

SPORT FOR GOOD
RESPONSE FUND

HELPING SPORT FIGHT COVID-19

INTERIM REPORT
DECEMBER 2020

CREATED BY:



CONTENTS

1. Introduction	3
2. Sport for Good Response Fund	4
2.a. What is it?	5
2.b. What we set out to achieve	6
3. The support we delivered and to whom	7
3.a. Grants	9
3.b. In-Kind Expertise – An Overview	10
3.c. In-Kind Expertise – In Detail	11
i. Design Thinking Roundtables	11
ii. Fundraising Masterclasses	13
iii. Strategic Consultancy	13
4. Insights	14
4.a. Design Thinking Roundtables	15
4.b. Fundraising	21
4.c. Cross-Cutting Learnings	25
5. Case studies	27
6. Final report	31

1. INTRODUCTION

2020 has thrown us all a set of challenges over and above anything that we could have imagined. All sectors have been impacted in some way. Sport for good is no exception.

Sport for good organisations addressing pressing needs from child poverty to racial inequality saw these challenges exacerbated like never before. The needs of the children and young adults they support grew and became more complex, and we saw worrying increases in domestic violence, unemployment, mental health challenges, and child sexual exploitation. **The sport for good community needed support, and we set out to provide it.**

That's why we came together with others across our network to create immediate solutions and support for those that needed it the most, and launched the Sport for Good Response Fund in a matter of weeks during Spring 2020.

This interim report introduces what the Sport for Good Response Fund is, who received support from it, insights from the support delivered to date, as well as what's to come further down the line as we continue our support with some organisations in early 2021.

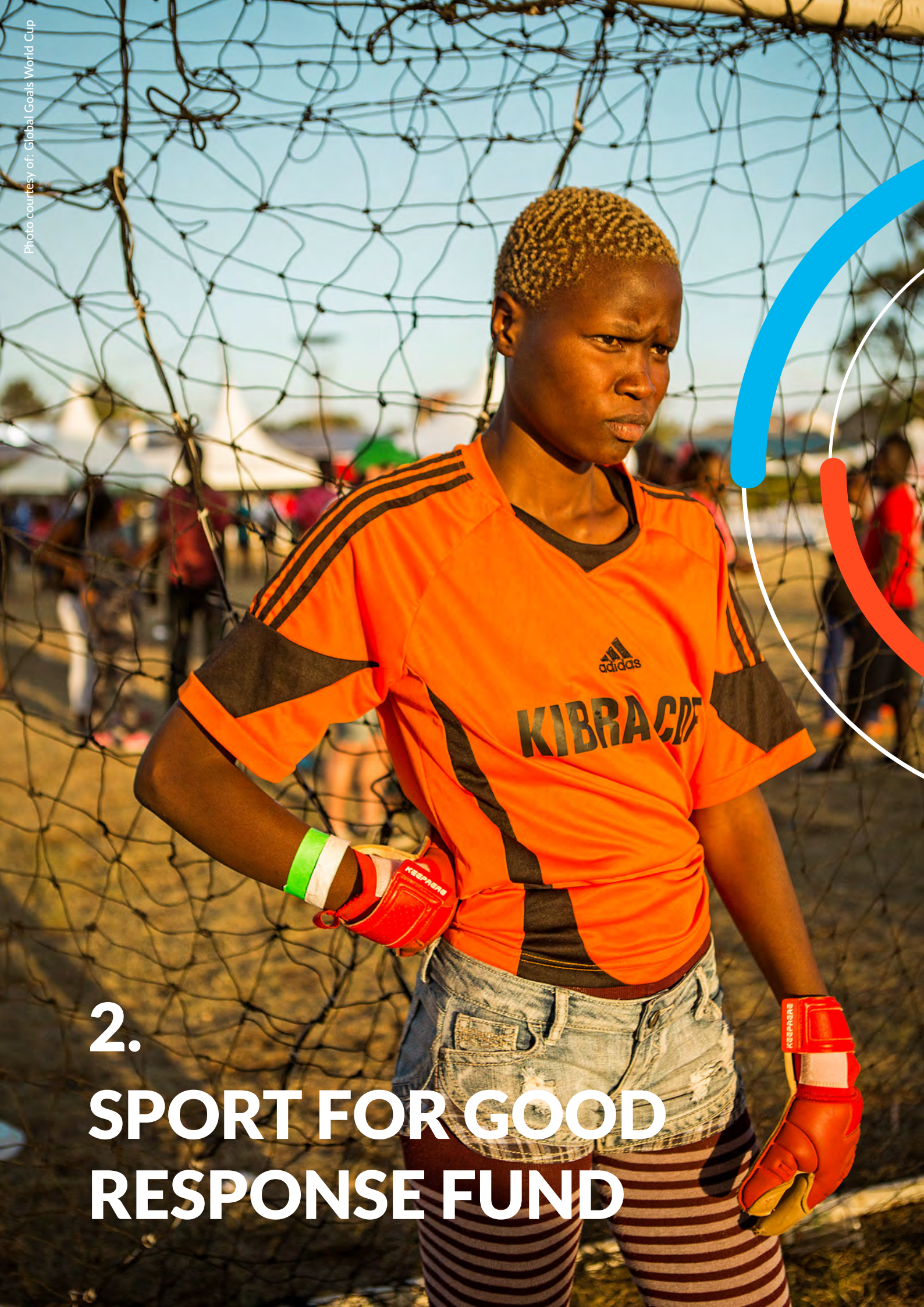
This report should be considered as an interim update, with full insights, learnings and case studies being provided in the final report during quarter 1, 2021.

