

# SPORT FOR GOOD RESPONSE FUND

## HELPING SPORT FIGHT COVID-19

CO-CREATED BY:



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## FOREWORD



**Lex Chalot**

Board Member  
Beyond Sport



**Adam Fraser**

Chief Executive  
Laureus Sport for Good Foundation

In 2020, our world was turned upside down. As the news of a new Sars-Cov-2 virus began to spread to all corners of the globe, so too did its impact on the world's most underserved communities and at-risk youth. In response, the sport for good sector that so tirelessly supports many of the world's most vulnerable children and adults became even more laser focused and determined to keep driving positive change.

Charities and NGOs in our network worked around the clock to find ways to reach and help those most fragile in their communities: new curricula were created blending sport with Covid-19 education; new tactics were used to communicate with beneficiaries; 24-hour helplines were set up; sports spaces were converted into food and PPE distribution sites; community coaches were trained in psychosocial counselling, and so much more.

As the tragedy of the virus took hold, like thousands of other organisations committed to social change, we at Laureus Sport for Good Foundation and the Beyond Sport Foundation immediately looked to how we could better support these incredibly resilient and innovative organisations during a time of turmoil. Things were confusing, uncertain and scary. We didn't know when we would be able to play again, go to an office or school, or live anything approaching a normal life. But we knew that as part of the sport sector, we needed to reinvent how we could support the people whose livelihood relied on programmes now shattered. We needed to find how we could support the health (physical, mental and emotional) of the participants in organisations with which we have worked with for more than two decades.

So we worked in ways we never have before, partnered with organisations we never have before, and mobilised unlikely collaborations in ways we never have to create the Sport for Good Response Fund. The Beyond Sport Foundation and Laureus Sport for Good Foundation, alongside other incredible partners including Comic Relief, LA84 Foundation, Z Zurich Foundation and many others, combined efforts to draw out the very best skills and expertise needed, to not only launch a grant fund programme focused on immediate needs, but to also support sport for good organisations to work on their medium and longer term goals. Thank you to everyone who made this happen. Without your expertise, funding and willingness to make quick decisions and work long hours, we wouldn't have been able to move so quickly and roll out the support to help organisations keep afloat and continue to provide world-class care through sport to vulnerable people.

This impact report is proof that collaboration in the face of adversity is impactful and is the approach of the future. But we also know that we have a lot more work to do. Covid-19 is still with us, and we need to continue to adapt and support those in need. We will continue to do all that we can to support the sport for good sector's programmes and leaders to thrive, so they in turn can help individuals and communities to rebuild from this crisis in the healthiest and most sustainable way possible. A final word of thanks must go to each of those leaders – from the fundraisers to the programme officers to the coaches, and all our other colleagues in this work. Stay strong and committed to what you do and know that we are cheering you on every step of the way.

“ The global pandemic was causing a great deal of disruption to Sport for Change, leaving large numbers of vulnerable people unsupported and large numbers of organisations facing a programmatic, operational and financial crisis. At the time no one knew how bad it would get, or how long it would last.

Comic Relief took a strategic decision to contribute to pooled emergency funds, as a way to provide consolidated funding and support agile grant making in our areas of focus, so when Beyond Sport and Laureus were able to rapidly mobilise a package of resources and technical support for the Sport for Change sector, we took the decision to contribute. With Beyond Sport's strong track record as a facilitator, convenor and provider of strategic support, and Laureus' proven expertise in grant making, it was a clear opportunity to support an initiative that would have good reach and positive impact across the Sport for Change sector.

**Pete Beeley**

Senior Manager – Inclusive Fund Design and Practice, Comic Relief

## ABOUT THIS REPORT

In December 2020 we published the [Sport for Good Response Fund interim report](#), providing an overview of what we had achieved since launching. A lot has happened since then. The fund has supported eight organisations with in-kind strategic consultancy, we've provided direct support to organisations via grants, we've heard from beneficiaries of the fund about the positive impact it has had on their work, and we've brought together our shared learning and insights for the sector.

