit card, the money is received from the card companies 28 days after the transaction has been executed. The payer receives a receipt to say that the money has been paid, and from a legal point of view has in fact paid. The recipient, though, has to wait 28 bank days before the payment is paid into his account.

Receiving payments from abroad or with foreign credit cards is not without costs. Agreements have to be set up, bank guarantees given and someone has to pay for each transaction. That can be either the recipient of the payment (World Outgames) or the cardholder (participants).

In order to control the cash flow as well as possible, written agreements about pre-payment were concluded. World Outgames has entered into both large rental and purchase agreements, and also agreements with smaller suppliers about services up until Summer 2009. In all contracts, the future financial obligations are agreed so that no financial surprises can appear later.

Financial routines

While budgeting, cash flow management, budget follow-up, allocations to accounts and payments have been handled in the World Outgames secretariat, bookkeeping and accounting have been handled externally by the Wonderful Copenhagen finance department.

The advantage for World Outgames has been that it was not necessary to invest in our own finance system, or set up routines for handling receipts, invoices, book-keeping or archiving. Wonderful Copenhagen is used to handling projects – and projects within projects, which with their experience has been an invaluable support for us to call on.

We have allocated receipts and expenses to 14 “departments” in World Outgames, each of which was given a department code in the finance system. To this was linked a cost / expense center string with four dimensions: project, area, objective and free text.

Thus it is possible to draw reports from the finance system in a total of five dimensions across departments and projects within the overall project.

The secretariat has access to the finance system via a remote connection, but can only access to draw reports from it, not to post items to it.

The disadvantage has been that all receipts and invoices are archived externally, making it very awkward to get to them if needed.

All payroll issues, including pensions, tax and social security for World Outgames staff are also handled by the finance department of Wonderful Copenhagen.

The advantage has been that we have not had to use resources to handle the payroll, and in keeping up to date with the regulations and routines for salaries, pensions, tax and social security.

Conversely, we have to follow pre-established routines and adapt our own processes and deadlines to the “supplier’s” routines and calendar.

VAT (value added tax, sales tax) status

World Outgames was set up by Wonderful Copenhagen as a private limited company wholly owned by the Wonderful Copenhagen Foundation. Prior to the decision to go with this legal structure, a lot of legal work was done. Partly to give the organization as much room to maneuver as possible, but also to have a watertight divide between World Outgames and its owner Wonderful Copenhagen.

As a private limited company, World Outgames is subject to Value Added Tax. The challenge came to be that the company's activities are a mix of amateur sports event, training, entertainment, cultural activities and a human rights conference with both professional organizations and NGOs taking part. Participation in the activities can be subject to payment, whereas other activities are free of charge.

In other words, the expenses and income of World Outgames are a mixture of items some of which are subject to VAT, and some of which benefit from relief from VAT.

With the help of the company's auditor, a number of meetings were therefore held with the tax authorities to find a solution for differentiated VAT for World Outgames.

Normally, a VAT-registered company adds VAT to its services, and pays VAT on all purchases. The difference between the two is paid to the tax authorities.

The same applies to World Outgames. However, a differentiated VAT rate was set based on the applicable budgets. The differentiated VAT rate will be adjusted after summer 2009 when it will be calculated how much of the income and expenses have been with and without VAT respectively.

The solution with a differentiated VAT rate is desirable from an administrative point of view. It makes VAT reporting simple.

It is important to understand that many of the secretariat's expenses apply to the whole organization – office supplies, photocopier rental, coffee, etc. cannot be split between the activities concerned. Furthermore, the sports program is not subject to VAT, and so cannot deduct outgoing VAT payments, whereas the human rights conference is subject to VAT and therefore can do so.

The big challenges lies thus in the finance system, which can only handle one VAT rate in the books.

In other words, manual calculations have to be done when expenses are booked with a differentiated VAT rate, and when expenses are reported to the foundations who only give support for certain expenses exclusive of VAT.

It takes time – and resources! It can have big financial consequences if the VAT calculations are not correct.

Sub-budgets for foundation applications

Since the establishment of the secretariat and up to Spring 2009, applications have been sent to around 60 foundations, both Danish and foreign and private and public. See the section about foundations and sponsors.

A budget has to be attached to all applications made to foundations. Depending on the foundation applied to, the degree of detail in the budgets varies considerably. Many foundations have pre-set forms to be used to specify a project's expenses, but it is rare for these to match the World Outgames budget items.

Knowing full well that it can take up to six months for an application for EU subsidies to be dealt with, applying in good time is essential.

It can be something of a challenge first to describe a project which is to be spread over several years, then to allocate the costs month by month, and also to be able to budget how many pages a final report for the project will have and how much it costs to translate each page, as well as how much copying and postage costs will run to.

And you also need to be prepared to write a lot of follow-up documentation if and when the support is granted, because extremely detailed specifications of all expenses to be covered have to be provided.

A horrifying amount of time drawing up detailed budgets for applications to foundations has been spent, which unfortunately in most cases resulted in a rejection.

Reporting to foundations

Just as applications to foundations can be of very different scope, reporting back to them also varies.