“

When the world eventually emerges from this crisis, the use of sport as a tool to bring people together, to heal communities through emotional and physical support, and connect them to educational, health and employment opportunities will be greater than ever.”

Nick Keller

Beyond Sport Founder and President



2. SPORT FOR GOOD RESPONSE FUND

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2.A. WHAT IS IT?

The Sport for Good Response Fund was created to support organisations using sport as a tool for development during the Covid-19 crisis. We wanted to ensure that sport for good programmes could continue in times of crisis and wanted to create a fund that offered not only immediate grant support, but could also support organisations to adapt what they do and how they do it, so that they can come out of this crisis with more resilience.

A collection of organisations came together to offer funding and in-kind strategic support to the global sport for good sector and the Sport for Good Response Fund was launched in Spring 2020. **We thank them all for moving quickly with us and offering both funding and strategic expertise to the process.**

SPORT FOR GOOD RESPONSE FUND PARTNERS



Those who joined the Sport for Good Response Fund are part of a collaborative effort to support and empower sport for good organisations to survive, adapt and thrive in the face of Covid-19.

2.B. WHAT WE SET OUT TO ACHIEVE

The Sport for Good Response Fund was created to offer both immediate and long-term strategic support, to help sport for good organisations to be able to keep themselves operating, whilst also exploring ways to adapt their products

and services to meet the needs of their beneficiaries during the Covid-19 crisis, and beyond. It was developed in a way for us to reach those in immediate need, but also work closely with organisations to invest in their future.

REACH THOSE IN NEED

Via grant funding and in-kind strategic support, to help organisations to continue to support people through sport, with a particular emphasis on children and young people.

ADAPT

Supporting organisations to adapt to online activities, equipping coaches and flexing their approach to combat existing challenges.

INVEST IN THE FUTURE

Helping organisations to retain personnel through the Covid-19 crisis and plan for how to invest in their security, through grant funding, strategic support and sharing learnings to the sector.



3.

**THE SUPPORT
WE DELIVERED AND
TO WHOM**



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3.A. GRANTS

Thanks to the generous support of the Sport for Good Response Fund donors, the fund totalled **€326,736**.

In total **37 organisations across 19 countries** received grant funding of up to **€10,000 each**, to help them with managing their financial challenges and/or to help them develop new ways to engage with children and young people.



The following organisations each received a grant from the Sport for Good Response Fund:

- Abraham Moss Warriors at the Heart of the Community C.I.C., UK
- The AHOY Centre, UK
- Amandla Global, South Africa
- Associação Hurra, Brazil
- Bath Rugby Foundation, UK
- Behind Every Kick, UK
- Boxgirls, Kenya
- The Change Foundation, UK
- Dame Kelly Holmes Trust, UK
- Disability Sports Coach, UK
- Exeter Ethiopia Link, Ethiopia
- Free to Run, Afghanistan and Iraq
- Free Movement Skateboarding, Greece
- Futebol dá Força, Mozambique
- Fundación Juventud Líder, Colombia
- Gloucester Rugby Foundation, UK
- INSADE, Mexico
- Kick4Life, Lesotho
- L.A.C.E.S – Liberia
- Lacrosse the Nations, Nicaragua
- Luta Pela Paz, Brazil
- Made for More, South Africa
- Moving the Goalposts, Kenya
- Northampton Town FC Community Trust, UK
- Play International, France
- School of Hard Knocks, South Africa
- Shamas Rugby Foundation, Kenya
- Sharks Community Trust, UK
- SkatePal, Israel
- The Small Now, Kenya
- Sport in Mind, UK
- TRASO, Mexico
- United through Sport, South Africa
- Warrington Youth Club Limited, UK
- Youth Empowerment Foundation, Nigeria
- Youth Environment Service, Uganda
- Youth Football Club Rurka Kalan, India

3.B. IN-KIND EXPERTISE – AN OVERVIEW

Expertise was provided in three different ways:



i. DESIGN THINKING ROUNDTABLES

The application process yielded clear areas of support that were common across organisations. As such, we curated groups of experts in each of these areas and paired them with specific organisations that needed support. These groups went through a facilitated bespoke design thinking process in order to ensure that the organisations were able to make best use of the in-kind expertise being offered.



ii. FUNDRAISING MASTERCLASSES

Specialist sessions on specific types of fundraising were delivered by experts. These sessions were open to all applicants.



iii. STRATEGIC CONSULTANCY

We selected a small group of organisations to receive direct consultancy over a 3-month period to help them plan for their longer-term work in a post Covid-19 world.





