

# SHAPING THE 'SPORT FOR DEVELOPMENT' AGENDA POST-2015



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**inFocus Enterprises** is a social impact consultancy firm, specialising in strategy, social impact measurement and evaluation. It comprises an international team of specialists that are committed to supporting a global portfolio of clients to increase the positive impact of their activities upon the lives of people and communities from around the world, working with a mix of non-profit, for-profit or public entities.

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Foundation USA

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**Case Study:** International Inspiration

**Case Study:** Try Rugby

**Case Study:** International Sport and Culture Association (ISCA)

**Case Study:** Comic Relief

**Case Study:** Sport for Social Change Network

**Case Study:** Mathare Youth Sports Association (MYSA)



# 1. EXECUTIVE SUMMARY

## Aim of the Report

The aim of this report is to propose a ‘well-informed’ strategic framework for scaling up the social impact achieved through the Sport for Development (S4D) field. A pre-requisite to this task has been to better define what S4D is, why it represents an important social innovation and the mechanisms through which it creates positive social change.

## Introduction

In September 2015, the world's Heads of State and Government and High Representatives, met at the United Nations Headquarters in New York. At this meeting, the leaders decided on new global Sustainable Development Goals (SDGs) that directly build upon the achievements of the Millennium Development Goals (MDGs), which were adopted at the turn of the century. The SDGs were designed to continue the work that began with the MDGs.

By 2030, the Heads of State and Government and High Representatives resolved “to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. (They) resolved also to create conditions for sustainable and inclusive economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities.”<sup>1</sup>

In the declaration, these leaders write “the scope and significance of this agenda is unprecedented. It was accepted by all countries and is applicable to all, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. These are universal goals and targets that involve the entire world, developed and developing countries alike. They are integrated and indivisible and balance the three dimensions of sustainable development- economic, social and environmental.”

The global physical inactivity crisis that we are currently experiencing represents a significant compounding factor for many of the world's most pressing social problems. Widespread inactivity is an issue that has burgeoned over the last 30 years, with an urgent need for action to counteract its linked social and economic ramifications. Of course, the link between inactivity and health problems is widely recognised and at a macro level, significant risk is posed to emerging markets that face severe socio-economic implications. The need for increased resource allocation to address the burden on healthcare and other interrelated social institutions is especially important in these markets. At a micro/individual level, the role of sport and physical activity in personal development is also important to consider for its contribution to personal, social and even economic well-being of the individual.

1. <https://sustainabledevelopment.un.org/post2015/transformingourworld>

## The Physical Inactivity Crisis and Context

Physical inactivity is a major threat and is so widespread that a respected medical journal, *The Lancet*, described it as a worldwide “Pandemic” in 2012.<sup>2</sup> The World Health Organisation (WHO) recently produced its first physical activity strategy, which signals the increasing political importance of physical inactivity on the world stage. According to WHO, around 31 per cent of young people worldwide are insufficiently active. In developing nations, this percentage is even higher.

This issue is complex and requires a systemic solution. Children of inactive parents are 6 times more likely to become inactive.<sup>3</sup> In the long run, this may lead to poorer chances in obtaining employment and increased periods of ill-health and morbidity. With a population employed below its potential and simultaneously less physically healthy, we see increased healthcare budgets and a higher burden on economies. If this negative trend cannot be stopped and corrected, national economies are likely to run into a wide array of development problems, causing huge human costs and economic consequences for their countries.

### What can sport do?

Today, people’s jobs and past times are increasingly sedentary in nature. One of the primary sources of increasing levels of physical activity for many people in both developing and developed countries is (or could be) through regular active participation in some form of sporting activity. The “power of sport” is universal and can be used as a tool to attract individuals from different socio-economic-cultural backgrounds. In the context of the ‘physical inactivity pandemic’ described, sport represents a key tool to directly address this agenda. Sport for Development (S4D) represents an approach to proactively and effectively harnessing the power of sport for this purpose and represents a scalable route to increasing active participation levels in both sport and physical activity.

Systemic change is required to address any systemic problem, including the growing number of global issues resulting from high levels of physical inactivity. An increasing number of organisations now use sport as a means to address such issues, thanks to its cross sector appeal and application in also supporting a wide array of social issues, beyond physical health.

Sports participation has been shown through a growing body of research to directly benefit individuals by imparting socio-emotional processing skills (such as feelings of belonging, and conflict resolution) as well as supporting their physical and mental health. Through sport, individuals can acquire skills to support peaceful conflict resolution and teambuilding, which contributes to pro-social behaviours on and off the sports field.

Public health practitioners state that sport facilitates the accumulation of social capital by bringing unlikely people together. Scholars call this the “bonding capital” of sport, which is the idea that sports participation can drive social impact and cohesion in divided communities.<sup>4</sup> For example, in cities or communities where street-violence is common, proactive conflict resolution skills are often not modelled as regularly by adults. However, when those skills are modelled through sport, children are better positioned to deal with conflict in a healthy way.

2. Physical activity strategy for the WHO European Region 2016–2025; WHO regional office for Europe 30.07.15

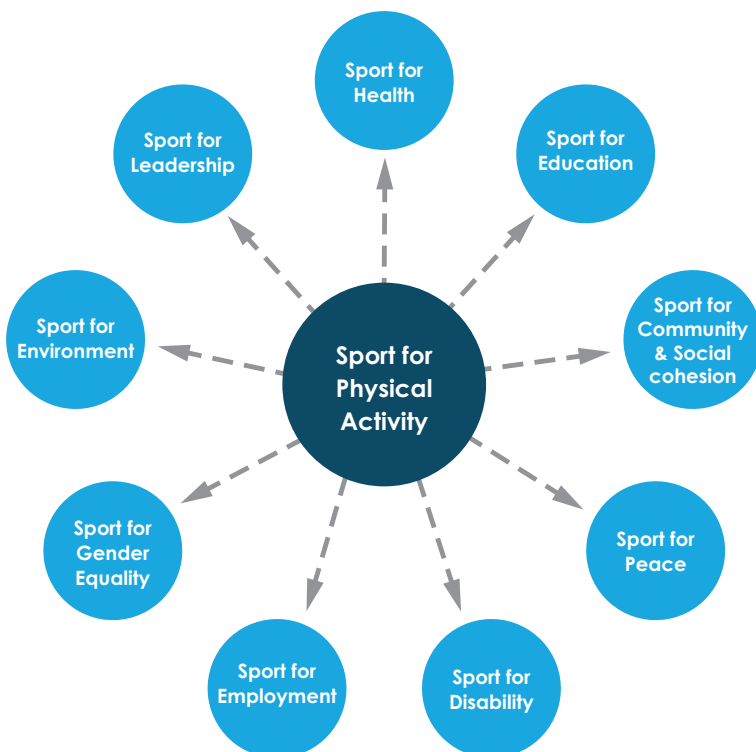
3. Designed to Move, A physical activity action agenda: [http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed\\_to\\_move\\_report.pdf](http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed_to_move_report.pdf)

4. Taylor, et al, 2015, pp. 8.

Further, sport and physical movement can have positive impact on education, as well as psychological benefits. Many organizations use sport in a variety of ways to enhance levels of concentration and discipline, which are requisite in both the classroom and later the workplace. In contexts where children face societal hurdles, this skill-transfer is particularly important. Particularly where children face an unstable environment outside of the classroom, concentration and discipline are difficult to master.

The array of developmental areas associated with sport and physical activity are summed up in the Designed to Move human capital model, to the right, which is supported through over 500 pieces of academic research, showing the links between sport and physical activity and the development of “whole person” capital. Each element is an important component for individuals to lead an economically, socially and emotionally fulfilled life.

Through the structured application of the S4D approach, there is also convincing evidence that it can make a significant contribution to a wide range of social sector themes.



As we now enter into the post 2015 era, Sport for development (S4D) must now focus on scaling up its’ efforts in order to serve the new global Sustainable Development Goals (SDGs) that directly build upon the achievements of the Millennium Development Goals (MDGs).

Of the 17 SDG goals now adopted by nations around the world which will frame the global development agenda until 2030, we see the S4D approach directly contributing to at least seven of the SDGs:

- **Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- **Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- **Goal 5:** Achieve gender equality and empower all women and girls
- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 10:** Reduce inequality within and among countries
- **Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Furthermore, we see the potential for the many cross sector S4D partners to also better align, coordinate and strengthen their efforts together, which is a central theme of the ‘Scaling Together’ recommendations made within this report, which speaks directly to another important SDG - **Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.**

### So what is currently holding back the growth of the S4D Field?

Sport for Development (S4D) is now a well-established and growing component of social development efforts globally. However, in this report we highlight three central issues holding back the field. Firstly, there is a continued lack of consistency in S4D’s conceptualisation and we propose a move towards a more encompassing S4D framework that intersects different programme types and areas of social change, underpinned by key principles and quality standards. It is fundamental that a common S4D narrative and framework is agreed upon to facilitate the scaling-up of effective, efficient and sustainable impact-driven programmes.

Secondly, S4D principles and practices are currently under utilised by cross sector partners as a means to both increase levels of physical activity on a global basis and address a diverse array of cross sector social change agendas that sport and physical activity contribute towards. This under-utilisation is apparent within a lot of existing national sports policy’s and amongst these nations cross sector government policymakers, including health, criminal justice and education sectors, who together address highly inter-related social issues, to which S4D can significantly contribute, as a result of its’ cross cutting benefits.

Thirdly, the S4D movement, in its current form, also lacks a level of overall strategic coordination to maximise its collective efforts and avoid duplication and confusion of important stakeholders. It is evident that many S4D leaders acutely feel the pain of much missed opportunity, as a result of this confusion and unaligned efforts across the S4D field.

## What is Sport for Development?

### S4D Definition:

Sport for Development (S4D) is defined as the intentional use of sport, physical activity and play to attain specific social development objectives\*.

It represents a particular approach to the design and delivery of sport and physical activity programmes that helps leverage the positive attributes of sport and follows a set of core principles that support the prioritisation and optimisation of social objectives from a S4D programme, above any sporting performance outcome.

*If a community and its various assets (e.g. its people, organisations, sports fields, local sporting champions) are analogous to 'computer hardware', then S4D is the 'software' needed for the hardware to render maximum social impact within that community. S4D represents in this metaphor, the basic operating system upon which many other social sector programmes can run more effectively to address an array of social sector outcomes.*

\*We draw the first part of this definition from Right to Play's "Promoting Practical Action and Policy Change."

If the S4D field of action is to now grow to reach the potential that many feel it possesses to address a broad range of social issues globally, advocates must clearly communicate and explain what is meant by '**Sport for Development**' and define its benefits, including how and why it works, whilst concurrently building a convincing evidence base to support the message.

S4D practitioners recognise that sport does not exist in a vacuum. Going forwards the S4D movement needs to **bring sport into the health, education, criminal justice and other cross sector conversations and vice versa, bring health, education and criminal justice, into the sports conversation.**

This report makes the case for S4D as a preferred and inclusive 'approach' to the provision of **ALL** forms of grassroots sports programming, based upon the potential 'social and economic value' that could be subsequently realised by such an approach at a whole population level. The current and growing **urgency of the many problems associated with increasing levels of physical inactivity** further strengthens the case for the S4D approach to be widely adopted in future. The strategic directions we recommend, lead to an increase in both the 'supply' and 'demand' for S4D programmes, which are central concepts to 'scaling the S4D field'.

A full conceptual narrative and framework for S4D is explored in more depth in section 3 of the full report.

## A New Vision for Sport's Role in Society (now to 2030)

As we enter into this new era post 2015, there is a growing band of cross sector leaders (some of whom we interviewed as a part of this report) from sports organisations, federations, government, corporations, NGO's, who are starting to present a new and bigger vision for sport to the world, asking visionary questions<sup>5</sup> like:

5. Stanford Social Innovation Review (2014): Shaping Global Partnerships for a Post-2015 World By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitze



- **What if** funders, local, national, federal government, sports industry, philanthropy, private investors, sports governing bodies and federations worked together to apply the best strategies for improving the lives and well being of people around the world through sport and physical activity?
- **What if** these strategies addressed all the key elements of both increasing levels of sport and physical activity whilst also achieving many important social development outcomes... ensuring that change is comprehensive and lasting?
- **What if** sport for development became the social impact success story of the 21st century, creating more health improvements, better education and employment prospects, more prosperous and integrated communities, and universal gender and racial equality?

These questions paint a picture of optimism that the **Sport for Development Movement's** leaders share about sports potential role in society to address the world's most pressing problems.

These leaders believe that sport and other forms of physical activity and play have a significant role to play in helping to resolve many inter-related social problems within communities across the globe.

What is now needed is a clear and a common understanding across the movement about the key principles and components of the S4D approach and how these can be best applied in practice. The movement needs to be rigorous in its use of an evidence-based approach to credibly and widely diffuse the idea of S4D as a cross sector tool, and subsequently align efforts to change organisational behaviours and systems. The movement needs to better utilize sports global asset and resource base to embrace this social transformation agenda and engage and align with cross sector agendas to which S4D can make a significant contribution.

To achieve this array of objectives, to scale the impact of the S4D field, there is now a need for a more strategic and coordinated framework for action that S4D leaders can collectively 'buy-in' to, to structure their future efforts.

### Key Findings from the 'Scaling' Literature and Case Study Review

Within section 4 of the full report we undertake a review of the pre-existing literature to help contextualise the discussion on a strategic growth framework for the S4D field, highlighting through case studies, the various approaches and challenges that have been identified and used by different prominent players in the S4D field.

The overall 'Strategic Growth Framework' outlined, builds upon the insights from this literature and case study review and paints a picture and rationale for how the various different actor's roles could combine effectively to drive the future growth in impact of the S4D field through better alignment and coordination at the **collective level** (a strategic direction we have termed '**Scaling Together**') whilst simultaneously 'Scaling Out and Up' (see below) a broad range of successful S4D initiatives from within the field. It clarifies how both individual organisations and collective efforts can be connected to achieve the best outcomes. It includes some meaningful goals, a sequence of activities, key questions to consider and recommendations that can help different actors focus on the various efforts required to implement the overall strategic growth framework.

Myriad definitions for the terms “scaling up” exist, as do the associated activities and strategies. In exploring how “Scaling Up” operates in the individual S4D organisation context, we have determined that the most useful definition refers to an increase in an organization’s social impact. That may or may not mean expanding services to reach a larger number of beneficiaries, or increasing the organization’s geographical influence. In some instances, scaling social impact means doing more for (or better by) the population served by the S4D programs already in place (a strategic direction we term **‘Scaling Out’**), which may act in tandem or as a precursor to expanding the numbers of beneficiaries reached. Often, as an organization grows they are likely to serve more beneficiaries and their reach will extend beyond their immediate communities.

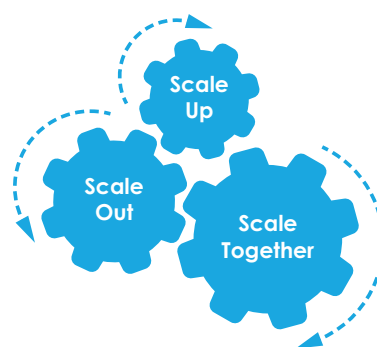
Our contention is, that scaling social impact is not simply about increasing numbers. Increasing social impact is a factor of both achieving more profound change for each individual beneficiary, which we see as being a function of strengthening and maturing existing programmes to achieve more sustainable and strategic social outcomes for their beneficiaries (i.e. ‘Scaling Out’ a programme to maximise the impact upon the ‘one’ beneficiary,) as well as ultimately reaching more beneficiaries and/or increasing geographical reach, to create equally profound levels of positive social impact, but now for the ‘many’ beneficiaries (a strategic direction that we have termed **‘Scaling Up’**).

The purpose of the framework is to help different actors identify, think about, integrate and in future apply appropriate elements of the overall framework within their own organisational context, whilst simultaneously providing a wider context and frame of thinking concerning a systems level approach to increasing access to high quality S4D initiatives, to address the growing pandemic<sup>6</sup> of physical inactivity.

Ultimately, each S4D actor’s strategy needs to “get off of the page” and be implemented directly into each organisations different areas of operation. The hope is that by generating a debate informed by existing good practices from within and outside of the S4D field, the proposed framework below will be further refined and improved upon, over time.

## A Global S4D Strategic Framework for Action

The proposed strategic framework for the S4D field composes three inter-related strategic directions for the field to follow that in reality function and operate in concert with one another. For each strategic direction, we make a series of recommendations, to help clarify for the different S4D key constituencies, the key imperatives to take away from each element of the framework.



Each of the three strategic elements we recommend (‘Scaling Together’; ‘Scaling Out’ and ‘Scaling Up’) re-enforces the approach of the other. The ‘Scaling Together’ framework provides the platform, partnerships and conditions for stronger local S4D organisations to gain wider visibility concerning available resources and learning opportunities that will facilitate both ‘scaling up and out’ efforts. ‘Scaling out’ efforts will provide opportunities for new innovations

6. World Health Organization report ‘Physical activity strategy for the WHO European Region 2016–2025’ published Sept 2015, describes the issue now as a pandemic, as physical inactivity has become a leading risk factor for ill health.

and learning to further inform ideas of what constitutes a successful S4D initiative and further develop the whole S4D movements understanding of ‘what works’ in different contexts to support the effective diffusion of best practices. ‘Scaling Out’ the S4D field will also provide a clear rationale for what to ‘Scale up’, when, why and how.

### ‘Scaling Together’ Framework

‘Scaling Together’ Framework is designed to frame the collective action of all cross sector S4D actors at the different levels (global, regional, local) to more effectively support the **widespread diffusion of the S4D concept/approaches**, by convening, coordinating and aligning new and existing partners and networks to clarify the S4D ‘key messages’ and strengthen the S4D delivery field, by raising and aligning funding to meet local needs on the ground.

There currently exists a diverse and powerful array of actors globally that have an active stake and involvement in the sport for development field. There are also many existing network and partnership efforts that encourage S4D actors to work together. Alignment of these existing actors, networks and partnership efforts, along with the engagement of various new cross sector partners, is what we see as the new frontier in the further development of the Sport for Development field in pursuit of greater social impact. The ‘Scale Together’ framework builds upon the well defined tenants of ‘collective impact’<sup>7</sup> to support the effective diffusion of the idea of S4D, to convene, coordinate and align the actors and networks efforts at different levels (i.e. global, regional, local), strengthen the S4D delivery field, raise and align funding to meet local needs on the ground and channel other necessary resources into strengthening and growing local, grassroots S4D initiatives, on a global basis.



To achieve a new vision for sport, a broad range of actors must work collaboratively to affect large-scale system change and in order to achieve this kind of systems level impact there will need to be a clear and consistent focus from S4D movement leaders to:

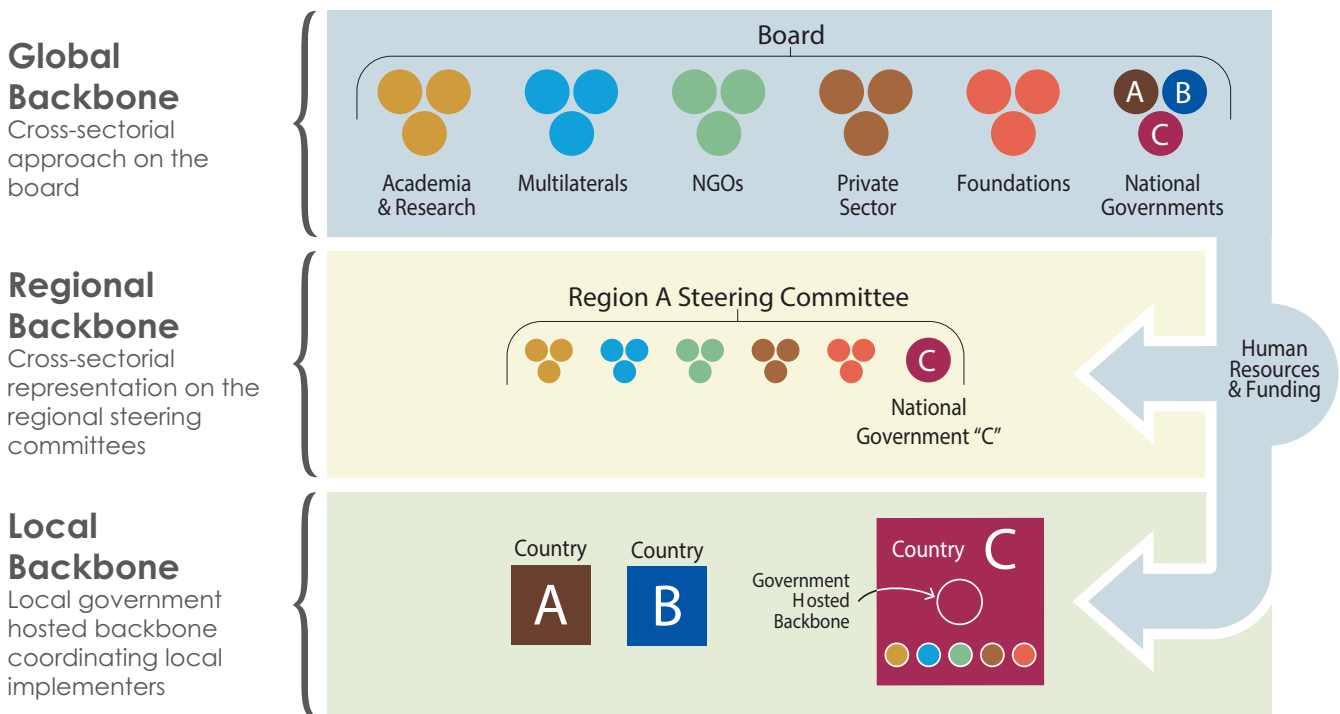
1. **Advocate** - speak with a common voice/ clear message and support the widespread adoption of S4D principles and quality standards across existing sports provision and support a policy shift towards greater support for the adoption of the S4D approach at the grassroots.

7. [http://www.sfhip.org/index.php?module=Tiles&controller=index&action=display&alias=Whats\\_New\\_Archive](http://www.sfhip.org/index.php?module=Tiles&controller=index&action=display&alias=Whats_New_Archive)

2. **Convene** - bring partners together to help align the interests of all other relevant cross government and inter-governmental departments (e.g. Health, Education, Transport, Crime and Antisocial behaviour units, community cohesion department etc) with the mutual interests of the sport for development field
3. **Strengthen** - build the capacity and capabilities of the S4D delivery field to provide high quality and sustainable S4D programmes
4. **Partner** - work collaboratively across sectors and issues with the various actors and partners in new and more effective ways to change behaviours and systems

We propose within section 5.1 of the full report, a detailed framework of thinking and an action oriented approach to further evolving the collaborative efforts across the S4D field globally, using the **S4D concept** as a key building block to unite efforts around a common S4D narrative, set of quality standards and coordinated approach to scaling social impact through sport. It addresses how we can systematically build upon the global, regional and local S4D foundations and partner networks that already exist and recommend a course of action to address the current gaps in thinking to join up a ‘multi-layered’ effort to ultimately increase the collective impact of all players.

The composition of a multi-layered S4D Global Coalition Governance Model designed to optimise ‘Scaling Together’ efforts, would look something like this<sup>8</sup>:



8. Stanford Social Innovation Review (2014): Shaping Global Partnerships for a Post-2015 World By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitze



## Key Backbone Roles & Responsibilities

For organisations well positioned to play a backbone role at either the global, regional or local level there are a range of key responsibilities that need to be executed. These are outlined below, which is modified from the ‘Shaping Global Partnerships Post 2015’ paper by FSG.<sup>9</sup>

	Global	Regional	Local
<b>Common Agenda</b>	<ul style="list-style-type: none"> <li>• Drive and fund strategy development process</li> <li>• Act as steward of the common agenda</li> <li>• Prioritize countries/ places for interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Support countries in creating local strategies (by translating global strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• Translate global strategy into local strategy and activities</li> <li>• Align existing plans/ activities</li> </ul>
<b>Shared Measurement</b>	<ul style="list-style-type: none"> <li>• Establish a shared measurement system</li> <li>• Aggregate, interpret and share data</li> <li>• Identify key areas for learning</li> <li>• Provide technical assistance to local backbone/partners</li> </ul>	<ul style="list-style-type: none"> <li>• Identify trends in specific regions</li> <li>• Facilitate learning across countries/ regions</li> <li>• Provide technical assistance to local backbone/partners</li> </ul>	<ul style="list-style-type: none"> <li>• Collect, interpret and share data</li> <li>• Facilitate learning across partners</li> </ul>
<b>Mutually Reinforcing Activities</b>	<ul style="list-style-type: none"> <li>• Mobilize and coordinate actors at the global and regional levels</li> <li>• Raise funds to support activities</li> <li>• Support implementation through technical assistance</li> </ul>		<ul style="list-style-type: none"> <li>• Mobilize actors at the local level</li> <li>• Coordinate activities, convene partners</li> <li>• Raise funds to support local activities</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Encourage communication and knowledge sharing within the partnership</li> <li>• Ensure strong communication channels between different backbone levels</li> <li>• Create and maintain a sense of urgency with funders and partners</li> <li>• Advocate for policy change</li> </ul>		<ul style="list-style-type: none"> <li>• Encourage communication and knowledge sharing among local actors</li> <li>• Promote external communications with different stakeholders</li> </ul>

9. Shaping Global Partnerships for a Post-2015 World By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitzer

## 'Scaling Out' Framework

**'Scaling Out' Framework** is designed to frame the maturation process of individual S4D programmes on the ground, to be more effective and efficient at achieving their social goals and achieve sustainable results in the longer term, such as the improved health and well being of a target population. It can act as either a forerunner to 'scaling up' S4D programmes to reach more beneficiaries or a wider geographical reach, or it acts as an 'end game' in itself for organisations who wish to do more for (or better by) their existing beneficiaries.

\*This framework is outlined in more detail within Section 5.2 of the full report.

## S4D Stages of Programme Development



### Startup

- Organisation is testing new activities and identifying what works
- There is a focus on measuring inputs, outputs and short to mid term outcomes relating to beneficiaries
- There is a degree of uncertainty about what will work and how. New questions are emerging

### Established

- Key activities run by the organisation are agreed upon and well developed
- There is a focus on measuring mid to long term outcomes relating to beneficiaries and the wider community
- Outcomes are more predictable. The initiatives context is increasingly well-known and understood

### Matured

- Activities are well established and not changing. Organisation documents and shares good practice about what works.
- There is a focus on measuring impact and value for money, through evaluation and/or research
- An initiative is considering questions of how to scale its impact and achieve its long term vision

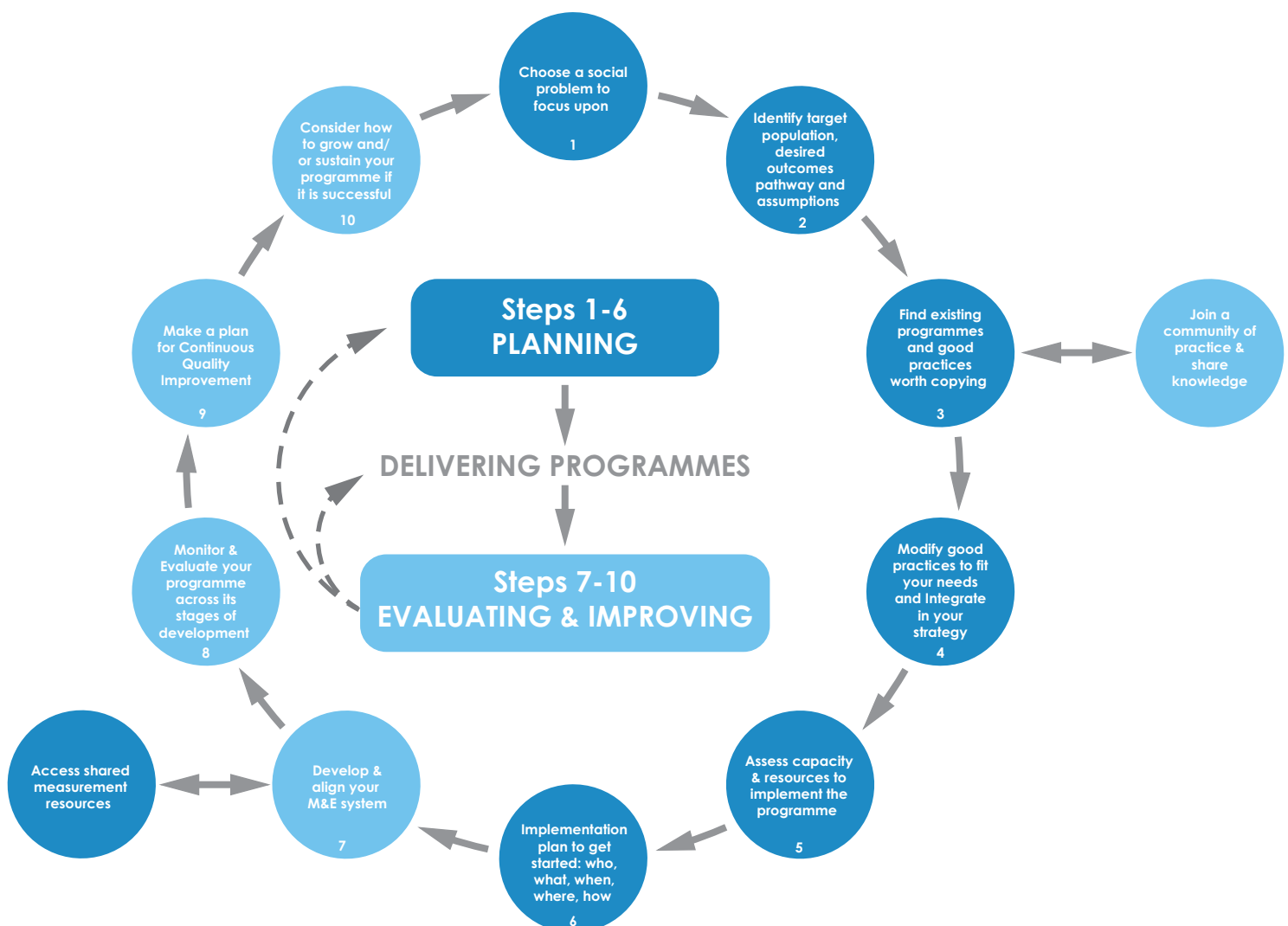
'Scaling up' a S4D programme, to new locations or to address more beneficiaries, that does not reliably produce results for its' participants is at best a waste of precious social resources and at worst of active harm to the participants. The most important capability for an organisation to develop is in understanding what impacts (both positive and negative) its programmes has upon its' beneficiaries. Certainly in the context of scaling up, a key first question suggested by Bradach (2003)<sup>10</sup> is whether there is "enough substantive evidence of success to justify replication.' What constitutes 'enough' depends upon context (i.e. expanding from 10 sites to 100 needs more burden of proof than opening a second location)."

10. 'Going to Scale: The Challenge of replicating social programs' by Jeffrey Bradach Stanford Social Review, Spring 2003

It is well recognised that social sector programmes need to be of a high quality and be implemented carefully to bring about longer-term and sustainable social benefits. However, S4D practitioners face several challenges as they develop and implement their programmes. Such work requires substantial knowledge and skill and entails many steps: for example, assessing need, setting priorities, planning and delivering programmes, monitoring, and evaluation. The work is made more complicated by the fact that S4D programmes are needed and implemented in a wide variety of communities and community settings, so planning and implementation need to be tailored to fit each situation.

The ‘Scale Out’ framework exists as a sustainable growth and development strategy in itself for some organisations or as a precursor to attempts by organisations to subsequently ‘Scale Up’ to affect more people and cover a larger geographic area. The ‘Scale Out’ framework ensures that S4D initiatives, of whatever programme type, are firstly achieving a defined set of social impact measurement (SIM) quality standards and are being effective in addressing their chosen target audience and primary social development objectives. It ensures that their efforts are also firmly rooted in wider systems level thinking to address the institutional roots of any problem being addressed and ultimately able to connect into the wider S4D movement’s collective efforts.

‘Scaling Out’ 10 step framework:<sup>11</sup>



11. Graphic modified from: Getting To Outcomes™ 10 Steps for Achieving Results-Based Accountability; Shelley Wiseman, Matthew Chinman, Patricia A. Ebener, Sarah Hunter, Pamela Imm, Abraham Wandersman

The framework is underpinned by the following quality standards areas identified in section 3 of the full report that exist to strengthen S4D programmes in a number of key areas for full programme ‘maturation’ to occur and long term sustainability to be possible:

- Intentional Programme Design standards
- SIM quality standards
- S4D Coaching standards
- Vulnerable persons protection standards

## ‘Scaling Up’ Framework

**‘Scaling Up’ Framework** is designed to support strong organisations to proactively develop a strategy and clear route to affecting more beneficiaries and/or covering a larger geographic area and appropriately ‘gearing up’ for their growth journey ahead. It will also support funders and backbone organisations identify good candidates to support in their ‘scaling up’ efforts.

This framework, outlined in more depth in section 5.3 of the full report, is designed for those organisations that have successfully strengthened and matured their initiatives (i.e. gone beyond a ‘proof of concept’ phase) and have evidence of their effectiveness in delivering results. These initiatives will have already achieved an objective level of quality, be delivering reliable results for beneficiaries and have rooted their efforts in the wider environmental and partnership context. They should be a strong candidate for and be well equipped to ‘scale up’ in the future. Nesta’s report *In and Out of Sync*<sup>12</sup> identified four criteria for being ready to ‘scale up’:

- Relevant beyond their initial context
- Relatively simple
- Clearly better than the alternatives
- Don’t rely solely on the talents of specific individuals

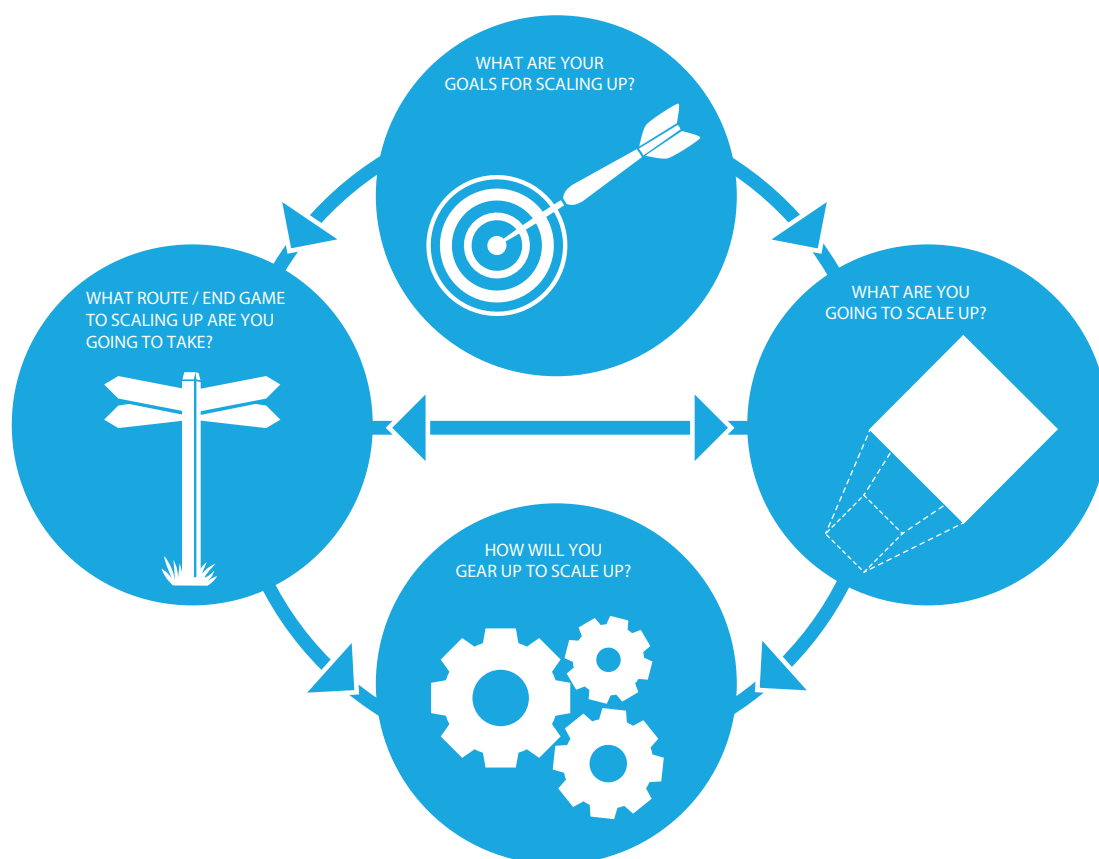
It is now important these initiatives consider the right ‘End Game’ for their organisation and develop a relevant ‘scaling up’ strategy to affect more beneficiaries and/ or cover a larger geographical context. Nesta’s *Making it Big paper*<sup>13</sup> provides a useful infographic outlining the main stages of developing a robust scaling up strategy, which has been modified for our purpose below:

<sup>12</sup> Mulgan, G et al., 2007, *In and Out of Sync*:

*The challenge of growing social innovations*, Nesta, London.

<sup>13</sup>. Gabriel, Madeleine, 2014, *Making it Big- Strategies for scaling social innovations*, Nesta, London.