Some private foundations grant an overall amount, whereas others makes grants with strict conditions about the amount paid only being able to vary 10% from the budget items applied for.

The Branding Denmark Fund has granted World Outgames DKK 6.1m for marketing activities.

The grant has, among other things, required administrative changes in the organization, as all staff must register the time they spend on marketing. In an organization such as World Outgames, most staff work on marketing activities even though these may not be their primary tasks.

When reporting to the fund to request payment of the grant, there must be documentation about what each member of staff has done which comes under marketing activities – for example preparing information material for a specific sports program, for which market and to what extent the material was later distributed.

World Outgames has not invested in a time registration system, but records the time spent manually – which is an administrative burden for the individual members of staff.

The Branding Denmark Fund's strict documentation requirements demand that a state-authorized auditor co-sign requests for payment of grants, which adds significant costs for auditing.

Shortly after the grant from the Branding Denmark Fund, a meeting was held to ensure that the conditions for paying the grant were correctly understood. It was agreed in the meeting that for cash flow purposes payments would be made quarterly to World Outgames, rather than annually.

IT

The Secretariat

Since establishment of its own office in Farvergade, the secretariat has had hosted solutions for MS Office and e-mail provided by an external supplier. A router and an MS Small Business Solution 2003 server were purchased and are located at the external supplier's site. The hosted solution includes space at the supplier's data center, and covers electricity, emergency backup power, fire prevention measures and access control. A Service Level Agreement was also signed guaranteeing fixes to server hardware faults within four hours. Fixes to and prevention of software faults on standard software (O/S, antivirus, backup, Exchange), daily backup to a backup unit as well as secure storage of backups are also included.

When away from the Farvergade office, secretariat staff have remote access to emails and calendars through webmail. There is no remote access to the server.

A 10Mbit fiber connection is used for communications. The line is split so that the secretariat's communications are kept separate from other communications, the latter using a wireless router installed in the office for use by interns, volunteers and guests.

Printing, photocopying, scanning and faxing are all handled by a single leased machine connected to the network. The leasing contract includes toner and a number of black & white and color pages per quarter. Excess usage has to be paid for. We have signed a service contract with the supplier, who has only been called out a very few times for repairs and general servicing.

Desk and laptop PCs and Macintoshes with screens and software have been purchased as required. Laptops and screens are stored in locked cupboards when not in use.

There was already cabling from workstations to a hub in the basement of the building when the secretariat took over the premises in the Summer of 2007. It has been very easy to set up and move workstations around in the office.

An eight-channel landline and flexISDN setup is used for telephones and fax. We have leased a switchboard which can handle 30 extensions. After installation, the system has worked without any problems. When moving workstations there was a need for outside help to re-program the extension groups.

All staff in the secretariat also have a mobile (cell) phone for business use.

As mentioned, during the lifetime of the secretariat there have been no service interruptions worth mentioning.

Getting PCs and mobile phones repaired has been challenging due to turnaround times of around three weeks. The secretariat has had to borrow PCs from partner organizations if there has not been sufficient hardware available.

All IT and telephony (and other inventory items) will be sold at scrap value when the secretariat closes on 31 August 2009.

Website

The most important and simple information channel for a large event such as World Outgames is a well-functioning website. A “mini-website” was set up shortly after the secretariat was established, which gave a short presentation of the event, the ambitions and an overall timescale. In the Fall of 2007, we received five proposals for development and operation of a new website.

The supplier was chosen after a number of meetings to clarify needs and present potential solutions. Requirements for the website included:

The solution must be a focal point for the event as regards information to and from participants and all interested parties.

Must-have requirements:

- The solution must be able to handle between 10,000 and 20,000 visitors daily and still maintain a fast response time.
- The solution must be based on a widely-used Content Management System (CMS). That is to say a CMS provided by several companies so that World Outgames is not 100% dependent on a single supplier.
- The CMS must make it possible for World Outgames to set up, maintain and edit pages.
- The solution must be provided in a CMS which is search-optimizable.
- The CMS must be able to handle up to 50 editors with varying access rights.
- The CMS must be delivered with a written user manual.
- The supplier must also provide training for up to 30 people.
- The supplier must assign a fixed person to the task and unlimited support must be given after delivery of the CMS as regards questions and small adjustments.
- The solution must be reliable with a minimum of one daily backup. The whole system must be able to be restored quickly in the event of failure.
- The solution must be 100% browser compatible.
- The solution must include a function for subscribing to newsletters. Newsletters are sent out from a different system.
- An advanced statistic module must be supplied for measuring traffic including geographic location of users.

Secondary requirements:

- A login area for participants and interested parties with access to a debate forum, possible with the opportunity to upload a profile picture.

Design requirements:

- Simple and clear navigation / menu which can be extended to more pages.
- The solution must include 35 main pages for each sport, which should preferably each have its own look. A distinct look for each sport must be supplied, for example with different pictures for each of these pages.

The choice made was SiteCore as CMS. The solution is hosted by an external supplier.

The website's main language is English, but selected pages are translated into Danish, German and Spanish.