3.C. IN-KIND EXPERTISE - IN DETAIL

i. DESIGN THINKING ROUNDTABLES

Each identified organisation and the group of experts that committed time and experience were taken through the following process:

1. THE CHALLENGE

Getting under the skin of the challenge – an opportunity to hear how the particular challenge manifests itself, and the impact it's having on the organisation and its beneficiaries; an opportunity to ask questions and seek clarity.

2. THE HOPE

Establishing what success in overcoming the 'challenge' would look like - in 3 months; 6 months; 1 year – an opportunity to understand why the organisations consider what they've shared as immediate, soon and short-term expressions of success.

3. THE BARRIERS

Identifying what's currently getting in the way of achieving that success; considering what might get in the way over the coming 12 months.

4. THE PRECEDENTS

Based on everything that was discussed, experts offered examples of best practice that they've seen or been part of as they relate to how people have overcome similar barriers, with a particular focus on the principles underlying the best practice examples.

5. THE ADAPTATIONS

Considering how the lessons from, and principles underpinning, the examples of best practice might be adapted to help tackle the challenge.

6. THE ACTIONS

Discussion around what practically needs to happen in order for the organisations to utilise the best practice offered, or the new ideas created, and then identify the immediate, month 1, 3, 6 and 12 actions.

7. THE SUPPORT

Identifying any additional support that the organisation might need in order to take action. This was an opportunity for experts to offer further support should they wish to, whether that was mentoring, critical friend, introductions, or just well wishes. There was no expectation for experts to offer more.

The following roundtables took place:

Hiring the right people with the right skillsets

Organisation: Zip Zap Circus School Trust.

Expert Support: Publicis Media, Leadership through Sport and Business, Jo Holliday.

How can you use the current landscape to reach and support beneficiaries?

Organisations: Passes of Hope and Fundación Junvetud Líder.

Expert Support: Sport England, Skateistan, UNICEF UK, Coaches Across Continents.

How do you redesign your programming?

Organisation: Pure Game.

Expert Support: Kick4Life, Premier League Charitable Foundation, Doc Wayne, TGR Foundation - a Tiger Woods Charity.

How do you scale your organisation?

Organisation: Uganda Youth Development Link.

Expert Support: Coaches Across Continents, Street League, Special Olympics, KaBoom!, Women Win.

How do you prepare and shift your programme so that participants can return to play safely?

Organisations: Indochina Starfish Foundation, Fundación Grupo Internacional de Paz, Football Without Borders.

Expert Support: Foley, Love.futbol, Project Play, Street Soccer USA.

How do you shift your communications and narrative to be relevant?

Organisation: Beat the Streets Chicago.

Expert Support: Fearless Women, Studio Republic, Sport England, Two Circles, 28 de nero, TAPS.

How do you update or change your monitoring and evaluation system?

Organisations: Made for More, SKRUM.

Expert Support: Upshot, The Change Foundation, London Youth Games.

How do you adapt your existing digital tools to support a wider range of organisations and a greater diversity of beneficiaries?

Organisations: Passes of Hope, Fundación Selección Colombia.

Expert Support: Learn Fresh, Disney LatAm, EVERFI, Stacks Sports, MLSE Launchpad.



Photo courtesy of: Generations for Peace



ii. FUNDRAISING MASTERCLASSES

As fundraising was a significant challenge that was raised by almost all those who applied to the Sport for Good Response Fund, we decided to deliver specialist masterclasses in this area. Four of these were delivered, of which organisations were able to join all four, or select the specific fundraising topic(s) they were most interested in.

The following masterclasses took place and were delivered by specialists in their respective fields:

- Modifying your business model: social enterprise - hosted by Steve Fleming, Kick4Life.
- Alternatives to big events and galas - hosted by Sharon Cohen from Figure Skating in Harlem.
- Crowdfunding - hosted by Bryan Lively from GivenGain.
- Finding corporate sponsors - hosted by Harrie Bakst, WCPG.



iii. STRATEGIC CONSULTANCY

Depending on the needs of the identified organisations, strategic consultancy was delivered by either Beyond Sport's sister company, thinkBeyond, or Beyond Sport Global Award Winner, Kick4Life.

thinkBeyond were able to offer long-term strategic support using their expertise in strategy development, marketing and communications, identifying partners, and general strategic guidance. Kick4Life were able to offer more specialist support around approaches to funding.

The following organisations were selected to receive strategic consultancy:

- Free Movement Skateboarding
- Free to Run
- Iringa Development for Youth Disabled Children Care
- SKRUM
- Slum Soccer
- Warrington Youth Club
- Youth Empowerment Foundation
- Youth Run NOLA

Please note: at the time of publishing this report, some of these organisations were still receiving strategic consultancy. Therefore, the learnings and insights from these projects will be published in the Sport for Good Response Fund final report in early 2021.



4. INSIGHTS

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4.A. DESIGN THINKING ROUNDTABLES

Whilst all ‘tables’ went through the same process, each discussion had its own flow that allowed both beneficiary organisations and expert contributors to seek solutions in their own ways. Notes were taken by Beyond Sport facilitators on each ‘table’, but given the diversity of discussions as well as the broad range of issues each organisation was facing, the insights we have drawn out are sometimes general guidance and best practice and, whilst equally valuable, not so specific to the question or topic that was posed to the group.