All this culminates in this report – the Sport for Good Response Fund Final Report – to celebrate what we have achieved, as well as looking ahead, as our world continues to manage Covid-19. We recommend that you refer to the [Sport for Good Response Fund interim report](#), if you are interested in the detail behind what the fund is, what we set out to achieve, as well as the process we took.



Photo courtesy of:  
unsplash.com  
Manjur Alom



# ABOUT THE SPORT FOR GOOD RESPONSE FUND



## ABOUT THE SPORT FOR GOOD RESPONSE FUND

The Sport for Good Response Fund was created in May 2020 to support organisations using sport as a tool for development during the Covid-19 crisis. We wanted to create a fund that offered not only immediate grant support but could also support organisations to adapt and build their longer-term resilience.

We thank all organisations who joined forces to create and launch the Sport for Good Response Fund, offering both invaluable funding and in-kind support to the global sport for good sector. Thank you to all those who made this happen.

### WITH THANKS TO THE SPORT FOR GOOD RESPONSE FUND PARTNERS



WITH THANKS TO THOSE THAT PROVIDED IN-KIND SUPPORT



JO HOLLIDAY



*givengain*



CO WCPG







# THE SPORT FOR GOOD RESPONSE FUND IN NUMBERS

# THE SPORT FOR GOOD RESPONSE FUND IN NUMBERS





**7**

**STEPS DISCUSSED DURING THE DESIGN THINKING ROUNDTABLES**

- 1) The challenge
- 2) The hope
- 3) The barriers
- 4) The precedents
- 5) The adaptations
- 6) The actions
- 7) The support



**8**

**DIFFERENT SUBJECT MATTERS DISCUSSED** during design thinking roundtables from redesigning programming to how to reach and support beneficiaries during Covid-19.

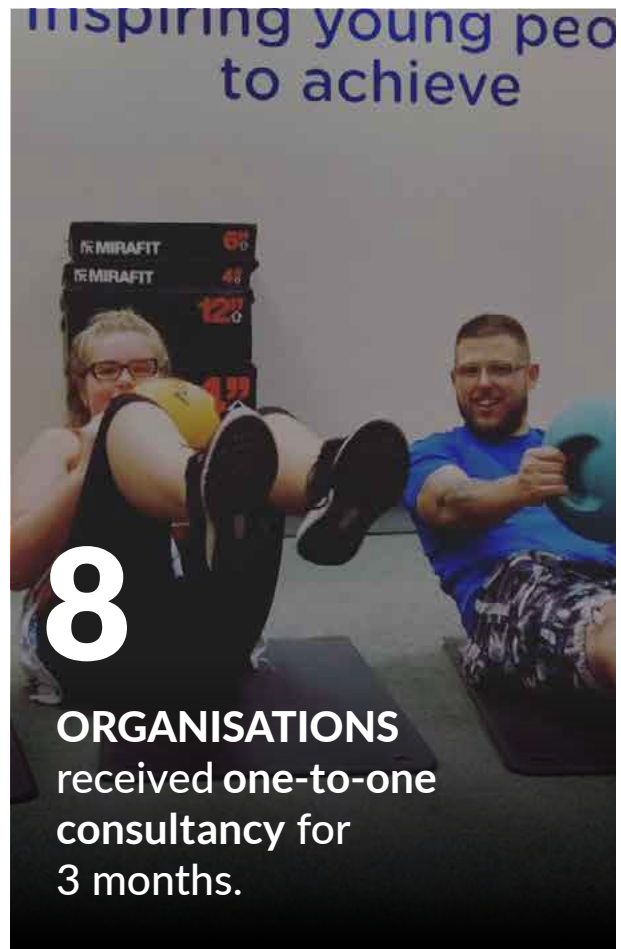
Photo courtesy of: Beyond Sport



**4**

**DIFFERENT FUNDRAISING MASTERCLASSES** including social enterprise and finding corporate sponsors.

Photo courtesy of: Free Movement Skateboarding - Eleonas Camp



**8**

**ORGANISATIONS** received one-to-one consultancy for 3 months.

Photo courtesy of: Warrington Youth Club - Junction Gym Session



# THE SUPPORT WE DELIVERED

## THE SUPPORT WE DELIVERED

Here we recap on the support that was delivered and to whom. To see more detail, please refer to the [Sport for Good Response Fund interim report](#).