The website has been updated on an ongoing basis with new functions such as RSS feeds, discussion forums and blogs. There has not been the level of activity expected on the discussion pages, which is due to the rapid growth in the use of existing social media such as Facebook, YouTube, MySpace and Twitter. World Outgames has therefore used these communities for marketing and interaction with participants, volunteers and other interested parties – with great success.

From January 1 to June 1 2009, there were 78,285 unique visitors to the website from 190 countries. Each visitor has on average looked at 5.5 pages per visit. About a quarter of the visitors come to the site directly, a third come from search engines whereas slightly more than a third come to the site from a link on another site. At the end of June 2009, 9128 pages on other websites linked to www.copenhagen2009.org.

Registration system

World Outgames partnered with BDP Congress Service for participant registration. Their IT supplier developed the registration system based on a requirements specification and a description of the solution from us.

The registration system handles registrations and payment for sports, culture and the conference program. Participants can also book hotels and purchase excursions through the system.

Functionality in the registration system has been developed to handle special requirements for the human rights conference, the possibility of handling Calls for Proposals as well as a database for collecting and disseminating a large number of Good Practices, tools and policies under the conference themes.

The registration system was received positively by users, who have been able to register since April 23, 2008.

Towards the end of the first special offer period, where early registrations were discounted by 20%, the number of people registering rose exponentially in the final two days of the offer. There were no operational problems, despite the heavy pressure on the system.

The end of the normal registration period on May 3, 2009 also generated heavy traffic, but here too there were no extended response times or operational problems either.

The agreement with BDP Congress Services also includes assisting participants with registration. BDO has helped and answered questions from many participants by e-mail and on the telephone. This service has worked without a hitch and with fast response times, saving a massive amount of work for the secretariat.

Working closely with BDP, the secretariat has monitored registrations and made changes to them on an ongoing basis if required.

Three staff from the secretariat have been partly occupied with manual registration for campaigns where participants were offered discounts.

Ticket sales

Alongside World Outgames, a number of activities with restricted admission, both paid and free of charge, are being held.

Place2Book, a systems provider, is being used for sales and processing of tickets. The solution is web-based and allows payment by Danish and foreign payment cards.

A solution has been put in place whereby information from the registration system is passed to the ticketing system, thus allowing World Outgames participants to purchase tickets at reduced prices compared to external clients.

World Outgames IT staff have administrator access to the system and can set up activities with various different access restrictions. The system provides daily statistics to the administrator and organizers of the activities by e-mail.

When the activities come to be held, a sales report is sent to the organizer, who can then use it for access control purposes if desired. The system provider also offers rental of scanners and software for access control at large activities, for example the World Outgames Opening Party for 3,000 people.

The various different organizers of activities (parties, workshops, excursions, etc) are the organizers from a legal point of view, with World Outgames responsible for ticket sales and Place2Book as systems provider.

Check-in

Check-in of participants, VIP guests and officials requires a secure, fast and user-friendly system for issuing name badges (accreditation).

Check-in staff (volunteers) will be given restricted access to the registration system, where the participants' names and activities will be checked before the name badge is printed. When badges are printed, this is recorded in the system with a date and timestamp.

Check-in will take place in the Hans Christian Andersen Castle at Tivoli, where a network will be set up and check-in registered using borrowed PCs and label printers bought for the purpose.

IT at the venues

Almost all venues need IT solutions during World Outgames. Individual PCs and printers with copying functionality will be made available to Volunteer Managers. Internet access will be provided either using existing wifi networks or with mobile wireless connections.

Conclusion

We undertook a thorough IT needs analysis before the secretariat moved into its own premises in the summer of 2007, obtaining several proposal for network solutions, software and telephony before we took a decision. It is satisfying to look back on

secure and stable operations with very few adaptations along the way in the project. The communications line was expanded, more server space bought, and software, which it had not been possible to identify at the start, was purchased.

When the secretariat closes in September 2009, the website will remain until the hosting and domain name subscriptions expire. No updates will however be made after August 31. It will be possible for the website and associated CMS to be transferred to the next host for World Outgames or for the website content to be extracted and used in other CMS systems.

The database with over 50,000 e-mail addresses of newsletter recipients will be handed over to GLISA, who can then use them for other GLISA events. However, e-mail recipients will have to opt-in to receiving such information.

Information about participants and volunteers at World Outgames 2009 will also be handed over to GLISA for statistical purposes.

Concluding Remarks

As hopefully shown in the previous sections, the work to realize the ambitions behind World Outgames has been a fantastic journey of learning for everyone involved. That goes for the staff at the secretariat as well as our Board. But it also definitely applies to the politicians at Copenhagen City Hall, who decided that Copenhagen should host World Outgames 2009.

In this status report, the secretariat has tried to identify the most important issues and challenges the project has run into along the way. It is our hope that these experiences can help inspire others – for example national, regional or local politicians, tourist organizations, city planners, etc. – if they in the near future should have to decide whether Copenhagen should get involved in a similarly large and complex international project.