How can you use the current landscape to reach and support beneficiaries?:

- **Sport England** – Led an emergency response to tackling inequalities where key partners worked with food banks, giving out information packs and networking with existing partners. Sport England recognised managing a global pandemic was unrealistic, so they went for immediate need and with that came newfound respect.
- **Skateistan** – Asked recipients what they needed most now and then went about upskilling staff and trying different methods of outreach to students. Skateistan visited the families, communicated with them through WhatsApp, and brought a TV to one camp so they could implement the programmes themselves. As a result, the organisation was able to reach over 50% new beneficiaries.
- **UNICEF UK** – Engaged with families rather than the child and adapted their programmes so they could be done by the whole family. They also used trauma sensitive approaches to ensure they were supporting those experiencing bereavement. UNICEF UK recommend Catchafire as a really good resource which is free for NGOs.
- **Tips and ideas** – Use radio to reach your audiences and have several messages going out targeting different participants and beneficiaries. Food banks can be a great way to interact with families and also provide opportunities to share printed resources. Provide internet packages to staff on the ground to deploy new ideas immediately. Another option is to give Facebook access to staff, so they are still able to deliver programmes.

RESOURCE TIP

[Catchafire](#) matches professionals who want to donate their time with nonprofits who need their skills.



RESOURCE TIP

[Coaches Across Continents](#) provide a range of free sport for good resources, including [football resources](#), and [peace building activities](#).



How do you redesign your programming?:

- Consider how you can deliver in person adhering to social distance.
- Rethink who you are and what you do, so you can hold on to your unique selling points but adapt everything else.
- Important to transition away from your traditional model of finding and communicating with your beneficiaries.
- Think differently. For example you could reach out to property management companies who are a huge connector for many disadvantaged children and young people living in low-income housing. Reaching out to school districts and community centres could work too.

How do you scale your organisation?:

- **Close the gender gap** – Having female coaches in your programming and work is really important not only for women and girls to see role models and want to be like them, but to get parents and boys and men on board in places where gender equity is a challenge.

- **Create and implement activities that don't need equipment** –

Access to equipment was cited as a key challenge. Coaches Across Continents offered their resources and programmes to support those that weren't able to access equipment. You can still create games and curriculum that uses what you have in a way that still teaches life lessons to your beneficiaries. Don't let a lack of equipment or money stop you from thinking that you can't create impact in your community.

- **Work with other partners** – You can adapt your own work and bring in different expertise by working in partnership with others. This can also help you to embed sports programming into already existing programmes.
- **Start small** – If you don't already have the resources start small. Adapt your curriculum to the resources and materials you already have.

Hiring the right people with the right skillsets:

- **Values** – Ensure that the values of your organisation are clear and go through every phase of people management: from recruiting, to interviews, to culture. Make sure you communicate them, that the entire team inputs on them and owns them, and that you use them for culture building through recognition and celebration. Make sure your desired values also reflect the balance between 'heart' and 'head'.

RESOURCE TIP

Gamify your monitoring and evaluation using an in-house programme called [Score Counter](#).



- **Policies vs Processes** – Don't overdo the policies, make sure everything is bottom up and that employees feel ownership and it's not just lip service – people need to feel heard as well as integrated into the process. But make sure that there is structure – less policies do not mean less structure it just means that people have ownership rather than being told.
- **Bottom up** – Ensure that everyone is heard, and their opinions and ideas are actioned. Try to bridge the gap between management and frontline workers, so that people feel equal, involved, and part of the solution. Once people feel ownership, they will feel a sense of positivity.

How do you prepare and shift your programme so that participants can return to play safely?:

- **Engage with your community consistently** – Continuing to support participants in whatever ways possible. Ensuring continuity was also a key point. It's also important to keep coaches engaged as much as possible.
- **Continue to deliver remotely** – Maintain your remote delivery as much as you can, until a smooth transition is possible into in-person programming.
- **Reach out to the community** – Find out what the biggest needs are of your community and beneficiaries. As a result of reaching out, you might unearth partnerships that can help you deliver on those needs. Best examples of sport focused organisations adapting to this time to meet the needs of the community have come from those that have strong partnerships.
- **Upskill or support coaches to increase their mental health knowledge** – Where organisations are shifting to distance and digital delivery, having coaches that have some mental health experience is important. There are free resources available to support coaches to focus on healing and trauma.
- **Create a very simple protocol for your new delivery** – Boil it down to just a handful of key things that need to be followed. Simplicity of your messages will help it to be delivered. Develop a plan to effectively communicate the protocols to your coaches, parents, teachers, etc.
- **Provide online support for coaches** – To allow them to share best practice between themselves. This can be as simple as a WhatsApp group.