The most common ‘end games’ or routes to scaling up to take within the S4D field, are outlined in the table below.<sup>14</sup>

END GAMES	CHARACTERISTICS	CORE APPROACH	POTENTIAL MODELS	POTENTIAL FUTURE ROLE	CASE STUDY EXAMPLES
<b>Open Source/ Idea Diffusion</b>	Breakthrough idea easy to share, adopt and integrate	Conduct research and development and disseminate knowledge.	Campaigning & advocacy Consultancy Training	Knowledge hub, online sharing of curricula	MYSA Street Games
<b>Replication</b>	Breakthrough model that is easy to share, adopt and deliver	Demonstrate efficacy, define and share a replicable model	Federation & membership models Licensing Franchise Delivery contracts Kitemarks and quality marks Communities of Practice	Certification organisation or centre of excellence, extensive training, franchise manager, training retreats	Magic Bus MYSA Street League Street Games Try Rugby

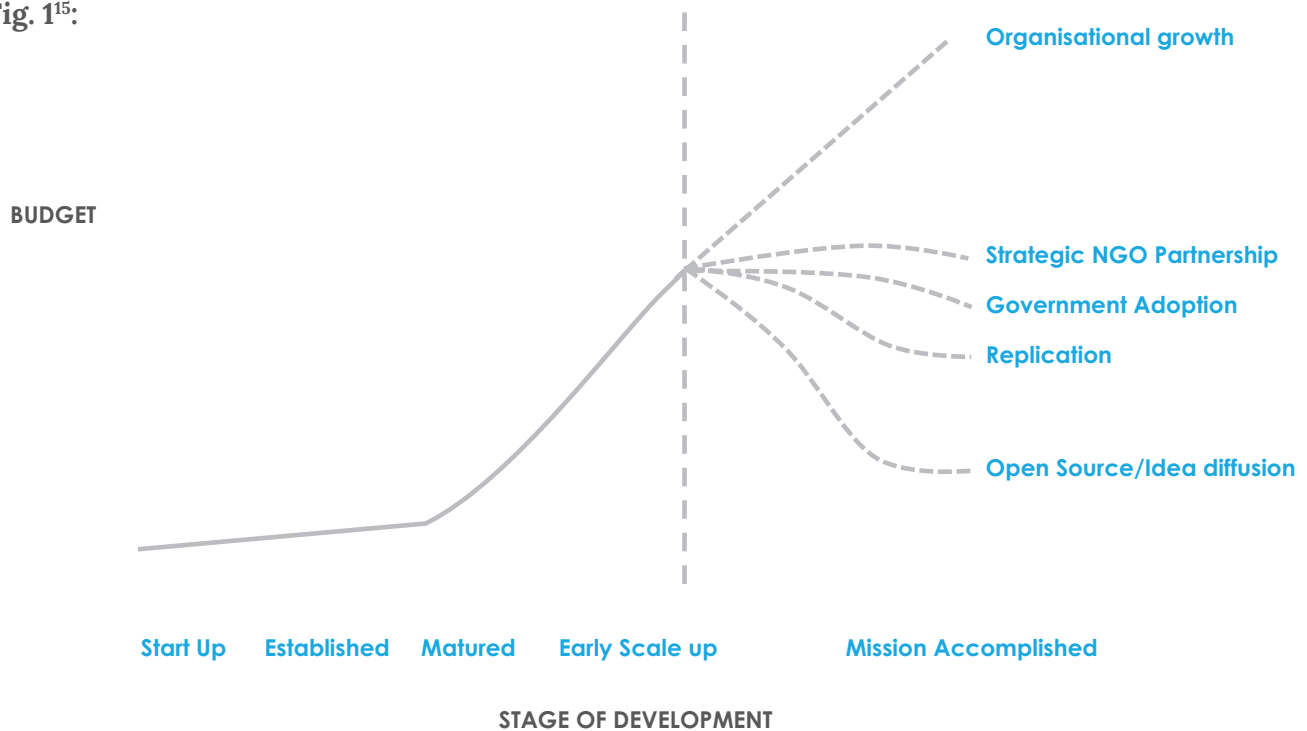
14. Adapted from ‘What’s your end game?’ Gugulev and Stern; The Global Development Incubator, January 30, 2014

END GAMES	CHARACTERISTICS	CORE APPROACH	POTENTIAL MODELS	POTENTIAL FUTURE ROLE	CASE STUDY EXAMPLES
<b>Organisational Growth</b>	Strong organisation filling a gap in public service and able to sustain funding	Create a cost effective model, continue with efficiency improvements and build a strong organisation	Setting up new branches Growing the delivery capacity of a central team	Continue to deliver services	Street League
<b>Strategic NGO Partnerships</b>	Step change in coverage potential and ability to be integrated into partner organisations	Demonstrate efficacy and deliver results to make case for a scaling partnership	Strategic alliances Piggybacking another NGO's infrastructure Joint ventures Mergers and acquisitions	Service provider to partner, regular reports of clearly defined success metrics	Grassroots Soccer Fight for Peace International Inspiration Try Rugby
<b>Government Adoption</b>	Massive coverage potential and ability to be integrated into public programmes and organisations	Demonstrate efficacy and deliver results at sufficient scale to make case for mainstreaming Advocacy	Mainstreaming into public sector	Service provider to government, maintenance of advocacy efforts, regular reports of clearly defined success metrics	Magic Bus Street League International Inspiration

From the case study interviews it was clear that many successful S4D organisations have actually adopted more than one of these 'end game' strategies and it is also clear that these strategies change over time, as new opportunities arise, as the wider context changes or as an organisation learns.

For each 'end game' there is a natural life-cycle of funding (outlined below):

Fig. 1<sup>15</sup>:



## Conclusions

As we now enter into a new era post 2015, marked by a commitment from the world's powers to a new set of global sustainable development goals (SDG's) that pick up where the Millennium development goals left off, we must stand up and recognise the significant gaps in progress still to be made across many social development areas, where the potential exists for sport to play a significant change agent role. We are now equipped with the technology to support new models of interaction and that can mobilise action, we understand better than ever the inherent dynamics of both the social sector and sport for development, that present both challenge and opportunities for global change to occur, so we must now strive to move beyond the status quo. We must look for new ways to work together to tackle change and establish sports role as one of the world's most powerful assets for catalysing social transformation.

As public sectors across developed and developing economies continue to be under huge strain following the economic crash in 2008 and its subsequent fall out, funders and social innovators need better ways of assessing the relative success of S4D initiatives to 'scale up', with a healthy scepticism towards those that cannot demonstrate impact. S4D initiatives who want to thrive in the post 2015 world will need to be willing to test, measure, evidence and continually improve their work, whilst engaging within a much wider partnership context to realise their growth ambitions in a sustainable way.

A deep understanding will need to be gained by all actors concerning the complex and interconnected nature of social problems that will require systemic and dynamic global partnerships to overcome them, not more individual and siloed efforts. We must recognise the critical role of backbone organisations to help connect global funding and expertise to local resources, capacity, knowledge and ownership, which are essential ingredients for achieving the SDG's and be prepared to invest in this infrastructure in the short term, for much greater long term social returns.

15. Adapted from 'What's your end game?' Gugulev and Stern; The Global Development Incubator, January 30, 2014

## 2. STUDY AIM AND METHODOLOGY

### Aim of this paper

The ultimate aim of this report is to propose a ‘well-informed’ strategic framework for scaling up the social impact achieved through the widespread adoption of Sport for Development (S4D) as an important social innovation.

The proposed framework takes a roles-based approach to its recommendations, focusing upon three key partner constituencies involved in the S4D field- funders, networks and delivery agencies.

### Methods

Our approach to the developing the framework has been guided by a number of key questions we have sought to answer:

1. **What is ‘Sport for Development’** as a concept to ‘scale up’ and how can we articulate it and advocate effectively for it, with the global sports community, governmental institutes and other important stakeholders in mind?
2. What is currently known from the wider social sector, and also from within the ‘Sport for Development’ field itself, concerning **effective strategies and approaches to ‘scaling up’**?
3. How can we apply these insights to **creating a strategic framework for growth** for the wider S4D field and the Designed to Move (DTM) partner alliance that effectively connects and aligns the various stakeholders’ efforts that are operating at the different levels?

The inquiry methods have been to examine the experiences of successful S4D initiatives and the various actors’ roles in scaling impact, as well as review the existing literature and approaches that are currently applied more widely within the social sector.

These guiding questions have helped us filter the literature review and select relevant partners for interviews and further discussion.

### Literature Review

In order to create a ‘well-informed’ strategic framework, our starting point has been to review a portion of the existing literature from both peer reviewed research and grey literature sources.

We have drawn from literature on scaling social innovation and organizational growth methods and also looked into new innovations that are taking hold in the wider social sector around whole system approaches to social change, such as “collective impact” that might have particular application within the S4D context. We have not tried to provide a comprehensive review and documentation of the wide range of different conceptual approaches to and frames of thinking around scaling up social innovation in general, as this has been done well in reports such as the *Tepsie: Growing Social Innovation Review*, December 2013. Instead, we have selected a frame of



thinking from those that already exist that is most aligned to the S4D subject matter focus of this report and the lived experiences of the practitioners we have interviewed.

## Interviews

Utilizing ethnographic research methods (where personal accounts drive theory), we have investigated and showcased the lived experiences of successful<sup>16</sup> S4D delivery organizations that have ‘scaled up’ (meaning increased the social impacts achieved through their programmes over time), as well as S4D funders and network leaders who have actively contributed to successful ‘scaling up’ efforts, primarily through their ‘enabling’ activities<sup>17</sup>. These interviews informed much of the data presented in the case studies that appear in Appendix 1 of this paper.

## Case Studies

Each of the interviews conducted has been written up into a short case study that describes the different experiences of scaling up and cover a range of perspectives from initiatives that are along the pathway to scaling up their social innovations and partners who have supported those journeys to date. We have drawn upon these stories within the main body of the report, as well as analysed trends across the portfolio of stories that may provide some useful general insights. The stories are included in full in the annex at the end of the report.

## Study Limitations

We acknowledge here the limitations of our efforts in producing this report. Whilst every effort for objectivity in the report’s recommendations has been consciously made, we recognize the bias we introduce as social researchers who have themselves been focused within the S4D ‘world’ for many years. As a result, our own lived experiences have undoubtedly influenced what to include in the scope of the inquiry and what to omit, and the strategic recommendations themselves. The breadth and depth of both informant interviews and the literature review were also necessarily limited because of time and resource constraints.

It is from this standpoint that we hope the frame of thinking about S4D, the challenges of scaling up, and the approach we propose in this report do give some insights that can ease the future process of scaling up the field. However, we would like to test and develop these ideas further with a wider range of S4D innovators, to learn about which scaling routes work in practice and whether there are some that work more effectively than others in specific contexts.

16. Drawing from the inFocus teams’ 15-year history of both delivery and provision of professional services to Sport for Development initiatives, we had a good starting point for understanding who to initially include in this study, offering a balance of insight from both northern and southern hemisphere based projects. We also broadened the interview group by asking funders and network leaders for their recommendations concerning ‘successful’ S4D initiatives from both a quality and scale perspective.

17. Funder/ Network enabling activities include advocacy, fundraising and grant giving, network development and organizational capacity development.

## 3. S4D: A COMMON NARRATIVE & FRAMEWORK

Sport is an established and often utilized programme component for many development-centred organisations. Formal examples can be noted beginning in the early part of the twentieth century, such as the UN International Labour Organisation (ILO) and the International Olympic Committee, who signed an agreement to collaborate on projects in 1922.

The formalizing of the idea of using sport for purposes of international development grew from a recognition by global international development leaders that more traditional methods had not been delivering desired impact, and a subsequent World Commission on Culture and Development Report in 1995 that named culture as a vehicle for social and economic development<sup>18</sup>. A further growth spurt happened when the United Nations declared 2005 the year of sport and physical education, putting a spotlight on S4D projects that has significantly increased funding and attention. International figures Kofi Annan and Nelson Mandela have publicly promoted sport as a means to tackle conflict, disease and poverty<sup>19</sup>. Sport is now commonly used to address numerous social and economic issues in the Global South. Since 2005 the number of S4D organisations around the world has approximately doubled<sup>20</sup>.

In spite of the growing funding for S4D initiatives as a part of international development, using sport for social change and development goals is still in the early stages. There needs to be a broader and greater evidence base of the impact that S4D initiatives can have in different areas of social change. A high quality evidence base has been gathered in the area of improving health as a result of participation in physical activity and in recent years there has been an escalation of efforts to evidence the power of using sport as a tool in addressing other social outcome areas.

If the S4D field of action is to now grow to reach the potential that many feel it possesses to address a broad range of pressing social issues globally, advocates must clearly communicate and explain what is meant by ‘**Sport for Development**’ and define its’ benefits including how and why it works, whilst concurrently building a convincing evidence base to support the message.

### Why is this Important in Scaling Up?

Certainly, if we are to scale the S4D field, we need first to clearly articulate our focal area of work. Development leaders such as Right to Play have stated that advocacy is built upon the idea that a **strong and unified message** is a powerful tool for influence and is deeply connected to the long-term sustainability of any social change movement<sup>21</sup>. To create real impact within a community, we must intervene not only with the target individuals within a community, but also the many circles of influence that affect the individual (see Figure 1).

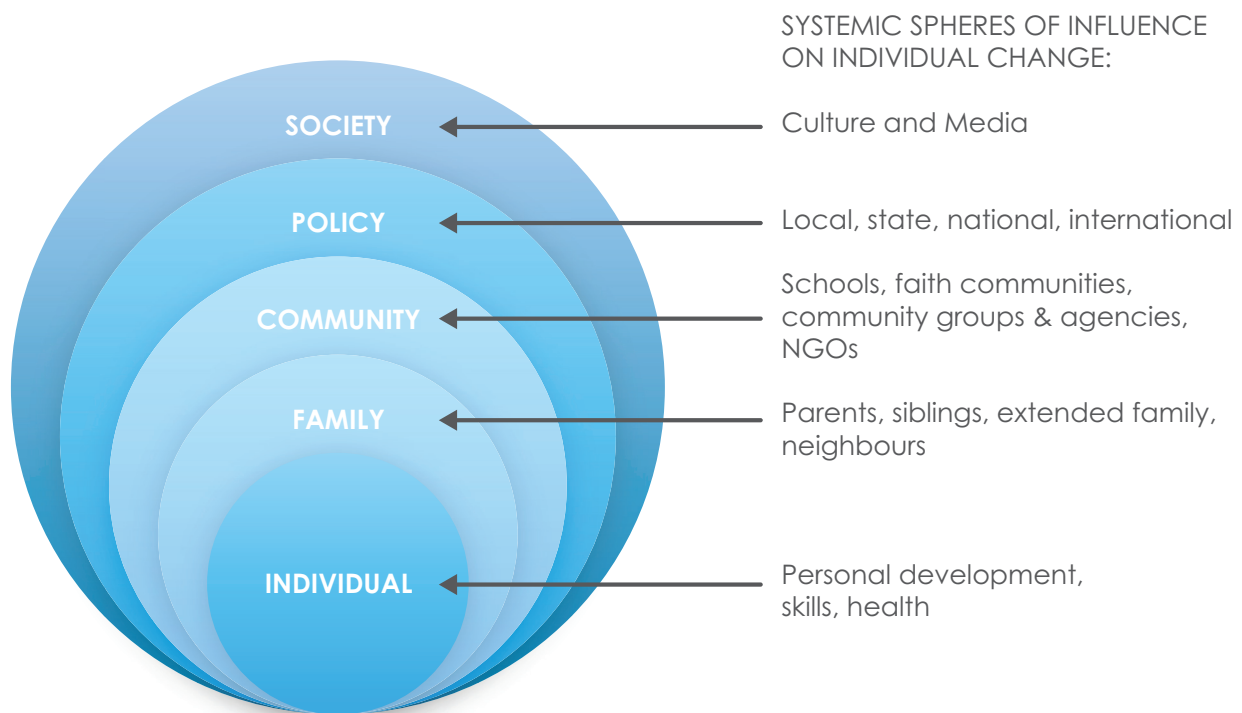
18. Levermore, R., and Beacom, A., 2012a. ‘Sport and Development: Mapping the Field’ in R. Levermore and A. Beacom (eds), Sport and International Development. Basingstoke: Palgrave Macmillan, 5-25., pp. 5

19. Levermore, R., and Beacom, A., 2012a. ‘Sport and Development: Mapping the Field’ in R. Levermore and A. Beacom (eds), Sport and International Development. Basingstoke: Palgrave Macmillan, 5-25.,

20. sportanddev.org

21. Right to Play. 2005. “Promoting Practical Action and Policy Change”.

Figure 1: Adapted from Urie Bronfenbrenner, *The Ecology of Human Development*, 1979



In order to tackle the issue of defining a common narrative for S4D, we have reviewed a number of resources developed by different organisations and sources including:

- United Nations Office on Sport for Development and Peace
- Sport for Development and Peace International Working Group
- sportanddev.org website
- UNESCO
- Right to Play International
- Sport for Development UK Coalition report (Sport England)
- Designed to Move
- Project Play USA
- The role of sport in German development cooperation (BMZ/ GIZ)

We have also spoken to a range of leading practitioners who are using sport and/or play with a developmental focus.<sup>22</sup> A common day to day challenge reported by many of these S4D practitioners is how to effectively express the S4D concept to important stakeholders who are not working 'hands on' with sport as a means to both engage and simultaneously develop individuals. There is currently no universally accepted and standardized way to understand and describe **S4D** amongst practitioners, particularly as it varies widely in its developmental and humanitarian application from place to place.

22. Reference UK sport for Development Coalition meeting, May 2015; Laureus Institute roundtable, July 2015

Some describe S4D as a separate sector or type of organization in itself, others as a movement, and some as a programmatic approach. This is reflected in the case study of Comic Relief, where Comic Relief explains their reasoning behind a shift in funding two years ago. They went from having a specific Sport for Change programme to considering sport as a methodology, or a tool, for the greater social impact areas they are working toward (see Comic Relief Case Study in Annex 1). This lack of clarity over the central message represents a significant barrier to organisations' efforts to effectively communicate S4D benefits and to advocate for sport's expanded developmental role in society, particularly to **cross government departments** that may have a narrow understanding of the potential role of sport in society.<sup>23</sup>

From this review, it is clear that many different terms<sup>24</sup> are used to describe S4D and the claims of widespread and profound levels of social change that can be achieved through the use of sport.<sup>25</sup> But, very few distinctions are made in terms of the mechanisms behind the social changes accomplished through sport, or the different target audiences and programmatic settings within which S4D approaches can be best applied. What is needed is a consistent but encompassing typology that includes the broad range of benefits linked to the key principles and quality standards of its application. By viewing S4D simply as a sector in itself, we fail to highlight the important intersections it has with multiple other sectors for social change and its' potential application across many different settings. This view can limit S4D's role in aligning cross sector efforts and increasing social impact. Grassroot Soccer points this out when they speak about "gaining traction with government institutions in the USA", because they have an organisational and programmatic impact profile that falls somewhere in between the departments of education, health, youth and sport. They have experienced these communication challenges during their efforts to scale up and understand the importance of creating a 'nuanced' narrative for their work that connects and speaks directly to the different government departments responsible for the wide range of different social impact areas that GRS programmes effect (see Annex for Grassroot Soccer Case Study).

In this paper, we have built upon previous enquiries and the good advocacy work that has been carried out over the last few decades by S4D's most successful advocates to date. Within this section, we propose a descriptive narrative and framework that includes S4D's key attributes, benefits, evidence base and the policy case to government. We present a programme typology and evaluation approach to the different programme types, along with a core set of common principles and quality standards for S4D programme design.

We posit that establishing a common understanding of Sport for Development is a necessary pre-condition to scaling up the field of work (programming, funding, etc.) To be effective, this understanding needs to be presented with sufficient detail to clearly establish the mechanisms and processes contributing to how social change occurs through sport.

23. This common and uni-dimensional understanding of sport among government departments emphasizes "elite" or professional athleticism as the ultimate goal for players and participants. This model, often called "Sport for Sport's sake" relies on a pyramid structure with the elite/professional comprising a very small portion of once-participants. While sometimes valuable in promoting the benefits of athletic activity, the model falls short by failing to recognize the universal applicability and power of sport for both development and systemic change.

24. Common terms identified: Sport for Development; Sport for Change; Sport for Development and Peace; Sport for Good; Sport for All; Sports Based Youth Development; Sport Plus; Plus Sport; Development through Sport

25. For the purposes of this paper we choose to use the term Sport 4 Development because we are talking about the potential and real change that can be made by using sport as a tool; thus, sport for development goals.

### 3.1 What is Sport for Development?

According to the United Nations Office on Sport for Development, S4D refers to the “intentional use of sport, physical activity and play to attain specific development objectives.”<sup>26</sup> Further, when we talk about sport in the context of development we mean “all forms of physical activity that contribute to physical fitness, mental well-being and social interaction. These include play; recreation; organized; casual or competitive sport; and indigenous sports or games.”<sup>27</sup>

S4D is one of many developmental approaches within the social sector used to improve the lives of people around the world. It centres on using sport (in its widest definition) as both an engagement and a social development tool. The S4D approach applies a set of clear principles to the delivery of sports-based programmes that highlight how certain valuable attributes of sport (and in particular team sports) can uniquely be used in a developmental role in ‘**whole systems change**’<sup>28</sup> and in addressing complex social issues. These attributes include:

- **Ability to engage and connect** - sport is an inherently social process bringing together players, teams, coaches, parents, volunteers and spectators that may be from culturally, religiously and economically diverse backgrounds to engage on ‘common ground’ and in a common pursuit (i.e. S4D programs deliberately create a ‘level playing field’ to facilitate these interactions). It can serve to connect across social divides (e.g. a politician to a community leader, a company CEO to an entry level employee, or adults to children.)
- **Sport provides a powerful context for changing values, behaviours and attitudes** - many of the challenges, trials and tribulations of life are mirrored on the sports field, providing a powerful arena to translate key educational messages, which might otherwise seem quite abstract. The rules and dynamics of sport and competition can be ‘played with’ to provide a powerful metaphor for learning, for youth and adults alike.
- **Potential to empower and motivate** - sport has the natural ability to draw upon, develop and showcase individual strengths and capacities.
- **Potential to inspire** - sporting legends and icons provide inspiration to millions of people (young and old) around the world to elevate their efforts and achieve their very best.
- **Universal popularity** - its popularity transcends national, cultural, socio-economic and political boundaries. Its power can therefore be invoked in any community in the world.
- **Powerful global communications platform** - sporting mega events such as the Olympic Games, the Super Bowl, FIFA World Cup, European Champions League, Rugby World Cup and many other events offer the capacity to reach vast numbers of people in order to highlight the power of sport and are therefore effective platforms for public education and social mobilization.

26. UNOSDP. 2012. United Nations Office on Sport for Development and Peace website. [www.un.org/sport](http://www.un.org/sport).

27. United Nations. 2003. “Sport for Development and Peace: Towards Achieving the Millennium Development Goals.” United Nations Inter-Agency Task Force on Sport for Development and Peace.

28. Whole systems thinking considers the full range of actors and factors that exert an influence on the eventual outcome concerning a complex social issue.



These key attributes can be harnessed and creatively utilized to different extents and within a range of settings according to the specific developmental goal and target audience. When combined with a sufficient level of regular, active participation in sport and physical activity<sup>29</sup>, these ingredients interact to help build many different aspects of human capacity that underpin individual well-being and success.

A well-designed S4D programme can subsequently act on two levels. Firstly, the **‘preventative’ (or protective) level** is activated by reducing the risk of social issues that have a proven association with high levels of physical inactivity<sup>30</sup> and/or the creation of ‘protective factors’<sup>31</sup> through S4D programmes. Secondly, they can act at an **‘improvement’ (or restorative) level** where certain social problems or deficits may exist within a target population that require addressing, where increased participation in sport and physical activity within individuals have been shown to exert some specific ‘building block’ benefits in creating longer term positive changes (e.g. increased levels of educational attainment; reduced social isolation and mental health issues). This dual action of ‘prevention and improvement’ results in a broad spectrum of potential short, medium and longer term benefits to both the individual and wider society. The full breadth of outcomes associated with increased levels of participation in sport and physical activity have been categorised effectively within the Designed to Move human capital model<sup>32</sup>, which was informed by over 500 pieces of published research on the recognized benefits of sport and physical activity.

#### S4D Definition:

Sport for Development (S4D) is defined as the **intentional use of sport, physical activity and play to attain specific social development objectives\***.

It represents a particular approach to the **design and delivery** of sport and physical activity programmes that helps leverage the **positive attributes** of sport and follows a set of core principles that support the **prioritisation and optimisation of social objectives** from a S4D programme, **above any sporting performance outcome**.

\*We draw the first part of this definition from Right to Play’s “Promoting Practical Action and Policy Change.”

Figure 2: Human Capital Model



29. i.e. not simply attendance at sports events as a spectator

30. Physical inactivity is a recognised risk factor (but not the only one) in children for obesity and lower academic achievement; in adults with increased morbidity and mortality rates and lower economic potential (“Designed to Move: A Physical Activity Action Agenda” [http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed\\_to\\_move\\_report.pdf](http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed_to_move_report.pdf))

31. Witt and Crompton’s protective factors framework contains most of the broadly agreed protective factors derived from an examination of the factors in the lives of ‘resilient’ youth i.e. those facets that moderate the impact of risk on behaviour and development. These factors are often a component of S4D programmes. (Crompton and Witt 1997, “The Protective Factors Framework: A key to programming for benefits and evaluating for results”, *Journal of Park and Recreation Administration*, 15: 3, pp. 1-18.)

32. By Human Capital we refer to a broad set of outcomes that underpin every individuals well-being and success in life. These are outlined in more detail within “Designed to Move: A Physical Activity Action Agenda” ([http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed\\_to\\_move\\_report.pdf](http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed_to_move_report.pdf))

*If a community and its various assets (e.g. its people, organisations, sports fields, local sporting champions) are analogous to ‘computer hardware’, then S4D is the ‘software’ needed for the hardware to render maximum social impact within that community. S4D represents in this metaphor, the basic operating system upon which many other social sector programmes can run more effectively to address an array of social sector outcomes.*

The core S4D principles (once validated and agreed upon by S4D leaders) can be objectified into a set of quality standards for S4D initiatives that could be applied in future (by both S4D funders and delivery agencies) to assist S4D organisations to optimize the design and potential benefits of their programmes, to their intended beneficiaries.

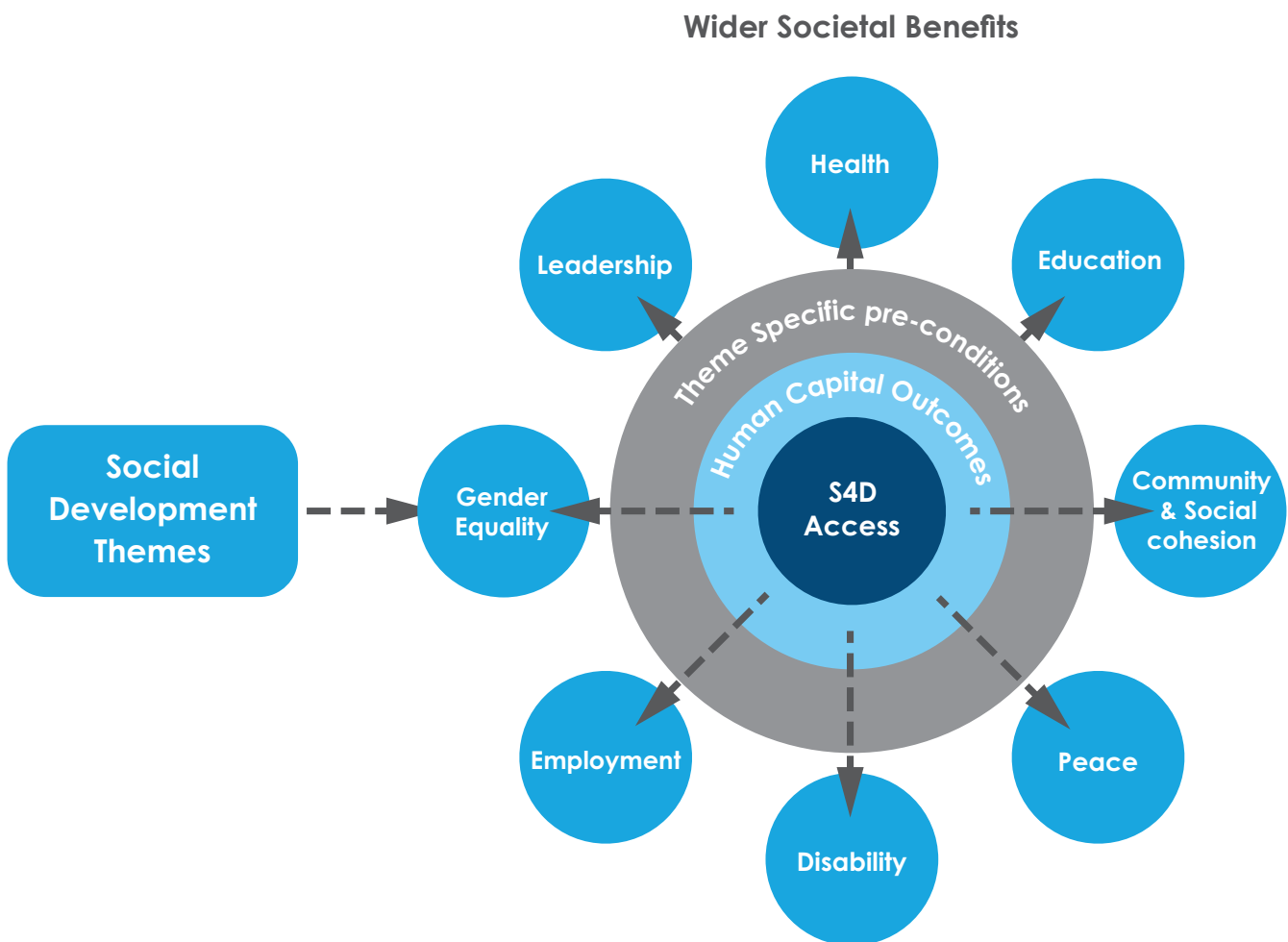
In this context, S4D is neither an organizational type, a sector in itself, nor a stand alone solution to a long-term complex social issue (such as improved health and well being of a particular population). It is simply an approach or tool that can be applied in different contexts and to different target audiences, often most effectively in combination with other complementary activities and/or cross sector partnerships, to help achieve different social ‘end goals’. It is important to understand the distinction between S4D as a *delivery approach* in a specific discussion of ‘scaling up’. We are talking about the widespread diffusion of this approach to sport and physical activity provision, across existing ‘non-S4D’ sports provisions, as well as encouraging the alignment of S4D approaches to the goals of the wider social sector. This is something that has been recognised by many S4D organisations who seek partnerships with NGOs who work in the same community but may not work in sport. Fight for Peace has used this as part of their city hub strategy to creating a city network of organisations working on social change with youth. Fight for Peace seeks out organisations in the communities who are working with their target beneficiaries and trains them on how to use sport to achieve their social change outcomes, even if they have never used sport before (see Fight for Peace Case Study, Annex 1).

The intentional focus upon social outcomes, prioritised above sporting performance outcomes, is not to say that S4D initiatives disregard or fundamentally seek to alter the inherent dynamics of ‘winning and losing’ and competition in sport or indeed lessen the potential for future sporting excellence to be achieved. In fact, these complex dynamics are used by many S4D practitioners as useful reflection points about how real life works in the social development context. Many of life’s challenges, trials and tribulations are mirrored on the sports field, providing a powerful arena to translate key developmental and educational messages, which might otherwise seem quite abstract. Many successful S4D initiatives have utilized the accessible nature of S4D programming to translate these messages in highly creative ways within their coaching curriculums.<sup>33</sup> These curriculums often embed powerful metaphors for growth and development that can build knowledge and increase awareness around important topics such as HIV and AIDS awareness, or healthy eating habits, as well as the resilience and socio-emotional skills of participants to deal with and transfer lessons to other important parts of their lives.

33. For example, some of the social inclusion curriculums of S4D NGOs utilise sport exercises that demonstrate that if a team does not work together they will lose, and then take this as a basis of discussion that extends beyond the literal sports field.

In Fig. 3 we provide a visual representation of the different cross sector social domains impacted by organisational use of a S4D approach.<sup>34</sup> The model recognises that the mechanism to achieving wider societal benefit through sport, also requires social theme specific ‘pre-conditions’<sup>35</sup> to be also met before longer term (strategic) social outcomes are realised. i.e. sport for development does not operate in a vacuum, indeed for it to impart these wider societal benefits, leaders will need to **bring sport into the health, education, criminal justice and other cross sector conversations and vice versa, bring health, education and criminal justice, into the sports conversation.**

Fig. 3:



34. Social themes have been generated by cross-referencing the developmental outcomes addressed by the various S4D actors interviewed and other S4D specific funders reviewed.

35. Pre-conditions: A key component of a Theory of Change is developing a clear ‘pathway of change’ that illustrates the relationship between actions and outcomes and also shows how outcomes are related to each other over the lifespan of a S4D initiative. Everything in the pathway of change is a ‘precondition’ to the long-term social goal. That is, the outcomes on the path that are ALL required to reach the goal– without each of them in place, we assume the goal cannot be attained. Sport and physical activity address some of these pre-conditions, but not ALL of them. (Anderson, Andrea, *The Community Builder’s Approach to Theory of Change: A practical guide to theory development*, Aspen Institute, The Aspen Institute)

## The Boundaries of Sport for Development

As well as describing what S4D is, it may at times be useful to describe what S4D isn't and the boundaries of what are included within the S4D description. This may, in certain circumstances, further enhance a stakeholders' understanding of S4D and help clarify the distinctions between other forms of sport-based provision and social development programmes.

The following are NOT considered S4D programmes:

- Development of sports programmes **WITHOUT** a specific social development objective in mind
- Development of 'social change' programmes which do not incorporate a level of **active participation in sport and/or physical activity** as a component mechanism within their programme theory of change
- Development of sports programmes which **prioritise a competitive sport objective** above a development objective (including development of high-performance and elite sport and professional athletes)

Of course, there are an array of social development outcomes that arise from these types of 'non-S4D' activities, but by excluding them from our S4D definition, we distil and further distinguish the key principles and standards of how and when S4D programme processes, experiences and relationships combine to create specific types of social change. We further posit that in the context of grassroots sports provision that applying the S4D approach provides a much greater social return upon investment than a non-S4D approach and therefore there is a strong case for the wider adoption of the S4D approach at the policy level in future.

### 3.2 The S4D Evidence Base

Many studies have measured how sports participation directly benefits individuals. These findings are important because they represent the first step in identifying the social impacts derived from engagement in sporting activities overall. However, fewer studies identify the changes to social impacts and the effects upon individuals. Of the studies looking at the benefits of participation, a considerable body of literature exists clarifying the effects associated with participation in sport and physical activity. This is expressed by Peter Taylor et al, in *A Review of the Social Impacts of Culture and Sport* in the UK, when they state that "sport might be seen to have 'turned a corner' in recent years, from the previous state which was criticised by many academics as being under-researched."<sup>36</sup> Taylor goes on to point out that significant evidence does exist in terms of sport and health benefits and how they reduce health care costs. As supported by the findings of the review, sport does improve social behaviour that is important for personal social development, especially in youth.

We have seen through the case studies of S4D practitioners that sport can create important social capital that brings people together who might not otherwise have anything in common. Taylor et al call this the "bonding capital" of sport, an idea that heavily supports the ability of

36. Taylor, Peter, Larissa Davies, Peter Wells, Jan Gilbertson and William Tayleur. 2015, *A Review of the Social Impacts of Culture and Sport*, The Culture and Sport Evidence Programme, Department for Culture Media and Sport, UK, pp. 8.

sport to make social impact in communities where conflict and social division is a problem.<sup>37</sup>

Taylor et al's review also supports the claim by S4D practitioners that sport and physical movement can have positive impact on education, as well as psychological benefits. Fight for Peace has seen this over the years of running a programme to reduce violence among youth in Rio de Janeiro. In a context where there are high levels of violence, Fight for Peace couples their martial arts and boxing activities with support for participants from psychologists and life skills activities, all have which have proven impact (see Fight for Peace Case Study, Annex 1). This thinking also supports the DTM model in Brazil where implementing NGOs are working with teachers in schools to train them to use movement exercises in their academic classes to help children to concentrate.

It could be argued then that sport can achieve impacts in a number of areas at the same time, for example in physical benefits at the same time as educational and cognitive benefits. Taylor et al found that there are several studies that suggest that for this reason sport interventions are very cost-effective.<sup>38</sup> Although practitioners must retain a balance within their programmes and activities.

However, what has not been well conceived or built in to the research evidence base to date is a deep consideration of the various 'approaches' to sport and physical activity provision that invariably influences the positive nature of the social outcomes that have been so well documented. Indeed, why is it in some instances that sports provision has been associated with negative consequences, such as anti-social behaviour particularly in young men, increased feelings of social exclusion experienced in some sports clubs, or the negative health effects particularly in the young, related to sports injuries and burnout in over-served athletes?

There is still an absence of sufficient primary evidence<sup>39</sup> to substantiate the role that the 'S4D approach' to sporting provision has in terms of generating more sustainable and longer-term social benefits. The reason for this could be that there has been limited attention paid to the general definition and codification of the S4D approach; clarity about what the key principles of effective programme design are; how to objectively assess that such principles have been applied; and subsequently how to measure the common effects of sport that are important to achieving developmental impacts. The challenge and suggested approach to establishing such an evidence base and how to address the question of **attribution** within the S4D space given its contributory role to a broad range of strategic outcomes, is an important consideration for monitoring and evaluation experts to effectively address.

However, a coherent evidence base alone, whilst important, is not sufficient to ensure that a social innovation such as S4D diffuses into practice.<sup>40</sup> Fitzgerald et al (2003) describe the idea of "competing bodies of evidence, as opposed to there being one single objective entity called 'evidence' of a social innovations impact". Their study also highlights that new adopters of

37. Taylor, et al, 2015, pp. 8.

38. Taylor, et al, 2015.

39. Less 25% of S4D organisations have adequate M&E systems in place to generate own evidence of their outcomes according to the Laureus Sport for Good Foundation Grantee survey 2011. Of these organisations, the standards of evidence rarely provide a control group analysis of the S4D approach contrasted with non-S4D approaches. However, there is a plethora of secondary source information of the role physical activity and sport can have in addressing various social issues.

40. Fitzgerald & colleagues (2003: 219-228)



social innovation ideas are rarely passive absorbers of information. On the contrary, they tend to engage in “seeking information, in debating that information, and frequently, using their professional networks to seek corroboration of the value and relevance of information” (i.e. adoption of S4D as a concept, is likely to be a highly social process). Furthermore, for innovations to be assimilated, they need to make sense in a way that somehow relates to the previous experiences and understanding of the ‘root causes’ of the problems they address.<sup>41</sup> Below we attempt to make more sense of S4D in policy terms and legitimize the S4D idea, as an important step in the intended widespread diffusion of the idea.

### 3.3 A Contrasting Approach to existing National Sports Policy and Provision

Sports provision in many countries follows a pathway that focuses (if unconsciously) the ultimate destination or ‘end game’ towards the creation of elite, high performance athletes and sporting excellence. This traditional model purports to a broad base of community participation in sport at the base of the ‘sports performance pyramid’, a base that filters upwards to feed the elite pool of sports high performers who have progressed along a defined talent pathway (see Fig. 4). However, there are a long line of efforts that have attempted to utilise this ‘high performance’ paradigm to raise levels of participation at the whole population level. However, this traditional and dominant model of thinking is not working at the grassroots level, with declining participation rates in sport and physical activity currently experienced in many countries, despite in some instances significant concurrent success at the elite ‘tip of the pyramid’ e.g. this is reflective of the current post-2012 Olympics UK sporting landscape). The broad base of community participation is actually narrowing with every year that passes, as other more sedentary pursuits increasingly compete for people’s attention, time and money. As previously described, this has multiple negative social and economic ramifications for both developed and developing nations.