In this concluding section we want to raise some questions of principle. Questions we should have asked ourselves, if we had been the ones having to take the decision back in the Fall of 2006, as to whether it was sensible – culturally, politically and financially – to apply to host World Outgames.

Questions which are of course asked with the benefit of hindsight. And as everyone knows, it is easy to be clever after the event, looking back over the past two and a half years' work.

Because World Outgames as a project meets all the criteria for a classic project process. Namely having to take a large number of crucial decisions at the start, at a time when insight into and understanding about the project are relatively thin. Whereas now, just before the event will be held, and when we know everything, there are no more decisions left to take.

This project paradox was something the secretariat was aware of from Day 1. Which meant that we on the one hand tried to acquire as much knowledge as possible from previous comparable events. And on the other, we put off a large number of decisions to what could be called “the final safe decision point”.

In other words we tried to increase our fundamental knowledge as much as possible at the start, while at the same time putting off the more organizational and management-related strategic decisions we faced for as long as possible

It is in the light of this dilemma that the principle questions we could have imagined asking when making the decision to seek to host World Outgames need to be looked at.

Because by asking these questions, one could probably have taken some of the problems and conflicts, which the project evidently has, into account. The eight questions are:

Firstly: Whose idea is it and therefore whose responsibility is it, that the City of Copenhagen is hosting World Outgames? As already known, it was a unanimous city council which decided to apply to host World Outgames. And it was also a unanimous

city council that granted the first DKK 20m to hold the event. However they also passed the responsibility over to Wonderful Copenhagen, who then passed it down to World Outgames 2009 ApS the company.

That is to say, the organizational and thus financial responsibility was handed off twice by the very people who decided that the project should be run. This handing away of responsibility created an unnecessary lack of clarity about whose project it is. Is it the City of Copenhagen's? Is it Wonderful Copenhagen's? Or is it the local LGBT community's?

It must however be emphasized that the City of Copenhagen – both the politicians and the civil servants – and not least the Mayor of Culture and Leisure, Pia Allerslev, have given their full support to the secretariat in the nicest possible way throughout the process.

But should there be a next time we would recommend considering what the most suitable organizational structure for the project ought to be. So that there is a clear link between those taking the decision about hosting the event, and those who subsequently have to follow through on that very same decision.

Secondly: Is the event in response to a documented need in society? An unequivocal yes can be given to this question, which is based on the need to counteract the stigmatization, oppression and persecution LGBT people are subjected to worldwide – and yes, even in Denmark too.

But was it this need that was the basis for applying to host World Outgames at the time? Because over the past two and a half years' work running the project, many different arguments have been put forward for why it is a good idea to hold World Outgames in Copenhagen in addition to the human rights argument.

The most important “schools of argument” were and still are:

- World Outgames will reinforce Copenhagen's profile abroad as a progressive and modern city, i.e. that the political desire is to use World Outgames as a targeted branding strategy for Copenhagen
- World Outgames is a good thing from a tourist / financial point of view, because homosexual tourists have more disposable income than corresponding heterosexual tourists (double income, no kids). i.e. that the political desire is to use World Outgames as a pink dollar strategy for Copenhagen
- World Outgames is a good pilot project to test whether the city's infrastructure can support future international events such as the Olympics, i.e. that the political desire is to use World Outgames as a test for the city's Olympic dreams.

The one school of argument does not necessarily exclude the other. Quite the opposite. But it would have been desirable if from the outset, there had been a decision as to whether one of the needs mentioned above was more important than another. Because by not making it clear at the start which needs the project should cover, it was left up to the secretariat and Board to do so.

Thirdly: What is the overall objective of the project? As no decision had been made beforehand as to whether one or more of the “schools of argument” was or were more

important than others, then it was left entirely up to the Board and the secretariat to determine the overall objective of the event.

A task which we of course took on in good and close dialog with the owner (Wonderful Copenhagen) and the political level (the Mayor of Culture). The result of that dialog was that the human rights dimension and the meeting of culture between the event and the city should be prioritized in the World Outgames program. But what if the Board and the secretariat had decided differently? What sort of event would have emerged from the decision to host World Outgames in the summer of 2009?

Fourthly: What are the success criteria and the fundamental values for the project? It was not enough that the overall objective for World Outgames was so vague at the start – neither were there any written success criteria or values for the event. Apart from the fact that a deficit was not allowed!

The necessity of keeping a close eye on the financial bottom line was something no one disagreed with. But this success criterion could not be the only one. The secretariat and the Board therefore chose the following values:

- World Outgames should be sustainable. Financially, socially and environmentally.
- World Outgames should be culturally diverse. For program content, as regards participants and organizationally.
- World Outgames should be socially innovative. As regards who we would work with, the way we organized ourselves and the way we solved problems that would come up along the way.
- World Outgames should be transparent. Organizationally, financially and as regards the program.
- World Outgames should be generous. When it comes to sharing the experience we have gained with anyone who would like to have access to it, as well as in the overall way we worked with our numerous partners.

One can only surmise which values and success criteria a different secretariat and a different board would have selected. Because depending on which overall objectives and fundamental values the board chooses, the end result will follow.