How do you adapt your existing digital tools to support a wider range of organisations and a greater diversity of beneficiaries?:

- **Revisit why you started your programming** – Go back to the first programme you started with and understand the quality of the content and the reasons why you started it. Maintain that quality and then scale from there.
- **Get your monitoring and evaluation framework in place before you develop** – Ensure you work on how you are going to review your impact before you get too far down the line, so that you can demonstrate to stakeholders and funders the impact of your programme.
- **Create templates and a check list** – Using a template methodology can help you to replicate your programme more easily. A check list of must-haves can help you to apply a consistent approach to your work.
- **Develop a pipeline of programmes** – Organise your programmes based on how easy they are to adapt or not. Think about things like if they have capacity to grow or not, or if you have good community links or not. This can help you to decide what to focus on adapting and why.
- **Use free tools to launch your work virtually** – Everfi used TikTok to launch some of their programmes which they found was a great way to get the children engaged at relatively low cost, and to show this new way of learning is happening and it's also cool and fun!

- **Run a needs assessment and mapping of every partners' role** – Some of your partners are providers of content, some are receivers. Understanding each partners role can help you to be clear in your communications and develop expertise accordingly.
- **Platform developments** – Longer-term explore ways to make the platform as interactive as possible. In future you could be using a platform to collect, as well as provide information. As you develop the programme make sure you are putting youth at the heart of it. Get their feedback as you are developing it, so you know they are engaged.

How do you shift your communications and narrative to be relevant?:

- **Make it relevant to the young people's current situation** – Adapt your messaging so it reflects the current situation the young people you support are in. Ask them what they are worried about missing out on when they can't be outside or play sport indoors. This can help you to shape your communications and delivery of online sessions to meet emotional needs.

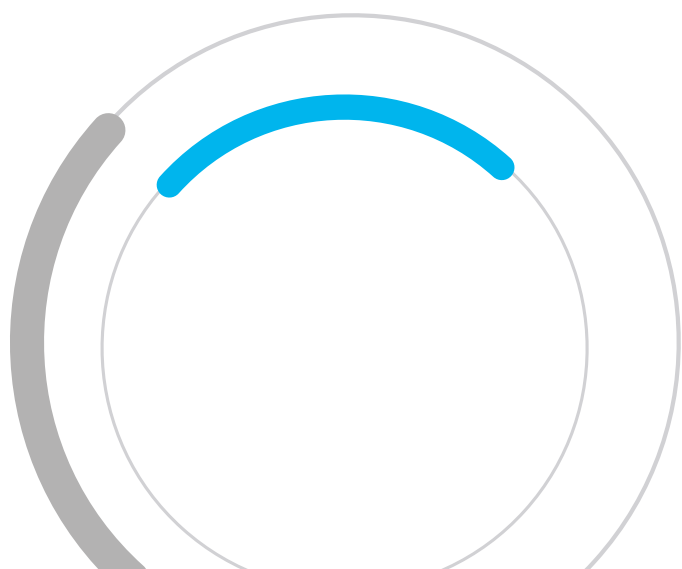
- **Activate existing partnerships rather than building from scratch** – Look at programmes and causes in the same space as yours, or other charities that help young people in the same area. By activating existing partnerships and collaborating with others you'll have a bigger voice than building something from scratch on your own.
- **Use gamification or competition** – Gamification works when engaging with young people. Encourage them to create their own content and for it to be fun. Try some light competition between coaches and young people to encourage involvement.
- **Set up a clear digital purpose** – Identify your digital offer and what you can do really well. Create a channel, communicate what people can expect from you and be consistent.
- **Personalise messages and use incentives** – Personalise messages, video calls, rewarding and recognising coaches, prizes to incentivise sharing of content or coming to sessions regularly. Use incentives to engage with people. Prizes don't have to be tangible or cost money. You can offer experiences or reward and recognition for good work.



Photo courtesy of: Beyond Sport

How do you update or change your monitoring and evaluation system?:

- **Be realistic and kind to yourself about what you can measure** – Be realistic about what you can measure over the next 3 to 12 months. Be kind to yourself given the current Covid-19 crisis. It takes a long time to measure things like behaviour change. Use this time to re-organise your systems and monitoring and evaluation work.
- **Don't collect online data for the sake of it** – It's important not to collect too much data online, especially when in-person sessions return you may have to start new data collecting plans. Focus on the quality of your data, not the quantity.
- **Work out what your most important impact measures are** – Don't collect the data you don't need. Find out what your funders need, how your sessions are changing lives for the better, so you can measure what you need to. Stories are good but you must be able to show how your work is positively impacting people's lives.
- **Creating a theory of change is key** – To do this, go to the communities and ask what their needs are. You can then re-group your team and see what your organisation can do. The theory of change is the soul of your programme and helps you to prioritise what you do and why.
- **Don't be afraid to pilot test and ask for help** – Test new things with a small group. There are lots of monitoring and evaluation processes out there, such as online calculators that allow you to validate programme sizes relevant to your organisation. If you don't have the expertise, don't be afraid to ask those who do. Funders like Laureus and Comic Relief are open to conversations about monitoring and evaluation and can give you an idea of what is important to them.
- **Reach out to relevant stakeholders, not just the direct beneficiaries** – You can learn so much from teachers, coaches, parents, guardians, and the like. Use this time as an opportunity to re-group and re-plan. Reach out to the team working on the ground about implementing new processes. Ask them what they think could work. Reaching out to those stakeholders in the middle, such as teachers, trainers, coaches, to include them in the conversations is important.