The Sport for Good Response Fund was created to offer both immediate and long-term strategic support, to help sport for good organisations to keep themselves operating, whilst also exploring ways to adapt their products and services during the Covid-19 crisis.

### GRANTS

Thanks to the generous support of the partners, a total of 100+ organisations across 20 countries received grant funding. The grants were distributed to deliver new ways to support children and young people in changing circumstances, and contribute to unavoidable costs that resulted from Covid-19, to ensure the organisation could continue to support children and young people going forward. Grants helped organisations to focus on:

- Children and young people: deliver new or adaptive provision to continue to provide support to children and young people during Covid-19
- Programmes: offer financial support to sport for good programmes globally so that they could withstand the challenges and help build stronger young people once restrictions were lifted

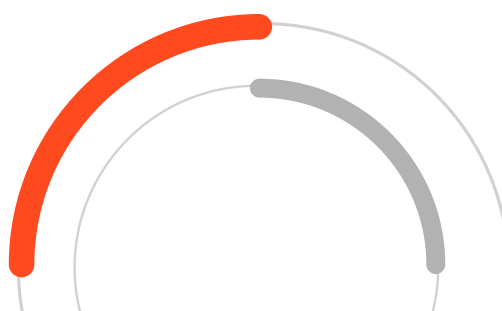
### DESIGN THINKING ROUNDTABLES

The Sport for Good Response Fund application process yielded 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 design thinking process so that the organisations were able to make the best use of the in-kind expertise. In total 8 different roundtables took place. Topics included redesigning programming, scaling an organisation, return to play, adapting communications, reaching beneficiaries and more.

### FUNDRAISING MASTERCLASSES

Fundraising was a significant challenge raised by almost all those who applied to the fund. We therefore delivered specialist masterclasses in this area. In total 4 masterclasses were delivered, of which organisations were able to join all 4 or select the fundraising topics that were most relevant. Topics included social enterprise, large scale events, crowdfunding and corporate sponsors.



## 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's Global Award Winner, Kick4Life.

thinkBeyond offered long-term strategic support using their expertise

in strategy development, marketing and communications, partner identification and general strategic guidance. Kick4Life were able to offer more specialist support around approaches to funding using their RAFT financial resilience model. In total 8 organisations received strategic consultancy specific to their needs for a period of 3 months. Case studies on each can be found on pages 37 onwards of this report.





# THE IMPACT - GRANTS

## THE IMPACT – GRANTS

€1.5M of grant funds were distributed to sport for good organisations worldwide in a matter of months after launching. During the Covid-19 crisis, some organisations were not able to operate at all, others at a much smaller scale, and all needing to adapt their ways of working to keep going.

Each organisation had its own complexities, each country its own political restrictions and rules, each sport its unique set of challenges. Sport for good organisations had to adapt, reduce their overheads, seek funding from new sources, and lay off staff, whilst still trying to help those that need their help the most – the children, young people and adults they support.

We asked organisations that received a Sport for Good Response Fund grant about how they used the grant and the difference that it made. Here's a summary of some of the findings.

### HOW DID YOU USE THE GRANT?

Unsurprisingly a lot of organisations used the grant towards core running costs such as staff wages. Many used the grant to either develop or adapt their work to help their beneficiaries access basic supplies, as well as ensuring that they could receive critical information about Covid-19, including prevention, protection and advice on looking after people's health and wellbeing.