Fifthly: What is the overall concept for the event? If the secretariat had copied the concept which formed the basis of the first World Outgames in Montreal, we would be seeing an event where sport was the overwhelmingly dominant aspect. But in Copenhagen, as mentioned above, we chose to raise the priority and give the human rights dimension and the cultural meeting between the event and the city the same weighting as the sports activities.

Anything else would have been wrong, if we were to meet the overall objectives for the event and the project's fundamental values.

But this decision has not been without consequences. Because by prioritizing the cultural program and the human rights conference as much as we have, the secretariat has firstly challenged GLISA, the owner of the World Outgames brand, and secondly the global LGBT sports community – because what we have done is not the way a large international LGBT sports event is “normally” run.

This conscious “business as unusual” strategy from the secretariat has from time to time prompted sharp exchanges of words and discussions about the relative weighting of the individual program elements (an issue mentioned earlier in this report in the communications and marketing section).

Fortunately, this conceptual decision and therefore prioritization of the program matched the desires and needs which politicians felt were right. But that was not a given beforehand.

Because there is no doubt that there was also an expectation among the politicians at the outset that World Outgames would primarily be a sports event. But if the secretariat had only held onto the sports concept, the human rights concept would have either been non-existent or very diluted. And the cultural bridge-building between the event and the city would also be as good as non-existent.

So the fundamental conceptual decisions are crucial for how an event such as World Outgames comes into being.

Sixthly: Which team and which resources are needed to complete the task? In principle, this question can only be answered intelligently once needs, overall objectives, fundamental values and the concept are clarified. As these questions had not been answered when the secretariat was first set up in the Fall of 2007, the day-to-day work for the past two and a half years has been pervaded by numerous long and detailed adjustment processes with regard to resources, skills and ambitions.

If decisions have been made about these resources, skills and ambitions questions before taking the decision to grant the first DKK 20m out of the total budget of DKK 64m, many of the uncertainty and conflicts which were built in to the project from the beginning could have been avoided.

Seventhly: How should the project be structured and organized? As described in the Organization section, work selecting the type of legal entity for the company did not take into account potential requirements from the Ministry of Culture, private and public foundations or the EU could place on an organization such as World Outgames.

This was of crucial significance for the overall conditions for the project and therefore the opportunities for expression. Firstly it was necessary to change the objective for World Outgames 2009 ApS to also include the cultural program and the human rights conference. Without this change of objectives it would not have been possible to obtain financial support from Danish as well as foreign funds, both public and private. Similarly, appointment of an actual board was necessary to meet the Ministry of Culture’s requirements for good management of large cultural projects.

It was not possible to change the choice of legal entity of the company, as World Outgames had been established as a private limited company. It became apparent that several EU programs were only able to support non-profit organizations and not private companies, which World Outgames 2009 ApS was regarded as, despite the common-good non-profit objectives. No Danish ministry was willing to accredit the World Outgames organization as a non-profit organization.

It cannot therefore be more highly emphasized that the choice of legal entity for a particular event is not without consequences. Because dependent on which legal structure is chosen, doors to grants open or close.

Eighthly: What schedule and action plan is needed so that the project is realistically achievable? Whereas the first World Outgames in Montreal had a planning period of five years, in Copenhagen we only had two and a half years to create the conditions for the event running well. Whereas in Montreal there was a secretariat of 50 staff, in Copenhagen the maximum has been 22. And whereas in Montreal there were just under 5,000 volunteers, in Copenhagen we have around 1,700. In Montreal the budget was DKK 160m and income was DKK 130m (i.e. there was a deficit of DKK 30m), but in Copenhagen we started with a budget of DKK 64m and have finished with a budget of DKK 49.9m (a reduction close to 25%).

So put simplistically, the secretariat in Copenhagen has in half the time, with half the staff, a third of the volunteers and a quarter of the financial resources used in Montreal, to produce a World Outgames which is just as good as in Canada. And that it was it will be. Not as big, but just as good.

When one compares these facts and factors – Montreal on the one hand and Copenhagen on the other – anyone would say that the timeframe and resources available to the project in Copenhagen are not realistic for achieving the project's objectives. There is simply too little time, too few staff and limited financial resources.

Whether it was known at the time that in principle the secretariat was being given an impossible task is a matter of conjecture. But it can be strongly recommended that next time there is a similar decision to take, ambitions and resources are assessed to see if they match.

Fortunately, World Outgames has proven itself to be a tough little bee. Because in principle, it shouldn't be able to fly. But it does anyway. Not least because the project has been held up by more than 1,500 volunteers helping out as well as hundreds of outside partners. Without them, it would not have been possible to hold World Outgames under such reassuring and certain conditions as is the case today. And in all humility, we also have to mention the big commitment, the creativity and not least the financial moderation the staff in the secretariat have shown. It is the link between an organization which is small but highly focused on its job, and which is professionally run, and the diverse group of volunteers which is the secret behind World Outgames achieving its goal. From the point of view of the program, the organization and the finances.

The secretariat hopes that the eight questions mentioned above will also help in the decision-making process next time Copenhagen decides whether to host a large international event.