Certainly, elite and professional sport provides a powerful source of inspiration to individuals and communities. However, the question is whether that inspiration is being channelled in the best way for society as a whole? Improvement at the elite and professional end of the sports spectrum can be achieved independently to increasing participation rates at the wider population level,<sup>42</sup> we argue for the separation of these potentially competing agendas (i.e. increasing broad based grassroots participation in sport and aspirations of sporting excellence).

Experience of many S4D organisations has shown that the dominant approach to sports provision, that centres upon sporting performance as the ultimate goal of participation, has led to entrenched levels of exclusion of certain groups from accessing high quality sports provision. As the Play Works Report in the US emphasizes, “many national and international governing bodies of sports are dominated by adult led competition, where performance is emphasized above participation well before kids bodies, minds and interests have fully developed and matured.”<sup>43</sup> Common sporting structures will, in many cases unintentionally, place greater value on the participants who can help win games, who are already self motivated to take part and attend training and whose families or financial situation, allows them to afford the rising fees.

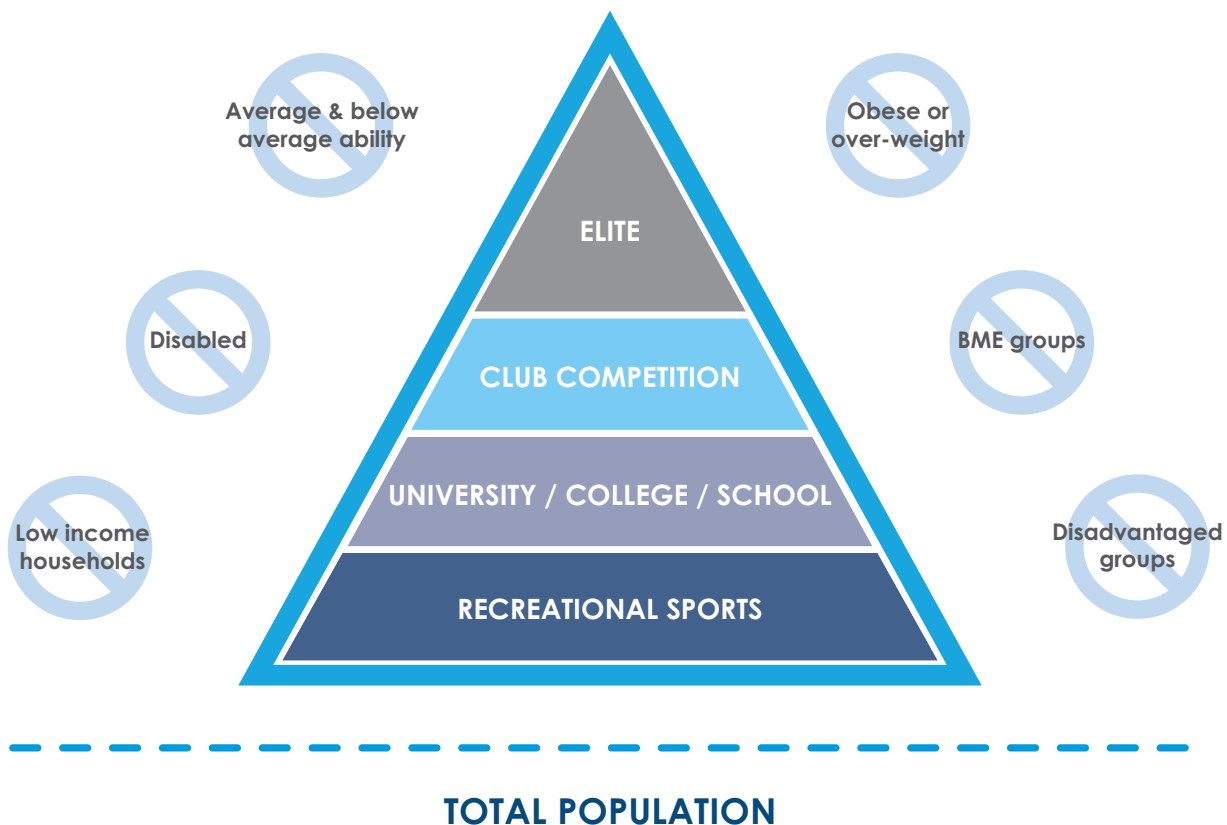
41. Weick, KE, 1995, Sensemaking in Organisations, Foundations for Organizational Science (Book 3), SAGE Publications, Inc .

42. For example, the UK in the context of Team GB’s unprecedented success at the 2012 Olympics has been lauded for such marked improvements on earlier Games performances.

43. The Aspen Institute, *Sport for All- Play for Life: A Playbook to get every kid in the game*, 2015 (<http://aspenprojectplay.org/sites/default/files/Aspen%20Institute%20Project%20Play%20Report.pdf>)

This trend is reflected in the declining levels of participation in sport and physical activity amongst low-income households in developed and developing nations, which tends to be about half that of kids from wealthier homes.<sup>44</sup> Continued declining participation into adulthood mirrors that of children, for those who have the motivation and resources to participate and those who do not. Overall, this dominant model of sports provision lacks a genuine commitment to inclusion and is dependent largely upon a person's financial status.

**Fig 4: Image based upon Sports High Performance Pyramid from Play Works Report (BME= black and minority ethnic groups)**



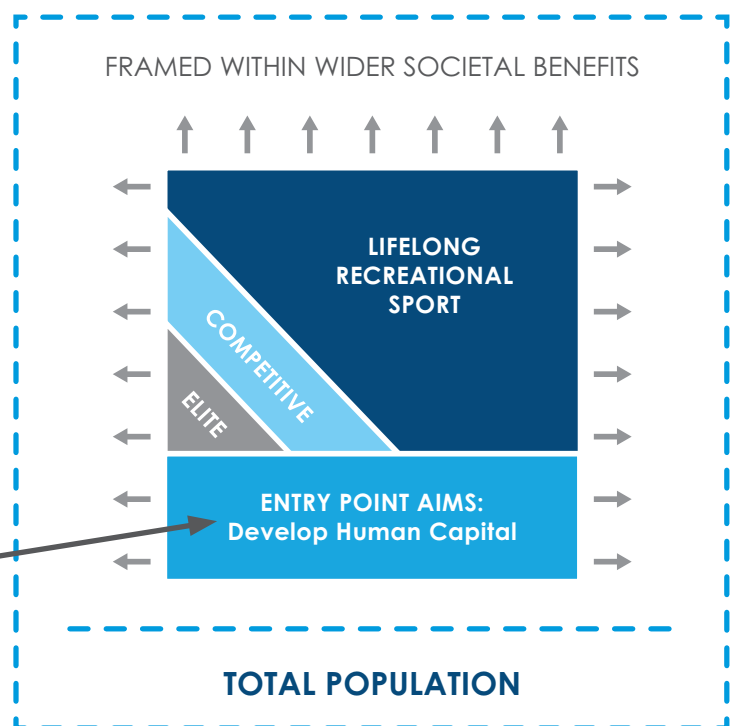
S4D represents an alternative vision to this pyramid. Instead of aligning the interests of grassroots sports policy, coaching provision and sports infrastructure (whether consciously or unconsciously) to the future creation of high performing athletes within individual sports, there is a clear intention to align policy and provision to develop the most relevant and important social and human capital outcomes for participants at the *grassroots entry point to sport* that act as a foundation to the success, health and wellbeing of ALL individuals and communities. This is with a longer term view of encouraging those new to sport to **stay in sport and physically active for the long-term** and to more effectively **address cross sector agendas**, such as improving education, health, social inclusion, criminal justice and other social sector interests, for which these human capital foundations can play a cross cutting developmental role and ultimately provide wider societal benefits. This shift in emphasis will potentially introduce sport to a much wider audience and generate a more inclusive and growing base of sustained participation

44. [http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed\\_to\\_move\\_report.pdf](http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed_to_move_report.pdf)

in sport and physical activity at the population level than is currently experienced. This is demonstrated by many different proponents of the S4D approach, who have successfully reached out and engaged some of the ‘hardest to reach’ (HTR) groups through sport.<sup>45</sup> The cross sector partnership approach is vital in the wider context, and has the benefit of building the ‘human capital’ that underpins the health, well being and economic success of ALL of a nations citizens, including those most susceptible to future health, social and financial problems (i.e. those who are likely to derive the most benefit in future).

The widespread diffusion of the S4D approach sees sport playing its most powerful and cost-effective role within society as a ‘systems level’ solution to social change, as well as providing the wider base from which more potential future champions of sport can emerge.

**Figure 5:** The S4D movement seeks to ‘square the pyramid’ by focusing upon the development of the most relevant and important human capital outcomes of participants as the building block to their future success in life and achievement of wider societal outcomes. The model intentionally ‘opts in’ all people in all communities, including those currently most in need or currently seen as ‘hardest to reach’.



Focus upon the most relevant and important human capital outcomes of different target participants

This model is based upon the aspirational Sport for All, Play for Life model pioneered in Canada and also modified and applied to the Project Play<sup>46</sup> initiative in the US which is aimed at all kids under the age of 12. The human capital outcome they target for all children up to the age of 12 is defined as ‘physical literacy’<sup>47</sup> to ensure the compound benefits of sport (see Fig. 6) are made available to future generations.

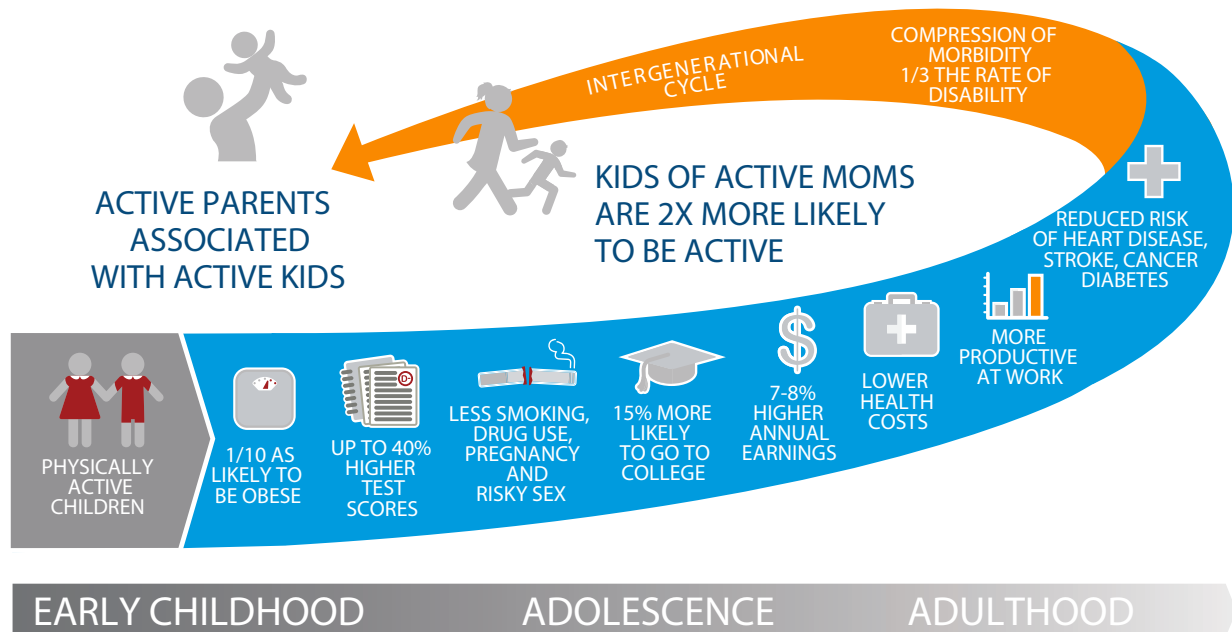
45. In this context they can be thought of as ‘hardest to engage’ in sport and physical activity, as in the S4D context sport is often used as the ‘fly paper’ or incentive to support engagement of a particular target audience. They may be hard to engage because options aren’t there that they can access; there are specific barriers to participation or these populations don’t see it as something they can choose or understand the benefits. These HTR in sport are however, also the same individuals who are caught in the physical inactivity trap and remain most susceptible to the associated risk factors.

46. <http://www.aspenprojectplay.org/>

47. Physical literacy - every child aged 12 year old should have the ability, confidence and desire to be physically active for life

**Fig 6:** Taken from Designed to Move Report: What the research shows on the compounding benefits

## ACTIVE KIDS DO BETTER IN LIFE WHAT THE RESEARCH SHOWS ON THE COMPOUNDING BENEFITS



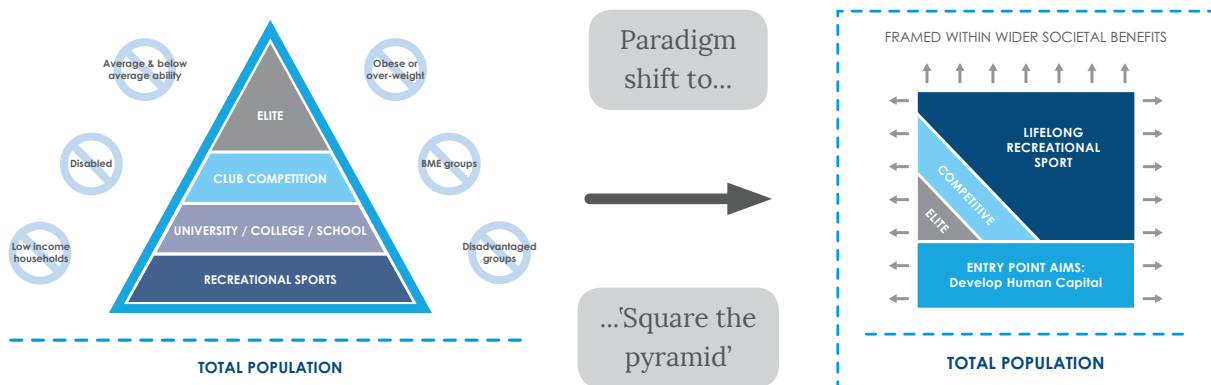
Certainly, this focus upon young people at a formative age is an important strategy for all nations to adopt, if the inter-generational trends towards physical inactivity and its attendant problems are to be reversed. However, the model can also be applied more widely to other 'Hard to Reach' segments of the population (older people, unemployed migrants, those with disabilities) and even more specific 'social need' segments (e.g. 18-24 year olds from a particular neighbourhood, with mental health problems who are unemployed), ensuring that a focus upon the development of the most relevant and important human capital outcomes for that particular population segment, is at the centre of a sports programmes aims and objectives.

The S4D concept, offers a quite different lens and value proposition by which to develop sports policy and provision that prioritises social development objectives above sporting performance at the grassroots entry point. The intention to achieve some form of social development outcome for the participant using sports and physical activity as an early engagement tool in the developmental process, appears to be the clearest defining and common feature of the S4D movement<sup>48</sup>, as it is this prioritization above 'sporting performance outcomes' (e.g. such as winning a particular competition; or being the fastest athlete) that sets in motion an approach to the design of a **social impact programme** that is quite different to primarily 'sporting

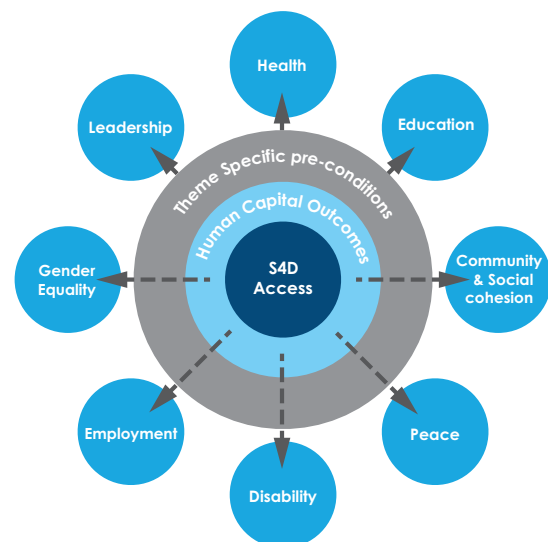
48. 'S4D movement' is perhaps best described as a growing band of cross sector practitioners from around the world, who believe that sport and other forms of physical activity and play, have a significant role to play in helping resolve many inter-related social problems within communities globally, provided key components of the S4D approach are distilled, understood and implemented correctly; that sports global asset and resource base is more closely aligned to this social transformation agenda; and cross sector developmental agendas are aligned.

performance' driven initiatives. This new paradigm<sup>49</sup>, aimed at achieving a social outcome, is a shift in the traditional approach to the delivery of sport and physical activity in two important respects:

1. It shifts the target audience towards a more inclusive model of participation and places a practical emphasis on practitioners of being able to remove specific barriers to participation to 'hard to reach' and/or specific 'social need' target populations. The 'active sports' consumer market, which currently appears to be in decline or saturated, is opened up to include those that are currently underserved by sport and may lack the opportunity to participate. Existing sports consumers will continue to be served well.



2. To achieve its full societal potential programme design need to be shaped primarily by the practitioner's nuanced understanding of 'how social change' happens for different individuals and how sports attributes can be utilized as a powerful tool in this process. Many of the long term social problems that S4D can potentially address, such as health and well being, crime reduction, educational attainment are inherently **complex social issues** involving a multitude of stakeholders, environmental influences and factors that conspire to influence any eventual outcome. Placing S4D programmes within these wider contexts is essential to ensuring that sports resources are deployed effectively, the right cross sector partners are engaged where necessary and appropriate performance measurement efforts are applied to demonstrate sports contributory role to the social change process.



49. A paradigm means a model, theory, perception, assumption or frame of reference.



In this context, **Sport for (social) Development** programmes are best viewed as a catalytic form of social intervention that can be successfully applied to advance the social aims of the wider social sector's efforts. Therefore, it is only in concert with other sectors, such as education and health, that its potential can be fully realized.

### The Cost-Benefit Case to Government

When S4D is conceived as a key development tool for society as a whole, government entities (whether local, regional, national) and inter-governmental agencies become key stakeholders in the process of scaling its potential role for sport in society. An evidence-based approach to engaging with government entities that establishes a clear cost-benefit advantage of S4D above more traditional approaches to sports provision is essential in the current environment of financial austerity in developed and developing nations that is exacerbated by a plethora of competing agendas for governments to address.

The cost-benefit case is based on S4D's cross-cutting impact across multiple social sectors, thereby acting as a highly cost effective tool for a significant portion of government.

To address the myriad social issues regularly facing a population, governments tend to rely on incremental funding increases to drive a prioritized agenda and their associated governmental department. This approach tends not to recognize the inter-connectedness of social problems such as education, jobs and employment and levels of crime and anti-social behaviour. These problems are then individually addressed by different sections of government mandated to create relevant policy level interventions (i.e. Department of Health and Human Services, Police Department, Department of Education, etc.). The S4D movement provides a vision for a cross cutting solution that does not rely on incremental increases in funding across all these departments in equal measure, but instead centres efforts upon ensuring the potentially catalytic effects of sport are properly funded and effectively aligned to the ultimate goals of multiple sections of government, thereby providing a clear route to more efficient use of existing government departmental funds.

The mechanism of achieving coordinated, cross government department funding of S4D will likely be different, for different governments and their political contexts. However, fully embracing the S4D approach will certainly require a 'joined up' approach to thinking and working by governments across their government departments, necessary to ensure a 'systems level' solution such as S4D is effectively utilized, to support the broad range of interconnected social issues affecting populations. This of course requires government departments to firstly recognize the 'systems level' nature of the different problems their departments are mandated to resolve individually and therefore seek 'joined up' solutions beyond the borders of their own government departments that cut across the interests of government as a whole. S4D represents just such a solution.

When policymakers take account of the full range of social impact domains that can be positively affected when sports policy is aligned to cross sector social outcome targets, the cost-benefit case for S4D can be highly convincing. Consequently, if the potential for cross sector application of the S4D approach was fully realized, this would also drive a major uplift in participation rates at a whole population level by significantly widening the grassroots sports consumer market.

Therefore, we posit that the results from the widespread adoption of a S4D policy approach would be better for both sport and for wider society.

For sport and recreation policy units and S4D organisations, S4D represents a significant shift in the current mode of sports policy thinking and sees increasing participation in sport and physical activity AND social development of individuals and communities as two sides of the same coin, instead of competing or opposing forces. Traditionally, these two agendas (participation and social development) have been regarded as two independent routes to follow within the sports policy arena. This contrast is mainly a result of competition for funds between traditional sports providers, such as national governing bodies of sport, traditional sports clubs that have existing sports consumer interests and sporting excellence in mind<sup>50</sup> and non-traditional sports providers such as charities.<sup>51</sup>

One challenge that non-traditional providers face is a funding logic based in serving the greatest number of participants is the most viable. In practice, social development programmes that target hard to reach populations to achieve a longer-term developmental objective (e.g. sustainable employment outcomes for adults with special needs) engages a new audience into sport does represent a disproportionately high unit cost when measured in ‘new participation’ terms alone. Therefore, whilst worthy, these specialized development programmes cannot be resourced through the relatively modest sports sector budget allocated by most governments.

Furthermore, the long-term social problems that are being addressed through this sort of initiative are often understood as another government department’s policy problem. This higher cost profile is a valid concern with more complex S4D programmes, such as in the example given above, which aims to provide long-term strategic outcome for its participants. However the value of such programmes needs to be isolated and evidenced by S4D partners in a way that ‘speaks’ effectively to two different policy audiences:

1. The sport policy audience: success should to be viewed through more than the singular performance metric of increasing the number of participants engaged, which fails to take into account the diverse cost-benefit return for different types of beneficiary engagement as a result of the varied human capital outcomes achieved through sport (i.e. not ALL participation in S4D programmes is of equal social value, and this needs to be recognised).
2. Other government departments: a better demonstration of the comparatively ‘low cost- high benefit’ aspect of sports contribution to their long-term strategic goals is key. The cost effectiveness of the solution arises as a direct result of its ‘cross cutting and concurrent’ application to many different government department agendas.

50. Seen in practice as an example of “the sports performance paradigm” discussed earlier in this paper.

51. These charities engage with newer, harder to reach audiences through sport, with social development in mind and are an example of “the social development paradigm”.

### 3.4 The S4D Programme Spectrum

This section provides a framework for thinking about the range of different S4D programme types, including those who fund and deliver S4D initiatives and policy makers. There is a spectrum of contexts, social objectives and related target audiences to whom the S4D approach can be applied to achieve social development outcomes, with implications for programme design, applied M&E practices, and the ease of replicating a programme in a new setting.

The 'S4D Programme Spectrum' (See Fig 7) helps frame which outcomes different programmes can realistically seek to achieve, based on the inherent design of the programme. It highlights that a key feature within the S4D approach relates to an understanding of the nature and extent of the perceived participants' 'social deficits or problems' who are engaged in a particular programme. This factor has substantial implications for the design and delivery of programmes as well as the design and implementation of monitoring and evaluation efforts.<sup>52</sup>

From our analysis of S4D initiatives that have successfully 'scaled up' their social impact over time, an important trend emerged. The degree of focus and understanding that the organisation achieved over time, in relation to their actual target audience and the nature of that audience's social needs, was an important factor in their ability to subsequently scale the organisation's social impact. It is important to note that scaling social impact is not defined unilaterally by increasing the number of beneficiaries engaged, but also by the achievement of higher value and longer term social outcomes for the target audience with whom they worked most effectively. This is demonstrated in the example of the Mathare Youth Sports Association (MYSA) in Kenya who have scaled up their social impact over the years by creating leadership pathways for participants and coaches, that creates social capital for their volunteers. At the same time they have remained in one area of Kenya and although they continue to work with more children, the scaling up of the social impact of their work has been greater than just increasing numbers of participants (see MYSA Case Study, Annex 1).

Furthermore, in terms of replicating S4D programmes to new geographies, a local contextualization of programme methodology was required to appropriately address a new local target audience's prioritized social needs (which were likely to be different to those of the original site). Simply, localization was a key factor in a successful replication.

The S4D programmes we reviewed varied widely in the 'depth' to which they were designed to address a specific target audience's particular long term needs, including any specific barriers to participation that the target audience experienced. The degree of focus the programme had upon achieving the necessary and sufficient 'threshold of social change'<sup>53</sup> also varied, depending on the complexity of those needs. This combination of both target audience specificity and long-term social goal orientation, provides the basis for the S4D Programme Spectrum, outlined overleaf.

52. Coalter (June 2011). Sport, Conflict and Youth Development;

53. Threshold of change: How much does a target population have to change for us to feel that a programme has been successful? Will a small change on a success indicator be good enough? This is the THRESHOLD that a programme will need to cross in order to proclaim success on a particular outcome; Community Builders Approach to Theory of Change; Aspen Institute

Fig 7: The S4D Programme Spectrum

Ease of using Impact Measurement Practices			
PROGRAMME TYPES:	UNIVERSAL ACCESS	'SOCIAL NEED' GROUP TARGETED	STRATEGIC GOAL ORIENTED
<b>Targeting Approach</b>	By geographic area e.g. Borough of Tower Hamlets, London	By social need group e.g. disabled	By social goal e.g. sustainable employment
<b>Participant Profile</b>	Age appropriate 'mixed' access programmes (i.e. open access to self-selected participants PLUS a minimum % participation from targeted 'HTR' groups within the target geography/area.)	100% participation from a 'social need' group (e.g. young girls from a disadvantaged neighbourhood; homeless people in London) with a general set of social development needs in common	100% participation from a focused strategic singular need group (e.g. 16-24 year olds with mental health issues, who need to improve their employment prospects)
<b>Primary Developmental focus</b>	Focus upon social inclusion, prevention and general risk reduction of a number of future social issues arising (e.g. obesity prevention, smoking prevention).	Likely multi-dimensional and varied social issues associated with the group. Mix of 'prevention and improvement' interim outcomes possible.	There is a clear focus on the improvement of a long-term well defined social outcome, common across the whole target audience
<b>Common aims across All Types</b>	'Start and Stay' in sport and keep physically active for life (protective factors/ compound benefits) -Health and wellbeing outcomes -Social, emotional and physical capital outcomes -More inclusive community & improved social cohesion (social bonding capital)		
<b>Common Measurement Framework</b>	Focus on measuring inputs, outputs and short term outcomes relating to beneficiaries	Focus on measuring inputs, outputs, mid to longer-term outcomes relating to beneficiaries.	Focus on measuring inputs, outputs, strategic outcomes/ impacts (and value for money), relating to beneficiaries and wider community.
<b>Complexity</b>	Less complex programme design, predominantly sports based	Often involve audience specific activities, complementary to sports components. Opportunities for participants to develop and grow.	Most complex design, involving a range of moving parts, processes and partnerships. A particular programme culture may also be a key component.
<b>Model for Social Change</b>			

Ease of replication

Universal Access Programmes primarily aim to reduce the incidence of a much broader range of social issues occurring in both ‘normal’ risk and ‘at risk’ profile groups in the future. These related risks have been clearly associated with low levels of physical inactivity, which are compounded over a lifetime of inactivity for *all persons*, such as higher morbidity and mortality rates<sup>54</sup>, lower levels of educational attainment<sup>55</sup>, decreased earning potential of adults.<sup>56</sup>

The second category, ‘Social Need Group Targeted’ Programmes target a clear *social need group*, such as older people, to help address potentially a range of social changes and improvements for that population, for example reducing levels of social isolation in the elderly, improved safety and support, reduced incidence of mental health problems.

The third category is ‘Single Goal Oriented’ Programmes that target a *well defined social need group* with a *longer term single goal* primarily in mind, such as reduced incidences of HIV and AIDS within a 16-24 year old target population in East Nigeria, or empowering 16-19 year old girls to achieve sustainable employment in a local neighbourhood of Cape Town, South Africa. The emphasis here is on specific and definable boundaries.

These programme types vary in a few key ways:

1. Type and potential long term (strategic) benefit of the social outcomes that are (in part) **attributable** to the S4D programmatic approach (the spectrum shows an improved **cost-benefit** ratio from left to right)
2. The **complexity** of the intervention, which can affect the degree and ease to which it is replicable in different contexts
3. The ease of applying and using social impact measurement practices

This typology is quite broad, and there are necessary generalisations. It will not always be easier for a ‘Strategic Goal Oriented’ programme to measure its ultimate impact than for a ‘Universal Access’ programme, if the goal-orientated programme targets something that is quite hard to measure. For instance, peace and reconciliation outcomes between two communities require complex measurement methods. Some programmes incorporate a blend of the different types. For example, there may be a strategic goal-orientation to a programme, but also some streams of work that are more general in their outcomes for a specific targeted group.

54. There is a comprehensive peer reviewed literature base to substantiate this claim, too comprehensive to list here.

55. Kwak,L, Kremers, Bergman, Ruiz (2009) “Associations between physical activity, fitness and academic achievement.” *Journal of Pediatrics*, Dec. 155:6. pp914-918

56. Stevenson. (YEAR) “Beyond the classroom: Using title IX to measure the return to high school sports.” *Review of economics and stats*, Vol 92 pp284-301.



## S4D Participants & Recruitment Strategies

S4D participants can be broadly segmented into three types:

**Fig 8:**

S4D PARTICIPANT TYPES	
Self Selected	Those that volunteer to participate into an open access programme from a target area/ community. Need to be aware that self selected participants may not be representative of the community from which they come and 'general deficit' thinking (see below) should be avoided.
Hard to Reach Group	Those 'least likely to access' a particular sport and physical activity programme <sup>56</sup> , either because there is a specific barrier preventing their access or they don't see it as something they can choose. Need to be aware that if someone is hard to reach they are not necessarily 'deficient' in some uniform way or necessarily 'at risk' of a particular social issue.
Social Need Group	Social need groups are defined as having a common perceived social need that is uniformly present across the group. These common needs may be defined broadly and be multi-dimensional (e.g. older people with interconnected health and social care needs) or be defined precisely through a focused need (e.g. 18-24 year olds ex-offenders who are unemployed and need work experience)

A key trap to avoid in the design and implementation of any S4D programme that prioritises social development objectives relates to **'general deficit and environmental determinism'** thinking.

Those who provide largely 'Universal Access' type programmes with a high proportion of self selected participants from a target area, can fall into the trap of working "with an 'implicit deficit model based on an environmental fallacy"<sup>58</sup>.

This way of thinking and a lack of vigilance within S4D programme design (especially in relation to programmatic recruitment strategy) can lead to a fundamental mismatch between the stated social objectives of a S4D programme and the results that can be reasonably achieved, given the nature of the target audience and the developmental focus of the activity.

Open access policies, even when targeted towards a 'poor neighbourhood' or other 'at risk' community, do not necessarily attract individuals who are sufficiently representative of their originating communities. It is possible that the intended target groups such as at-risk individuals who commit acts of anti-social behaviour will not be attracted to these programmes, without a dedicated and proactive recruitment approach. This means 'Hard to Reach' (HTR) and 'Social Need' group targeting is an essential component in any S4D programme to ensure both inclusive and representative participation of the intended audience, as well as to achieve the programmes stated social objectives.

57. 'Hard to reach' here is used in a specific Sport for Development context

58. Coalter (2011) provides the following example. "...all young people from areas designated as deprived, high crime, or subject to high incidence of other social issues, will themselves be 'at-risk' or will have a specific social problem. Various they are presumed to be at risk, have low self-confidence, weak self-esteem, low aspirations or particular negative attitudes".

HTR groups will tend to be those most 'at risk' from the issues related to physical inactivity. However, it is also important to note that once these 'Harder to reach' individuals are engaged, (along with a self selected population) 'general deficit' or 'at risk' labeling is avoided, as there is a paradoxical danger of well-meaning projects stereotyping people from a particular area, which can lead to further levels of social exclusion and reinforce false perceptions.

### How do S4D Programmes Effectively Identify the 'Right' Participants for their programme?

To avoid the issue of 'general deficit and environmental fallacy' that can undermine a S4D programme's intended objectives, programme designers must adopt a creative and proactive approach to the initial recruitment process of 'HTR' and 'Social Need' groups that addresses their specific barriers. These steps should include the design of inclusive activities to take account of the differing needs of ALL the various participants engaged, to ensure people return and there is a good programme retention in the long term. S4D providers must also appropriately adjust the expectations of what social outcomes can be achieved from their particular programme and align monitoring and evaluation efforts accordingly (i.e. resist the temptation to over-claim longer term social outcomes, where these cannot be realistically attributed to the type of S4D programme on offer.)

**Universal Access Programmes** provide 'mixed' access to largely sports based development opportunities on offer. Therefore, two forms of recruitment strategy are suggested:

1. **Open Access**- participants can volunteer and self select themselves for participation. This is a relatively **passive approach** to individual recruitment by the programme provider.
2. **'Hard to Reach' Targeting**- individuals who are perceived to have specific barriers to participation in the programme that have historically led to exclusion from the opportunity, are **creatively and proactively recruited** into the programme by the programme provider.

The principle behind HTR targeting is to recognize that what makes people 'hard to reach' is not anything about the participants themselves. It is about the relationship between them and the particular service that is being offered and delivered. This way of thinking does not depend on identifying and 'labelling' groups according to fixed (or socially constructed) attributes but, rather, identifying the way any service might be accessed by a variety of people who may experience barriers related to:

- Different levels of ability/ capability (e.g. low competency or perceived low competency individuals; physical disability; special health care needs)
- Inability to get there (e.g. transportation issues; safety issues)
- Cultural or social environments and norms that deter or suppress their involvement (e.g. sport is seen as a 'luxury')
- Specific transition periods that are known to lead to 'drop off' (e.g. between lower and upper secondary school, leaving school, birth of first child)

This approach segments the target population according to what service is on offer. This means that people are no longer seen as belonging to categories that have problem-causing characteristics. It places the emphasis, and hence the responsibility, more firmly in the remit of the service provider. In other words, the initial moves have to come from the S4D provider by examining their own processes and structures to remove any identified barriers.

Targeting and recruitment strategies for Social Need Targeted or Strategic Goal Oriented Programmes goes beyond defining who is 'hard to reach' within a target geography/community and their particular barriers to access<sup>59</sup>, to further narrowing down the target audience to a particular social need or set of social needs that can be defined and expressed in a relatively uniform way across the target audience, for the S4D programme in question to help address. It is important in defining and assessing the mid to longer-term desired outcomes/impact of such programmes. If participants are not assumed to be uniformly 'deficient', then there may be a need to re-evaluate the nature and extent of expected outcomes and impacts and how SNG targeted and SGO programme success can be defined.

In summary, attention needs to be paid during the recruitment and S4D programme design phases to avoid over-generalisation about target audiences and setting up unrealistic expectations concerning longer term outcomes from different S4D programme types. This attention will deflect the hindrances caused by the 'deficit model' when applied to actual participants that are engaged. Furthermore, thorough consideration should be given to whether the aims of a programme should compensate for 'deficient' individuals, or provide contexts and opportunities for relatively 'normal' people to develop and reduce risks of future negative events arising. The answer to these questions will provide guidance on what type of S4D programme would best suit the audience needs and context.

### **Common S4D outcome measurement**

A S4D programme's aims and subsequent approach to social impact measurement should vary according to the particular context and target audience being addressed. Indeed, this is the essence of the S4D approach: ensuring that sport as a tool for social development is appropriately contextualized, in order to achieve its objectives.

However, across the various S4D programme types there are a number of common outcome areas that are especially important:

- Social, emotional and physical capital outcomes
- More inclusive community & improved social cohesion (social bonding capital)
- New participants from HTR and social need groups 'Starting and Staying' in sport
- Health & well being outcomes

<sup>59</sup>. We recognize that defining barriers is an important component of recruitment strategy and programme design.

### 3.5 S4D Key Principles of Programme Design

The analysis of the S4D initiatives included within this study, a review of literature from the field and research carried out through the DTM initiative<sup>60</sup>, highlight a number of key principles that sit behind a high quality S4D approach.

Principles are like lighthouses- they provide a guiding reference point from which initiatives can navigate their own way to achieving their developmental destination. Given the breadth of social development destinations where S4D is applied, the provision of a clear set of S4D principles that cut across all programme types is perhaps the most useful approach to understanding S4D and how it delivers value. These principles provide an objective governing view on whether a S4D based initiative will be successful in delivering the developmental outcome(s) to which it aspires. They should be seen as ‘natural laws’ that are inter-woven into the fabric of a high quality S4D based initiative.

Below we list the S4D key principles distilled thus far from our enquiry. These should be the subject of further discussion and validation against other practitioners’ experiences:

1. **Design programmes with a ‘primary social end goal in mind’**- if the primary goal for a target population is improved health, then design programmes with that particular ‘end goal in mind’ that considers ALL the important factors influencing the ultimate health outcome. There are likely to be other benefits arising (that is the nature of S4D programmes) but a programme cannot proactively plan, implement, monitor and evaluate around a multitude of different longer-term outcomes. Given that most social problems are also ‘complex’ in nature and ultimately dependent upon the collaboration of a broad range of stakeholders and a number of factors acting in concert upon the problem, then focused ‘**systems level thinking**’<sup>61</sup> will be required during the programme design process by agencies aiming to achieve a high priority and demonstrable social outcome, to ensure other necessary pre-conditions<sup>62</sup> of success are being addressed. This can be achieved through a participatory approach to developing an evidence based programme ‘Theory of Change’ that draws from and aligns existing good practices, to create a coherent and robust programme strategy.
2. **Design programmes with ‘the target audience in mind’**- the best way to ensure an inclusive approach to ‘Universal Access’ initiatives, is to design an initiative with the ‘hardest to reach’<sup>63</sup> individuals from the target community in mind from the outset i.e. develop participant **engagement and recruitment strategies** that overcome any identified barriers to programme access for HTR groups within your target area. For more targeted S4D initiatives that are intended to primarily work exclusively with a specific target population (e.g. girls from a particular ethnic minority group), deep consideration of the specific target audiences barriers to participation and unique social needs is essential. A proactive

60. [http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed\\_to\\_move\\_report.pdf](http://www.cedar.iph.cam.ac.uk/wp-content/uploads/2014/04/Designed_to_move_report.pdf)

61. See Scaling up for Social Change section regards ‘Systems level’ thinking to address complex social problems

62. Pre-conditions: A key component of a Theory of Change is developing a clear ‘pathway of change’ that illustrates the relationship between actions and outcomes and also shows how outcomes are related to each other over the lifespan of a S4D initiative.