Here are some of the ways in which the grants were used:

- Developing Covid-19 specific curriculum
- Training of local coaches and community leaders
- Covid-19 prevention kits
- Contributed to core running costs
- Purchased communication hardware and software
- Recruited a social worker
- Adapted programming for remote delivery
- Local and national radio broadcasts
- Developed a daily television show
- A helpline
- Counselling sessions
- Animations and worksheet on themes like maintaining friendships during social distancing and getting ready to go back to school
- Distributed booklets with key information on keeping healthy and active
- Delivered specialist sports equipment



Photo courtesy of: Box Girls Kenya



Here are some of the organisations that did things a bit differently with their grant.



Coach mentors created a Girls Win Indoor Adventure community through using WhatsApp, text, voice messages, video challenges and group video calls on Zoom. For 24 weeks coach mentors sent the participants a physical, mental, and a creative challenge on the theme of wellbeing. At the end, they completed their adventure collectively on a group Zoom call. One of the themes was 'Run Wild' where the participants were challenged to do a running challenge, use a visualisation technique of crossing the finish line and create a personal resilience slogan.



To address the challenges of limited space to use for sessions, the foundation created scavenger hunts around the city of Bath. Students went through the scavenger hunt, which led them to different places around the city where they can access support with mental health and housing. This helped the students to learn about the supporting agencies the foundation was working with, as well as empowering their knowledge and independence to seek the help they needed directly.



The charity created their Quarantine Diaries, whereby young women with mental health challenges such as anxiety were guided through a 3-month programme with psychologists to help them overcome challenges during the pandemic. The women used a diary to journal their mental wellbeing to help them understand and express their feelings and become more in control of their own therapeutic process.

## WHAT DIFFERENCE DID THE GRANT MAKE?



We managed to keep our core team (27 staff) in employment, the majority of whom are former beneficiaries and this meant that their dependants were able to access food and shelter during the pandemic. The constant communication with our beneficiaries via our bulk SMS systems and gender-based violence hotline, enabled us to rescue some beneficiaries from risky employment, and provide support to those experiencing gender-based violence. We also supported 50 pregnant adolescent girls during the period to return back to school and continue their learning.

### **Moving the Goalposts**



The grant funding had a significant impact in allowing us to continue operating and expand our support for local communities.

### **United Through Sport**



We used the grant to pay our local manager on the ground in Palestine. It made a huge difference. If it weren't for your grant and the UK Government furlough help, we may not still be going as we are now.

### **SkatePal**



Thanks to the grants, the programme was able to continue. Some modifications were made, we had to learn to work differently, but the work was not interrupted. Without this additional support, many beneficiaries would have had to stop playing sports during the pandemic. In an extraordinary way, the grant provided us with the possibility to reach distant beneficiaries, which we would never have otherwise been able to.

**Transformación Social  
TRASO AC**



Free Movement Skateboarding have prepared a three-tier budget scenario, to grow, maintain, or fall back on operations depending on multiple variables. The grant allowed us to secure and test out an effective Covid-19 protocol and safety precautions for sessions, which is now in place and will be used in the future in case it is needed.

**Free Movement Skateboarding**



This grant was absolutely crucial in helping our charity to deliver an adapted project for the benefit of people experiencing mental health problems. Without it, the majority of our clients would have been isolated and physically inactive, both of which are linked to worsening mental health.

**Sport in Mind**



The funding made a huge difference to participants. Just 15% of participants were doing the recommended 150 minutes of weekly exercise at the start of lockdown. After receiving our packs and joining our online sessions, this increased to almost 50%. Our organisation was able to engage people who would otherwise have very little support to keep active and have very little contact with others.

**Disability Sports Coach**

## BUILDING FUTURE RESILIENCE

We also asked organisations that received a Sport for Good Response Fund grant about what plans they have in place to ensure their organisation is prepared to face future disruptions as the Covid-19 crisis continues. Here's a summary of some of the findings.

- Improved communication and integration across digital platforms
- Expanded relationships with beneficiaries, their families, partners and funders
- The ability, where necessary, to move all learning 'online' to ensure continuity of education and routine
- Financial scenarios, to prepare for different funding eventualities
- Risk register, ensuring effective controls are in place to manage risks and minimise harm
- Crisis management plan, covering what actions need to take place to recover and restore operations



The team has adapted well to organisational changes through Covid-19. We have improved communication and integration across digital platforms, expanded our communication and relationships with parents and caregivers and created new ways to engage with participants through our Safe-Hub in a Bag initiative. Our team is ready to continue supporting Safe-Hub communities throughout all restriction levels, safely and responsibly.