The context will be different when that time comes. But answers to these questions can only help to strengthen the basis for the decision, the project's identity and the overall objectives. For the benefit of the participants coming from abroad, as well as the local people.

At the time of writing, there are just under four weeks to go before World Outgames rolls into Copenhagen. When the time comes, we will see whether the participants and locals take the event to heart. Some things will go according to plan, some things will go wrong, there will be some nice surprises and some bad ones.

We will also be able to tell whether the secretariat's original ambition to create both a unique and relevant event has come true. We have done everything to make that be the case. Including for the relative weightings of the three program streams – sport, culture and human rights – use of public spaces and bridge-building between participants and local people.

But until the event actually happens, the ambitions and hopes above are not proven facts. At the present time, it cannot be any different.

Conversely, we can already say now that another crucial ambition, namely to have at least 40% women taking part, has not been met. Despite the fact that the secretariat has done everything to create a program which would be at least as interesting and relevant for women as for men. Why we have finished up with the classic 70-30 split is an open question which needs an answer.

One thing is the unequal gender split among the actual participants. Another thing is the gender split among the specific LGBT tourists. Because it will perhaps – hopefully – be that there is a better balance between the genders among the thousands of LGBT tourists who visit Copenhagen during World Outgames week. LGBT tourists who come to the city not to take an active part in the sports competitions, the culture programs closed to the public or the human rights conference, but instead to just discover the large, diverse free culture program. Including the large program for women, Women's Space. So the hope of having a noticeable female presence at the event has not yet been abandoned.

In conclusion, we would like to focus on two elements – or issues if you prefer – in the whole project. Issues we regret, but which we either cannot follow-up on to completion or never managed to start to resolve.

The first issue is the absence of actual external objective evaluation and documentation of World Outgames. The secretariat had otherwise developed an interesting and in many ways innovative evaluation and documentation model. A model, which in both an effective and visionary way, could identify the return on the investment which World Outgames is for the City of Copenhagen.

But because of the budget reductions necessary to avoid showing a deficit, this evaluation and documentation project was never realized. We hope, however, that this report you are reading now will serve as consolation. But in the future, it ought to be a requirement for such large events that resources be set aside for actual external evaluation and documentation.

The other issue which the secretariat would have liked to pursue, but never started, was knowledge and experience sharing between ourselves and the other large international events taking place in Copenhagen in 2009. Because it is apparent that both the IOC Congress and the Climate Conference have worked with a large number

of the same issues World Outgames has had to contend with. Here are just a few examples:

- Setting up a volunteer organization and recruiting volunteers
- Low-cost accommodation in Copenhagen
- Use of public spaces in the city
- Safety and security strategy
- Environmental policy
- Evaluation and documentation

Instead of sharing each other's experience, the three large international events in Copenhagen in 2009 have to a great extent developed their own organizational strategies, financial models, IT infrastructure and communications goals and methods.

The World Outgames secretariat regards this as a great pity. Because it increases the risk of re-inventing the wheel. And as a continuation of this, a reduced opportunity to see a "profit" from the big financial and human investment in World Outgames, the IOC Congress and the Climate Conference really are for Copenhagen.

Finally, we want to emphasize how many people we owe our thanks to. And you will get those thanks at the right time and in the right place. For now, we will just thank the politicians at Copenhagen City Hall for the unusually good cooperation we have had. That goes for you all, but of course especially to the members of the Culture and Leisure Committee, including not least the former Culture Mayor Martin Geertsen and particularly the current holder of the office, Pia Allerslev. And right after them we also want to give a big verbal bouquet of flowers to all the civil servants at City Hall for working so well and constructively with us.

So there is only one thing left to say: See you at World Outgames 2009 from July 25 to August 2!

Appendix

Key Figures:

Meetings and seminars (2007 – 2009):

Only fixed meetings are included below, i.e. board meetings, management meetings and staff meetings in the secretariat, the Salon Group and when Star Moments have been held. The hundreds of external planning meetings with the project's numerous external partners (see below) are not included.

Number of board meetings	19
Number of management meetings	93
Number of staff seminars	6
Number of staff meetings (all staff)	15
Number of meetings with the Culture and Leisure Committee of the City of Copenhagen:	8
Number of Salon Group meetings (representatives of the local LGBT community)	6
Number of public information meetings	35
Number of Star Moments	14
Number of press meetings	3

Staff broken down by gender (2009):

Number of women	8
Number of men	13

Volunteers:

Number of volunteers from Denmark	1,100
Number of volunteers from abroad	500

Events where World Outgames has participated / been represented (From April 1, 2008 – March 31, 2009)

Sports events	58
External events excluding sport	47
Own events	41
Partner events	11

Media coverage, excl. advertising (what we have been able to record) (From April 1, 2008 – June 30, 2009)

Number of articles in international media, magazines and on websites	120
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PR and Marketing (2007 – 2009)

Number of folders and flyers	approx. 200,000
Promotional articles	7,000
Number of posters	1,000
Number of newsletters sent out	712,000

List of partners and sponsors:

The City of Copenhagen • Frederiksberg Council • Hvidovre Council • Ballerup Council • Tårnby Council • Amager Strandpark I/S • CPH City & Port Development • Zordesign • Filemaker • BDP • Double Platinum • Bysted Netmester • Place2Book • International Press Center (IPC) • Stop discrimination • The National Association of Lesbians and Gays (LBL) • The Capital Region of Denmark • Branding Denmark Fund • HuskMitNavn • Charlotte Haslund-Christensen • IBM • Ihi Bupa • HIVOS • Politiken Newspaper • Tuborg Foundation • Skadestuen nu • SATS • Scandinavian Airlines Systems • Scandic Hotels • VisitDenmark • The Danish Ministry of Culture • The Danish Arts Foundation • Flyvefisken • Lauritz.com • SportEventDenmark • FunTex • Mads Heindorf • Jydsk Emblem Fabrik • Copenhagen Gay and Lesbian Chamber of Commerce • Carlsberg • Danish Fashion Institute • Copenhagen's City Center (KCC) • Sonning Foundation • Swedish International Development Cooperation Agency • Tryg Foundation • Reputation • Primetime • WeLovePeople • EvenTV • PAN Idræt • Wonderful Copenhagen

OUR PARTNERS

National Olympic Committee and Sports Confederation of Denmark (DIF) • DIF Copenhagen • Danish Gymnastics and Sports Associations (DGI) • DGI Greater Copenhagen • Danish Company Sport • IOC Anti Doping Denmark • University of Copenhagen, Department of Exercise and Sport Sciences • University of Southern Denmark, Institute of Sports Science and Clinical Biomechanics • Team Copenhagen • Play the Game • Danish Athletics Association • Badminton Association of Denmark • Danish Baseball Softball Association • Danish Basketball Association • Danish Table Tennis Union • Bowling Association of Denmark • Danish Bridge Association • Wrestling Association of Denmark • Danish Curling Association • Danish Cycling Federation • Danish Rowing Federation • Danish Floorball Union • Danish Golf Union • Danish Handball Association • Ice Hockey Union of Denmark • Danish Canoe and Kayak Association • Danish Climbing Association • Roller-skating Union of Denmark • Danish Shooting Union • Danish Skating Union • Danish Squash Union • Danish Tennis Association • Danish Triathlon Association • Danish Volleyball Association • Danish Football Association • Danish Swimming Federation • Copenhagen Hockey Union • Copenhagen Shooting Association • GLISA. Gay and Lesbian International Sports Association • EGLSF European Gay and Lesbian Sports Federation • FISAF Federation of International Sports Aerobic and Fitness • Gay & Lesbian Field Hockey Federation • GLRF Gay & Lesbian Rowing Federation • Gay Figure Skating Union • GLTA Gay & Lesbian Tennis Alliance • International Gay and Lesbian Aquatics • IGLFA International Gay and Lesbian Football Association • International Partner Stuttgart & Munich Sports Shooting • ISCA International Sport and Culture Association • NAGAAA North American Gay Amateur Athletic Alliance • NAGVA North American Gay Volleyball Association • Rainbow Squash Amsterdam • TMAA Triangle Martial Arts Association • Jamie Lindsay Yoga • Daren Main Resources for the urban mystic • Chelsea Studio • Hamsa Yoga Studio • The lightness of being and holistic healing center • Amager Cykle Ring • Amager Volleyball Club • Brønshøj Table Tennis Club • Basketball Club Falcon • Danish Students' Rowing Club • Hvidovre Curling Club • Hvidovre Ice Hockey Club

• Hvidovre Skating Club • Copenhagen Table Tennis Club • Copenhagen Hockey Club • Copenhagen Shooting Association • Regatta Association • Skovlunde and Herlev Golf Clubs • Sparta AM • Stenløse Softball Club Bulls • Vesterbro Roller Skating Club • Amager Strandpark • I/S Rostadion • Bagsværd Lake • Bellahøj Swimming Arena • Bülowvejhallen • DGI-byen • Friheden Sports Center • Grøndal Centret • KB Tennis • Valbyhallerne • Østerbro Stadium • CPH City & Port Development • Ballerup Council • Frederiksberg Council • Gladsaxe Council • Hvidovre Council • Egedal Council

OUR CONFERENCE PARTNERS

Amnesty International • Danish Institute for Human Rights • National Association for Lesbians and Gays (LBL) • Sabaah • International Lesbian Gay Association (ILGA) • International Lesbian Gay Association Europe (ILGA Europe) • International Gay Lesbian Human Rights Commission • Human Rights Watch
International Gay Lesbian Chamber of Commerce • European Gay Managers' Association • Company Pride Platform • ARC International • Gay Lesbian International Sports Association (GLISA) • Alternative Cameroon • Mozaika • Sexual Minorities Uganda • Beijing AIZHIXING Institute of Health Education • PARMA • Columbia Diversa • International Lesbian, Gay, Bisexual, Transgender and Queer Youth and Student Organisation (IGLYO) • European Gay and Lesbian Sport Federation (EGLSF) • Danish Confederation of Trade Unions • Confederation of Professionals in Denmark • 3F • FOA – Trade & Labour • HK • Kvinno • Danish Broadcasting Corporation • IT-University of Copenhagen