Everything in the pathway of change is a ‘precondition’ to the long-term social goal. That is, the outcomes on the path that are ALL required to reach the goal- without each of them in place, we assume the goal cannot be attained. Community Builders ToC Guide, Aspen Institute

63. This report defines ‘Hard to Reach’ as any section of a community that is “inaccessible to most traditional and conventional methods of engagement, for any reason.”

and well-informed approach to the **identification and recruitment of HTR and/or social need groups** is essential to ensure programmes are accessible and social objectives are achievable.

3. **Design programmes and provide quality coaching with a ‘positive and rewarding experience in mind’**- engagement and retention of participants in S4D programmes is the key building block to realizing longer-term change in a participant group. In a world where opportunities for unstructured play and where kids just ‘make up games’ on their own, is disappearing, with many more compelling but often sedentary activities on option, coaches must firstly ensure a positive and fun experience through sport that competes with the growing ‘GameBoy’ or ‘Play Station’ culture. Different participants may have widely varying abilities and capabilities, which need to be taken into account, to ensure the experience is fun and inclusive, to avoid disengagement. This will require a flexible mindset to programme design and a willingness to be creative in adapting the traditional rules of sport and physical activity to fit the context and broaden participation.
4. **Design programmes with ‘safety and vulnerable people in mind’**- many potential participants in S4D are unintentionally excluded from sport if they do not feel safe taking part in sporting activities. Clear provisions should also be put in place to also avoid exploitation of children and vulnerable individuals, at all cost, as a core foundation to building and sustaining trust between service provider and beneficiary. Safety concerns can however, have a number of origins ranging from the physical space and location of activities, public visibility of playing fields, potential for sports injuries and gender mixed sports sessions. Safety concerns and risks may vary according to context and target audience, but should be assessed and addressed wherever possible.
5. **Design programmes with ‘sustainability in mind’**- we consider the definition of sustainability in terms of sustaining social development outcomes. For S4D initiatives, the reliability and continuity of S4D programmes and the long standing coach-mentor relationship that builds over time as a result, is a notable key factor in the person-centred development process and is therefore an important component of S4D sustainability. The road to improvement of social outcomes for individuals and communities is often frustrating and non-linear, characterized by fire fighting and many failures, as well as successes. Sustainability in this context means ‘being there for the long haul’, to ensure a level of continuous access and project continuity for the target audience over time. Sustainable programmes require sustainable organizations to deliver those programmes, which need to be under-pinned with **good governance procedures, effective monitoring and evaluation processes** and **sustainable levels of financial and human resource**. However, organisational sustainability is not the only lens through which to consider S4D sustainability. What this singular definition of sustainability pre-supposes is that the S4D programmes that currently ‘exist’ are the best and only means to achieve on-going social development outcomes and that all we need to do is ‘more of the same’, just done on a greater scale. We need to actually broaden the thinking around S4D sustainability to incorporate an on-going commitment to searching for **better solutions to social change** that emerge over time and can more effectively grow and sustain positive social outcomes for beneficiaries. It is only through an emergent approach that the S4D field will move towards resolving social issues at some point in the future. This broadens the understanding of sustainability within the S4D field, from not only simply sustaining existing S4D ‘organisations’ and their existing programmes, to also include an on-going learning and development journey towards realising **systems level solutions** to these



long standing and complex social issues. This journey can only be successfully completed through the collective inputs and efforts of all the various actors involved in a particular social problem, working together more effectively through strong partnerships and sharing knowledge and ideas about what works in different contexts. **Social Impact Measurement (SIM) systems, processes and procedures** and a *learning culture* are essential to embed into all S4D initiatives from the outset, so that they can understand what progress is being made, why and how, so that the complex developmental pathway can be efficiently and effectively navigated through continuous quality improvements. **Collective action and impact efforts** demand a high level of **partnership skills and capacities** that need to be nurtured and adequately supported.

Within the context of these five principles of the S4D approach, there lies a plethora of unique and highly creative S4D practices, curriculums and strategies that have embraced these principles across a broad range of sports, target audiences and different environmental contexts. Cataloguing specific 'good practice' S4D strategies is not the focus of this paper, however it is an important area in which further research and documentation needs to be carried out, to establish what specific strategies work best under different circumstances and ensuring wide access to this information.

### 3.6 S4D Quality Standards

Attempts are currently underway, led by a number of different organisations<sup>64</sup> involved in S4D, to translate these principles into a unifying set of quality standards for S4D that can be used to provide a basis for comparison and a benchmark, to assist S4D organisations in optimizing the design and potential benefits of their programmes for their intended beneficiaries.

Of course, to create a unifying set of standards and accompanying assessment processes, there needs to be sufficient consensus amongst S4D's leaders regarding what are the most important principles, as an expression of the collective wisdom concerning good S4D practices and subsequently how any objective standards should be applied within the various S4D programme contexts. From our analysis, agreement concerning the following quality areas that reflect the capacities and skills required to 'live the principles', would be useful to put in place and would establish a clear benchmark for S4D practitioners to work towards:

1. Intentional Programme Design<sup>65</sup> standards
2. S4D Coaching<sup>66</sup> standards
3. Vulnerable Persons Protection and Safety standards
4. Social Impact Measurement and Evidence standards
5. Organisational Development standards
6. Good Governance standards

64. Organisations encountered during the course of this study include: ISCA, streetfootballworld and Laureus Sport for Good Foundation

65. Intentional Programme Design might include evidence of a strong theory of change; good knowledge concerning specific needs of target audience and barriers to service access; a strong recruitment strategy that takes account of both needs and barriers; and an appropriate curriculum and programme strategy that is informed by good practice

66. Coaching standards would show evidence of appropriate skills and knowledge amongst coaches to deliver an appropriate curriculum to the particular target audience, to ensure a positive experience and opportunities for the development of participants exist

Pulling together and analysing the various bodies of work that have already been undertaken by organisations from within the S4D field and the wider social sector, in relation to both S4D principles and quality standards in these key areas is beyond the scope of this report, but will be an important exercise to help further define the S4D field and unify its approach. Subsequent adoption and promotion of the standards by policymakers and funders will be then important to drive behaviour change and improve the quality and impact of the field over time.

### Practical ‘In the Field’ Translation of S4D Principles

The objective expression of these principles in a contextually appropriate way to allow for comparison and benchmarking amongst the field to take place, is in the form of quality standards. Below we outline a potential mapping of principles, to key skills and capacities, to quality standard areas needed by S4D organisations. This understanding of the relationship between principles, capacities and standards provides a potential framework for capacity building and strengthening the S4D field in future. An area of concern for some, will be that assessing organisations against pre-determined standards encourages too much of a ‘blueprint approach’ for organisational development, which may be inappropriate to some contexts, especially when we consider the ‘global’ nature of S4D.

However, this view of standardisation is also contested widely in the literature covering ‘capacity development’ approaches. Some people strongly vouch for the merits of standards, particularly within relatively nascent fields of action, which could be argued to be the case within the S4D field, where there are no current accepted standards, as comparison against a ‘starting point’ model can be a very powerful learning exercise for many organisations and a very pragmatic approach to maturing a relatively new field of action (cf more established developmental approaches).

Fig. 9:

S4D GUIDING PRINCIPLES	S4D KEY SKILLS & CAPACITIES	ASSOCIATED QUALITY STANDARD AREAS
<b>Design programmes with a primary social end goal in mind</b>	<ul style="list-style-type: none"> <li>- Strong theory of change and aligned organisational and programme strategy</li> <li>- Develop systems level thinking and understand wider context and partner landscape</li> </ul>	<ul style="list-style-type: none"> <li>- Intentional Programme Design Standards</li> <li>- Social Impact Measurement (SIM) standards</li> </ul>
<b>Design programmes with the target group in mind</b>	<ul style="list-style-type: none"> <li>- HTR target audience identification with a strong engagement and recruitment strategy</li> <li>- Strong developmental curriculum and programme strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Intentional Programme Design Standards</li> <li>- Social Impact Measurement (SIM) standards</li> </ul>
<b>Provide quality coaching with a positive experience in mind</b>	<ul style="list-style-type: none"> <li>- Skills and ability to work with chosen target audience and deliver curriculum/ programme effectively</li> <li>- Skills and ability to create opportunities for development of participants</li> </ul>	<ul style="list-style-type: none"> <li>- Intentional Programme Design Standards</li> <li>- S4D Coaching Standards</li> </ul>
<b>Design programmes with safety and child protection in mind</b>	<ul style="list-style-type: none"> <li>- Good policy, skills and capacity to protect vulnerable persons and build trusted relationships</li> </ul>	<ul style="list-style-type: none"> <li>- Vulnerable Persons Protection and Safety standards</li> </ul>

S4D GUIDING PRINCIPLES	S4D KEY SKILLS & CAPACITIES	ASSOCIATED QUALITY STANDARD AREAS
Design programmes with sustainability in mind	<ul style="list-style-type: none"> <li>-Establish a learning culture plus capacity &amp; skills to effectively monitor &amp; evaluate programmes &amp; learn from own &amp; others experiences</li> <li>-Good governance skills and ability to run a strong, cooperative and transparent organisation</li> <li>-Key organisational capacity and skills in partnership management; fundraising &amp; marketing; general &amp; financial management; &amp; leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>-Social Impact Measurement (SIM) and Evidence Standards</li> <li>-Organisation Development standards</li> <li>-Good Governance standards</li> </ul>

Please note that this framework is only proposed within this paper and not currently reflective of a broad consensus across the S4D field.

### Capacity Development Theory of Change



**Fig 10:** the process diagram above represents the theory behind how external capacity building can help support internal capacity development within the S4D field. To this extent, the ‘Scaling Out’ framework can be an end in itself for some organisations that wish to improve programmatic impact more profoundly.

Organisational assessment (OA) tools can be successfully developed (indeed a plethora already exist) and used to measure the existing organisational capacities and capabilities against a set of predetermined areas and standards. The process can be complex or simple. Caution should be exercised that it is not misused (i.e. where tools are used to deny or cut funding without fair assessment or warning). Instead, these tools can be used appropriately to guide an organisation in its learning and capacity development journey and structure capacity building providers efforts.

## An Evolving Consensus on Quality

Stevens (undated)<sup>67</sup> argues that when trying to find standard quality indicators or statements within Organisational Assessment (OA) tools that can apply widely, one often ends up with the ‘largest common denominator’ that can be measured in every organisation, but which doesn’t really say anything about the organisation’s capacities. The challenge is, therefore, to develop capacity areas that are broad enough to apply to most organisations, yet allow for the development of sub-areas (e.g. statements or standards) that are specific to different types of S4D programme, at different stages of development in different sectors and countries.

If consensus can be reached around a broad framework for capacity development in S4D organisations, it could subsequently be used to define the broad dimensions (or domains) of capacity, yet still allow organisations, or groups of organisations, to define individual statements relative to their programme typology, size, status, degree of maturity and the environment in which they work. Further, this would greatly simplify the task of analysing and summarising information generated through the many different OA tools available.

To this end point, we hope this paper serves as a starting point for the discussion.

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67. Stevens B: ‘Measuring Capacity Development Results in organizational development projects with groups of small to medium sized CSOs. Songes Belgium, Brussels.

## 4. SCALING SOCIAL CHANGE: A LITERATURE AND CASE STUDY REVIEW

In this section, we review existing industry and academic literature on ‘Scaling up Social Change’ to inform the strategies presented in this paper, with specific focus on insights pertinent to S4D organisations.

S4D is a relatively new innovation in the overall development sector, which limits the breadth of specific S4D literature available for review in relation to ‘scaling up’. To this extent we are largely dependent upon literature from the wider development sector and the experiences of the S4D organisations we interviewed. However, the literature cited does support that the fundamental difference in the Sport for Development approach is the social impact paradigm practitioners bring to programme design and implementation and as such, when we talk about ‘scaling up’ S4D, what we are really talking about is ‘scaling up’ **social change or social impact** by using sport and physical activity as one tool in the process.

### 4.1 Definitions, Context and Broader Conversation

Our goal is not to provide a one size fits all definition of “scaling” or “scaling up” of social impact. In fact, trying to do so would narrow the ways in which we are able to talk about sustainable and innovative growth (Davies and Simon 2013).<sup>68</sup> We recognize the usefulness of various iterations of these terms. In the private sector, scaling up generally refers to organizational growth defined by expanded profit margins, new locations, the acquisition of other companies or a plethora of similar activities, all driven by the company’s analysis of risks versus benefits, talent and money to execute the chosen growth strategies (Bridgespan Group 2005).<sup>69</sup>

In a non-profit context, “scaling up” is not as straight forward. There are many high impact NGOs that look to make a deep impact in a focused area of long term social change and resist the temptation to ‘scale up’ their programmes to new regions and a wider audience, as they feel this process might in reality lead to a lesser impact and reduced sustainability. This thinking is centred on the idea that a more profound impact on a smaller number of beneficiaries is of greater long-term value than a more superficial impact on a larger target audience.<sup>70</sup> These concerns over dilution and sustainability are understandable, as few (if any) of the same resources are readily available to growth-centric NGOs as for-profit businesses.<sup>71</sup> However, given the scale and complexity of the social problems that S4D organisations seek to address, we contend that there is a need to ask: how can successful S4D organisations scale up their efforts to

68. Davies, A and J Simon. 2013. “Growing Social Innovation: A literature review.” A deliverable on the project: “The theoretical, empirical, and policy foundations for building social innovation in Europe.” (TEPSIE, European Commission- 7th Framework Programme, Brussels: European Commission, DG Research.

69. The Bridgespan Group. 2005. “Growth of Youth-Serving Organizations: A white paper commissioned by the Edna McConnell Clark Foundation.”

70. Gugelev and Stern. 2014, “What’s your end game?”

71. While ‘venture philanthropy’ is growing more common, it is not available to the same extent as are ‘venture capital’ companies. As is common knowledge, historically most NGOs rely on grant-based support or their own internal fundraising proceeds either of which is ultimately sustainable as it relies on a belief that the economy will support continuing donation to the grant-maker or by private contributors. This leaves many smaller NGOs to simply “chase generosity”.



reach greater heights and provide the many millions around the world with the potential benefits of these approaches?

For NGOs, scaling is about the diffusion of ideas and possible replication of existing program models to affect larger scale social change. This may or may not lead to organizational growth as it is understood by the private sector. However, within the scope of this paper, we have highlighted organisations that have demonstrated successful expansion of the services they provide. However, it is not an assessment of the quality of those services before or after the project “scaled up.”

## 4.2 Challenges to Growth

Organizations working in Sport for Development are a part of the diverse landscape of non-profits aimed at eradicating a wide variety of social issues. From improved general health for program participants, to growth in the employability of community members, to HIV/AIDS education and awareness, S4D organizations are tackling some of the most important, and most challenging global issues today.

Like non-profits in other sub-sects of social innovation, S4D organizations face similar challenges.

Some of these challenges are unique to the non-profit sector and should be noted. Highlighted by Gugelev and Stern in “What’s your End-Game,” NGOs and their funders should be aware of these industry-specific challenges that for-profit businesses do not face:

- **Lack of ownership or equity:** Across the sector, NGOs can find it ‘difficult to attract talent appropriate for the current stage of the non-profit.’ This can be particularly difficult for the S4D field as it is also a nascent and less well-known field of social action, which already narrows the talent pool from which it can draw. So, if NGOs from more established fields struggle to attract and retain talented staff, S4D has perhaps an even greater ‘uphill’ struggle. This issue is exacerbated by the lack of an ownership model that can provide for a long-term compensation structure that might encourage staff to “stick around” while the organisation and its longer-term prospects mature.
- **Funding does not necessarily follow product or service success:** The product, or service here is social impact, which, of course is intangible and can be harder to provide than physical goods produced in for-profit settings, where commercial success will likely follow the successful production of a new product or service innovation that meets the target customers needs (think iphone or flat screen TV’s). However, the revenue success in the non-profit sector is rarely guaranteed to simply ‘follow on’, even when the results represent a significant social success story. Non-profits need to be equally innovative in both fundraising and service delivery, as the service user is usually not the ‘paying customer’.
- **Penalties for indirect cost and capability development:** Operational overhead is highly scrutinized in the non-profit sector, whereas it is seen as a key ingredient for success in for-profit businesses. Funders often prefer to fund direct programme costs, often seeing investments in a non-profits capacity and capabilities to deliver quality and sustainable programmes as an undesirable

allocation of funds. This mis-perception proverbially ‘ties the hands’ of non-profits, whilst also asking them to ‘juggle’ complex operational challenges.

- Grant funding is short term and often mis-aligned to real needs on the ground: Funding is more readily available for short term, interest bound-activities that are perhaps driven by a funders own areas of particular interest, instead of a deep appreciation of the organisational mission of those they fund. Many grant structures are designed to be one-off, and not for the multi-year support necessary to affect deeply rooted organizational change. This results in many NGOs simply ‘chasing funds’ and in turn subordinating their longer-term change agenda, in pursuit of financial survival.

Challenges also arise between non-profits. Cottage-enterprises dominate the landscape. These small, localized non-profits, are working along with larger, more formalized NGOs and charities on similar goals (Bradach 2003).<sup>72</sup> Both small and larger organizations face challenges with funding, time, impact measurement and the cultivation of innovative approaches, though these challenges can be harder to overcome for those smaller, less connected players. Moreover, where smaller non-profits are competing with each other as well as their more well-established counterparts, this only serves to diminish the overall impact that could be achieved by all parties, through a more co-operative approach to resource generation and subsequent allocation.

Often times, growth is as much a result of opportunity as a strategic decision by the organization (Bridgespan 2005). Opportunity may be the chance to “acquire funding, talented staff, or both (Bridgespan 2005).” The right set of circumstances plays as large a role in whether or not a non-profit scales up as it does in the general viability of the organization. With multitudes of similarly designed change-makers in the field, recognizing opportunity will be paramount to success. We offer that an organisation’s sustainability and growth follows this same line of logic: recognizing and seizing opportunity will be integral to growth strategies. Forming strategic alliances with others in the field should be careful and developed around specific criteria, where participating partners adhere to and expect certain actions and contributions. This might be understood as what the Bridgespan Group calls “strategic opportunism (Bridgespan 2005).”

While growth is certainly affected by opportunity, strategic decisions do play a part. Organisational culture and capacity are particularly affected by management and board effectiveness. Growth is also often related to an internal focus on data-driven programmatic effectiveness. According to the literature, and supported by our own research presented here, organisations that focus on strategic evidence-based management, and full cost recovery strategies are more likely to demonstrate sustainability and scale up (Aspen 2006).<sup>73</sup>

72. Bradach, Jeffrey. 2003. “Going to Scale: The Challenge of Replicating Social Programs.” *Stanford Social Innovation Review*. Spring 2003. 19-25.

73. The Aspen Institute/FIELD and the Association for Enterprise Opportunity. 2006. “Lessons Regarding Scale: Findings from a Literature Review by the Aspen Institute/Field and the Association for Enterprise Opportunity.

### Example in Practice

*In their early years MYSA employed a larger paid staff, but with experience and reflection, they realized that a smaller staff was actually more effective. By identifying and growing priority initiatives, MYSA demonstrated intentional organizational design, focused on achieving goals and executing their vision. Internally, the new, smaller staff was positioned to align their work products more closely. Staff inter-reliance grew, creating a more tight knit culture amongst co-workers. External to the organisation, positive changes were apparent as well. Youth beneficiaries saw their ‘most important’ issues recognized, which lays a foundation for empowerment (i.e. MYSA’s focal areas and programming decisions are largely based on youth-beneficiary suggestion and direction). Funders and stakeholders now work with an outcome-driven, mature organization. And the community started seeing social mobility amongst more local people (e.g. paid and/or prestigious job opportunities).*

- excerpt from Mathare Youth Sports Association (MYSA) Case Study

## 4.3 Review of Frameworks for Scaling Individual Initiatives or Organisations

We have surveyed the broader landscape of academic conversations to identify the most poignant frameworks that are appropriate to S4D programs and initiatives.

Davies (2013) describes three distinct pathways for scaling a successful social initiative that can be implemented: additive, multiplicative, and defusive. Additive scaling focuses on increased organisational size and operations; multiplicative is about increasing impact through intentional influence such as networking or policy reform efforts; diffusive scaling happens when non-profits “achieve impact through an informal and spontaneous spread of ideas (Davies, et. al 2013).”

Dees and Anderson argue that if organisations place more emphasis on mechanisms such as *dissemination, affiliation and branching*<sup>74</sup>, they will be positioned to see wide reaching impact.

- **Dissemination** refers to organizational efforts to engage a wider section of stakeholders by providing information and resources, such as open/ free trainings that participants, may go back and use, either in their own programs or to inform other work products. By employing this tactic, the organisation disseminating information will not have direct control, per say, on how their trainings will be used, but their social impact will be scaled up, at the very least by proxy. In a fictional, but imaginable situation, an S4D organisation that offers programmes in HIV/AIDS reduction and football, might offer publically accessible trainings explaining how they engage youth participants to think about their physical health using sport. Community groups, such as church-based youth groups, that are not specifically utilizing a S4D approach, could then use this training to build their own programme to engage their youth.

<sup>74</sup> “Dissemination, affiliation and branching” are terms directly borrowed from Dees and Anderson’s “Scaling Social Impact” article. Please see full citation in footnotes below.

- **Affiliation** with established networks will provide opportunities to harness the social capital associated with those affiliations nearly immediately. The literature supports that an organisation that is affiliated with publically recognisable networks, become in turn more recognisable itself. That can mean more media attention, and public support. Affiliation is discussed in broader terms under “Network Reliance” in the following section.

**Example in Practice of both dissemination and affiliation by an existing S4D network is SSCN in South Africa:**

*While it is clear that SSCN is driven to align the efforts of S4D/S4C in South Africa as a model for increased impact, they note three components necessary for the success of delivery NGOs: funding, communication and opportunity. SSCN systematically aims to provide all three. Organisations may receive grant funding or equipment, determined by an assessment of their needs. In addition to tangible assets, SSCN provides information about external funding and development opportunities to its members and works to build networks amongst them. Through consistent and clear communication, member organisations are more likely to recognise these existing assets and activate opportunities around them.*

- excerpt from Sport for Social Change Network (SSCN) Case Study

- **Branching** techniques to scale up impact are seen where a central organisation creates, or allows for the creation of “branches” from the original organisation. This requires that central management structures encourage organic growth in the branch that allows for a certain amount of branch-autonomy. However core branding, and design maintains “messaging control” from the central organisation. This is different from traditional replication in that branching requires local-driven strategies for deployment of the central organisation’s goals.<sup>75</sup> A more comprehensive discussion of organizational autonomy is covered in the section titled “Requirements and Considerations” below.

As with other sub-sects of social change-makers, Sport for Development organizations can implement any or all of these types of scaling, though newly formed initiatives and groups might be better served by focusing on additive and then multiplicative scaling as first steps, with a mindful eye on the merits of affiliation. Established and well networked organizations can still utilize these paths, and may also choose to focus on diffusion or branching methods to scale as those organizations have grown to a point where they are now positioned to seek fiscal and managerial autonomy.<sup>76</sup> This is not to say that reaching a state of general autonomy is easy, nor is it secure. Even large, well-known NGOs face a certain amount of financial fragility (Bridgespan 2005). However, with inter-reliance on collective action and networks, individual reliance

75. Dees, Gregory and Beth Battle Anderson. 2004. “Scaling Social Impact: Strategies for Spreading Social Innovations.” Stanford Social Innovation Review. Spring. Available here: [http://ssir.org/articles/entry/scaling\\_social\\_impact](http://ssir.org/articles/entry/scaling_social_impact). Accessed September 9, 2015.

76. Organizational scaling up (See TEPSIE p 12) “There are five types of activities specified within organizational scaling: diversifying and stabilizing financial sources; increasing the portion of self funding (for example initiating fees for certain services); developing managerial and technical skills of staff; developing structures for organizational learning (such as monitoring and evaluation systems); institutional variety and maintaining participation and accountability.”

on grant-based funding is reduced. Arguably, dissemination might prove easier for a more established organisation as well, though newer, smaller NGOs can use the guiding principals that underline the approach as soon as they are confident that their programme design is achieving desired outcomes.

### Scaling through Replication

While newly formed businesses are often rich in the dreams and ideas of the founder, they carry nearly twice the risk of failure as franchised versions of existing successful businesses, according to the Better Business Bureau. This is not to say that programme innovation is without merit, but more that there is a clear link between replication and reduced failure (Bradach 2003). The same is true for socially directed organizations. Many of the same facets of franchising exist in non-profit growth; they are referred to often as ‘replication’(Bradach 2003). The commonality here is about the usefulness of leveraging existing knowledge into created spaces. If new organizations are modelled after successful existing organizations, they will face fewer hurdles, and increase their odds of success.

Jeffery Bradach (2003) offers a concrete example of a charity organization borrowing the franchise concept to flush out the idea that recognized non-profit models have an easier time amassing resources. He wrote, “...prospective Habitat for Humanity volunteers know what the organization is trying to do, what to expect when they volunteer, and what the results of their work will be. Likewise, prospective donors... know that the organization is building on the experience of others who have used the same program successfully.”

Further, when connected to established and successful NGOs, newer, smaller organizations have better access to legal services, human resources, fundraising opportunities, and monitoring and evaluation processes that might be otherwise unavailable or too costly.

Of course, not all existing programmatic models should be replicated. However, where there is measureable proof of existing social impact and the likelihood of increasing organizational reach, replication can be a powerful model on which to model scaling up initiatives. Burgeoning organizations considering replication should identify their predecessor’s demonstrable results as well as the model organization’s theory of change.<sup>77</sup>

The second component of determining whether or not to replicate an existing organization involves understanding the nuances of the theory of change. This includes determining to what extent organizational culture and community drove the theory.

One of the challenges is how to measure the social change each of these localized initiatives and what each could learn from like-minded organizations that might influence the breadth of social impact.

77. Further to the discussion of the necessity of identifiable results, Bradach (2003, 20) states: “Acquiring evidence of success can be challenging, ...where outcomes are notoriously hard to define and full effects take years to see. ...(Nonetheless) The ability to asses (through direct measures or meaningful proxies) whether a program is generating value for its key constituents is an essential prerequisite for any discussion about replication.”



## 4.4 Requirements and Considerations for ‘Scaling Up’

### Landscapes and Groundwork

Before an existing project considers scaling up and introducing new sites or programs, certain steps should be considered. Amongst the most stringent (and arguably successful) NGOs, requirements such as site stability, identification of funding streams, demonstrated need in the community, demographic landscape, and commitment of lead program staff are required before a new project is launched (Bridgespan 2005). Often, these questions are answered via feasibility studies conducted by internal organization staff (if qualified staff is available) or through contracted researcher consultants. Answering these questions before a project is launched can alleviate major problems down the road. Further, organizations should consider intentional and meaningful investment in the community where they plan to expand (prior to that expansion). Through demonstrated commitment to the community, stakeholders are more likely to support organizational efforts to facilitate change.

### Autonomy and Control

Where one central organization or partnership is facilitating several program sites, balancing local autonomy and central control will prove challenging. In order to expand their reach, finance, governance and operations might be strictly controlled by that central organization, or central organization might also share their model with localized organizations (Bridgespan 2005). The decision to maintain more control, or grant more autonomy to local sites is an evolving process. Some centrally controlled organizations find that managing multiple program sites becomes cumbersome as the programs grow in cost and complexity. Where more autonomy is granted, central organizations may have a harder time controlling for program model, quality and culture.

In practice, central organizations may find that local programs are better served with more centralized control and less autonomy when those local programs request quality-control measures or an obvious benefit is derived from brand association. In these instances, local program offices might rely more heavily on national or international branding with clear expectations around performance.

On the other hand, local programs (and the central organization) are better served by more autonomy when the local program is staffed with experienced directors and staff that are prepared to oversee various, but integral components of programmatic development (e.g. local training, fundraising and staff development). The national office might still oversee more top level, systemic activities (Bridgespan 2005). In this case, local programs absorb some of the responsibility for their own local success thereby freeing the central organization to focus on other aspects of overall social impact.

There is no one “right” decision regarding more control or more autonomy when central organizations are deciding where they fall on the spectrum. However, great consideration should be given to the costs and benefits associated with either decision. Ultimately, central organization will be seen as responsible for the success and challenges of local programs.

## Funding

Dedicated funding streams (whether through governmental, private or foundation-based donation) are extremely important to an organization's success. This availability may be the defining factor that allows an organisation that seeks to scale up to do so. (We recognise that not all effective NGOs seek to scale up, and are intentional in remaining small, driven by the belief that affecting a smaller population, with success-outcomes based on the depth of impact achieved for beneficiaries within existing sites.<sup>78</sup>)

As described within the 'Challenges to Growth' section, the funding marketplace for social sector initiatives is not entirely rationale or well functioning to support non-profits through the various stages of growth. Foundations and trusts should be encouraged to better align to a more rationale, strategic and coordinated approach to their funding of non-profits that supports growth in an appropriate direction for a given S4D initiative. However, there continues to exist what Gugelev et al describe as the 'Social Capital Chasm', an area of funding within the for profit sector typically addressed by venture capital and angel investors that focus on businesses that are ready to scale up, but require strategic investments in their capabilities and capacities to scale that may be quite different to the requirements from earlier developmental years. The absence (or relative paucity) of an equivalent form of capital for the social sector is a significant barrier to growth. There is however, a new breed of social investor that is emerging to meet this gap in the funding marketplace - venture philanthropists such as Impetus-PEF Trust ([www.impetus-pef.org.uk](http://www.impetus-pef.org.uk)) and Inspiring Scotland ([www.inspiringscotland.org.uk](http://www.inspiringscotland.org.uk)) in the UK have taken the tenants and lessons from the for profit world to support social sector organisations 'ready to scale' with strategic capital and non financial support to address key skills and capacities required for sustainability.

### Example in Practice

*The Venture Philanthropy partnerships in the UK have allowed Street League to have free access to experts in various financial themes, legal themes that they would not otherwise have been able to afford. According to the key informant interviewed, this backing has been pivotal to what they have been able to do over the past 5 years. Having an open pool of talent that they can ask for help and who can mentor the management team has been essential for their growth. In many ways this resource has been more important than money and has made a big impact for the charity.*

- excerpt from Street League Case Study

It is also important to consider not only the amount of available funding, but how those funds will be managed- if by the local program, or by the central organization.

78. Gugelev, Alice and Andrew Stern. 2014. "What's your End-Game." for Global Development Incubator. [www.globaldevincubator.org](http://www.globaldevincubator.org)

Perhaps most importantly, when considering scaling up, organizations should have streams of sustainable funding secured, as one-time grant making will not ensure the level of continuity required for the programs or organization as a whole.

### **Thinking About Your ‘End Game’**

Gugelev and Stern make the case that organisations need to ask the question concerning their ‘End Game’ strategy, early in the scaling up process. In their paper, they recognise two crucial deficiencies in most non-profits’ growth plans- the first is “a lack of definition of the size of the overall sector problem and specifically, how the non-profit intends to make a significant impact on that problem”. The tendency is for most non profits to frame their future growth strategies around a set period of time (e.g. 5 years), for a certain number of beneficiaries (e.g. 5,000 older people), in a particular location (e.g. Rio de Janeiro) for a particular issue (e.g. improved health), with the assumption that after that time period there will be another impact statement for the next stage of growth. An example for a S4D organisation re-framing their strategy around the overall scale of the issue might be to state: “There are 50,000 homeless girls in the Hyderabad district in India and we intend to work with 0.1% of them. However, through the clear modelling of our approach, we will replicate our programme and effect 10% of the total target population over time”. The second deficiency they highlight is that most growth plans “do not define that specific non-profits End-Game”. By this, they refer to what “specific role the organization will play in the overall solution, after the organization has proved its initial concept”. Very few S4D non-profits seem to have defined their End-Game. They may have achieved strategic clarity about whom they serve and how, yet they often overlook their ultimate role in affecting a particular social issue and very often “continuous growth and ever increasing scale” is an easy answer, but not often the right one, as this route would require exponential increases in funding to support such a growth strategy to address the overall size and scale of most problems being addressed. With this in mind, they argue that it is now time to ask a more nuanced set of questions that “How do you scale?” including, “How do you reach a minimum scale?” and even more fundamentally “What is your End-Game?” Within section 8 we outline a series of ‘End Games’ for S4D organisations to consider.

### **Thinking Beyond the Individual Organisation or Initiative**

While we agree that the various approaches highlighted and ‘End-Game’ thinking to ground the discussion concerning an individual organisation or initiatives approach to scaling impact, we also recognize that to achieve sustainable social impact, these concepts alone are likely insufficient, when implemented solely on the organizational level. Instead, we recognize that an approach that is rooted in cross-organisational reliance is much more likely to affect long-term social change and allow for increased impact. We therefore recommend that a combination of these tactics, linked to a solid cross sector partnership strategy and a mindfulness on innovation, will serve organisations most effectively overall.

We note that the academic literature and industry reports are rich with discussion about the complexity of how individual organizations successfully “scale up.” However, this paper is designed to provide a framework of useful strategies that also draws upon the strong S4D networks that have been created and nurtured over many years to identify an approach that is most appropriate to the wide array of organisations utilizing (or potentially utilizing) the S4D approach. This framework is informed by the experiences of leading S4D organisations including

frontline practitioners and funders, as well as formalized collective action networks. With these various actors and approaches in mind and the scale of the social problems being addressed through S4D initiatives, the facets of the literature that are hugely relevant and important to this paper, discuss how these partners can work more effectively together, to first create the optimum conditions and foundations for growth, as an important forerunner to expanding their own social impact.

#### 4.5 The Role of Networks

The chief S4D proponents have traditionally worked in a fragmented way, driven by funders who focus their efforts upon selecting individual grantees. As a result, these S4D non-profits have traditionally worked separately and competed for the limited resources available. This has subsequently driven the evaluation attempts of the sector to specifically isolate a single organisation's impact.

As has been experienced within the wider social sector, organisations and/or initiatives that utilise the S4D approach need to now adopt a new model of thinking and acting on the many complex problems they seek to address that moves from these isolated examples of impact to a 'systems wide' response and a greater collective level of impact.

It is from this perspective that we have expanded the definition of 'scaling up' to also mean how collective efforts can be better coordinated or organized to create 'systems level' solutions to complex social issues.

#### 4.6 Complex Social Problems and 'Systems Level' Thinking

Many of the social problems the S4D movement seeks to address are inherently complex in nature. Solutions to these issues are influenced by large, complex and interdependent systems, which involve many different players including governments, for-profit corporations, and large foundations, but are *directly* worked upon by small grassroots NGOs or community groups. As Kania & Kramer (2011) point out, the social sector is most frequently treating 'complex social issues' as being either simple or complicated in nature, and constantly seeking predetermined solutions. Predetermined solutions will work best though when technical expertise is required, the consequences of actions are predictable, the material factors are known in advance, and a central authority is in a position to ensure that all necessary actions are taken by the appropriate parties. Administering the right medicine to a patient, for example, generally gives predetermined results: the medicine has been proven to work through extensive drug trials, the benefits are predictable, the disease is well understood, and the doctor can administer the treatment. Much of the work of the non-profit and public sectors is driven by the attempt to identify such predetermined solutions. In part, this is due to the expectations of funders and legislators who understandably want to know what their money will buy and predict how the discrete projects they fund will lead to the impacts they seek.

This results in an over-emphasis on the search for a single, innovative 'winning' solution that has the potential to scale and in part explains why there are now nearly 1.4 million non-profits in the US, over 750 thousand in the UK and a similar proliferation elsewhere, all trying to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. The

proliferation of new organisations operating under the S4D banner over the last 10 years, also points to a similar development pathway within the S4D space.

#### 4.7 The Rise of Collective Impact Initiatives

Issues such as poverty, health, education, and the environment, involve many different interdependent actors and factors, where the resolution of one issue will likely impact another. There is therefore no single solution to these problems, and even if a solution were known, no one individual or organization is in a position to compel all the players involved to adopt it. Important variables that influence the outcome are not and often cannot be known or predicted in advance.

In example, the problem of physical inactivity and its attendant health issues, represents a complex systemic issue and addressing it means addressing a wide array of actors and factors, on a global, regional and local basis. The problem cannot be tackled through predetermined solutions, as no proven solution exists. Furthermore, any solution that will realistically 'solve' the problem requires the participation of countless government, private sector, and non-profit organizations, as well as a multitude of individual citizens. In these circumstances, emergent solutions will be more likely to succeed than predetermined ones in addressing the physical inactivity 'time bomb'.

However, leaders of successful **collective action/ impact (CI)** initiatives have embraced a new way of 'seeing, learning, and doing' that centres on considering the **whole 'system'** of actors and factors that are involved and marries **emergent solutions** with **intentional outcomes**. The ambitions of the CI approach are by no means new, as collaboration to achieve more together has been a rallying call of social sector leaders for generations. However, a new way of collaborating and structuring a collective approach to solving complex social issues has now emerged and shown significant results on the global, as well as local stage. For example, take the Roll Back Malaria Partnership<sup>79</sup> whose collective impact efforts to control malaria in Africa has saved an estimated 1.2 million lives since 2000, by involving partners from different sectors who work through mutually reinforcing activities towards a common vision of success supported by shared measurement and efficient communication systems.

Forum for the Future and the Shell Foundation<sup>80</sup> also explored the effectiveness of intentional partnerships to tackle some of the most pressing and complex social issues. The companies used their separate theories of change, their professional experience applying theory to practice, and historical examples of change to create a model that NGOs can use to scale up their own impact. The take away from this convergence is that by working collectively (with their own team and by engaging 150 different organisations around the world), these experienced companies provided insight into how NGOs and for-profit sector businesses must work together to affect systems level change. They call for a perspective change, from a singular-organisation mind-set to one that is built on inter-reliance. They call this 'eco-system of efforts that address interrelated issues. A conscious approach to collective action.'

79. Patscheke, Sonja, Angela Barmettler, Laura Herman, Scott Overdyke and Marc Pfitzer. 2014. 'Shaping Global partnerships for a Post 2015 World' - Available at: [http://ssir.org/articles/entry/shaping\\_global\\_partnerships\\_for\\_a\\_post\\_2015\\_world#sthash.UJFCorlz.dpuf](http://ssir.org/articles/entry/shaping_global_partnerships_for_a_post_2015_world#sthash.UJFCorlz.dpuf). Accessed September 14, 2015.