4.B. FUNDRAISING

As fundraising was such a critical challenge highlighted by all, for the short term and long-term, this next section provides a summary of the advice and insights from the specialist fundraising masterclasses.

Thank you to Kick4Life, Figure Skating in Harlem, GivenGain, and WCPG who all delivered this advice.



MODIFYING YOUR BUSINESS MODEL THROUGH SOCIAL ENTERPRISE: KICK4LIFE

[Kick4Life](#) is a unique football club based in Lesotho in southern Africa. It is a charity and a social enterprise, combining football with a wide range of social development activities focused on health, education and support towards sustainable livelihoods and long-term prospects of vulnerable young people in Lesotho. Its social enterprise model incorporates a hotel, a conference centre and restaurant – all of which offer local employment to programme beneficiaries and support the continued delivery of development activities.

The benefits of a social enterprise model are:

- Improved financial sustainability and independence.
- Enhanced professionalism and innovation throughout the organisation.
- Opportunities for participants to access training, employment and ultimately sustainable livelihoods.
- Unexpected benefits – partnerships.
- Contribution to economic development, raising standards and driving industry change.

The lessons Kick4Life learned during their social enterprise journey:

- Utilise your assets e.g. facilities, skills, experience.
- Fundraise for set up. No loans required.
- Run it as a competitive business – no NGO excuses.
- Invest in experienced people to lead the enterprise.
- Involve participants appropriately but it must be long-term commitment.
- Manage change across the organisation.
- Get the legal structure right to maximise profitability.
- Grants still very important – as well as funding they bring accountability, expertise and credibility.
- Be prepared to explain your concept repeatedly!
- Opportunities – economic impact may make start-up funding harder, but there will be many new business opportunities out there in every community.



ALTERNATIVE TO BIG EVENTS AND GALAS: FIGURE SKATING IN HARLEM

[Figure Skating in Harlem](#) was due to host their annual Gala in April 2020. The Gala brings in 40% of their total funds each year. Due to the pandemic they knew they either had to postpone to a future date - or pivot entirely. As two thirds of the funds had already been raised, they decided to re-create it as a virtual event. They hosted the event virtually in May and it ended up a resounding success, here's some of the reasons why.

Success factors for hosting a large-scale event virtually:

- Mission focused from beginning to end. It was all about the impact – the work they do and the young girls they support – the whole event was designed around the mission and honourees.
- Programme was kept short at 45 minutes in total.
- It was entertaining. They showed lots of film clips curated by the young girls themselves, they had an e-reception hosted by a DJ and hosts were sports broadcasters. They showcased extensively the young girls and all the donors who supported – making sure they were celebrated.
- The charity has inspiring stories of youth and tapped into this at a very relevant time when people were experiencing little hope.

Benefits to hosting the Gala virtually:

- Able to open it up to hundreds more attendees than usual – eventually having 1,000 viewers all over the world.
- Source great presenters, athletes, celebrities, all of which they wouldn't have been able to if held in-person due to cost, location, and/or availability.
- Once made the decision to move virtually, there was more opportunity to gain more exposure, tell the story, and identify different ways of raising money during the event.

Advice for running a virtual event:

- Live and breathe the philosophy that if you build something and it's worthy of support, the support will follow.
- Put the people you support at the centre and ensure they remain a part of the development, curation and running of the event – your viewers need to experience who you are supporting and why.
- Virtual option can be done well to share who your amazing people are and why you're there to support them.
- Get the mission right – who do you serve, why do you do what you do, and get that across to participants, the team, board, and ask for support where you really need it to amplify your message.

FINDING CORPORATE SPONSORS: WCPG

Research from Nilsen and Edelman shows that since 2011 there has been a substantial increase in organisations investing in cause related spending, and that younger consumers (under the age of 40) are more socially conscious, prefer to buy from, work for, and invest in companies that give back to society. Despite the challenges the Covid-19 crisis brings, there are still ways to find corporate sponsors to invest in sport for good, as communicated by [WCPG](#).

Tips on finding corporate sponsors within social impact during the Covid-19 crisis:

- **Rely on existing partners** – as brands are being somewhat sceptical of taking on new programmes, focus efforts on existing partners. Enhance agreements in a new and exciting way.
- **Create match funding with partners** – a lot of data shows this is highly successful and a good way to recoup losses. Match funding can excite your donor base, double your funds and is a great way to leverage and maximise existing sponsorship.
- **Take advantage of budget flexibility** – even though pure sponsorship spending is down, organisations invest in social impact causes across different departments now, so the budget for the digital team as an example might be up. Position yourself to go after different areas of a business and create flexibility in terms of how you package yourself to a sponsor.
- **Hold yourself to the same standard pre-pandemic** – don't pitch a loose idea to a sponsor. Even though your pitch might not come with the same metrics or detail you had for your previous work (e.g. a physical event), your pitch standard should be the same when pitching something like a virtual event.