OUR CULTURAL PARTNERS

Museum of Copenhagen • Nikolaj Copenhagen Contemporary Art Center • Halvandet • Copenhagen Central Library • Copenhagen Gay & Lesbian Film Festival • Copenhagen Pride • Rio Rose Theater • Dansescenen • Copenhagen Opera House • Bådteatret • Tango del Norte • Scandinavian Leather Men • Københavns City Center • Kolding School of Design

OUR OUTCITIES PARTNERS

Melbourne • Tel Aviv • Rio de Janeiro • Mexico City • Antwerp • Aarhus • Danish Embassies and foreign diplomatic missions • Australian Embassy • Belgian Embassy • Brazilian Embassy • Israeli Embassy • Mexican Embassy • The Danish Cultural Institute • Royal Library • Copenhagen Cathedral • Copenhagen Jazz Festival • Aarhus Kulturhus

OUR PARTNERS FOR THE OPENING CEREMONY

Mette Heeno • Kim Leona Rasmussen • Vela gayclub • Wishbone • AFUK • Frank Hasselstrøm • Tornado studio • Gateway • Medley studios • Grim Film Entertainment • Gilles Hoxer and his dancers • Peter Bom and all singers • Elliel • Louise Petersen and percussionists • Fodboldborde.dk • Discovercph.com • Vibeke Falk • DJ Rosa Lux • DJ Dolk • DJ Mazz • DJ Nico Defrost • DJ Vokalist Ash • Camilla T. Lopez • Tanja Zabell • Academy for Untamed Creativity (AFUK)

OUR PARTNERS FOR ARTCRUISING

Lars Schwander • Honey Biba Beckerlee • Lars Erik Frank • Linda Hansen • John Øivind Eggesbø

OUR MEDIA PARTNERS

Fridae • Puffta Media • MixBrasil • Junior • Pluto • Du&Ich • l.mag • hinnerk • siegessäule • gab • winq • GT • DIVA • Exit • Passport • QX • Qruiser • DNA • Out and About • BLIKK • Danish School of Media

Achievements so far:

Below are some of the achievements so far which the secretariat particularly wants to emphasize when it comes to getting results along the way to the actual event. We have listed the achievements under each program and organizational area:

Management:

- Building a well-functioning organization – from no staff in January 2007 to 20 permanent staff and 1,500 volunteers today.
- Good, trusting partnerships with the most important interested parties for the project
- Half-yearly status reports
- Collaboration with Pia Allerslev, Mayor of Culture and Leisure, and the Culture and Leisure Administration of the City of Copenhagen
- Implementation of three significant budget reductions (June 2008, September 2008 and February / March 2009)

Sport:

- 34 sports disciplines in the program
- Holding the World Championships in LGBT Swimming during the World Outgames
- Collaboration with mainstream sports organizations and LGBT sports organizations
- International network seminar in May 2008
- Open House event in DGI-byen and DGI-huset sports complexes in Copenhagen and Aarhus
- Run for Love running event where anyone can take part
- The large free workshop program where anyone can take part

Culture:

- Five international and one Danish city are coming to Copenhagen with free cultural programs as part of the OutCities program.
- Three festivals with entrance fees: Choir, Tango and Leather.
- 18 parties during the World Outgames week.
- Annisette writes and sings the official World Outgames song.
- Prides arranges its annual parade as the conclusion to the World Outgames week
- Nikolaj Copenhagen Contemporary Art Center shows the “Lost and Found” exhibition
- The Museum of Copenhagen’s exhibit “Some jeg er/As I am” about 200 years of homosexual life in Copenhagen
- Women’s Space
- ArtCruising

Conference:

- Initiation of Denmark's first survey of living conditions for homosexual people in Denmark – published June 2009
- Participation of 20 internationally-recognized keynote speakers from all corners of the world
- The Danish Institute for Human Rights takes responsibility for the Copenhagen Catalogue of Good Practices
- 350 applications to be permitted to hold workshops during the conference, of which 100 were chosen

Volunteers:

- The 1,600 people who have agreed to be volunteers
- Building up the volunteer database
- Development and implementation of the volunteer training course
- Star Circle and Star Moments
- Monthly public information meetings

Finance and IT:

- Strict financial control meaning that at no time has the budget been exceeded
- Constant focus on cash flow management
- Building and running a well-functioning website and registration system
- Ongoing adaptation of IT resources

Communications and Marketing:

- Media partnerships with 20 international gay media organizations
- Collaboration with Primetime, Reputation and We Love People
- The monthly newsletter
- The new folders and posters
- Collaboration with 230 students from the Danish School of Media
- Public marketing seminar organized together with Reputation

Sponsorship and Funding:

- The large donations from the Branding Denmark Fund, The Tuborg Foundation, Hivos, Sida, and Sport Event Denmark
- Scandinavian Airlines' decision to be the first European airline to have a special website for their homosexual customers
- "Every Little Helps" (Mange Bække Små) campaign