80. "Scaling up Social Impact: A guide for collective action." 2014. Forum for the Future & the Shell Foundation. Available here: <http://www.forumforthefuture.org/sites/default/files/A%20guide%20for%20collective%20action.pdf>. Accessed September 9, 2015.



The emergence of collective action and impact at this moment in history is in itself no surprise – we have learned that working collectively can create more value. That’s why companies often merge, why social media applications that connect people are now so successful, and why the sharing economy is making rapid strides in the West. These trends combined with recent (i.e. only in the last 10 years) technological advances that have made global collaboration possible for even the smallest of organisations, have combined to create a new frontier to tackle the world’s most seemingly intransigent problems.

In their guide to evaluating collective impact, Preskill, et. al has outlined and established **five core conditions for successful Collective Impact**<sup>81</sup>:

- **Common Agenda** – a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
- **Mutually reinforcing activities** – activities must be differentiated while still being coordinated through mutually reinforcing action plans.
- **Continuous communication** – consistent and open communication to build trust, assure mutual objectives and create common motivations.
- **Backbone support** – dedicated organization(s) that independently help to coordinate participating organisation’s and agencies.
- **Shared Measurement** – a common outcome framework and consistent way of measuring and collecting data, ensure efforts remain aligned and participants hold each other accountable.

Once these conditions have been put in place, a CI initiative’s work is organized through what has been termed “cascading levels of collaboration” by Kania and Kramer.<sup>82</sup>

Beyond the initial stages of building a CI initiative and putting in place the five conditions (which in itself can take a number of years to achieve), a CI initiative should expect to influence some in the longer term changes in patterns of behaviour (e.g. changes in industry practices, with the adoption of sport for development principles by key stakeholders) and in the way systems operate (e.g. funding flows aligning to the S4D agenda and similar public policy changes). These changes serve as the gateway and foundation to a CI’s ultimate population level outcomes, such as improved health and wellbeing.

81. Preskill, Hallie, Marcie Parkhurst and Jennifer Splansky Juster. 2014. “Guide to Evaluating Collective Impact: Learning and Evaluation in the Collective Impact Context.” Collective Impact Forum and FSG. Available here: <http://www.fsg.org/publications/guide-evaluating-collective-impact>.

82. Kania, John and Mark Kramer. 2013. “Embracing Emergence: How Collective Impact Addresses Complexity”. Available here: [http://ssir.org/articles/entry/embracing\\_emergence\\_how\\_collective\\_impact\\_addresses\\_complexity](http://ssir.org/articles/entry/embracing_emergence_how_collective_impact_addresses_complexity). Accessed September 14, 2015.

### Example in Practice

*Laureus recognizes that identifying larger corporate (and possibly governmental) partners who are able to contribute financial resources is also necessary to scale up the initiative. They recognize the branding value for both those contributors and for the initiative itself. Laureus is already seeing that as the next Model Cities launch, a local and national buy-in will be required before structures can be effectively established.*

- excerpt from Laureus USA Model City Initiative

## 4.8 What does this all mean for ‘Scaling Up’ the Sport for Development Field?

As we have discussed, myriad definitions for the terms “scaling up” exist, as do the associated activities and strategies. In exploring how “Scaling Up” operates in a S4D context, we have determined that the most useful definition refers to an increase in an organization’s social impact. That may or may not mean expanding services to reach a larger number of beneficiaries, or increasing the organization’s geographical influence. In some instances, scaling social impact means doing more for (or better by) the population served by the S4D programs already in place (a strategic direction we term **‘Scaling Out the S4D Field’**), which may act in tandem or as a precursor to expanding the numbers of beneficiaries reached. Often, as an organization grows they are likely to serve more beneficiaries and their reach will extend beyond their immediate communities. Our contention is, that scaling social impact is not simply about increasing numbers. Increasing social impact is a factor of both achieving more profound change for each individual beneficiary, which we see as being a function of strengthening existing programmes to achieve more sustainable and strategic social outcomes for their beneficiaries (i.e. ‘Scaling Out’ a programme to maximise the impact upon the ‘one’ beneficiary,) as well as ultimately reaching more beneficiaries and/or increasing geographical reach, to create equally profound levels of positive social impact, but now for the ‘many’ beneficiaries (a strategic direction that we have termed **‘Scaling up the S4D Field’**).

The overall ‘Strategic Growth Framework for scaling the SFD field’ outlined in the next section, builds upon the insights from this section and paints a picture and rationale for how the various different actor’s roles could combine effectively to drive the future growth in impact of the S4D field through better alignment and coordination at the collective level (a strategic direction we have termed **‘Scaling Together the S4D Field’**) whilst simultaneously ‘Scaling Out and Up’ a broad range of successful S4D initiatives from within the field. It clarifies how both individual organisations and collective efforts can be connected to achieve the best outcomes. It includes some meaningful target measures, a sequence of activities and key questions and recommendations that can help different actors focus on the efforts required to implement the overall strategic growth framework.

The purpose of the framework is to help different actors identify, think about, integrate and in future apply appropriate elements of the overall framework within their own organisational context, whilst simultaneously providing a wider context and frame of thinking concerning a systems level approach to globally increasing access to S4D initiatives to address the growing

pandemic<sup>83</sup> of physical inactivity.

Ultimately, each S4D actor's strategy needs to "get off of the page" and be implemented directly into each organisations different areas of operation. The hope is that by generating a debate informed by existing good practices from within and outside of the S4D field, the framework will be further refined and improved upon, over time.

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83. World Health Organization report 'Physical activity strategy for the WHO European Region 2016–2025' published Sept 2015, describes the issue now as a pandemic, as physical inactivity has become a leading risk factor for ill health

# STRATEGIC GROWTH FRAMEWORK FOR SCALING THE S4D FIELD

The overall framework consists of three inter-related strategic directions for the field to follow that in reality function and operate in concert with one another. For each strategic direction, we make a series of recommendations, to firstly help clarify for the different S4D key constituencies (defined functionally as funders, deliverers, networks, sports bodies and government/inter-government agencies) the key strategic imperatives to take away from each element of the framework and secondly, to orientate and relate the wider DTM initiative to different elements of the framework.

The three strategic directions for growing the S4D field that we recommend are:

1. **'Scaling Together'**- there currently exists a diverse and powerful array of actors globally that have an active stake and involvement in the sport for development field. There are also many existing network and partnership efforts that encourage S4D actors to work together. Alignment of these existing actors, networks and partnership efforts, along with the engagement of various new cross sector partners, is what we see as the new frontier in the further development of the Sport for Development field in pursuit of greater social impact. The 'Scale Together' framework builds upon the well defined tenants of 'collective impact' to support the effective diffusion of the idea of S4D, convene, coordinate and align the actors and networks efforts at the different levels (e.g. global, regional, local), strengthen the S4D delivery field, raise and align funding to meet local needs on the ground and channel other necessary resources into the strengthening of local, grassroots S4D organisations, on a global basis.
2. **'Scaling Out'**- designed to assist in the maturation and sustainability of S4D programmes to reach their full future potential to resolve longer term strategic social problems, such as improving the health and well being of a target population. The 'Scale Out' framework exists as a growth strategy in itself for some organisations or as a precursor to attempts by organisations to subsequently 'Scale Up' to affect more people and cover a larger geographic area. The 'Scale Out' framework ensures that S4D programmes, of whatever type, are being effective in addressing their chosen target audience and achieving their primary social development objectives. It ensures that their efforts are also firmly rooted in wider systems level thinking to address the institutional roots of any problem being addressed and ultimately able to connect into the wider S4D movement's collective efforts.
3. **'Scaling up'**- for those strong organisations who have successfully built their capacity and matured their initiatives (i.e. gone beyond the 'proof of concept' phase). These initiatives will have already achieved an objective level of quality and rooted their efforts in the wider environmental and partnership context and are by definition ready to 'scale up'. It is now important they consider the right 'End Game' for their organisation, choose a relevant strategy and route to affect more beneficiaries and/or cover a larger geographical context and appropriately 'gear up' for the growth journey ahead.

Each of the three strategic directions we recommend re-enforces the approach of the other. The ‘Scaling Together’ framework should provide the platform, partnerships and conditions for stronger local S4D organisations to gain a wider visibility concerning available resources and learning opportunities that will facilitate both ‘scaling up and out’ efforts. ‘Scaling out’ efforts will provide opportunities for new innovations and learning around ‘what works’ to further inform ideas of what constitutes a successful S4D initiative and further develop the whole S4D movements understanding of ‘what works’ in different contexts and the effective diffusion of the best ideas. It will also provide a clearer rationale for what to ‘Scale up’, when, why and how.

We have segmented the framework into these three strategic direction’s as there are quite distinct steps and stages that relate to each element and subsequent recommendations to be made for the various key constituencies. This ultimately provides greater clarity on how to move forward.

## 5.1 Scaling Together

**‘Scaling Together’ Framework** is designed to frame the collective action of all cross sector S4D actors at the different levels (global, regional, local) to more effectively support the **widespread diffusion of the S4D concept/approaches**, by convening, coordinating and aligning new and existing partners and networks to clarify the S4D ‘key messages’ and strengthen the S4D delivery field, by raising and aligning funding to meet local needs on the ground.

This section proposes a framework of thinking and an action oriented approach to further strengthening and evolving the collaborative efforts across the S4D field globally, using the S4D concept as a key building block to unite efforts around a common S4D narrative, set of quality standards and coordinated approach to scaling social impact through sport. It looks to how we can systematically build upon the global, regional and local S4D foundations and partner networks that already exist and recommend a course of action to address the current gaps in thinking to join up a ‘multi-layered’ effort to ultimately increase the collective impact of all players.

### S4D Key Global Actors and Constituencies

Below we provide a functional outline of the key constituencies of importance to the S4D movement. It is worth noting that within each key functional constituency there may be cross sector organisations that are for-profit/not for profit/social enterprise/public sector/other types of civil society entities.



Fig. 11:

KEY	DESCRIPTIONS
<b>Funders</b>	Funder refers to any entity that provides funds for S4D initiatives, either directly to delivery agents or through network funders. This can include foundations, private entities, governments, individual philanthropists.
<b>Networks</b>	Networks facilitate relationships, communication, funding and capacity building across the S4D movement, connecting delivery agents.
<b>(Inter-) Governmental Institutes</b>	Government Institutes support the S4D movement through research and helping gain access to funding. They can be local, regional, national and international. There are also a number of inter-governmental agencies such as the UN.
<b>Delivery Agencies</b>	Delivery agencies are any organisation (for profit/not for profit/governmental) that implements S4D approaches within its programmatic strategy that are directed towards beneficiaries or target communities.
<b>Sports Federations &amp; Governing bodies</b>	These are national or international entities that govern the world of sport, or society. For example, this could be a National Football Federation, but it could also be the Ministry of Health.
<b>Research Institutes and Academia</b>	Any establishment endowed for doing <b>research</b> . Research institutes may specialize in basic research or may be oriented to applied research. We are particularly interested in research institutes in the <b>social sciences</b> . Examples would include Universities and independent research bodies, consultancies, agencies or individuals.

Here we are interested in the organisations function, as opposed to its constitutional nature. In the table below we outline the type of partners most commonly associated with different S4D programme types:

Fig. 12:

S4D PROGRAMME PARTNERS			
	UNIVERSAL ACCESS PROGRAMMES	SOCIAL NEED GROUP PROGRAMMES	STRATEGIC GOAL ORIENTED PROGRAMMES
<b>Potential Lead Provider</b>	Mainstream government providers; Parks & Recs; schools, colleges, universities; community clubs	Different types of providers could lead if relevant knowledge of and access to target audience is in place (often NGOs)	All forms of providers could lead if relevant knowledge of and access to target audience is in place and good cross sector partnership support (often NGOs)
<b>Example cross sector partners to involve</b>	Health & Education sectors; Schools; Private sector sports providers	Plus: Women and Girls Equality/ BME groups/ Disability/ Homeless People/ Refugee & Migrant groups; Communities & local government organisations	Plus: Business, innovation and skills sectors; Crime & anti-social behavior units; International Development agencies

## The Collective Approach

The S4D movement is perhaps best described as a growing band of cross sector S4D leaders from around the world, who believe that sport and other forms of physical activity and play can have a significant role to play in helping to resolve many inter-related social problems within communities globally. What is now needed is a clear and a common understanding across the movement about the key principles and components of the S4D approach and how these can be best applied in practice. The movement needs to be rigorous in its use of an evidence-based approach to credibly and widely diffuse the idea of S4D as a cross sector tool, and subsequently align efforts to change organisational behaviours and systems. The movement aims to utilize sports global asset and resource base to embrace this social transformation agenda and engage and align with cross sector agendas to which S4D aspires to make a significant contribution.

## A New Vision for Sport

S4D movement leaders are starting to present a new and bigger vision for sport to the world, asking visionary questions<sup>84</sup> like:

- **What if** funders, local, national, federal government, sports industry, philanthropy, private investors, sports governing bodies and federations worked together to apply the best strategies for improving the lives and well being of people around the world through sport and physical activity?
- **What if** these strategies addressed all the key elements of both increasing levels of sport and physical activity whilst also achieving many important social development outcomes... ensuring that change is comprehensive and lasting?
- **What if** sport for development became the social impact success story of the 21st century, creating more health improvements, better education and employment prospects, more prosperous and integrated communities, and universal gender and racial equality?

These questions paint a picture of optimism that **Sport for Development Movement** leaders share about sport's potential role in society to address the world's most pressing problems.

As we now enter into the post 2015 era, S4D must now focus on scaling up in order to serve the new global Sustainable Development Goals (SDGs) that directly build upon the achievements of the Millennium Development Goals (MDGs), which were adopted at the turn of the century. The SDGs were designed to continue the work that began with the MDGs.

Of the 17 SDG goals now adopted by nations around the world which will frame the global development agenda until 2030, developed under the auspice of the United Nations, we see S4D as a model that is potentially applicable to at least seven of the SDGs:

- **Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- **Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

84. Stanford Social Innovation Review (2014): Shaping Global Partnerships for a Post-2015 World By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitze

- **Goal 5:** Achieve gender equality and empower all women and girls
- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 10:** Reduce inequality within and among countries
- **Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Furthermore, this ‘Scaling Together’ framework directly relates and speaks to **SDG Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.**

### Global Goals of the ‘Scaling Together’ Framework

To achieve this new vision for sport, a broad range of actors must work collaboratively to affect large-scale system change and in order to achieve this kind of systems level impact there will need to be a clear and consist focus from S4D movement leaders to:

1. **Advocate** - speak with a common voice/ clear message and support the widespread adoption of S4D principles and quality standards across existing sports provision and support a policy shift towards greater support for the adoption of the S4D approach at the grassroots.
2. **Convene**- bring partners together to help align the interests of all other relevant cross government and inter-governmental departments (e.g. Health, Education, Transport, Crime and Antisocial behaviour units, community cohesion department etc) with the mutual interests of the sport for development field
3. **Strengthen**- build the capacity and capabilities of the S4D delivery field to provide high quality and sustainable S4D programmes
4. **Partner** - work collaboratively across sectors and issues with the various actors and partners in new and more effective ways to change behaviours and systems



Fig. 13<sup>85</sup>

In order to achieve these goals a key challenge for the S4D movement is to now codify and make clear what the approach to its work entails (i.e. agree a common narrative and impact framework for S4D field), to encompass a broad array of different geographic and thematic contexts, formalize the message it wishes to communicate to key stakeholders and establish how it best organize itself to achieve its long term aims.

85. [http://www.sfhip.org/index.php?module=Tiles&controller=index&action=display&alias=Whats\\_New\\_Archive](http://www.sfhip.org/index.php?module=Tiles&controller=index&action=display&alias=Whats_New_Archive)

## Organising for Action

In relation to organising and coordinating the S4D movement, we can draw here from the lessons of successful 'collective impact' initiatives. There are certain pre-conditions outlined by Patscheke et al (2014), that must be in place **before embarking upon** a global Collective Impact initiative:

- Ensure Influential champions are aligned to the plans
- Adequate financial resources are in place at the various levels to support collaboration
- Create a sense of urgency for change in relation to the current situation and social issues S4D is able to best address

To this end, **Designed to Move (DTM) campaign** has already provided strong leadership and support to establish these three pre-conditions in relation to the mounting economic and human costs associated with declining levels of physical activity. As a call to action to raise attention to both the problem and the potential solution of physical inactivity, DTM has significantly advanced the efforts of the S4D movement in creating both a sense of urgency around the issues facing many different developed and developing economies, and also mobilized a broad swathe of champions to back the cause. Scaling the S4D field and creating alignment across the S4D movement to these goals, represents perhaps the most valuable strategy to achieve DTM's global vision where **'future generations are running, jumping and kicking to reach their greatest potential'**. The S4D field directly intersects with Designed to Move's:

- Ask 1 - Create early positive experiences for children
- Ask 2 - Integrate Physical Activity into everyday life (by aligning sectors that share goals)

Softer dimensions that are also essential ingredients of collaboration on a global scale are:

- Relationship and trust building amongst the diverse stakeholders
- Leadership identification and development
- Creating a culture of learning

To this end there are also a number of notable existing efforts upon which the S4D field can continue to build. These include networks such as streetfootballworld, Laureus Sport for Good Foundation, Beyond Sport, Sport for Social Change Networks, the International Sport and Culture Association (ISCA) that over a period of the last 10-15 years have all cultivated rich and meaningful relationships at the grassroots level and promoted a culture of learning and development.

Once these pre-conditions are in place, there are essentially five required elements for collective impact to work:<sup>86</sup>

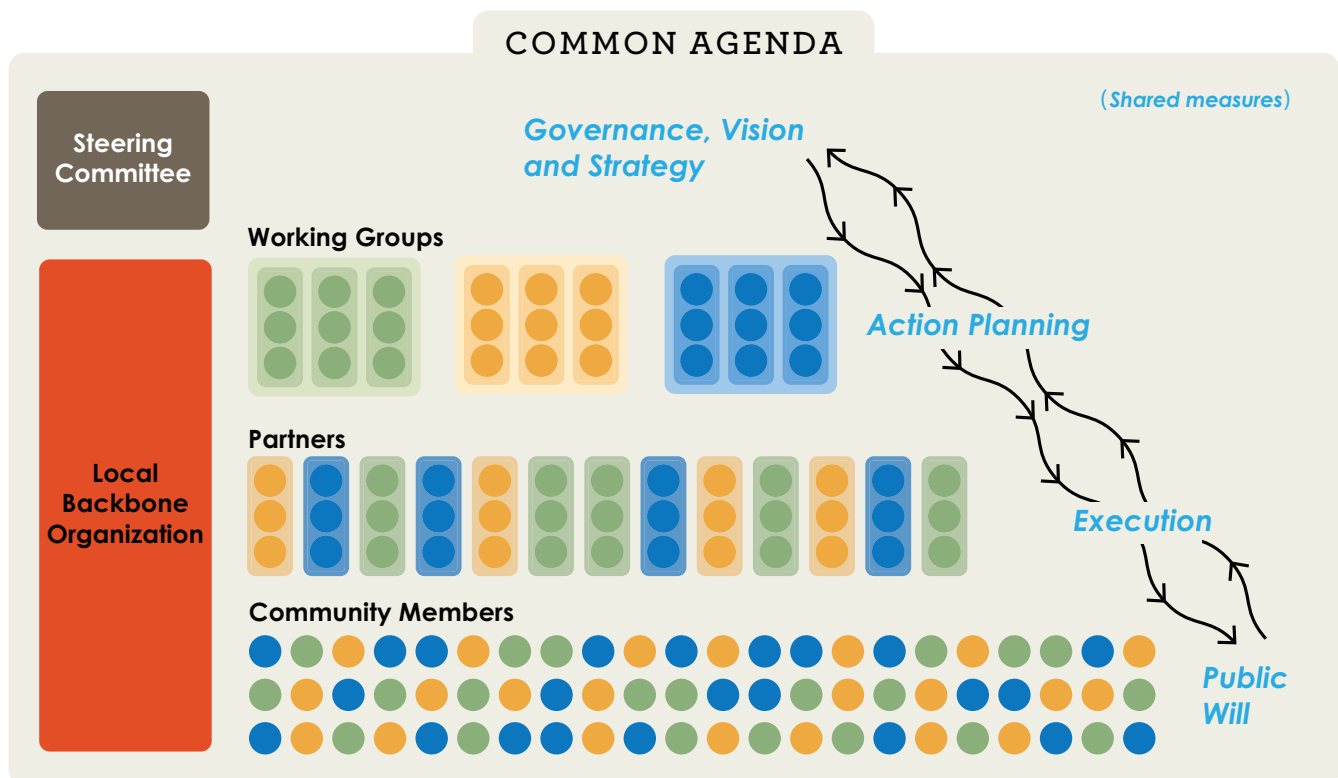
- **Common Agenda** - shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

86. Stanford Social Innovation Review "Embracing Emergence": Jan 21, 2013

- **Shared Measurement** – common outcome framework and consistent way of measuring and collecting data, ensure efforts remain aligned and participants hold each other accountable.
- **Mutually reinforcing activities** – Activities must be differentiated while still being coordinated through mutually reinforcing action plans.
- **Continuous communication** – consistent and open communication to build trust, assure mutual objectives and create common motivations.
- **Backbone support** – dedicated organization(s) that independently helps to coordinate participating organization's and agencies.

These conditions are expressed below in diagrammatic form from the Stanford Social Innovation review (Jan 21, 2013) developed by Kania and Kramer:

Fig. 14:



### Alignment of Existing Coordination Efforts

There are currently a number of existing efforts underway that are recognisable elements of collective action/impact. It follows that a key part of the 'Scaling Together' framework needs to address how to **effectively align** these existing efforts and build from the good work already underway. For example, the Designed to Move campaign represents a global call to action that has already helped satisfy many of the pre-conditions for collective impact, by corralling many influential champions and creating urgency around the growing problems of physical inactivity. Play Works in the USA, which takes its lead from the Designed to Move campaign, promotes the adoption of several 'plays' (innovative strategies/ actions that can be taken up by local actors) that can be integrated and enacted by cross sector partners to increase physical activity in



the under 10 population across the USA. Laureus Model Cities Initiative, represents a localised collective impact initiative in New Orleans aimed at improving health, community cohesion and educational attainment in the under 18 population. Clinton Health Matters Initiative has adopted a similar cross sector strategy to reducing health inequalities in a high risk population in Houston-Texas, with sport and physical activity as a key strand to its efforts. On a global basis, networks like streetfootballworld, Sport for Social Change Network and the International Sport and Culture Association (ISCA) seek to actively share knowledge and good practices across cultural and geographic lines. There are also a host of primarily delivery oriented networks developed by leading S4D delivery agencies, such as Fight for Peace, to support the adoption and roll out of specific methodologies and curriculums.

One could describe the S4D field as a hotbed for collective impact initiatives, although in some ways this can introduce its own problems, where multiple initiatives develop overlapping missions, members and audiences that lead to competition and divided levels of impact. Irby and Boyle (2014)<sup>87</sup> describe the questions these existing initiatives need to grapple with:

- Which existing groups can deliver backbone supports? At what level- global, regional, local?
- How is backbone support funded?
- What do initiatives do about areas where their work overlaps?
- Do any existing initiatives need to fold?

One useful output from similar such debates between competing networks/collaboratives were the following guidelines:

### Keys to Successful Alignment

GUIDELINE	WHY IT'S IMPORTANT
<b>Start with a focus on the outcomes you want to achieve</b>	Focusing on outcomes galvanizes people around goals that are harder or more complex than those they've tried to tackle alone, and it prevents getting stuck on existing strategies that might not be best for those outcomes.
<b>Draw a picture big enough so that existing efforts see how they can connect and why</b>	A big picture reinforces the idea that complex challenges need interconnected solutions and prevents the "edifice complex," which assumes that solutions revolve around certain institutions, such as schools.
<b>Identify where there is more efficiency and power working together than alone</b>	Analysis of synergies creates energy for leaders to take on issues that are too big to handle alone and to scale up solutions they didn't know they were pursuing separately. It also prevents development of agendas that are too big or piecemeal to make a difference.
<b>Clarify the lines of communication and accountability</b>	Clarification focuses committed partners on the routinization of their relationships and prevents "task force syndrome," in which partners sign on to recommendations without assuming responsibility to implement them.

87. 'Aligning Collective Impact Initiatives' by Merita Irby and Patrick Boyle (Fall 2014 issue of Stanford Social Innovation Review)

## Motivations to Align

Organisations in the international S4D space have seen the rise of different sport for development events and conferences over the last ten-year period, each attended by many of the same participants covering many similar topics. This situation is born of abundance, but is ultimately ineffectual as S4D coordinating bodies compete for resources and attention for essentially the same audiences. There are however, some healthy levels of cooperation emerging amongst network partners, but there still exists no overarching strategy.

A new plan for cooperation across existing collaborative efforts is now needed, if the S4D field is to realise a bigger vision for the world.

Previous efforts to align initiatives have unearthed a need to get the ‘right people in the room’ who are motivated for change and can make decisions and who acutely feel the pain of missed opportunity, confusion amongst stakeholders and ultimately disjointed efforts.

## Challenges to Alignment

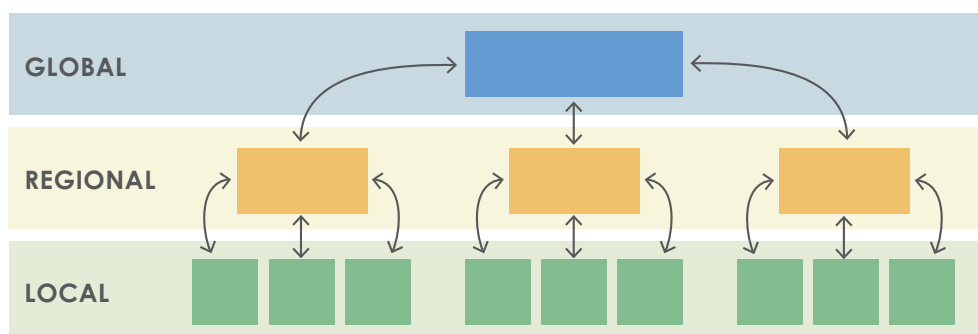
Of course, enthusiasm for alignment is likely to be tempered by uncertainty over whether one organisations efforts will intrude on ground staked out by another, as partners tend to be highly vested in their community impact work.

However, we contend that partners don’t need to ‘give up’ what they are doing. The foundations of the S4D movement lie in these existing efforts. Indeed, these existing efforts are what we must now build from. Alignment is about finding ways to coordinate and align work to an agreed set of priorities for the movement as a whole. It is also about frank conversations about who is up to what task, reassurances around responsibilities and resources.

However, if the ‘needle is to move’ in relation to increasing the levels of sport and physical activity on a population level and affecting long term social change, then a multi-layered alignment of existing efforts needs to be achieved and act as a cornerstone of a truly global S4D collective impact movement.

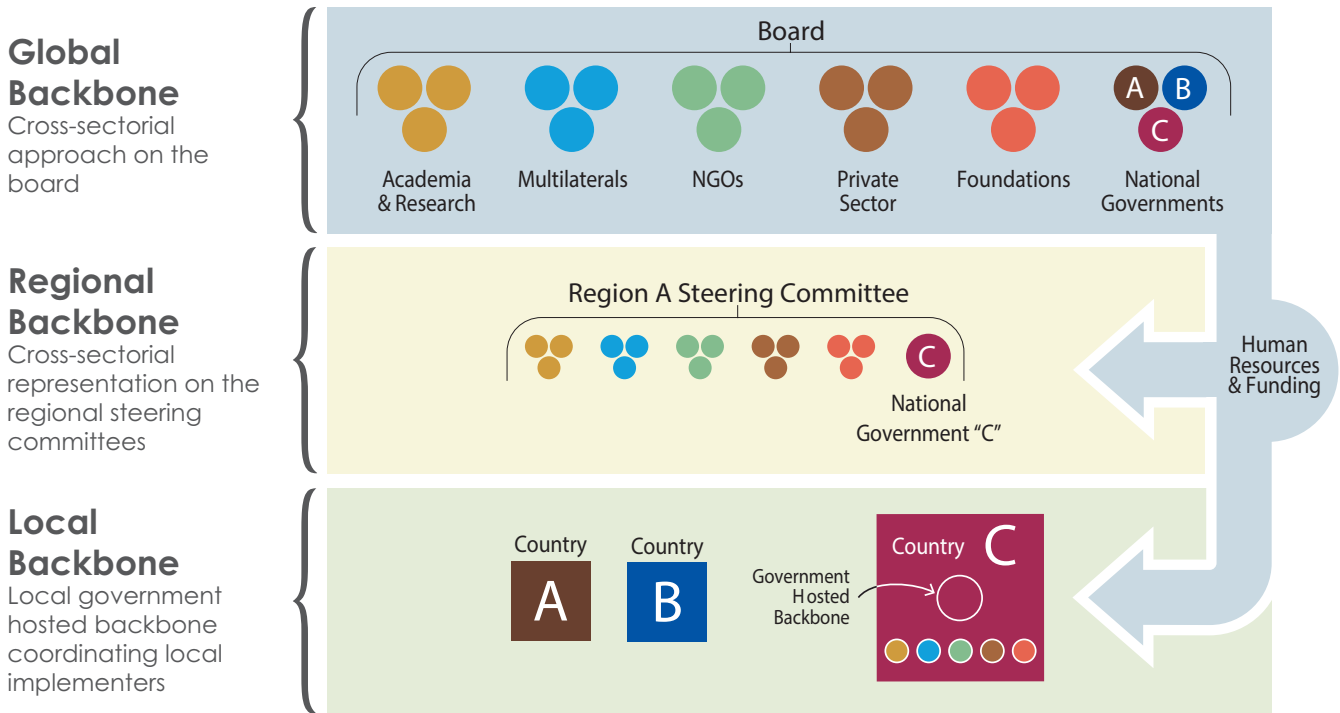
## Multi-layered Backbone Structure

Since there are many different S4D partners across the world contributing to different work streams in different locations– with some being mainly active at the global level and others focusing in specific geographies–coordination needs to happen at multiple levels.



We envisage the process of developing a common agenda at the different levels will provide champions and owners of key roles and responsibilities. However, the composition of a multi-layered S4D Global Coalition Governance Model would look something like this:<sup>88</sup>

Fig. 17:



### Key Backbone Roles & Responsibilities

For organisations well positioned to play a backbone role at either the global, regional or local level there are a range of key responsibilities that need to be executed. These are outlined below, which is modified from the ‘Shaping Global Partnerships Post 2015’ paper by FSG.<sup>89</sup>

	GLOBAL	REGIONAL	LOCAL
<b>Common Agenda</b>	<ul style="list-style-type: none"> <li>• Drive and fund strategy development process</li> <li>• Act as steward of the common agenda</li> <li>• Prioritize countries/ places for interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Support countries in creating local strategies (by translating global strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• Translate global strategy into local strategy and activities</li> <li>• Align existing plans/ activities</li> </ul>

88. *Shaping Global Partnerships for a Post-2015 World* By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitzer

89. *Shaping Global Partnerships for a Post-2015 World* By Sonja Patscheke, Angela Barmettler, Laura Herman, Scott Overdyke & Marc Pfitzer

	GLOBAL	REGIONAL	LOCAL
<b>Shared Measurement</b>	<ul style="list-style-type: none"> <li>Establish a shared measurement system</li> <li>Aggregate, interpret and share data</li> <li>Identify key areas for learning</li> <li>Provide technical assistance to local backbone/partners</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends in specific regions</li> <li>Facilitate learning across countries/regions</li> <li>Provide technical assistance to local backbone/partners</li> </ul>	<ul style="list-style-type: none"> <li>Collect, interpret and share data</li> <li>Facilitate learning across partners</li> </ul>
<b>Mutually Reinforcing Activities</b>	<ul style="list-style-type: none"> <li>Mobilize and coordinate actors at the global and regional levels</li> <li>Raise funds to support activities</li> <li>Support implementation through technical assistance</li> </ul>		<ul style="list-style-type: none"> <li>Mobilize actors at the local level</li> <li>Coordinate activities, convene partners</li> <li>Raise funds to support local activities</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Encourage communication and knowledge sharing within the partnership</li> <li>Ensure strong communication channels between different backbone levels</li> <li>Create and maintain a sense of urgency with funders and partners</li> <li>Advocate for policy change</li> </ul>		<ul style="list-style-type: none"> <li>Encourage communication and knowledge sharing among local actors</li> <li>Promote external communications with different stakeholders</li> </ul>

To help drive the collective impact process in an independent manner and to ensure the conditions for collective impact are in place, there are a number of technical assistance processes that founding partners will need to consider.

### Strategic Role of M&E in Developing Collective Impact Efforts

Establishing a collective theory of change can play an important role in unifying efforts. The manner of its creation is important, where all key parties (at the different levels) participate in the process, forging alignment through dialogue and increasing the understanding of one another's strategies and models for action.

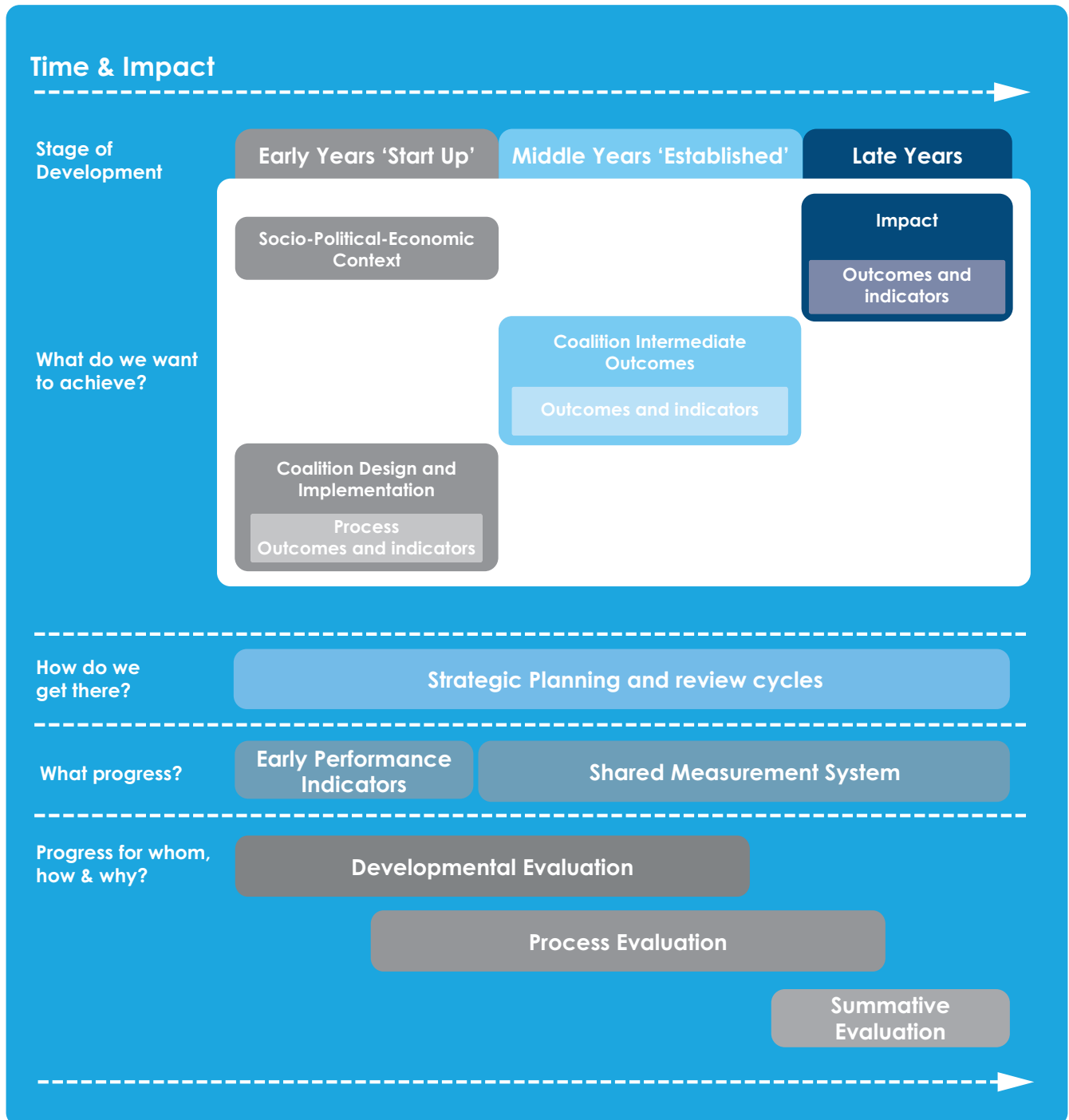
Subsequent creation of a coordinated overarching strategy that is aligned to monitoring and evaluation efforts is key to guiding a collective impact initiative over time. The diagram below provides a monitoring and evaluation framework for collective impact, modified from Preskill et al's work (at FSG consulting)<sup>90</sup> which will help guide both the initial design of a multi-layered collective impact initiative, taking account of the socio-political-economic context and lead it towards initial intermediate outcomes of changing the behaviours and systems, as necessary precursors to achieving long term collective social impact.

90. Preskill, Hallie, Marcie Parkhurst, and Jennifer Splansky. 2014. "Guide to Evaluating Collective Impact."

In effect, the diagram itself represents a theory of change for collective action and impact on a macro level.

**Collective Impact Performance Measurement and Evaluation Framework**

Fig 19:<sup>91</sup> Modified from the Guide to Evaluating Collective Impact:



91. Guide to evaluating collective impact by Hallie Preskill, Marcie Parkhurst and Jennifer Splansky Juster (FSG)



The establishment of a shared measurement system is a key component of the framework to support the performance measurement of the initiatives work, measuring outcomes and coordinating the efforts of the many different actors across the S4D field. Shared Measurement involves organisations who are working on similar issues, developing a common understanding of what to measure and developing the tools that can be used by many NGOs, social enterprises and funders working towards these same goals. This means coordinating how different S4D organisations measure their results and coordinating the learning from the evidence base that subsequently emerges. Such efforts are now underway such as: Laureus Sport for Good Foundation USA's Model City Initiative in New Orleans, streetfootballworld's Football and Employability Toolkit initiative across the EU, Clinton Foundation's Access to Sports initiative in Texas, USA. Through the Laureus USA 'model cities' initiative, it is acting as a backbone organization to facilitate the New Orleans Sport for Development Coalition develop its shared measurement practices, supported by the inFocus evaluation team ([www.impactinfocus.com](http://www.impactinfocus.com)) and its' associated tools designed to support shared measurement. The Laureus Model City Coalition is not only driving the ability of many non-profits working on the ground across New Orleans to identify and learn from their peers' most successful practises, but also supports the various funders' efforts to make more informed choices about the deployment of resources.