Photo courtesy of:
I AM WATER
Foundation

CROWDFUNDING: GIVENGAIN FOUNDATION

[GivenGain](#) is a global fundraising platform for good. Bryan Lively from GivenGain has helped thousands of charities globally to develop and advance their digital fundraising capabilities. Bryan offered a holistic view on the current state of digital fundraising and offered advice on how best to use this time wisely to innovate and develop fundraising approaches.

Fundraising advice on making the most of your people, messaging, using the right technology and how to make the most of virtual campaigns:

- **People** – make the most of your people such as your staff, donors, fundraisers, volunteers, board members, community and sponsors. At a time when staff are discouraged, it's important to energise them and find ways to keep them on the same page as you. The current climate offers a unique opportunity in that almost everyone wants to be involved in some capacity, so use this to your advantage. Involve your board members, make sure you're involving your community to support you, ask your sponsors how they want to be engaged to ensure there's a mutual benefit.
- **Messaging** – if you're not already segmenting your donor list now is the time. With a segmented audience you are able to create messaging that is timely and relevant, to make sure what you are doing is purposeful and efficient. Direct text, email and social works really well, but only if you're communicating with the right audience.
- **Technology** – make it as easy as possible for people to donate and use technology and digital innovations to help with this. Make sure you have a fundraising platform that works for you such as GivenGain. There are also some great engagement platforms such as KindKatch which follows up with donors with video via text and KilterRewards that engages donors and the community with activity and gamification-based fundraising.
- **Virtual campaigns and utilising awareness days or milestones** – virtual campaigns can be more successful than in-person. An example being Imerman in Illinois moved their annual 5k brunch run to virtual and raised more funds than they ever had before, using Zoom to start the race and hosting virtual cooking classes. Proprietary events are the key to future success, as people are only supporting your cause and therefore it's very impactful. Explore ways for your donors to give monthly as lots of small donations over time can be extremely powerful. Making best use of milestones such as 10-year anniversary's, birthday's and awareness days such as giving Tuesday on 1 December can really help increase funds.

RESOURCE TIP

Platforms like [KindKatch](#) and [Kilter Rewards](#) can help you to engage with donors in a variety of ways, including direct communications, storytelling and gamification-based fundraising. Platforms like [GivenGain](#) can help you raise money effectively.



4.C. CROSS-CUTTING LEARNINGS

Throughout the various types of in-kind expertise delivered, we unlocked some insights that we hope any organisation using sport for good will find valuable.

BE TRANSPARENT, HONEST AND OPEN

There was a strong sense that being as open as you possibly can be, with your team, beneficiaries, and stakeholders, is a positive step for any organisation during the Covid-19 crisis. Those that weren't communicating enough, or being honest about the challenges they were facing, were seeing negative consequences as a result. At a time when most people can't communicate in-person, people want more communication than in a pre-Covid world. Even if you don't have an update or any new news, tell those in your ecosystem that too.

SUPPORT AND EMPOWER PERSONNEL AND IMPORTANT STAKEHOLDERS

At a time when some organisations have a skeleton team, or personnel are on reduced hours, or their role is on pause, there is an opportunity to give others within the organisation a chance to step up and take on more ownership. As well as this, cross-mentoring support was highlighted as an important tool to ensure that peers are supporting one another through challenging times, whilst trying to learn and grow new skills. Empowering and investing in stakeholders critical to your work also came through.

DIVERSIFY

All of us have had to adapt, change our thinking, ways of working, and more. Diversifying all approaches to your work came through strongly as a common theme. This covers areas such as fundraising, how you traditionally reach people, your approach and working practices, and more. The ability to work in an agile way will not only build resilience, but also help you to generate new ideas and ways of working. Now is the time to look at what you've always done and ask: do we need to do this? If so, can we modify how it's done, if not, can we be clear about why not?

CONTROL THE CONTROLLABLES

Focusing on what you can control, rather than what you can't is a key part of mentally coping with the pandemic. During such a global disaster, there are endless challenges that are out of our control and impact not only our personal lives but our working lives too. Focusing on what you and your organisation can control will enable you to work proactively on your plans and reduce the time spent worrying about things that are not in your sphere of influence.

MOVE TO RESPONDING NOT REACTING

Most organisations have been working reactively, looking at immediate or short-term needs – this is entirely natural given the circumstances. However, when immediate needs have been met to the extent that they offer some stability, the practice of changing mindset from reactive to responsive is a crucial step in being able to make clear strategic decisions. The practice of taking the time to articulate 3- and 5-year goals is often enough to shift the energy into a responsive space and allow for strategic decision making.

FINDING CLARITY ON YOUR 'WHY'

There was a real sense that now is the time to evolve, learn and grow and to not fear doing so. Take this time to really look inward and define exactly what you are trying to achieve at your core. Going through this process will also lead you to finding out what your unique selling propositions are, to improve any external messaging and cement the ways in which you communicate about who you are and what you do.