### Strengthening the S4D Field

A key role of backbone organisations is to strengthen and support S4D implementations on the ground through a variety of technical assistance schemes, to ensure both sustainability and effectiveness.

Technical assistance schemes need to ensure that S4D organisations are achieving a minimum set of defined quality criteria and are being effective in addressing their chosen target audience needs and key social development objectives. The proposed quality standards areas to be addressed (outlined in section 4) are:

1. Intentional Programme Design<sup>92</sup> standards
2. S4D Coaching standards
3. Vulnerable Persons Protection and Safety standards
4. Social Impact Measurement and Evidence standards
5. Organisational Development standards
6. Good Governance standards

Technical assistance providers should also ensure that S4D organisations efforts are also firmly rooted in wider systems level thinking to address the institutional roots of any problem being addressed and connecting into the wider S4D movement's collective efforts.

Simister et al (Jan 2010)<sup>93</sup> point out that the capacity of an individual and organisation is not static: *"It changes over time and is subject to both internal and external influences. Many of these*

92. Intentional Programme Design includes evidence of a strong theory of change; good knowledge concerning specific needs of target audience and barriers to service access; a strong recruitment strategy that takes account of both needs and barriers; and an appropriate curriculum and programme strategy that is informed by good practice

93. Simister Nigel and Rachel Smith. Jan 2010. 'Monitoring and Evaluating Capacity Building: Is it really that difficult?'

changes are unplanned, for example an organisation can lose capacity if key individuals leave or change positions, however capacity development can be seen as a more deliberate process whereby people, organisations or society as a whole create, strengthen and maintain capacity over time". Capacity building activities can therefore be seen as a purposeful, external intervention to strengthen capacity of S4D organisations over time.

Sustainability of an organisation should be a key consideration prior to considering 'scaling up' an initiative. Organisations who lack the 'right people in the right places' to support scaling up, and/or employ a 'bootstrap' approach to financing programmes are not necessarily good candidates for replication. In contrast, organisations that demonstrate the internal capabilities and capacities to manage programmes, deliver results and sustain their efforts in the long run should be rallied around and supported in reaching more beneficiaries and scaling their impact.

### Capacity Development Theory of Change



The process diagram above represents the theory behind how external capacity building can help support internal capacity development within the S4D field.

Organisational assessment (OA) tools can be successfully developed (indeed a plethora already exist) and used to measure the existing organisational capacities and capabilities against the predetermined quality areas and standards. The process can be complex or simple. Caution should be exercised that it is not misused (i.e. where tools are used to deny or cut funding without fair assessment or warning). Instead, these tools can be used appropriately to guide an organisation in its learning and capacity development journey and structure capacity building providers efforts.

See section 4 for an overview of the S4D guiding principles and associated S4D quality standards which provide an objective reference point for capacity building efforts.

### S4D 'End Games' - what Capacity is required in the future?

Another important consideration during the 'strengthening, maturation and capacity development' phase of a S4D programme is how the organisation might evolve its mission and role in future, if 'scaling up' its services is a realistic prospect. Gugelev<sup>94</sup> makes the case that a nonprofits future role might be quite different following the pursuit of one or other route to scaling up (e.g. advocacy versus service delivery), which will of course affect the nature of the capacity the organisation should try to develop. For nonprofits, an important question to consider early in their evolution is "What will be my end game?" An 'End Game' refers to the

94. Ibid.

specific role that an organisation goes on to play in an overall ‘systems level’ solution, after the organisation has proved its concept works and chosen a particular route to scale up its activities and reach a *minimum scale* relative to the overall size of the social problem being addressed.

In the ‘scaling up’ section we outline the most common ‘End Games’ we have encountered within the S4D field considering the case study organisations interviewed and wider literature review and go into more detail of how these affect an organisations core approach and future role, and therefore the key capabilities required for success.

For the purposes of the ‘Scaling Together’ framework, it is just useful to consider this question as early as possible to ensure capacity development resources designed to strengthen an organisation, are aligned as early on in an organisation life cycle to its’ ‘End Game’.

### Key Recommendations

Funders, umbrella bodies and network level organisations all exert significant influence upon S4D delivery agencies, not least as a result of their influence upon resource allocation. As such, this influence can and should be exerted upon the S4D field, to ensure there is wide spread adoption of quality standards and key principles to strengthen the S4D field.

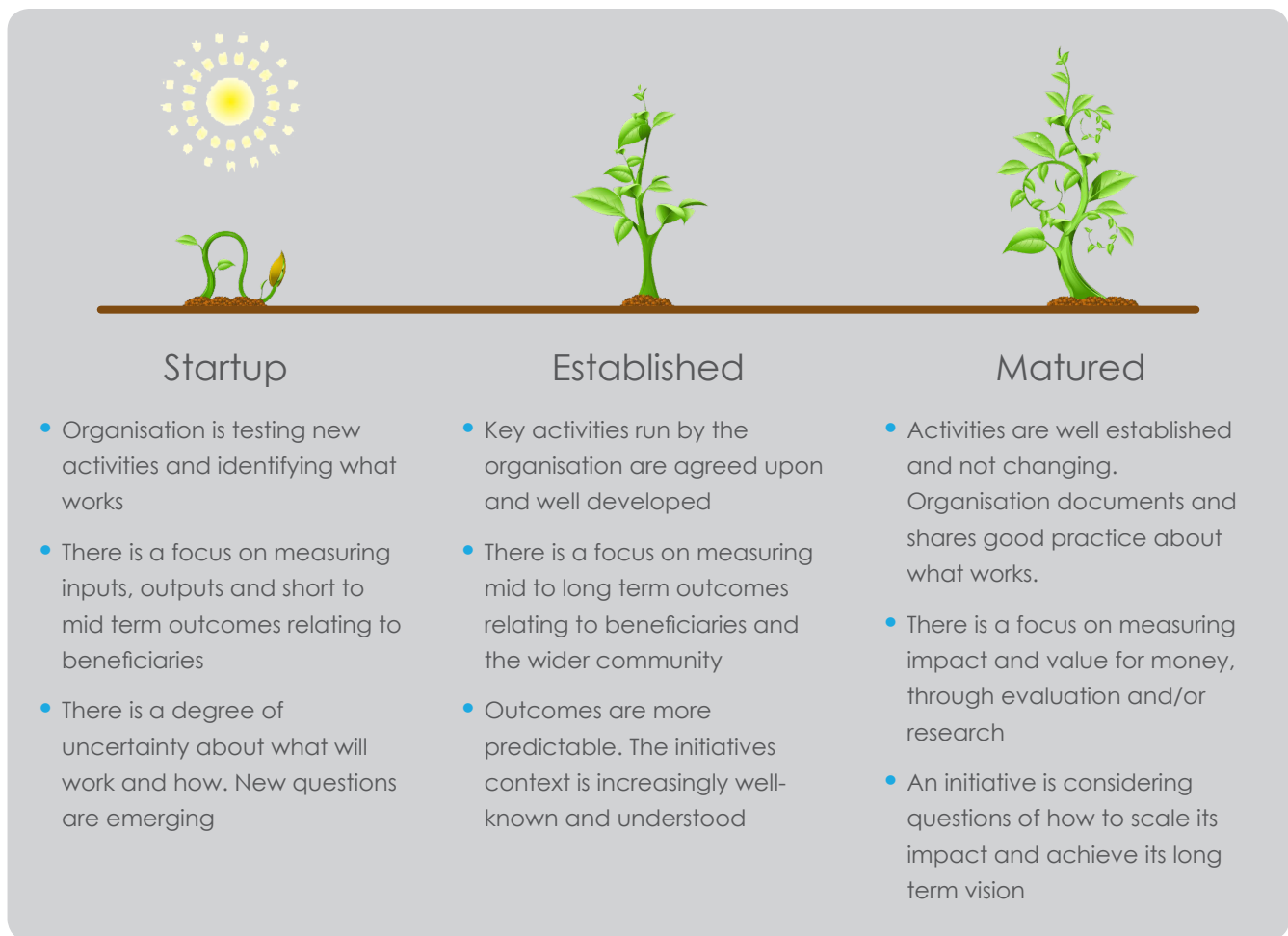
However, this influence needs to go beyond ‘calling for’ improvements within already cash strapped delivery agencies. Coordinated and supported efforts are required to provide the necessary technical assistance and resources to organisations, to develop requisite capacities and capabilities needed to deliver social change results.

## 5.2 Scaling Out

The ‘Scale Out’ Framework is designed to assist in the capacity development, maturation and sustainability of S4D programmes to reach their full future potential to resolve longer term strategic social problems, such as improving the health and well-being of a target population. The ‘Scale Out’ framework exists as an ‘end’ in itself for some organisations who are not necessarily interested in achieving further geographical spread and/or increasing the number of beneficiaries served, but have a greater focus upon what has been also termed *Functional Scaling*<sup>95</sup> where an organisation iterates and builds on a social innovation in order to have more or deeper impact on a particular target population or social issue or need. In the context of S4D, functional scaling reflects a necessary process of programme development and maturation, where the guiding principles of the S4D approach are built upon to optimise a potential wide array of social objectives that can be focused upon and achieved over time. However, the ‘Scale Out’ framework can also act as a useful precursor to attempts by organisations to subsequently ‘Scale Up’ to affect more people and cover a larger geographic area, by ensuring that organisations are indeed ‘ready to scale up’ a successful programme. Of course many S4D organisations will undergo a process of both ‘scaling out’ (or functional scaling) and ‘scaling up’ their beneficiary reach, often times in parallel to one another.

95. Uvin, P. (1995) Fighting hunger at the grassroots. Pathways to scaling up. ‘World Development.’ 23(6).

**Fig. 20: S4D Programme Stages of Development & Maturation**



The diagram above outlines in general terms the maturation process of a S4D programme. The pathway to maturity could also be seen as a ‘proof of concept’ stage, prior to investing time and resource in ‘scaling up’.

The maturation process is one of making **continuous quality improvements to a programme** to efficiently improve or sustain social development outcomes for its’ beneficiaries, which involves building the necessary programme design, delivery and evaluation capacity and capabilities of a S4D organisation and an evidence based process to evolve the programme strategy based upon a strong learning culture, to ‘achieve effectively what it sets out to do’ (Fowler 1995)<sup>96</sup>. ‘Capacity’ in the S4D context refers to the organisation’s ability to run S4D programmes that are in line with an accepted set of good practice ‘S4D principles’ (see section 4) and ‘manage their affairs successfully’ (OECD 2006).

To this extent, the ‘Scaling Out’ process can be an end in itself for some organisations that wish to improve programmatic impact more profoundly.

96. Fowler et al (1995) ‘Participatory self assessment of NGO capacity’ INTRAC UK.

### Why is ‘Scaling Out’ also a precursor to ‘Scaling up’?

Scaling up a S4D programme that does not reliably produce results for its’ participants, to new locations or to address more beneficiaries, is at best a waste of precious social resources and at worst of active harm to the participants. The most important capability for an organisation to develop is in understanding what impacts (both positive and negative) its programmes has upon beneficiaries. Certainly in the context of scaling up, a key first question suggested by Bradach (2003)<sup>97</sup> is whether there is “enough substantive evidence of success to justify replication.’ What constitutes ‘enough’ depends upon context (i.e. expanding from 10 sites to 100 needs more burden of proof than opening a second location).”

A strong theory of change and programme strategy are important to map out the programme model effectively and establish which of an organisations activities/ curriculums are essential to creating positive outcomes as the more complex an organisations theory of change is, the more difficult it is to replicate. Organisations should apply the principle of *minimum critical specification* in defining the fewest programme elements required for scaling up successfully and reproducing results elsewhere.

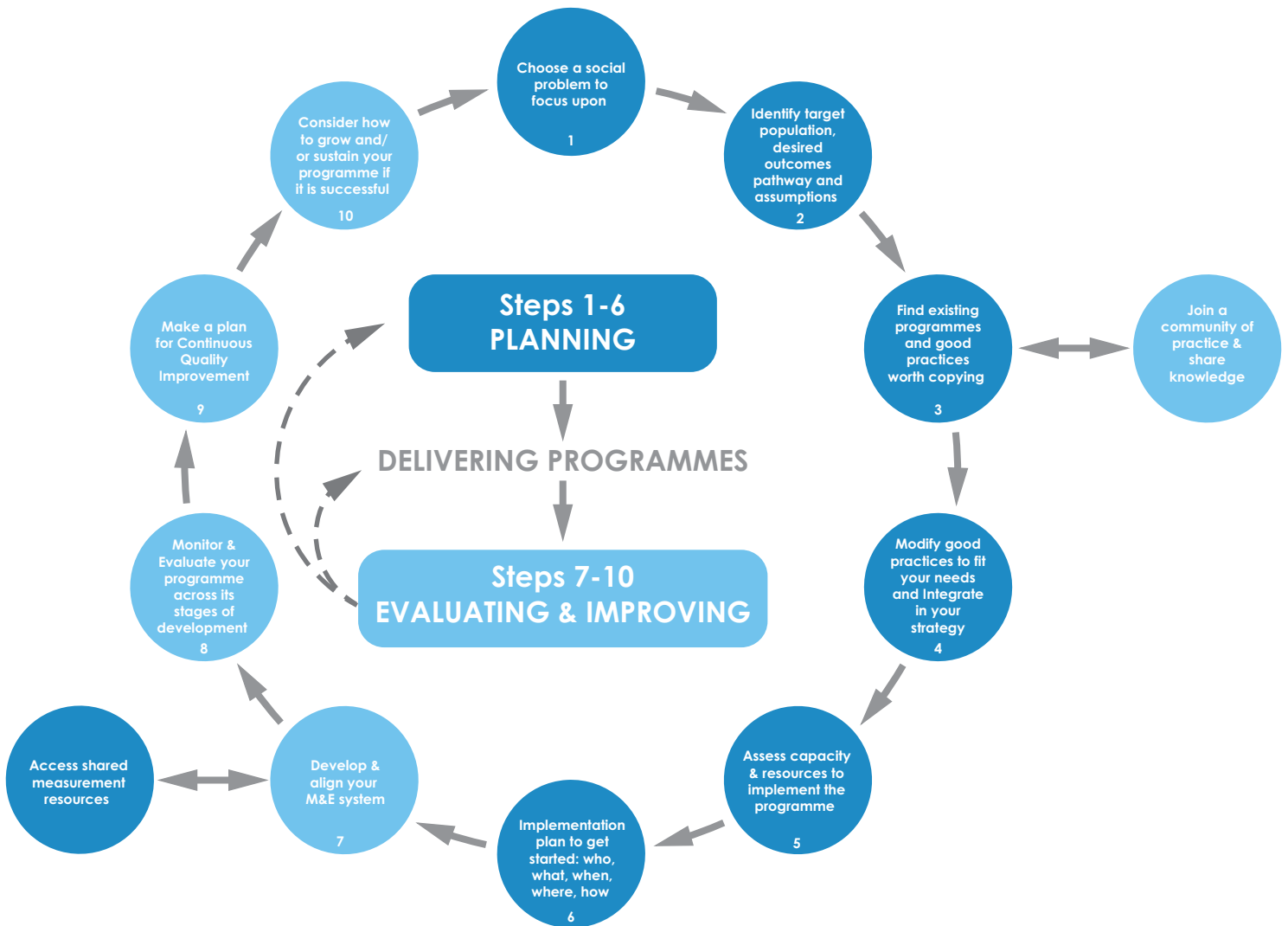
### ‘Scaling Out’: A 10 Step Framework

S4D programmes need to be of high quality and be implemented carefully to bring about longer-term benefits. S4D practitioners face several challenges as they develop and implement their programmes. Such work requires substantial knowledge and skill and entails many steps: for example, assessing need, setting priorities, planning and delivering programmes, monitoring, and evaluation. The work is made more complicated by the fact that S4D programs are needed and implemented in a wide variety of communities and community settings, so planning and implementation need to be tailored to fit each situation.

The ‘Scale Out’ framework exists as a growth and development strategy in itself for some organisations or as a precursor to attempts by organisations to subsequently ‘Scale Up’ to affect more people and cover a larger geographic area. The ‘Scale Out’ framework ensures that S4D programmes, of whatever type, are being effective in addressing their chosen target audience and achieving their primary social development objectives. It ensures that their efforts are also firmly rooted in wider systems level thinking to address the institutional roots of any problem being addressed and ultimately able to connect into the wider S4D movement’s collective efforts.

97. ‘Going to Scale: The Challenge of replicating social programs’ by Jeffrey Bradach Stanford Social Review, Spring 2003



Fig 21: 'Scaling Out' 10 step framework.<sup>98</sup>

The framework is underpinned by the following quality standards areas identified in section 3 that directly relate to programmes:

- Intentional Programme Design standards
- SIM quality standards
- S4D Coaching standards
- Vulnerable persons protection standards

98. Graphic modified from: Getting To Outcomes™ 10 Steps for Achieving Results-Based Accountability; Shelley Wiseman, Matthew Chinman, Patricia A. Ebener, Sarah Hunter, Pamela Imm, Abraham Wandersman

### Strategic Role of Social Impact Measurement (SIM) in ‘Scaling Out the S4D Field’

Given that S4D is driven by social development objectives, social impact measurement (SIM) has a fundamental role in understanding the nature, quality and extent of social change and the efficacy, contribution and causal mechanisms of S4D impact-driven initiatives. SIM is the source of crucial learning and insight, going beyond assumptions and theory to evidence based evaluation, it provides a foundation for understanding efficacy and scalability in S4D programming.

If SIM is carried out within a well-coordinated, joined-up framework it can be utilised at multiple levels of application and analysis. At an S4D delivery level, SIM is implemented to facilitate and inform on-going programme tracking and management as well as to generate crucial insight and learning to drive overall strategy development and the maturation process. The evidence yielded from a well designed SIM system enables an understanding of the impact an initiative is having and the activities having the greatest effect, subsequently enabling S4D delivery agents to assess how efforts can be maximised and streamlined towards achieving sustainable high-impact change-driven programming.

At a sectorial level, SIM functions to test and evaluate assumptions and theory about S4D, its mechanisms, contributions and potential for change-making. SIM also enables the different players of the sector to better align and establish their status as an agent for social change through sport programming, communicate their overall contribution to change and better engage key stakeholders.

#### The current status of SIM within the S4D Field

The range of approaches to SIM in the field of S4D is very broad, differing in their perspective, purpose, proficiency and prioritisation of SIM. Depending on the extent to which an organisation/delivery agent is facing the common challenges of resource/capacity limitations and their stage of development, SIM may be under-prioritised and subsequently not suitably planned for or integrated.

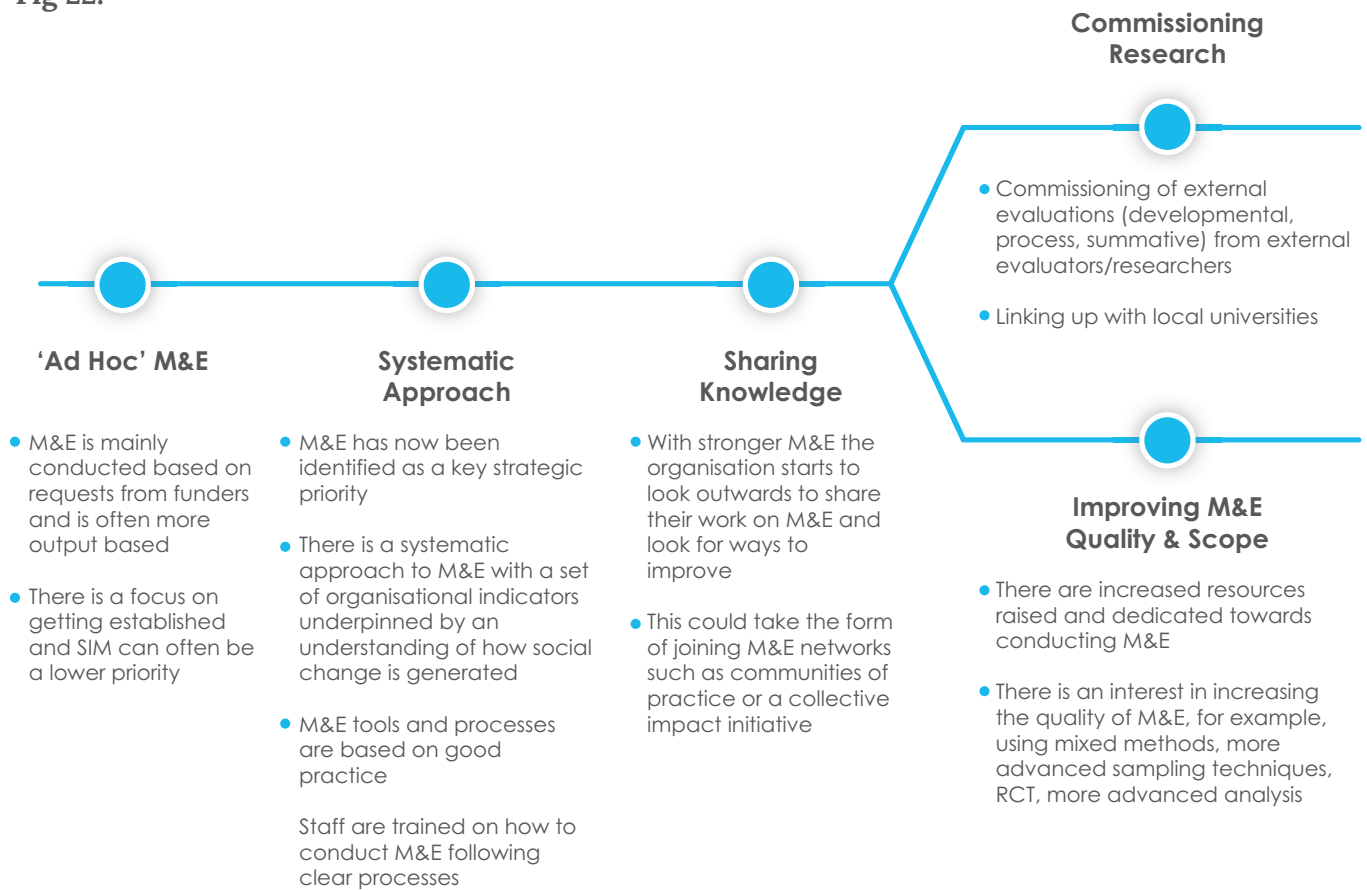
In contrast, a well-planned, systematic approach tends to exist under the following conditions:

- **The pre-existence of a learning culture** - organisations which cultivate a learning culture make the most of monitoring and evaluation - leadership and management support learning, propagating knowledge sharing and collaboration, underpinned by a robust process for individual learning and development and consistent dissemination and easy to access information
- **Dedication of resource and capacity** - SIM is only as strong as the quality of its components (processes, tools, systems etc.)

The diagram overleaf is a road map to “SIM Maturity”, quality impact measurement being used to its full potential, facilitated by the implementation of the aforementioned measures.

**Note:** The term social impact measurement (SIM) is synonymous with monitoring and evaluation (M&E).

Fig 22:



The journey to quality SIM is fundamental for the sustainability and evidence-based scaling of S4D programming. Specifically, the strong evidence obtained from quality SIM, processed within a learning-centred culture, constitutes a key success factor for the growth, expansion or deepening of social impact. With the right information, funders, delivery agencies and networks can evaluate their “readiness” to scale alongside forecasting the capacity/cost-benefit of growth/development in terms of social impact potential both at programme-specific and multi-layered collective impact level.

### Social Impact Measurement (SIM) Standards

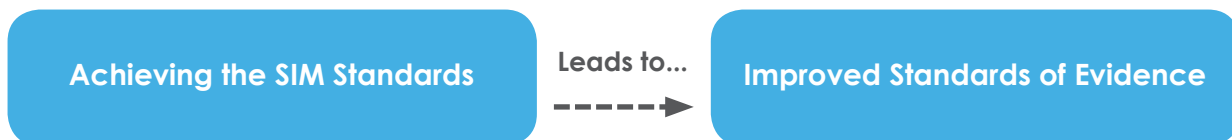
Whilst increased capacity, resource, experience and a learning culture are key factors in the pursuit of strong evidence they are not in and of themselves sufficient for its acquisition. The strength of the evidence (which forms the basis of knowledge and understanding) hinges on the quality of the measurement, analytical and evaluative processes which are carried out as part of an impact measurement system. To provide a framework for quality in SIM, inFocus social enterprises and its’ partners streetfootballworld and Laureus Sport for Good Foundation have developed the SIM standards.

SIM Standards are quality standards for impact measurement that have been independently verified and draw on the practical experience of the inFocus partners and a wide range of existing evidence and guidance. The standards cover seven components of impact measurement:

These quality standards form the basis of the SIM assessment process that is designed to help establish a baseline understanding of an organisation's internal capacity to carry out social impact measurement activities. The results of the assessment help to identify which areas an organisation may need to improve.

Achieving the SIM standards is an important pre-condition to ultimately improving the 'standards of evidence' available to organisations to demonstrate efficacy and the value for money of a chosen intervention, as this diagram illustrates:

**Fig 24:**



### Standards of evidence

Oriented by the SIM standards which define and operationalise the tools and processes within an SIM system, evidence-driven S4D initiatives should subsequently adhere to a set of quality standards that relate to the product of SIM i.e. the impact data (evidence) it generates and how this is understood within the context and strategy of the programme/initiative.

According to Project Oracle, evidence should be *Effective, Transferable and System Ready*:<sup>99</sup>

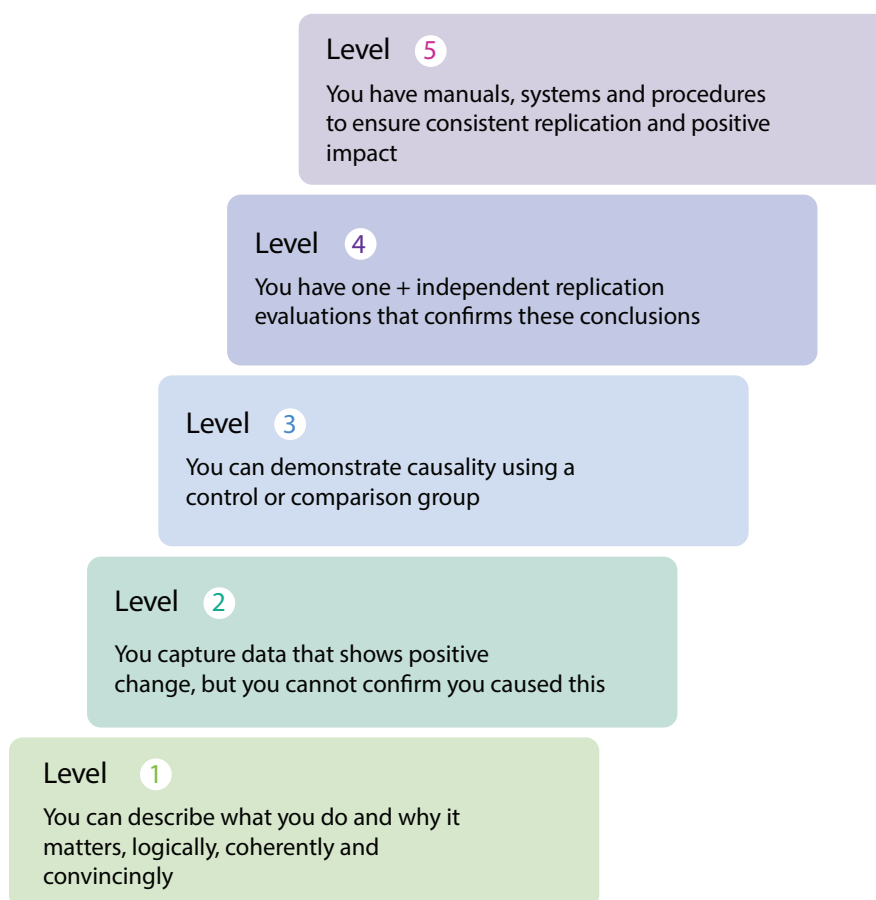
1. **Effective Evidence** is evidence that has been appropriately sourced (obtained on a 'sound basis')
2. **Model Evidence is transferable** - were a replica of the project to be run in the same way elsewhere they would obtain the same results
3. **System Ready** evidence has emerged from replicated investigations and has hence been shown to be robust

To ensure these criteria for quality evidence Project Oracle have developed the following generic Standards which have equal application to S4D initiatives:



99. Taken from NESTA's evaluation of Project Oracle - [http://www.nesta.org.uk/sites/default/files/evaluation\\_of\\_project\\_oracle\\_v10.pdf](http://www.nesta.org.uk/sites/default/files/evaluation_of_project_oracle_v10.pdf)

Fig 25 - Standards of Evidence (Levels 1-5):



### ‘Scaling Out’ Technical Assistance Schemes

In order to provide effective technical support to S4D organisations, it is necessary to understand what stage of development individual grantees or network members are at (i.e. start up, established, matured) and what kind of S4D programmes those organisations are running (e.g. Universal Access, Targeted Social Need Group, Single Goal Oriented) in order to identify the most appropriate forms of capacity building they require and where to focus SIM efforts. Indeed, some organisations may be well past the maturation stage and have already undertaken a ‘scaling up’ phase to affect new locations, which will point to a different type of capacity development and SIM support required. However, it should be noted that ‘old programmes’ being run in ‘new places’ or delivered to a ‘new target audience’ should be similarly assessed against the Intentional Programme Design and SIM quality standards, to ensure effective results can be recreated in the new context and a similar learning culture is in place.

To this end, ‘scaling out’ can be seen as a constant renewal process for both start-up, established and matured S4D organisations, with the ‘learning journey’ now drawing information from many different new contexts and places.



### 5.3 Scaling Up

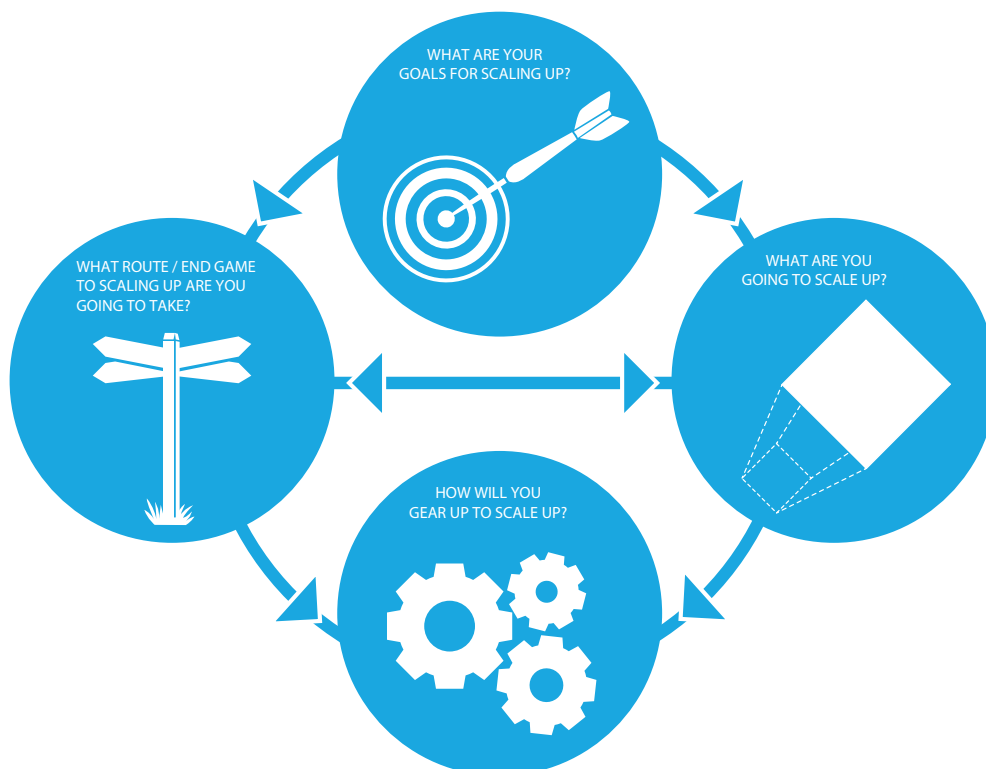
S4D organisations who have successfully matured their initiatives i.e. gone beyond the ‘proof of concept’ phase and achieved an appropriate standard of evidence for their effectiveness, may now be suitable for ‘scaling up’. Nesta’s report *In and Out of Sync*<sup>100</sup> identified that scalable social innovations often are:

- Relevant beyond their initial context
- Relatively simple
- Clearly better than the alternatives
- Don’t rely solely on the talents of specific individuals

Having applied a successful ‘Scale Out’ strategy, these initiatives will have achieved an objective level of quality, matured their programmes to deliver reliable results for beneficiaries and rooted their efforts in the wider environmental and partnership context and therefore should be well equipped to ‘scale up’ in future. They should now establish a suitable ‘Scaling Up’ strategy.

Nesta’s *Making it Big* paper<sup>101</sup> provides a useful infographic reproduced below, outlining the main stages of developing a robust scaling up strategy. Having reviewed a number of different frameworks for scaling up that are available in the literature, the Nesta paper provides a comprehensive framework that is similar in principle to many others. For this reason we have broadly adopted this framework for this section and integrated the ‘End Game’ concept (referenced earlier), as we feel this is also a useful framework of thinking for the S4D field:

**Fig 27:**<sup>102</sup>



100. Mulgan, G et al., 2007, *In and Out of Sync: The challenge of growing social innovations*, Nesta, London.

101. Gabriel, Madeleine, 2014, *Making it Big- Strategies for scaling social innovations*, Nesta, London.

102. Gabriel, 2014

The framework lays out the following four stages:<sup>103</sup>

- Identify the goal of ‘scaling up’
- Decide what to scale up
- Decide the most appropriate route to scale up and which ‘End Game’ should be followed?
- What additional organisational capacities will be required to scale up and how to manage change? What will be needed in the preparation for ‘scaling up’?

### Goals of Scaling Up

The goals of scaling up will vary considerably from organisation to organisation and will be largely dependent upon one’s Theory of Change, which should be rooted in the wider context within which the organisation operates. An organisation should consider what are the key characteristics of the problem they address and the key aspects of the model they use.

The size of the overall problem (potential demand) and the addressable component of this ‘market’ that could stand to benefit from the organisations work, considering the wider partnership context and opportunities for scaling up that are available to the organisation.

Another important set of considerations for organisations, concern what is important to the key people leading the organisation. Growth and scaling up will demand tenacity and a new set of skills, which may vary from those that the organisation currently possesses. There will need to be a willingness to undergo considerable change, developing new abilities to manage and delegate, plan longer term, deal with more financial, marketing and logistical complexities, which can put a strain on founders/ early leaders of social change programmes.

A useful concept explained by Gugelev, is the idea of an *Intended Impact Statement* that frames both the overall size of the sector problem, the future addressable component of this by the organisation and specifically how they intend to address it. This should be formulated by any S4D organisation intending to scale up.

### What to scale up?

Scaling up means thinking about both the supply and demand. The Nesta paper refers to ‘effective supply’, in which they mean that what an organisation is offering is better than the alternative, which will facilitate scaling up<sup>104</sup>. Scaling up will only be possible if there are consumers and public who want a product and will pay for it, or if there are philanthropists who believe in it and will financially support it i.e. ‘adequate *demand*’ for a service. Note: greater demand for S4D initiatives and increased visibility concerning opportunities to ‘scale up’ for individual players, including relevant partnerships and alliances, is an important potential benefit of the ‘Scaling Together’ strategic framework, described earlier, drawing upon the power of convening and advocating for S4D on the collective level. A collective theory of Change will also provide context for ‘what to scale up’ through individual organisations.

103. Gabriel, 2014

104. Gabriel, 2014

The questions below help in thinking about sequencing, meaning the way in which social innovators decide to use their time and resources to meet a strong demand, or how to do advocacy if demand is weaker.<sup>105</sup> All of this is part of the process through which social innovators consider supply and demand.

Key questions identified in the Nesta paper to establish what to consider when scaling up, in this case for an S4D organisation, include:<sup>106</sup>

- How will you frame your S4D programme for scaling up?
- What's fundamental to making the delivery model work?
- What evidence do you have that the programme works? What's key to achieving social impact?
- Who'll pay for your S4D programme? Who'll deliver it? Who'll use it? Who'll benefit from it?
- How does your S4D programme fit with what exists already? Does it support or challenge existing systems and structures? How does it connect into local 'collective impact' efforts?
- Do you have a viable business model, with a clear overview of cost structures and revenues?
- Are your systems and processes capable of operating at higher volume, or capable of expanding?

### What's your 'End Game'?

Here we outline the most common 'End Games' or routes to 'scaling up' that we have encountered within the S4D field, considering the case study organisations interviewed and our wider literature review.

Fig. 28:<sup>107</sup>

END GAMES	CHARACTERISTICS	CORE APPROACH	POTENTIAL MODELS	POTENTIAL FUTURE ROLE	CASE STUDY EXAMPLES
<b>Open Source/ Idea Diffusion</b>	Breakthrough idea easy to share, adopt and integrate	Conduct research and development and disseminate knowledge.	Campaigning & advocacy Consultancy Training	Knowledge hub, online sharing of curricula	MYSA Street Games

105. Gabriel, 2014

106. Gabriel, 2014

107. Adapted from Gabriel, Madeleine, 2014, Making it Big- Strategies for scaling social innovations, Nesta, London.

END GAMES	CHARACTERISTICS	CORE APPROACH	POTENTIAL MODELS	POTENTIAL FUTURE ROLE	CASE STUDY EXAMPLES
<b>Replication</b>	Breakthrough model that is easy to share, adopt and deliver	Demonstrate efficacy, define and share a replicable model	Federation & membership models Licensing Franchise Delivery contracts Kitemarks and quality marks Communities of Practice	Certification organisation or centre of excellence, extensive training, franchise manager, training retreats	Magic Bus MYSA Street League Street Games Try Rugby
<b>Organisational Growth</b>	Strong organisation filling a gap in public service and able to sustain funding	Create a cost effective model, continue with efficiency improvements and build a strong organisation	Setting up new branches Growing the delivery capacity of a central team	Continue to deliver services	Street League
<b>Strategic NGO Partnerships</b>	Step change in coverage potential and ability to be integrated into partner organisations	Demonstrate efficacy and deliver results to make case for a scaling partnership	Strategic alliances Piggybacking another NGO's infrastructure Joint ventures Mergers and acquisitions	Service provider to partner, regular reports of clearly defined success metrics	Grassroots Soccer Fight for Peace International Inspiration Try Rugby
<b>Government Adoption</b>	Massive coverage potential and ability to be integrated into public programmes and organisations	Demonstrate efficacy and deliver results at sufficient scale to make case for mainstreaming  Advocacy	Mainstreaming into public sector	Service provider to government, maintenance of advocacy efforts, regular reports of clearly defined success metrics	Magic Bus Street League International Inspiration

From the case study interviews it was clear that many successful S4D organisations have actually adopted more than one of these strategies and it is also clear that these strategies change over time, as new opportunities arise, as the wider context changes or as an organisation learns.

Whether the choice of 'end game' in each instance was by design or as a result of new opportunities arising and/or 'trial and error' is unclear, as it could be argued that by pursuing a single or primary route to scaling up, it would be more resource efficient in the long run.

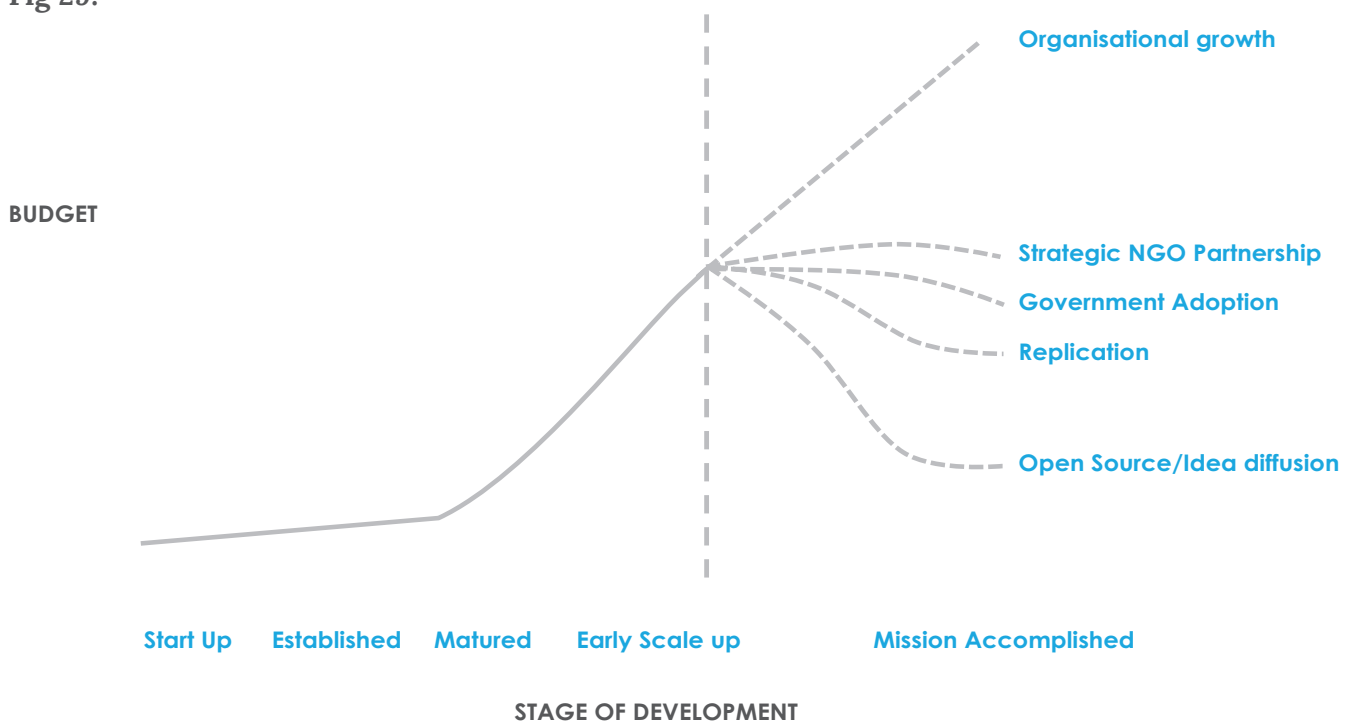
## How to Choose your End Game?

A key consideration in deciding upon an ‘end game’ route to scaling up is also the financial implications of one route versus another.

As an organisation approaches a minimum level of scale it should begin to consider how it might transition its role to some other form, which reduces the requirement for ever incrementally increasing budgets, which are only associated with the Organisational Growth end game, which **should be preserved for only a relative minority of instances** due to the unrealistic economic burden this particular ‘end game’ would place upon funders, if it were applied in the majority of ‘scale up’ instances.

This means there is a natural life-cycle of funding (outlined below) for each of the S4D end games described overleaf:

Fig 29:<sup>108</sup>



The following key set of questions will help S4D organisations in choosing an appropriate ‘end game’:<sup>109</sup>

- What types of ‘end game’ does your S4D programme lend itself to?
- What would be the risks and benefits of different End Games – e.g. reach and pace of scaling up versus quality and fidelity to the original idea?
- How much control do you want, or feel you need, over how the programme is taken up and implemented? What would be the implications of tightening or loosening control?

108. Adapted from Gugulev and Stern, 2014

109. Gugulev, A and Stern, A, 2014, What’s Your End Game, The Global Development Incubator, Washington DC.



- What types of scaling up activities fit your capabilities and that of your team?
- Where you need new competencies, would you be better off developing these yourselves or linking up with others who already have these competencies? Who could you link up with?

### Gearing Up/ Preparing to Scale Up

Dependent upon the strategies or end games chosen, there will be a different emphasis on core skills required by an organisation to execute the approach and reach a *minimum level of scale*. The more approaches adopted the more skill sets required. Preparing for these changes is essential and the earlier that any capacity building efforts can be directed towards acquiring the necessary capabilities aligned to an organisations 'end game', the better.

Once an 'end game' has been established, the following key questions identified in the Nesta paper can help identify what an S4D organisation might need to change:<sup>110</sup>

- Are the skills and knowledge within your team fit for purpose? What are the main gaps? (Organisational change, accountability, marketing, finance, evidence...?)
- How does accountability and governance need to change?
- Can senior staff bring strong focus and leadership? Do they have the operational management skills needed to grow an organisation or manage change?
- How will you establish a shared sense of purpose, culture and values within your team as you grow or change?
- Where you need new competencies, would you be better off developing these yourselves or linking up with others who already have these competencies? Who could you link up with?

### Identifying Candidates for 'Scaling Up' from a Funder and/or Backbone Perspective

Deciding what to scale up from a funder or networks' perspective, be that as a backbone organisation, government entity, corporation or NGO foundation, should be based upon a thorough process and analysis of information provided by a S4D delivery agency. Without processes in place for on-going learning and development and establishing a 'sound' evidence base for a S4D programme, it is not possible to make an objective decision about which S4D programmes would be good candidates for 'scaling up' in future that are likely to be sustainable in the long term. This is not only important for the funder/ network, but also important for the delivery agency, as evidenced by the MYSA case study (See Annex 1). When MYSA was still a relatively small organisation a funder came on board and offered them a much larger amount of funding, but in fact MYSA did not yet have the programme infrastructure in place to manage such a large amount, which placed strain upon the organisation to 'scale up' before it was ready to do so. MYSA was able to learn from this experience and build infrastructure, but it is important learning for funders as well. Brookes et al (2010)<sup>111</sup> outlined the process below whereby a funder/ network organisation scans the field (or its own portfolio of projects) for organisations that

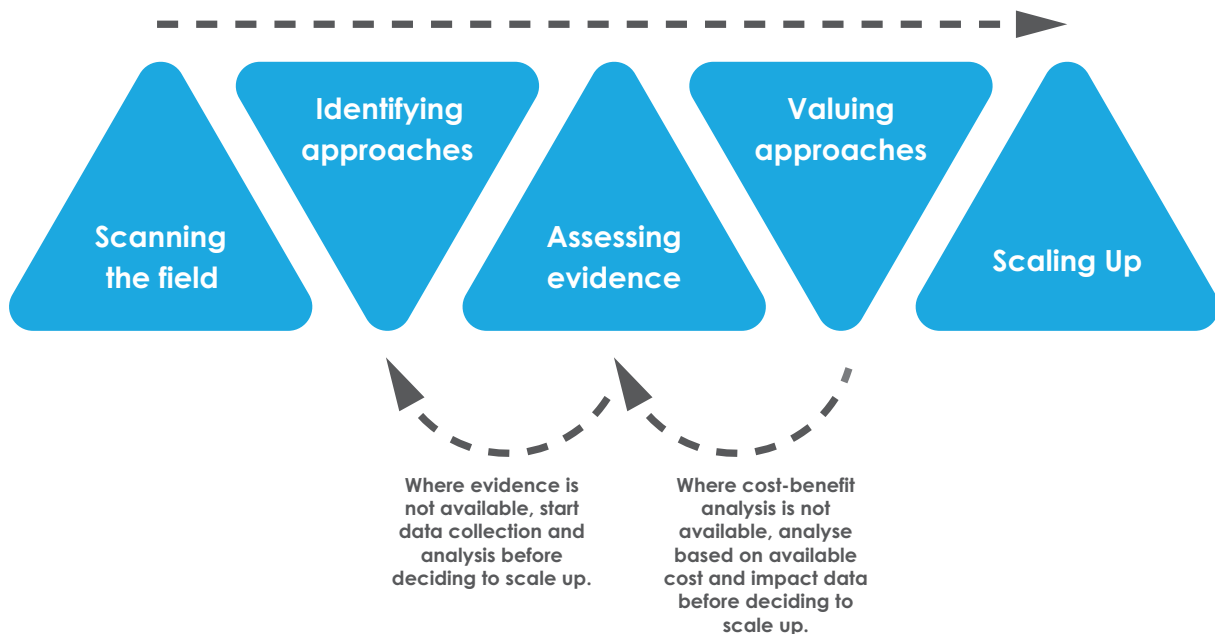
110. Gabriel, 2014

111. Brookes, M, Lumley, T, and Patterson, E, 2010 Scaling up for Big Society NPC, London.

meet social objectives; shortlist potential approaches, organisations and models for further investigation; assess the available evidence for the shortlist; filter down further to a final list of proven, cost effective approaches that make good candidates for ‘scaling up’.

The case study of Comic Relief demonstrates a similar process for identifying grantees, in which they not only look for grantees that are meeting their social objectives, but they also look for innovation and approaches that meet those social objectives in ways that other grantees or known S4D organisations might not be (see Annex 1). This is a way of scaling up by funding new ideas and providing more funding for those social objectives through different activities.

**Fig 26:**<sup>112</sup> Identifying candidates for ‘Scaling up’



This identification process is clearly centred on an evidence based approach to decision making, and therefore makes the ‘scaling out’ framework, an important forerunner to ‘scaling up’ for S4D initiatives.

112. Adapted from Brookes et al. 2010

# ANNEX 1: CASE STUDIES

## Case Studies

Each of the interviews conducted has been written up into a short case study that describes the different experiences of scaling up and cover a range of perspectives from initiatives that are along the 'pathway' to scaling up their social innovations and partners who have supported those journeys to date. We have drawn upon these stories within the main body of the report, as well as analysed trends across the portfolio of stories that may provide some useful general insights. The stories are included in full in the annex at the end of the report.

Fig 30:

SCALING STORIES	ORGANISATION TYPE	ROUTE TO SCALE UP
<b>MAGIC BUS</b> India, United Kingdom and Singapore	Delivery Agency	Replication & Governmental Adoption
<b>GRASSROOTS SOCCER</b> South Africa, Global	Delivery Agency	Strategic Partnerships
<b>STREETFOOTBALLWORLD</b> Global	Network	Global Network, capacity building
<b>MYSA</b> Kenya	Delivery Agency	Replication and Idea Diffusion
<b>SPORT FOR SOCIAL CHANGE NETWORK</b> South Africa	Network	Network- Identifying and supporting local partners
<b>FIGHT FOR PEACE</b> Brazil, Global	Delivery Agency	Strategic Partnerships through city hubs
<b>COMIC RELIEF</b> Global	Funder	Funding new innovations
<b>LAUREUS SPORT FOR GOOD FOUNDATION</b> Global	Funder	Funding 'Model City' coalitions
<b>STREET LEAGUE</b> United Kingdom	Delivery Agency	Replication and government adoption
<b>STREET GAMES</b> United Kingdom	Delivery Agency	Idea Diffusion and Replication
<b>INTERNATIONAL INSPIRATION</b> Global	Delivery Agency	Strategic Partnership & Government adoption

SCALING STORIES	ORGANISATION TYPE	ROUTE TO SCALE UP
<b>TRY RUGBY</b> Brazil	Delivery Agency	Replication & Strategic Partnership
<b>ISCA</b> Global	Network	European wide network

Each of the interviews conducted has been written up into a short case study that describes the different experiences of scaling up and cover a range of perspectives from initiatives that are along the pathway to scaling up their social innovations and partners who have supported those journeys to date. We have drawn upon these stories within the main body of the report, as well as analysed trends across the portfolio of stories that may provide some useful general insights. The stories are included in full in the annex at the end of the report.

### Case study: streetfootballworld

**Location:** Global

**Type:** Network

**Strategy:** Global network, capacity building

streetfootballworld (sfw) is an international network of organisations that use football as a tool for social change. The organisation itself was founded in 2002, and in 2004 the inaugural meeting of the network took place. Since 2004, sfw has not only scaled up their network impact in football for social change across the world, but they have also contributed to a scaling up of the impact of their network members.

#### ‘Scaling up’ since 2004

sfw describes ‘scaling-up’ with the term growth, and by this they do not simply mean the growth of network member organisations or the growth in the number of beneficiaries reached by their projects and member organisations. They have described the growth in their impact as two different elements, and they believe that this way of looking at impact is not specific to sfw but is true for all network organisations. These two elements to the growth that has led to scaled up impact are: 1. the increase in the number of network member organisations since 2004, and 2. the growth in size and quality of the programmes of the network members themselves. The second element as two-fold: the member organisations have grown in size, but they have also grown in knowledge and the quality of their implementations. The two elements actually complement each other. The size of the network has contributed to the quality of the programmes because through meeting and exchanging with other organisations, network members are able to learn and continue to develop their approaches and curricula. As network members continue to meet new network members, they have been able to improve and expand over time which has contributed to increased impact. As sfw points out, we should not underestimate what network exchange of best practice can do to improve motivation and learning and therefore impact. This is what more than ten years of experience has taught them.

## How did they grow the network?

In 2004, sfw started with only 9 network members. Today they have over 100 members and have identified additional 200 organisations using football for social change around the world. Their main criteria for identifying members since the beginning has been that the organisations must use football as a pedagogical element to their work, and that they must have some level of sustainability. The fact that there is a passion both for social change work and for football throughout the world has been an important factor in the success of scaling up the network. The growth of the network has been important in scaling-up impact, but sfw feels that the retention of network members is just as important. Creating and fostering a personal relationship with network members has been a core principle since the founding of the network. Although technology has made communication with a greater audience easier since the early 2000's, sfw continues to emphasise a personal connection with network members that they believe builds an important trust that keeps members in the network and builds bonds between sfw and between the network members, their founders and staff. In getting the network off the ground, sfw needed to convince network members that a global network was a good idea. It is through the close personal connections that network members have gained resources for improved implementation in their communities. As one of the founders stated, "Knowing about the friend there, how they are, about their family, what they are thinking about – this makes collaboration and joint impact much stronger. That is my belief...we really truly believe that with more trust and more friendship we can achieve much, much more."

In addition to the personal aspect, sfw attributes the growth and retention of the network to the fact that they have found the right balance of: what members get, what they give, what they expect and what they are asked for. If there is balance here then it is a successful network.

In terms of the sustainability of the network, sfw feels that this balance and the personal relationship with the members are the most important. They also acknowledge that external factors have helped them to grow in impact. Since 2004, there has been an increase in interest from the International Development and corporate sector to contribute to sport for social good programmes, and this interest has benefitted the sfw network.

## Scaling-up on the local level

The second element to sfw's success in scaling-up has been at the local level of the network member organisations. This happens through peer exchange with other network members that is facilitated by sfw, but that is also led by network members on the regional and national level. Scaling up of impact by a specific network member is a result of increased learning and knowledge which comes both from M&E and also through these exchanges. Network members can learn from other network members within a specific thematic area (for example, using football for financial literacy training), which can lead to improved quality of programmes. It can also be learning from other network members what their best approaches to engaging with parents are, or retaining beneficiaries, or outreach to youth with disabilities, for example. What sfw has seen in their more than 10 years of experience is that this learning leads to organisations having more knowledge and resources to overcome challenges that are common throughout the network.



Since the founding of the network, sfw has contributed to the network members through providing funding sources, capacity building for M&E, strategic planning and infrastructure (such as the Football For Hope Centres). They have learned that they now want to focus on the providing of funding sources and providing resources, which they consider to be knowledge resources through the network exchanges as well. The reason for this focus is that they have believed, a belief that has been reinforced by experience, that the network members know best what they need to do and how. sfw has seen that network members benefit most greatly from learning from other members and that the exchanges and sharing of learning is actively contributing to scaling up of impact across the board.

Therefore, investment in network coordination is just as important as investment in the programmes themselves. sfw has emphasized that funders of the sport for social change movement should “invest more in networks. Let us not forget that in connecting people we need resources. It is not just about visibility of your product, or of your brand. It is about the background work that needs to be done to run networks (and this is not specific to sfw) and this is unfortunately often underestimated or neglected.”

## Case Study: Grassroot Soccer (GRS)

**Location:** Global

**Founded:** 2002

**Strategy:** Partnerships model

### About

Grassroot Soccer is an adolescent health organization that leverages the power of soccer to educate, inspire, and mobilize youth in developing countries to overcome their greatest health challenges, live healthier, more productive lives, and be agents for change in their communities. Founded by four professional soccer players, GRS is mobilizing the most vulnerable population of youth, ages 13-18, to break the cycle of AIDS by engaging local coaches who equip young people with the knowledge, skills and support they need to avoid HIV. GRS has a global reach, with flagship sites in South Africa, Zambia and Zimbabwe. Since 2002 the GRS programme has reached approximately 1.3 million youth across over 50 countries worldwide.

### Scaling up since 2002

The founders of GRS first conceived the concept in 2002. The original model prepared professional soccer players to go into schools and deliver trainings on HIV prevention and awareness. It was piloted in 2003 in Zimbabwe, followed by a small evaluation measuring the feasibility of the idea and if local people were interested. The first year focused in one community, testing the model on a very small scale. Within the span two years, there was demand from other organisations in the region for the GRS curriculum. This initial prospect of growth led to a new strategy of working with partners in 2004, initially with big international development institutions such as UNICEF. At the time, extensive funding was available for HIV awareness/behavior change programming and GRS was able to take advantage of that in terms of big international development grants.

GRS continues to deploy the direct implementation aspect to their programme, which they call their Flagship Programme, as well as the Partnerships Programme that grew out of the 2004 initial partnerships model. The Flagship Programme is direct implementation of curriculums by GRS in Zambia, Zimbabwe and South Africa. The partnerships programme has worked with organisations in over 50 countries around the world.

### **Partnerships model**

GRS has seen that the partnerships model has been a successful way of scaling up social impact, not only in terms of the numbers of youth that have been through the GRS programme, but also in terms of sustainability and funding.

Partnerships have not only been a successful way of scaling up, but also a low cost way of working for GRS itself. Fully funded through grants from donors who want to work in specific countries, GRS looks for a local partner that they then train to use the GRS methodology. GRS then manages the grant and takes on a technical assistance role. In some cases GRS is hired by a specific organisation to do work on a specific project with specific scope.

The GRS approach to partnerships keeps context and local sustainability at its heart, and the method involves identifying a local partner who has demonstrated a capacity and desire to use the GRS programme. Together, GRS and the partner then go through a process of making the curriculum and programme context specific in collaboration.

Although some of the GRS board and advisors were skeptical of the partnerships model in the beginning, in recent years they have seen the potential impact and have supported GRS moving towards more partnership work. Some of the early partnership projects that at the time seemed like risky, unsustainable endeavors, have turned out to be the most successful and had the largest scale impact. For example, a partnership programme in Ethiopia that started very small has now reached over 800,000 kids and been adopted by the Ministry of Education in Ethiopia. GRS staff states that this success is due mostly to the fact that they worked with a partner who saw the potential long-term impact of the programme from the start and who insisted on engaging with the local government, and the local government invested because they saw immediate value.

### **Sustainability and funding**

GRS has found that partnerships are the most cost-effective aspect to their work, as well as the most sustainable approach to funding. As demonstrated in the example of the Ethiopia programme, if the local partners and GRS itself engage with local government and local funding structure, then they can create a long term and sustainable programme with local investment.

Although the percentages vary year to year, last year only about 8 per cent of all GRS funding went to partnerships, though through partnerships they reached 80 per cent of the young people in the GRS programmes. This means that the partnership model is efficient and sustainable.

Although it was difficult to get the board with the idea of partnerships as a viable means of growth in the beginning, the results that GRS has seen have changed the minds of the board and there is now support to invest more in partnerships.

One of the important ways that GRS has supported partners and that leads to more sustainability is through M&E. GRS often provides training and support to partners on M&E, and if they are able to do it well and create good reports on the programme, then it is easier to retain funding for the programme.

GRS funding for the partnerships programme comes from corporate as well as a partnership with Peace Corps, a part of the United States Government. GRS has found that this relationship with Peace Corps requires a lot of time and work in order to fulfil all of the reporting requirements and maintain the relationship, but it is also one of the few ways in which GRS can reach rural communities in which Peace Corps send volunteers, which otherwise would be nearly impossible to reach. GRS trains Peace Corps volunteers to run programmes in 18 different countries.

### **Barriers to scaling up**

In terms of the partnerships model one of the main barriers for GRS in scaling up has been partner identification, particularly when it comes to working in a new country where GRS has not had a programme before. Sometimes a partner seems ready to run the programme on paper, but in the end it doesn't work out. This may be because the partner could not get local buy-in, or maybe because they did not have a plan to make the programme sustainable. GRS has had unlucky situations where they do a lot of training for a partner and the partner is unable to get the funds to carry out the programme and therefore it never takes off.

GRS has addressed this by ensuring that local partners have the right level of buy-in from the beginning, and that they are on the same page as GRS with expectations for the programme. It has been and will continue to be a learning process to first recognize partners' needs, communicate what is needed in order to run a programme. GRS also recognizes that every partner is different, and works alongside the partner to make the GRS curriculum work for them, they do not claim to be experts in any region, not bring the curriculum where it is not wanted.

### **The end game**

GRS has been doing a lot of replication which has allowed them to grow, but they see a real opportunity in the government adoption space, and also in bridging the gap between governmental departments that do not necessarily work together. GRS's aim is to work directly with governments to set up programmes following their partnership model, but realize that a strategy to getting to that step needs to be developed further. In the past GRS, like most S4D organisations have been oriented toward securing traditional grant-based funds. They see international development moving more towards governmental partnership; they want their strategy to funding to go the same way.

GRS has realized that this is a barrier for SDP organisations because they tend to fall between government departments or ministries, instead of just in one. For example, GRS is in between sport, education and health. This is a challenge when seeking to work with government because often the communication between these ministries is minimal. GRS is currently seeking to strategise around this challenge and use it as an opportunity as a way to help governments work between those ministries and affect greater social change.

## Networks

In terms of the partnership model for scaling up, networks are extremely useful. Specifically, through networks GRS has identified good partners. They have also gained a better understanding of better ways of doing things from network members who work collaboratively. GRS has gained quite a bit of funding/exposure to funding through their membership in the streetfootballworld Network, although some other sport for development platforms have not resulted in increased funding

## Key strategies for scaling up

GRS's current key strategies for scaling up impact are:

1. Advocacy and policy change on the international level
2. Thought leadership and informing best practice and sharing
3. Replication and franchising (partnership building)
4. Systemic adoption (government adoption)

## Case Study: Magic Bus

**Location:** India, United Kingdom and Singapore

**Founded:** 2001

**Strategy:** Replication & Governmental Adoption

### About

Magic Bus is a S4D NGO based in India that founded in 2001 with a mission to work with children living in poverty to teach them skills that will help them to take advantage of livelihood options. The organisation has an Activity Based Curriculum (ABC) that uses games to work with children to teach different lessons, including education, gender, health and other issues that affect their daily lives. The games work to build physical, social and personal skills. Magic Bus started as a small programme working in about five slums in Mumbai and has since worked with over 300,000 children different states all across India. Most recently they have begun work in the UK and in Singapore.

### From slow to rapid growth

From the original programmes in Mumbai, Magic Bus had their first growth spurt when they received funding from UNICEF and the International Inspiration programme in 2007. The partnership with UNICEF allowed them to move out of Mumbai and experiment with working in different settings in India. They then started thinking about how to develop a localized curriculum, how to train staff and community members who could teach the curriculum (what became a cascade of training models) and how their manuals could be taken to different contexts. Two years of funding from UNICEF allowed them to gain experience in diverse areas across India, which convinced Magic Bus that the programme could be replicated and scaled up around the country.

Magic Bus emphasised M&E and learning because there was no history of S4D in India and to test and prove the impact of their own methodology. In 2009, they began to rethink their strategy because they wanted to reach more children and grow throughout the country. Until 2009 their model had been to have all paid staff working on the programme in Mumbai, which required a large operating budget to cover human resources. The budget ultimately affected the annual cost per child per year and was very high. They realised that if they stayed with that organizational strategy, they would never be able to increase their impact or reach the 1 million children, as was the vision of the organisation.

Magic Bus spent about six months thinking about how to change their approach, and then in 2010 decided to roll out a new strategy across the country replicating the curriculum and training volunteers from the local communities to run the sessions. At the onset of this strategy-shift, in Summer 2010, the organisation was working with 2,000 children. By March 2011, they had reached 50,000. This significant change, to train and work with local volunteers in lieu of paid staff, and to replicate their curriculum in different settings led to a rapid increase in the amount of beneficiaries they could reach and, subsequently, the impact they could have. The ratio of paid staff to volunteers became the 1:20 that it remains today.

In addition to volunteer-driven community work, Magic Bus employs 1-2 paid staff who work in 750 schools across the country. This model has also allowed for more time for other paid staff to reach out to local government, institutions and community leaders who can support the programmes, systematically advocate for change and lead to more sustainability.

The Magic Bus curriculum continues to evolve as Magic Bus grows. The organisation has Curriculum Teams that ensure that there is a version that is appropriate to each context they work in. They use different lessons depending on the local requirement, or what is desired by the funder. For example, BMW is one of their funders and asked them to create more lessons on road safety, so the curriculum teams were able to do that.

Customising curriculums to fit context is a major part of the Magic Bus strategy.

## **Funding**

After the initial 2 years of UNICEF funding, Magic Bus began to grow not only in their programmes but also in amount of funding and diversity of funders that supported and continue to support the organisation. At the beginning the most of Magic Bus's funders were outside India (in the early years this was 60 per cent), now almost 70 per cent of all funding comes from within India. This has eased the burden of trying to raise funds outside of India. 85 per cent of the funding is coming from corporates, who on average give funding for a three year maximum. The reason for the greater availability of corporate CSR funding in India is that recently a law has been passed in India that requires business to invest two per cent of their profit back into Indian society. The Magic Bus strategy mentioned above of creating new curriculums based on the desires of a corporate funder like BMW has contributed to their success in raising funds from corporates. Additionally, their strategy to start programmes in the UK and in Singapore was strategic in that they wanted to show their international funders how the programme could work in their own contexts.

Magic Bus has been much less successful at getting institutional or government funding in India.



Like many of the S4D organisations interviewed, Magic Bus has struggled to find where their fit and align best within government, and the fact that they are between the Education Ministry, the Youth Ministry, and the Health Ministry is a challenge. They receive more support from the Indian government in in-kind support, rather than money.

### **Cascade of training**

The other big shift that led to Magic Bus being able to grow quickly was to initiate their cascade-training model. This model includes the introduction of volunteers and then the five varying levels of delivery, based on the volunteer's specific position. The five levels are: national training, location-based trainers, training the monitoring officers, training the youth mentors and then the other volunteers. Magic Bus opened offices for recruitment and training across the country, and they have 21 standard operating practices that are following across the organisation.

Since the inception of this model, training has become more in-depth. Magic Bus realised that simply training a volunteer on how to run an activity in a certain topic did not give them adequate information or make them experts on that topic. Because of this, now Magic Bus runs trainings for volunteers on specific thematic skills as well, such as disaster relief to better equip them to answer topic-specific questions.

### **Replicating internationally**

Magic Bus says that they have mastered how to take a framework from one location and how to deploy it in a completely alien location effectively. Moving internationally to the UK and to Singapore is not only a way to continue to cultivate international funding, but also a way to increase their impact. Working in different parts of India can be like working in different countries, and their experience with this prepared them to go international with their programme. But, it also meant that they spent a lot of time and resources studying the environment where they would open a new programme, and understanding the difference. For example, they studied the UK for one year before initiating the programme there and they realised that their community programme that relies on volunteers would not work in the UK because there is not the same level of motivation for local community volunteers. Therefore, they have only implemented the school-based programme in the UK.

Their ultimate goal in the UK, like in India, is to create a programme that can be taken over by the local or national government so that the government can support and fund it and the curriculums will grow to be used in more schools and communities.

### **Scaling up future impact**

Magic Bus has been successful in reaching huge numbers of children with their programme, but they realise that in the grand scheme it is not that many compared to the entire world. They believe that the best way to increase their impact going forward is to use the solutions and curriculums they have created to be replicable and adoptable and try to get them to be taken over by the governments in their targeted countries. Magic Bus does not believe in creating a process of excellence in one single place and simply building in that place. Their ultimate goal is that the government takes over their entire programme on a national level. They believe in this systems level uptake of their programme and methodology. They also believe in continuing to share resources with and create partnerships with organisations that work with children in

the same countries in which they work, and that building those partnerships will be important to scaling impact through getting more funding and government support. Magic Bus believes that replicability is a pre-requisite to scaling up, and their experience has certainly shown that they can go to scale.

## Case Study: Street League

**Location:** United Kingdom

**Founded:** 2001

**Strategy:** Replication and government integration

In the past 5 years Street League UK has gone through significant changes, and has seen a growth and success in 'scaling up' their programmes across the UK. Not only have they grown in terms of outcomes and impact, but also in terms of funding and size. According to Street League key informant, the growth of Street League over the past five years is due to four key reasons:

### Organisational focus on clear themes

Street League strongly believes that the first most important contribution to their scaling up over the past five years has been their focus and clarity about what they do. Before 2010, Street League had many different activities, focused on different themes and different sports. In 2010 they made the decision to focus on a single theme, youth and unemployment, and they chose to use only football. The focus led to a stronger internal clarity about what Street League does and how, which meant that there was a consistency and quality in the message being sent out externally about Street League. This alignment and focus was also geographically across all the programmes, both England and Scotland.

Street League points out that the clarity and focus of their messaging, as well as the timing of their focus on employment for youth after the London riots of 2011, led them to national recognition – which ultimately led to more funding. At the time and size that the organisation was, the narrow focus they took was essential to strengthening their programmes which then allowed them to begin scaling up.

Since those beginning steps in 2010, Street League has grown considerably, and has revisited their Theory of Change and their programme focus. They now have the size and capacity to make their focus a little bit wider, and expand from football to other activities, while retaining the focus on youth and employment. Street League began to think about the social problem they seek to solve, and what they would have to scale up in order to make more impact on that problem. In their case, Street League seeks to end structural youth unemployment in the UK, which is a long-term vision that requires them to continue scaling up.

### Measuring, evaluating and transparency and quality of outcomes

The second thing that Street League sees as essential to their growth as an organisation and continued success is their ability to tell a really good story and back that story by strong figures. This means strong monitoring and evaluation, supported by an M&E coordinator and a team committed to collecting the data.

Street League also points out that moving the focus of their evaluation from participation numbers in 2010, to an outcomes-focused framework in 2014 was a significant change. So whereas in 2010 they were looking at where participants were on the day they left the programme, now they are looking at what is happening in those participants' lives 6 months after they leave the programme. Instead of just counting the heads, they are looking at the longer-term changes for the participants.

Measuring impact in this way, and a transparency about it has been really important for funding. And funding has been the key to allowing Street League to continue to scale up. Securing more funding, especially public sector funding that is sustainable and more long term has been really important for Street League. And they have seen that with achieving different outcomes, the public sector is willing to commit more funding, as has happened for Street League in Scotland where funding has incrementally increased each year that they have shown that they are achieving their outcomes. Street League's corporate funding has also grown since 2010, but because corporates can be very selective about what they fund, retaining those relationships has required Street League to hire a full-time staff member dedicated to this. And as with the public sector funding, clarity and transparency of outcomes is extremely important to retaining funders.

## People

The people who make up Street League are what they consider the third important thing that has attributed to their growth. They have a strong board who is committed and follows through, and a committed staff with high retention. Since the focusing of the organisation in 2010, they have committed to bringing in great people who would be a good fit for the organisation. This has often meant higher costs at the head office, but according to Street League those costs have paid off. The investment internally, of both senior staff and junior staff has been successful at growing committed managers for the future. Their strategy has included taking coaches who work directly with participants and training them and providing them with resources to become managers.

The people aspect has been particularly important for Street League's scaling up geographically in the UK. Street League has gone from operating in 2-3 cities in 2010, to 13 cities now in 2015. They have prioritized finding local people who understood what Street League is about and who are then trained and given resources to communicate the messages of Street League to their communities.

## Venture Philanthropy

The Venture Philanthropy partnerships in the UK have allowed Street League to have free access to experts in various financial themes, legal themes that they would not otherwise have been able to afford. According to the key informant interviewed, this backing has been pivotal to what they have been able to do over the past 5 years. Having an open pool of talent that they can ask for help and who can mentor the management team has been essential for their growth. In many ways this resource has been more important than money and has made a big impact for the charity.

## Funding

The developments of strategy and focus on impact and transparency has been important for Street League in scaling up their funding. Street League's reliance on grant funding, which is shorter term and more labor intensive to sustain, has gone down to 15 per cent of the budget since 2010. At the same time, they have increased public sector funding to 50 per cent, and see this as a much more sustainable and long term funding strategy. For example, since they began receiving funding from the public sector in Scotland in 2011, the amount they receive has steadily increased every year as they are able to show results in different outcomes. Street League's corporate funding has also grown significantly in recent years, and although reporting and managing the corporate funders has required the hiring of an additional staff member, the return has been worth it. In spite of this, Street League sees public sector funding as the best way forward, as well as partnering with other organisations and institutions to deliver programmes and apply for funding together, as they are already working on in Northern Ireland where they have partnered with Stride.

## Scaling up impact, future vision

Street League plans to continue growing organically and to continue to take on private sector training and skills development. Although they want to continue to grow and have a greater impact on structural youth unemployment, it is also their priority to maintain the quality level of their work on the front line with participants. Collaboration with other charities in the sector who work on the same theme will continue to be important, and to avoid competition within the sector will be a challenge. As the Street League key informant stated about their continued ability to grow, "our ability to grow will be in partnership with others, on various different lines. I quite like the idea of a group of organisations that may have Street League as recognizable to young people, but when we go and talk to the government or private sectors, we are able to talk as a group working on a specific issue." Sustainability is also a consideration, and Street League is very aware that they cannot grow too much without losing the ability to sustain and retain quality.

## Networks

It has to be a win – win. Street League sees networks as only useful if both the network and all of the members benefit from the membership. This can be challenging when there are networks with bigger and smaller charities, and being a bigger and well-funded charity, Street League has tended to be asked more from networks than they are given. Networks need to consider this, and as stated by the key informant at Street League, networks need to "vet the market" before they invite network members to join and they need to make sure they know what each network member will get out of the membership. Street League has seen that their model works in the contexts in which they work in the UK, and are therefore not as interested in learning a new model from another network member. They are happy to share resources and ideas with other members, but they also emphasize that each model will have to be context specific, and something that works in the Burroughs of London may not work in Italy or Croatia, for example.

## Case Study: Fight for Peace

**Location:** International

**Founded:** 2000

**Strategy:** Partnerships through city hubs

### About

Fight for Peace is an international S4D organisation that uses boxing and martial arts, combined with education and personal development to work with young people in communities affected by crime and violence. Fight for Peace creates new opportunities for young people, as well as supporting them to make the most of existing opportunities. They believe that “a young person’s behavior, situation and the choices they make, are dependent on the way they see themselves, how they relate to others, and how they see their future.”<sup>1</sup> The organisation was founded in 2000 in Rio de Janeiro, Brazil, where they still have one of their two main offices. The other is in London.

After initial learning, building the methodology and model and growing in Rio, Fight for Peace opened a second programme in London in 2007. This replication was the basis for their partnerships model in 2010 that has been the core of the scaling up of their programme and impact. Since 2000, they have worked with 135 partner organisations in over 25 countries around the world.

### Developing a partnerships model, city hubs

After replicating the Fight for Peace programme in London in 2010, the organisation realised that they had a model that was replicable and could be brought to different contexts. They did not want organisations to simply train on and replicate their curriculum, they wanted to impart their entire methodology. Not only was their evidence showing that the methodology was working to affect their desired impacts, but Fight for Peace also realised that they had a financially sustainable model in that the Fight for Peace academies have a fixed set-up cost. This means that partner organisations know what the costs will be up front before they decide to launch a programme. Fight for Peace can also help organisations with the appropriate infrastructure to set up academies and also demonstrate their results through M&E, which shows growing impact around the world.

The initial partnership model was designed to train single organisations. However, Fight for Peace has recently moved to a model of training 10 different organisations in one city, to create a network and a hub for the Fight for Peace programming. The thinking behind this approach, and the results that they have already begun to see, are that when the 10 organisations came together to go through training and create the programme, they stopped seeing each other as competition (for funding for example) and started seeing each other as resources. Fight for Peace views this approach as the most scalable solution to social impact for the bigger social problems of creating safer communities, violence reduction, etc.

1. <http://fightforpeace.net/about-us/our-approach/>



Partner-organization training (and creation of city hubs) follows three months of preparation between Fight for Peace and each individual organisation. After these three months, the 10 organisations from one city go to one of the Fight for Peace centers in London or Rio for an additional week of training, and also to build relationships with each other.

Fight for Peace maintains a relationship with the organisations over a full year, and works with them to develop in three areas:

- Organisational capacity
- Programming
- Transformation for young people

They also provide support with building M&E frameworks and tools so that the hubs can show social impact, which has allowed Fight for Peace to collect data on the impact of their programmes as well.

This model is an effective way of reaching across sectors, and not just work with organisations that are S4D (as in some cities there are not many). The Fight for Peace city hubs include many organisations that work with youth already on similar social problems to what Fight for Peace works on, and who are open to new tools and methodologies.