IDENTIFYING AND EXPANDING YOUR ECOSYSTEM

Many organisations identified the unintended benefits of engaging with their beneficiaries in new ways. They found themselves 'at home' with their participants, and with that came a different type of engagement with family members, from parents and carers to brothers and sisters.

For some, this took the form of siblings engaging with activities; for others this took the form of parents/carers engaging with the wider support that organisations were offering; for others something entirely different. The general feeling from organisations was that this engagement helped them to both diversify their work, as well as expand their ecosystem. In another time, this 'accidental' engagement might have been glossed over as a happy coincidence. In the current climate, the opportunity to be intentional about this engagement offers more opportunities for impact, as well as more opportunities to find advocates.

REFRAMING FAILURE AS PART OF THE JOURNEY

Being open to failing and seeing it as part of a journey allows organisations to do all of the things we've identified above. No one has navigated a time like this before, so we will all make mistakes. It's the space we take to let ourselves make them, learn from them, and move on that will be the difference between organisations that survive through this turbulent time, or those that get stuck in paralysis through analysis.



Photo courtesy of: unsplash.com
Manjur Alom



5. CASE STUDIES

5. CASE STUDIES

As some of the Sport for Good Response Fund support was still ongoing at the time of writing this report, detailed case studies have been purposefully left out and will be included in the final report.

Nevertheless, here are some brief case studies to bring to life some of the support already received by organisations and how it has helped their work during the Covid-19 crisis.

i. Roundtable expert contributors providing support to beneficiary organisation, Pure Game, on redesigning programming

Pure Game were the organisation selected to receive expert support through a design thinking roundtable discussion on how to redesign programming. The experts on this 'table' were: Kick4Life, Premier League Charitable Foundation, Doc Wayne and TGR Foundation – a Tiger Woods Charity.



With schools closing their doors to contractors like Pure Game because of the pandemic, we had to change the way we go to market with our programme. The pandemic has created many issues within the communities we serve, and one of the biggest we are seeing within our youth is deterioration in mental health. As kids are dealing with shelter in place, distance learning, lack of social interaction, reduced physical activity, and limited access to positive mentors, they are struggling to engage with the world around them.

To that end, we have created the Pure Game Youth Camp programme – an out of school programme aimed to meet the direct needs of the youth, and also the indirect needs of the families. To create a positive youth development sports programme, we must undergo (an arduous task) a radical revolution of values. Youth sports programming has to move away from an adult organised – adult led programme to a youth led – adult organised programme that develops youth holistically and gives them the control to experience real play.”

Tony Everett

Foundation and Chief PlayMaker, Pure Game

After the design thinking roundtable discussion, Pure Game shared with the organisations involved an overview of their Pure Game Youth Camp programme, along with a pitch deck explaining more. The group quickly became a supportive one, whereby experts were sharing their own progress, discussing use of each other's programmes in different locations, as well as being critical friends to one another, suggesting improvements that could be made to the pitch deck.

This is a great example of how the Sport for Good Response Fund has brought together experts with organisations

not only for a one off conversation, but because of the manner in which the conversations took place, we were able to engender a sense of buy in from experts and an opportunity for individuals to remain involved if they wanted to.

ii. Design thinking roundtables have helped organisations to better understand their challenges, prioritise work, as well as feeling supported by a strong network

We asked SKRUM and Pure Game about the support they received from the Sport for Good Response Fund.



You think you're alone in this work and this made me realise I'm not alone. Having this workshop was very useful for a small organisation with limited staff. For small charities from a sport background instead of a charity background, the strategic side is very valuable. The connection with the network of people is incredible."

Jane Alexander Carr

Communications Director at SKRUM



Photo courtesy of:
Box Girls Kenya

Jane went on to share with us what her key learnings were:



Insight that the experts gave particularly regarding funding was very useful. It was really targeted to just our particular problem and this was massively helpful. Key takeaway was that there was no real right way. You don't have to do everything at once, it's the little steps that matter. Do what you can but don't be overwhelmed. Pick up and target the things that the funders want first. Focus on what you can do with the restrictions in order to get ahead of the game and get the wheels turning."

Jane Alexander Carr

Communications Director at SKRUM

Pure Game's Founder, Tony Everett, shared with us what changes they have made as a result of the workshops:



It was great to get the input from the leaders, to bounce off ideas and to rethink our programming. This conversation gave us the idea for our programming to be youth-led. This process allowed us to completely pull apart how we deliver and sparked a complete overhaul of our programme. It allowed us to create a separate model that adjusts to Covid restrictions, which will continue alongside our original model even after the restrictions have ended."

Tony Everett

Foundation and Chief PlayMaker, Pure Game

As beneficiaries of the in-kind expertise delivered by the Sport for Good Response Fund, Pure Game and SKRUM have already experienced positive

changes that will support them in the short and long-term, to cope with the Covid-19 crisis, but also to build their future resilience.

6. FINAL REPORT

We hope you have found this interim report insightful and that you have taken some learnings forward into your own area of work.

As some of our work is still ongoing with the Sport for Good Response Fund, we will be

publishing a final report in early 2021.

The final report will include all our learnings and insights from all the advanced support offered, as well as case studies from the strategic consultancy delivered.

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