### **Stages of development of Fight for Peace**

The four stages of the development that Fight for Peace has gone through have led to steadily increasing impact (these run concurrently):

#### **1. Instinct**

For Fight for Peace, this is how everything started. Instinct means doing something to address change, even if it is not a tried and tested method yet. The founder of Fight for Peace did this by starting the boxing programme in 2000. Organisations need a strong basis such as this from which they can build.

#### **2. Consolidation**

Consolidation means learning together with young people about their needs. Fight for Peace has an integrated approach to S4D, which means that they do not just do sport for sport's sake, but they combine it with other activities for youth development. The organisation chose to use boxing and martial arts because in the context in which they started fighting and violence is widespread and commonplace, and the social problems that were so visible in that context. They found that the sport was a great platform, but they needed to work to develop the education, and personal development aspect to the programme as well. As the programme has grown and developed, it has remained focused on martial arts and on specific social problems. It has also integrated young people into decision making in the programme, which has strengthened the methodology. Fight for Peace has taken the experiences of those young people in personal development through the programme, combined with ethnographic studies carried out by the founder and created a theory of change that shows their social impact.



### 3. Growth

After seeing tangible impact in Rio, Fight for Peace decided to go to London in 2005-2006 because it was another, similar context in which violence was a tangible problem for young people. The idea was that if they could duplicate the programme in London, that it would be possible to duplicate it elsewhere. When the programme started to show social impact in London, Fight for Peace began to strategise and focus on the partnerships model.

### 4. Sustainability

The fixed cost of a Fight for Peace Academy means that the programme is sustainable and replicable. Fight for Peace knew that it would not be sustainable to continue creating more Fight for Peace centers like those in Rio and London, but that it would be much more sustainable to train organisations that already had the infrastructure and the desire to use their methodology. This then grew to the model of training city networks of 10 organisations, which had the potential to have even more impact and also be more sustainable, as it would facilitate these networks creating links with local institutions and government, and getting more local and community buy-in.

### Funding

Fight for Peace does not only fundraise for themselves, but they also train and support the organisations that run their programmes around the world in fundraising. To date, those partner organisations accredit about 1.5 million pounds in fundraising. In some cases these have been joint fundraising efforts. The findings around these processes are in the early stages but it is a strategy that Fight for Peace plans to pursue.

An additional and significant source of funding for Fight for Peace was to create a social business of clothing for combat sports. The plan for this business was that 50 per cent of the profits went directly to Fight for Peace. Last year the business was sold to Reebok and from that sale significant funds went to the Fight for Peace group. The sale of the business to Reebok has meant that Fight for Peace is tied to them for at least 7 years and cannot take funding or work with other brands, but Fight for Peace has benefitted significantly because it has meant sustainable funding and increased visibility because they are tied to the Reebok brand who outfit UFC fighters, for example.

### Going forward

Fight for Peace has seen success with the city hub model, but they want to make those hubs even more sustainable by providing them more support. They are piloting a new model in Jamaica and in Cape Town, South Africa, in which they will put fulltime Fight for Peace staff three years to work with and support the city hub of 10 organisations that are there, to help build more capacity for the organisations and the network. They also see this as an opportunity to build relationships between the organisations and local government and institutions who will contribute to the sustainability of the programme.

## Case Study: Laureus USA

### Model City Initiative

**Location:** Pilot Project-New Orleans, LA, USA

**Type:** Network

**Founded:** 2014

**Strategy:** Funding, Model Cities coalitions

**Global Network:** Laureus Sport for Good Foundation

### About

As a global funder, Laureus Sport for Good Foundation operates in 35 countries, and has raised over €85 million to support work in the S4D sector since 2000. Laureus USA works across 30 cities and estimates that it impacts 125,000 children each year. Beginning in late 2014, Laureus USA launched a pilot program in New Orleans, Louisiana- the Model City Initiative. The Initiative combines investing directly in sport for development organizations while also initiating a Sport for Good Coalition to harness the power of collective impact in S4D work. Laureus USA plans to replicate this scalable model in new cities as the concept gains traction and funding to support it.

Through thoughtful grant-making requirements designed by Laureus USA and a shared measurement framework designed by coalition members and external consultants, the first Model City will lay the groundwork for future locations. Laureus USA's impact will scale-up in tandem with this initiative.

Each Model City is designed to become self-directed and sustainable. In early years, Laureus USA will provide financial support and professional development opportunities for grantees. The initiative will also serve the larger S4D arena by providing organizations that have not received grants the opportunity to also participate in this local Sports Based Youth Development (SBYD) coalition. By design, each Model City will ultimately find its legs away and become its own organisation, possibly housed in a University or other non-profit, or by becoming an independent 501c3 (registered non-profit in the USA).

The idea driving this example of scaling up social impact is that each Model City location will engage local, cross-sectional stakeholders by fostering collective impact coalitions, supported by Laureus USA as the backbone organisation. Laureus will not indefinitely financially support each Model City- but instead will empower local stakeholders to affect the changes they deem most relevant to their citizens and eventually to operate independently. At the moment the project is in the pilot stage.

### Speed and Intentional Scaling Up

Good grant making is central to the Laureus USA approach. This means reimagining what success looks like in the projects they fund. Through direct experience, Laureus has learned that pushing organizations too far and too fast does not yield the best results. They have seen that scaling up is a process that must be thoughtful and precise. While this requires managing a delicate balance between external (sometimes corporate) funder expectations and individual organizational capacity, it is ultimately integral to the long-term sustainability of any project.

Laureus USA views grant-making as an activity driven primarily by the delivery organisation's needs. Where many funders disallow for the purchase of materials, or staffing salaries, Laureus USA embraces these facets as necessary for immediate organizational success, which ultimately spurs growth. The Laureus approach is to assess the realistic and tangible needs of their grantees. For the pilot project in New Orleans, fourteen applications were received from individual organisations, and six were awarded grants. The Executive Directors of these six grantees now comprise a cohort and Steering Group that leads varied facets of the coalition. Currently, the coalition counts eighteen organizations amongst its members.

### **Local Buy-In**

Another central facet of the Model Cities initiative is orchestrating local buy-in at each project site. This includes hiring local staff to facilitate community relationships quickly. By hiring a New Orleans Program Officer that is vested and experienced in community-driven social impact, the first Model City is designed both to be reflective of the community it is serving and to create a blueprint for future coalitions.

### **Identifying and Engaging Strategic Partners**

Laureus USA counts the Aspen Institute and inFocus amongst its key strategic partners to implement an effective Collective Action initiative. The five conditions for collective impact:<sup>2</sup> Common Agenda; Continuous Communication; A Shared Measurement System; Mutually reinforcing activities, and a Backbone Function, informs how strategic partnerships were identified and how those partnerships operate to serve the initiative.

Laureus also recognizes the value of local knowledge in building this initiative, and brings together local groups along with national partners who can work together.

Laureus also recognizes that identifying larger corporate (and possibly governmental) partners who are able to contribute financial resources is also necessary to scale up the initiative. Laureus recognizes the branding value for both those contributors and for the initiative itself. Laureus is already seeing that as the next Model Cities launch, a local and national buy-in will be required before structures can be effectively established.

In many ways, the ethos behind Laureus is always collective in nature. Each partner brings strengths to the table, in knowledge and practice. It is through these partnerships that impact is scaled with intentionality

### **Mutual Benefits for Coalition Participants and Funders**

By agreeing on a charter statement, the six cohort members (and by proxy their organisations) have demonstrated a willingness to work towards their commonly shared goals. For example, in New Orleans, a call for agreement about standards for coalition participation grew out of a shared desire to create structure.

2. Preskill, Hallie, et.al. "Guide to Evaluating Collective Impact: Learning and Evaluation in the Collective Impact Context." FSG-Collective Impact Forum.

Each coalition member is part of at least one of the three working groups that agreed to drive a specific strand of work. These groups include: The Steering Group, Shared Measurement, and Standards (as described above). Each working group is lead by a member of The Steering Group.<sup>3</sup> Moving forward, Laureus anticipates they will require coalition members to agree to similar requirements for participation as a condition of their grant.

With a set of clear responsibilities and roles, a common agenda has been agreed and a shared measurement system is being created. Both the foundation and coalition members benefit from these shared goals through a broadened network of likeminded organizations, and a more diverse and expanded data set to measure progress in a centralized location.

Funders benefit from this structure and requirements as well. Data collection becomes more meaningful when a cross section of responses can highlight change or stagnation.

In perhaps the most overarching concept driven forward with the Model Cities, Laureus is orchestrating community amongst the members which will help them to scale up social impact in Sport for Development. Where many emergent NGOs face challenges- particularly with training, professional development, networking, and general resource capture - participation in the Coalition helps. By working together, these organizations increase their individual impact while they shape the field, and their city.

## Case Study: Street Games

**Location:** United Kingdom

**Established:** 2007

**Strategies:** Diffusion and Replication

### About

StreetGames seeks to contribute to the wider efforts such as crime reduction and community safety, in alliance with the protective factors identified by Sport England. They target a broad population and have served over 370,000 youth since they began operations in 2007.

Through network members, StreetGames recruits young people from disadvantaged neighborhoods to participate in both indoor and outdoor physical activities. Their approach, “Doorstep Sport,” facilitates access to sport to populations most likely to disengage, such as those living in disadvantaged neighborhoods. As explained by StreetGames, Doorstep Sport is “sport that takes place... at the right time, at the right place, in the right style and at the right price.”

### Understanding Protective Factors in Organisational Design

StreetGames is currently comprised of a network of four distinct and replicated programmes that provide sports and volunteering opportunities to young people primarily in the aforementioned disadvantaged communities.

3. The Steering Group is comprised of the Executive Directors of the 6 Organizations that were awarded grants and the local Program Officer

These projects utilize a human capital based model to effect change in their beneficiaries. (Human capital refers here to a developed set of habits and socio-personal attributes that encourage and link to positive life decisions.) That is to say, StreetGames is interested in the *preventative* benefits of participation in sport and community. In the eight years since its formal inception, StreetGames has grown from 5 to 600 neighbourhood programmes across the United Kingdom.

Instead of internally determining specific facets of community renewal, StreetGames seeks to address the underlying, problematic social conditions such as youth-exposure to the criminal justice system. (Many studies have found that early exposure to the justice system leads to higher rates of recidivism when those youths become adults.) Their expert-partner, Sport England<sup>4</sup>, identified these focal problems through vast research.

Guided by a matrix of these and other protective factors, StreetGames focuses on an asset-based approach to managing social change, as opposed to one driven by reactivity. As an S4D organisation, utilizes the ease of replicability inherent in physical activity programmes, as Sport translates universally across communities and neighborhoods. Replicability is also made easier, because, again, their programmes are designed to address identified and agreed protective factors. Where other “whole-population “ organisations sometimes focus on self-identified social problems- and subsequently face unforeseen hurdles- StreetGames has been able to focus strictly on program delivery and creation. Simply, support for the alleviation of agreed upon social problems is easier to harness.

### **Benefits of Scaling via Mainstreaming**

For StreetGames, scaling breadth is as important as scaling depth. They actively encourage other organisations and agencies to adopt the StreetGames methodology which aims to mainstream accessibility to sport. In a perfect world, StreetGames imagines that sport can become accessible to all, particularly those communities challenged by access and means. Further, this focus on mainstreaming access will support a cultural shift away from general (and growing) physical inactivity. From participation in youth sports to adult exercise, StreetGames recognizes that active kids are more likely to become active adults.

### **Partnerships and Alliances**

In addition to youth protection organisations, neighbourhood groups, local authorities and others, StreetGames counts Coca-Cola Great Britain and Sport England amongst its strategic partners. This combination of corporate and governmental support has allowed StreetGames to not only stay in operation, but to scale up impact at a rapid rate.

As a contracted provider for Sport England, StreetGames works to implement programs that serve a disadvantaged population. In this way, StreetGames aids Sport England in its policy directives. Basically, Sport England sets the focus; StreetGames develops a vision and practical solutions to address that focus.

4. Sport England is a quasi-autonomous non-governmental agency (QuANGO) that receives partial funding from the British Government and focuses exclusively on the role of sports in society to facilitate physical activity in British Citizens.

Through this financial support, StreetGames has been able to grow in professional and programmatic capacity. Without such a reliable source of funding, they would likely have struggled to grow with such voracity.

## Case Study: British Council

**Location:** International

**Type:** Charity

**Year started:** 2000

**Strategy:** Replication, Partnership & Governmental Adoption

The British Council is a charity working to help “citizens and institutions contribute to a more inclusive, open and prosperous world and connects local issues to global themes, ranging from social action to diversity and youth issues.”<sup>5</sup> Through programming and partnership cultivation, the British Council provides expertise to a vast and challenging societal landscape.

As a part of the overarching umbrella of responsible social action and community building, the British Council’s focus on Sport is driven by the principal that in Sport, rules are universal and provide a common language across cultural contexts. While not a traditional “Development” organization, the British Council views their role in S4D as one of capacity-building to facilitate opportunities between organisations and governmental bodies.

As a network and partnership-driven organization, the British Council has been well positioned to affect change both from top-down and bottom-up strategies. Though their beginning strategies may differ based on usability in each particular context, the focus on increasing social impact is ultimately to affect systemic change, and broker better relations between citizens and government.

Education networks are a key focal area for the British Council. They recognise that sport in education is not just about P.E. and participation, but can be used in a number of ways to develop life skills and support social action in schools and the wider community. In practice, S4D delivery organizations specifically can activate vast potential for scalability by embedding and aligning themselves with school networks. As a facilitator, the British Council also utilises school networks (and their own organizational expertise around social impact) to successfully foster relationships with the Ministries of Education in many countries.

### On the Role of Monitoring and Evaluation

Implementing a rigorous but standardised M&E system is particularly difficult when rapid scaling and impact is desired across a wide variety of delivery contexts. The British Council identified that they have faced challenges, including the use of a common lexicon and outcomes across their programmes, because the language used by various M&E practitioners often differs. Today, they are looking to learn from best practices established by industry leaders to develop a more structured and internally housed M&E program with dedicated staff.

5. <http://www.britishcouncil.org/society>



## Conclusions

For the British Council, the ultimate goal when scaling up impact is to affect national policy. To do this, they consider the local landscape first and foremost. Then, by identifying local partners and stakeholders, as well as national institutions, they use decades of expertise to partner with like-minded change makers, with a combination of top-down and bottom-up strategies.

While this case study is intended to highlight the British Council's methodology regarding scaling up social impact in broad strokes, additionally included studies- International Inspiration, Premier Skills, and Try Rugby Brazil - directly discuss recommendations for delivery organizations and programmes.

## Case Study: British Council Sport Programme

### Try Rugby SP

#### Understanding the cultural landscape in Brazil for new organizations

**Location:** Brazil

**Type:** Charity

**Year started:** 2012

**Strategy:** Replication & Partnership

Try Rugby Brazil is the most recent British Council sport programme based on the organisation's experience in S4D program design and delivery with predecessor-programmes such as Premier Skills. Whereas the Premier League partners on Premier Skills, Try Rugby partners with Premiership Rugby. While Premiership Rugby is not as widely recognised as the Premier League, its expertise around sports-based engagement is considerable, and a recognisable asset.

The British Council and Premiership Rugby built a relationship with a strategic partner in Servico Social da Industria (SESI) in order to launch Try Rugby Brazil. The idea was to use a new sport in a context where not many people know or play that particular sport. With rugby being trialed at the 2016 Olympics, and the identifiable benefits of sport in community projects, South America provided an ideal landscape to launch the programme. Beginning in Sao Paulo, but thereafter enjoying rapid geographic expansion across the country, Try Rugby Brazil is currently demonstrating early markers of increased scale and impact.

One of the primary facets of program design and development is the nature of its funding. SESI's funding structure is unique to Brazil. Though it is a private entity, SESI receives a mandated 1.5% of all payroll collected by business in certain industries and agribusinesses. SESI uses these funds to "provide services in education, healthcare, leisure, culture, nourishment and promotion of citizenship."<sup>6</sup>

Try Rugby Brazil recognized a mutually beneficial partnership with SESI by embedding rugby coaches into SESI networked schools. As with other British Council programmes, special attention is paid to training staff in cultural sensitivity. Experienced Premiership Rugby coaches

6. <http://thebrazilbusiness.com/article/servico-social-da-industria-sesi>

are used in new centres to transfer the knowledge and skills they have developed in the local context.

In terms of scaling up the programme, when the British Council and Premiership Rugby highlighted a successful Try Rugby model in one SESI state, it greatly improved the possibility of scaling up via replication in other Brazilian states. Similarly, other British Council projects in the region have adopted the programme model to approach new partners.

Case Study: British Council Sport Programme

## International Inspiration

### Impact through Meaningful Top-Down Partnerships

**Location:** Global

**Type:** Charity

**Year started:** 2012

**Strategy:** Partnership & Advocacy

To support the international legacy of the 2012 Olympic Games, the British Council partnered with the London Organising Committee of the Olympic and Paralympic Games (LOCOG) to engage young people from around the world in sport. Together, the British Council and LOCOG worked with UK Sport and UNICEF to build a project that was embedded with high-level stakeholders from the onset. By utilizing the combined expertise of these stakeholders, International Inspiration was able to affect a larger impact than might have been possible independently. These high-level stakeholders are positioned especially well to turn intention into advocacy, and advocacy into action. The British Council's relationships with the Ministries of Education and Youth Leadership, UNICEF's sport for development and community development experience, and UK Sport's expertise with national governing bodies worked in congress to produce an impactful collective effort.

International Inspiration was not about imposing ideas. It was about building upon a collective of diverse experiences to build an actionable plan for programming.

As a part of project scoping, and with the support of the UK government, the International Inspiration team executed an on-the-ground analysis in various countries, including meetings with Embassy representatives, Ministers of Education, key national governing partners, the Olympics committees, and various other key players. Simply, the team traveled the countries "in listening mode" engaging key stakeholders to uncover what local leaders wanted and identified as the main drivers and challenges to their work in sport. Then those stakeholders were invited back to the UK. These subsequent trips provided an opportunity to showcase best practices in UK approaches to PE and sport for young people, and then to guide these leaders to create ideas about what could be possible in their own countries and contexts. The goal was not to impose ideas or directives, but instead to provide an opportunity for exposure to potentially new ways of thinking and working. Secondly, these strategy sessions were crucial to building a team-dynamic amongst globally disparate partner organizations.

International Inspiration effectively scaled impact across different countries by orchestrating meaningful partnerships by utilizing established networks. Those new partnerships would later

serve as a part of their wider network, allowing for mutually beneficial collaborations.

Today, the capacity-building and knowledge sharing delivered by International Inspiration continue to affect change as local governments adopt and now administer programs that were originally designed by that collective group of country leaders and the International Inspiration team. Since the inception of the programme, International Inspiration has impacted around 25 million children and influenced 55 policies and strategies, most of which involved the use of sport and its impact on education.

This successful effort started with a top-down approach by engaging high-level stakeholders, and coupling those engagements with local facilitation that demonstrated that programming would work within the specific country.

### Case Study: International Sport and Culture Association (ISCA)

**Location:** Copenhagen, Denmark (Headquarters), Global

**Established:** 1995

**Type:** Network

**Strategy:** Global network

#### About

ISCA provides a global organising platform that is enacted through the operation of nine networks<sup>7</sup>, serving a diverse array of organisations (primarily NGOs) that work within the area of “Sport and Culture for All.”<sup>8</sup> Their network includes 74 member countries, and 180 member organisations with over 40 million beneficiaries.

ISCA views its overarching role as one of assistance and guidance for its member organisations so that those organisations can best serve beneficiaries. ISCA believes that being a part of a large-scale network is fundamental to success. It is a network dedicated to establishing and maintaining useful and proactive relationships between partners, whether the member organisation is working within one country or internationally.

Their primary focus is to empower people where they live. Member organisations serve beneficiaries across socio-economic classes and geographic locations; their unifying characteristic is that all use sport to facilitate social change.

Currently, ISCA counts both public and private organisations amongst its funders, including DGI, Youth in Action, the Executive Agency for Health and Consumers, the Coca-Cola Foundation and the Danish Ministry of Culture.

#### Considerations when Scaling Up

For ISCA, ‘Scaling up’ might be seeing a small project multiplied (also understood as *replication*). Or, scaling up might be about growing the individual project in breadth and/or depth of scope.

7. Networks: MOVING Age, Health Enhancing Sport Exercise Network, Environment and Sport Network, Facility Management Network, Gymnastic Festival Network, Gymnastics Network, Badminton Network, Youth Network, Active Children Network

8. <http://www.isca-web.org/english/aboutisca/aboutisca0/ourrole>

## Shifting Organisational Design

When a small organisation decides to expand<sup>9</sup> it is important that its leaders recognise that organisational design fundamentals will inevitably shift. One powerful example of design shift is a change in what drives employee motivation.

For example, in smaller organisations, frontline staff is able to work in close proximity with beneficiaries and often to have more direct effect on programmatic outputs. Simply, the staff and volunteers can see the changes they are affecting first hand. ‘Grassroots’ organisational design often relies on this powerful socio-emotional motivator to encourage and reinforce mission buy-in.<sup>10</sup>

As an organisation grows, the hands-on approach is lessened and the organisation may need to find new ways to motivate staff, volunteers, and others to remain vested. If team members become unmotivated, or believe the organisation’s underlying mission has shifted, they are less likely to contribute to the programme’s success.

## Capacity Building

For ISCA, there are three levels of capacity building processes: *Development*, *Scaling up* and *Transfer*.

For organisations that would benefit from educational *development*, ISCA provides assessments, access to external knowledge and experience, ‘next steps’ planning, a commitment to continuous improvement and other supports as needs become apparent. Generally speaking, ISCA’s development support process takes 10 to 12 months to fully enact.

*Scaling up* and *transfer* support differs from developmental support in that ISCA looks to local, national and/or internationally successful models and encourages those projects to launch in new settings or deepen their project’s impact within their current setting.

ISCA’s capacity building strategy is also about recognising that empowerment at all levels of an organisation is an asset realized in human resource practices as well as good governance.

## Time

ISCA has observed that successfully scaled up, or transferred, projects have had adequate time to develop and change, and the space to make mistakes along the way. In comparison to for-profit businesses, ISCA recognises that NGOs attempting to scale up need more time and flexibility. Successful growth will depend on the level of flexibility an organisation is afforded by their funders.

9. Please note, in this type of scaling, the organization is not trying to replicate its model in other geographic locations, but to expand that model under its original design.

10. Socio-emotional factors such as a drive to ‘give back’ to the world, religious beliefs, or personal experience with the types of programs they work with are why many NGO employees seek work in the development sector over traditional, for-profit businesses, and often why volunteers give their time for free.

## Network Support

Another integral factor for growth (especially amongst younger organizations) is access to partners who do similar work through sport. In short, no one organisation can successfully scale up in a vacuum.

As an example of how the network has facilitated scaling up, ISCA points to their member, the Hungarian School Sport Federation that has implemented its program in over 300 schools across Hungary. Another member in Slovenia replicated a project in six additional cities in one year. These organisations were connected through an active S4D network that influenced the successes in both of these examples. Together, the eight organisations identified strategies to overcome some of the hurdles they each faced individually.

## Politics & Scaling up

ISCA has seen that in order to affect large-scale change it is essential that S4D programmes consider the political landscape. To harness support, organisations should consider aligning their public message with one that speaks to a broad constituency, which is more likely to be the focus of national policy. For example, if national attention<sup>11</sup> is on physical health, S4D organisations can further their individual success by demonstrating outcomes such as reduced rates of obesity amongst their participants.

When an organisation or network can demonstrate alignment with national policy agendas, it is better positioned to harness support from the government. Policy alignment and subsequent political support can help organisations and networks to have an even greater impact.

Please note, alignment with national policy is not meant to replace organisational or network directives. More, if programmes can highlight alignment (such a 'natural' fit between health and S4D programmes), the sponsoring organisation may find more support to scale up.

## The Role of M&E

For leaders at ISCA, monitoring and evaluation can be used to offer feedback about how an organisation is operating, and at what speed they are growing. M&E is an integral part of the ISCA framework, guided predominately by three key words: motivation, inspiration and commitment. When those three concepts become apparent in their evaluation of a member organisation, ISCA can then begin the work of facilitating an effort to scale up that programme.

11. "National attention" is meant to convey that the general public is aware of social issue and that governmental programme and/or policies are being enacted or are in place.

## Case Study: Comic Relief

**Location:** International

**Type:** Funder

**Strategy:** Funding new innovations

### Why fund S4D?

Initially Comic Relief had a very specific Sport for Change programme for funding S4D initiatives, which grew out of a belief that sport could create social change in different ways. They created a Sport for Change booklet that pulled together learnings from grantees and the field. It was a reactive approach to funding, that meant grantees would seek out funds and write applications specifically from the Sport for Change programme. This approach led to a lot of learning and experience in the area of S4D for Comic Relief, and ultimately decided to focus more on different themes of social change, rather than specifically on sport.

Thus, two years ago Comic Relief restructured so that applications for S4D have to fit into one of the main social issues that Comic Relief seeks to fund. The reason for this is that they began to recognise sport as a method or tool for social change, rather than looking at Sport for Change as a theme itself. This change led to the receipt of fewer applications for S4D funding, but it also led Comic Relief to be more proactive in seeking out potential grantees. They have since been active in growing knowledge in the area and funding initiatives that are different and innovative, such as a supporting a new grantee that works with older people with dementia through sport. Comic Relief believes that these types of projects would not have come in reactively, and therefore are confident that their new approach to funding S4D is leading to more learning, innovation and increased impact in different socially-focused areas.

One of the reasons for the funding restructure in terms of sport reflects struggles that S4D grantee organisations have had in fitting into specific social themes. For example, does an S4D football programme that works on HIV/AIDS education fit into health, sport or education? Comic Relief recognises that there is work that needs to be done to link sport into these developmental sectors, rather than sport just communicating with sport.

### Scaling up as a funder

Comic Relief is in an ongoing process of exploring what it means to scale up impact as a funder. Their aim is not to scale up one organisation to do more of the same thing, and therefore they recognise that the question of scaling up is very different for them than it is for a delivery organisation.

The broader push for Comic Relief is that they believe that sport can create change in different social areas, and so they are constantly looking to implement best practices. If they continue to fund newly identified best practices that are working with sport to address social issues in different ways, then they can have significant social impact. Although they do not want to scale up the organisations themselves, they seek to 'profile up' the best practices of these organisations and bring attention to a coalition. It is about finding an evidence base that may lead to scaling up; they seek to find the things that work best and why.



## Supporting organisations in scaling up

Although Comic Relief does not specifically seek to fund organisational scaling up themselves, they do try to support organisations in effectively measuring their impact and then being able to demonstrate that impact to potential other funders. They assess grantee organisations fundraising and sustainability plans, and talk with them about other things that lead to scaling up.

Additionally, Comic Relief requires and supports all international grantees to do independent external summative evaluations of their programmes at the end of their grant so that they can come back to them or go to other funders to show success. But they emphasise that the express intent of their grants is not to bring them to scale.

Comic Relief sees themselves as a funder with a role of “convener” for organisations. They want to bring organisations together to understand what works independently so that each can learn from the other, and then to take that learning out into practice.

Some examples of grantees that Comic Relief has seen as having successfully scaled up their impact are Fight for Peace and Street League.

## Case Study: SSCN

**Organisation:** Sport for Social Change Network Southern Africa (SSCN)

**Location:** South Africa

**Type:** Network

**Founded:** 2007

**Strategy:** Identifying and supporting local partners

### About

The Sport for Social Change Network is comprised of member NGOs working across Sport for Development (S4D) and Sport for social Change (S4C) initiatives. With hubs in Southern Africa, Brazil, and Argentina, each regional network is designed to serve the specific needs of its local members. The strategy of the network is to create more sector alignment within S4D.

In Southern Africa, SSCN was founded to serve seven countries and 42 affiliated member organisations. Today, 61 NGOs are on the roster.

Through guidance and support from a public-private partnership formed by Nike South Africa and GIZ, SSCN offers funding, communications support, advocacy and access to opportunities that member organisations might be otherwise inaccessible.

As a facilitator of the Designed to Move (DTM) initiative, SSCN brings together key stakeholders from Universities, civil society, provincial governments, and Ministries of Sport and Education to identify the most pressing issues affecting their members. Their work focuses on what is, and is not happening around sport and physical activity in Southern African schools. These colloquiums span three provinces, and provide a basis for SSCN’s expanding efforts across the region. SSCN also hosts a national conference that convenes partners on a national and international level.

## Challenges to Scaling Up Impact:

### Cohesion and Sustainability

In order to grow individual member organisations' impact, SSCN first identified the need for a common, or guiding, framework across the many and varied individual operators. By creating alignment, the currently disparate landscape could become more solidified and therefore sustainable.

As a practical measure, SSCN identified that a universal 'tool kit'<sup>12</sup> would prove incredibly beneficial. This kit would provide structure for member organisations to systematically align their outputs (and programme models) with sector-wide best practices. Currently, member organisations operating under the DTM umbrella do endeavour to align, but are struggling due to a lack of structure.

This tool kit could:

- Align common principals across the "Sport for Change" sector
- Highlight global good practices
- Provide practical tools and frameworks for day to day activities

### Time

SSCN has seen that pilot projects are often faced with a challenging, if not impossible time scale. In order to assess the effectiveness of a programme, or its impact, sufficient time must be allowed. Even into the second and third year, projects are still very much in the 'pilot' stage in form and function, but are still asked for results within the first 10-12 months. This compressed time requirement can lead to skewed results of the projects impact or potential.

### Governmental Roles and Support

In South Africa<sup>13</sup>, SSCN considers the support of the Department of Sports and Recreation and the Department of Basic Education integral to its sustainability. The shifting political landscape over the last 20 years has, in some ways, also affected a shift in priorities. As a contracted network provider with the Department of Sport, SSCN has been able to roll out DTM in other provinces (*see example in footnotes*<sup>14</sup>)

In South Africa, the meta-governmental structure regarding sport (as identified by SSCN) includes the Department of Sports and Recreation and South African Sports Confederation and Olympic Committee (SASCOC). In addition, there are the Federation for Rugby and the Federation for Soccer. However, there is not a recognized central body for Sport for Development (S4D) or Sport for Change (S4C). SSCN would like to fill that role, thereby activating the potential

12. SSCN identified 'toolkits' used by US AID, Civil Society which could be used as a model for a national S4D toolkit. An example from the Commonwealth Foundation can be found here: [http://www.commonwealthfoundation.com/sites/cwf/files/downloads/Civil\\_Society\\_Accountability\\_Toolkit\\_South\\_Africa.pdf](http://www.commonwealthfoundation.com/sites/cwf/files/downloads/Civil_Society_Accountability_Toolkit_South_Africa.pdf). An example from CommDev can be found here: [http://commdev.org/files/1818\\_file\\_monitoringgovernmentpolicies.pdf](http://commdev.org/files/1818_file_monitoringgovernmentpolicies.pdf).

13. SSCN notes that governmental support in South Africa is relegated to country-specific activities. As the SSCN Southern Africa, this is sometimes a hindrance to scaling up impact. Support from other countries would be beneficial.

14. In the Province of the Eastern Cape, one of the implementing DTM partners was awarded funding for three primary schools. With additional support from the provincial government, the organisation then expanded into ten additional schools.

for collaboration with those other larger bodies and increasing public recognition for S4D/S4C. According to SSCN, such recognition would also likely aid in increasing impact.

### **Lobbying and Advocacy**

SSCN counts successful and constant lobbying amongst its activities that bring value to the sector. Through its network, SSCN is connected with experts across topics. Clearly national and local policies and law can either support or hinder scaling efforts in any sector, particularly one as nuanced as S4D.

### **Capacity Building: Funding, Communication & Network Opportunity**

While it clear that SSCN is driven to align efforts S4D/S4C in South Africa as a model for increased impact, they note three components necessary for the success of deliverer NGOs: *funding, communication and opportunity*. SSCN systematically provides all three. Organisations may receive grant funding or equipment, determined by an assessment of their needs. In addition to tangible assets, SSCN provides information about external funding and development opportunities to its members and works to build networks amongst them. Through consistent and clear communication, member organisations are more likely to recognise assets and activate opportunities around them.

## **Case Study: Mathare Youth Sports Association (MYSA)**

**Location:** Kenya, Africa

**Key strategies:** Replication/Diffusion/Transfer

**Established:** 1987

### **About**

Mathare Youth Sports Association, globally known by its acronym, MYSA, has been in operation since 1987. From twenty-seven football teams in their first year to over 1,800 today spanning sixteen geographic zones, MYSA has clearly grown in physical size. While those numbers signify undeniable growth, their story of scaling up social impact is more complex and ultimately provides grounded and applicable lessons for other NGOs. Their experience-driven model provides guideposts and practices that are universally applicable across the Development sector as a whole.

At present, MYSA serves an estimated 26,000 football player beneficiaries and an additional 20,000+ who access other organizational non-sporting benefits such as libraries, HIV/AIDS prevention trainings, and programmes on youth rights, arts and culture. While their reach is broad and growing, MYSA recognizes that the community need is even larger. In the coming years, their strategy to further scale impact is intentional and nuanced, with plans to advocate for local governmental support while maintaining strong relationships with their Northern Hemisphere funders.

## Scaling Back to Scale Up

MYSA has demonstrated success in programmatic design and facilitating the replication of their programme into new areas or zones around Nairobi and Kenya. They do this by empowering local communities to start leagues in their own areas, backed by training in necessary administrative components such as league organization, recruitment of players, and referee and coach engagement. Their curriculum outlines the MYSA model and provides instruction on how to activate that model.

MYSA relies on partnerships with other industry leaders, such as Tackle Africa, to provide training for coaches. By utilizing the strengths of other organisations, they are able to remain programme-driven and undistracted, thereby extending their impact and supporting the creation of more leagues and teams. In 2012, MYSA, with support from their funders, engaged a global consultancy to undertake a major organizational review of all its systems, policies and processes. A management development plan was developed which MYSA has since been implementing. This review and subsequent plan largely affected their ability to scale up.

In their early years MYSA employed a larger paid staff, but with experience and reflection, they realized that a smaller staff was actually more effective. By identifying and growing priority initiatives, MYSA demonstrated *intentional* organizational design, focused on achieving goals and executing their vision. Internally, the new, smaller staff was positioned to align their work products more closely. Staff inter-reliance grew, creating a more tight knit culture amongst co-workers. External to the organisation, positive changes were apparent as well. Youth beneficiaries saw their 'most important' issues recognized, which lays a foundation for empowerment (i.e. MYSA's focal areas and programming decisions are largely based on youth-beneficiary suggestion and direction). Funders and stakeholders now work with an outcome-driven, mature organization. And the community started seeing social mobility amongst more local people (e.g. paid and/or prestigious job opportunities).

In order to reduce the number of paid staff, but grow organizational effectiveness, MYSA became heavily reliant on volunteers. Engaging volunteers is not difficult, partly because of the cultural importance of football in Kenya. Also, and perhaps more importantly, the organisation provides professional training that translates into cultural capital that then manifests as tangible rewards for volunteers. MYSA coaches hold prestige in their communities, which becomes even greater if the coach climbs the ranks into an administrative position, such as League Coordinator. Supported by prestige and training, MYSA coaches are able to obtain jobs opportunities (in and out of coaching) that may have been difficult or impossible to access otherwise. In short, one of the greatest examples of MYSA's scaled up social impact is that their model is changing the employment landscape for volunteers, an outcome that affects the coach individually and the community as a whole.

## Funding

MYSA's first big funder was the Stromme Foundation in 1998, with largely unrestricted funding at the time and MYSA went from small funding coming from friends to having a budget that would really allow them to scale up and change the programme. Although this amount of funding was great in terms of the amount of activities MYSA would be able to facilitate, they also quickly realised that they did not have the internal structures in place to maintain and manage such a large funder effectively. This is when they learned an important lesson about scaling, that all of

a sudden they had all this money, and yet they did not have the means or structures to absorb it. MYSA learned and were able to adjust their strategies as a result of this experience. When the Stromme Foundation first came on board they made up 80 per cent of MYSA's budget, but later when the Stromme funding finally came to an end MYSA had built other funding sources and Stromme at that point only made up 30 per cent.

### **Structure and Communication**

MYSA provides strong evidence that defined organizational structure is an absolute necessity. Without it, organizations are not well positioned to make the most of their funding, no matter the amount. For funders, this is an incredibly powerful learning point as well. Sustainability and growth for any NGO is, of course, dependent on reliable revenue. However, MYSA has seen that organizational structure must be in place for the NGO to know what to do with the funds even before they are distributed. That is not to say that funding should be tightly bound. It should be flexible, but intentional, allowing organizations to use funds for the areas they identify the greatest need.

Clear, honest and forthright communication between delivery agencies and their funders is a necessity for success. MYSA notes that their relationship with funders has always been more effective and mutually beneficial when communication has been consistent. By operating as parts of a team, vested in the benefits of productive communication, both organisations and funders can affect the changes they aim to implement.

### **Overcoming Challenges and Growth**

Most NGOs will face hurdles and challenges over the life of their work. However, as MYSA has experienced, it is the *response* to adversity and the lessons they take away that ultimately impacts their ability to increase impact.

MYSA's story is one of resilience and fortitude. It is one that highlights that lessons can be translated into wins, and ultimately, an embedded resilience that will carry their work forward. Today, their structure is steadfast and their programs intentional, with visible impacts in community development, HIV/AIDS knowledge, youth rights and environmental responsibility.

### **Forward-thinking Vision**

As mentioned previously, the MYSA brand and vision are largely driven by youth engagement. MYSA players and coaches are offered opportunities for increased social capital via international travel facilitated by the youth exchange programme, tangible skills via school-tuition funding assistance and recognition that their contributions and opinions have value. Individual-value recognition practices such as these build confidence in young people that ultimately translates to greater self-fulfilling empowerment.

MYSA is now seeing the impact of this vision in practice as successful alumni return to the service of the organization, both as mentors and volunteers, and as donors. Youth-beneficiaries, who faced many challenges in their communities at one time, are now community leaders, both professionally and personally. Further, the multi-generational buy-in demonstrates organizational sustainability supported by human capital.

Their vision, to avoid franchising and to focus on training people to start their own MYSA-model based league, grew out of experience and highlights that MYSA is scaling up social impact in a unique and concrete way. It also is a model that ensures quality that is directed by MYSA itself, but also driven by the communities they serve and the experiences they have had.