**Amandla**



Photo courtesy of:  
Free Movement  
Skateboarding -  
Credit Owen Godbert



# THE IMPACT - ROUNDTABLES AND MASTERCLASSES

## THE IMPACT – ROUNDTABLES AND MASTERCLASSES

8 design thinking roundtables and 4 fundraising masterclasses took place, delivering expertise tailored to the issues the organisations had identified when applying to the Sport for Good Response Fund. To see the process we took for the design thinking roundtables, as well as a summary of the fundraising masterclasses, please refer to the [Sport for Good Response Fund interim report](#).

We asked organisations about their experience, their key learnings, and what changes they had made because of these sessions. The responses were insightful and heart-warming, with individuals sharing their learnings, as well as the social and emotional benefits, with some stating they felt reassured they were on the right track, felt less isolated from others, and a huge sense of relief during the Covid-19 crisis.



This was very insightful and reassuring after not talking to many people within the sector and feeling isolated.

**Indochina Starfish Foundation**



Photo courtesy of: AMANDLA

## WHAT WAS YOUR EXPERIENCE OF THE DESIGN THINKING ROUNDTABLES LIKE?



When I was selected for the workshop, I didn't realize how awesome it would be until I joined the call. It was really something special to have 6 international experts working specifically with you on your organization.

**Beat the Streets Chicago**



It was very useful to get the opportunity to learn the best practices that are being implemented in moving and dealing with the Covid-19 pandemic. The experiences and learnings from the workshops were like finding gold in a goldmine.

**Football without Borders**



It was amazing! The experts were incredible on the topic. I thought it would be a roundtable of NGOs discussing the issue. But instead it was experts focusing specifically on my organisation. It was so unexpected and so helpful. It was great that the experts made themselves very approachable.

**Zip Zap**

## WHAT WERE THE KEY LEARNINGS FROM THE DESIGN THINKING ROUNDTABLES?



This conversation really helped for looking into creating a unique selling point. It gave us the idea for our programming to be kid-led. This process allowed us to completely pull apart how we deliver and gave us the chance to really look at what we can change.

**Pure Game**



Our problems aren't only our problems and it's very interesting to see that and how we can apply different strategies from different countries to help solve our issues.

**Fundacion Grupo Internacional de Paz**

## WHAT CHANGES HAVE YOU ADOPTED BECAUSE OF THE DESIGN THINKING ROUNDTABLES?



We shared the notes from the workshop with the football staff. They used it to help them redesign our training and clinics. These were our first events post-covid lockdown. While we were able to play soccer with full contact, they used a lot of the safety precautions that experts recommended. This workshop came at the right time.

**Indochina Starfish Foundation**



Don't be strict in your approaches. If Plan A doesn't work, it's ok to try a Plan B. We worry about losing control of the resources, but at the end of the day, what we have to realize is that the main goal is to help these kids and we should do anything we can to help them.

**Passes of Hope**



## WHICH OF THE ELEMENTS OF THE FUNDRAISING WORKSHOPS DID YOU FIND BENEFICIAL?



The workshop provided useful ideas to help us source new funding opportunities during the pandemic. In particular, the session held on virtual galas helped us prepare to host our annual fundraising dinner online for the first time and it turned out to be our most successful one yet!

**Indochina Starfish Foundation**



Useful to hear about how projects adapted their fundraising events. We also enjoyed delivering a session on social enterprise which contribute to the development and delivery of RAFT through which we provided support to other organisations.

**Kick4Life**



It reiterated a lot of the key information that we were already aware of but perhaps sometimes neglect to focus on. As a result it was reassuring to know that we are generally on the right track with a lot of what we are doing especially in terms of building strong relationships with funding partners, being transparent and communicating regularly. As a result we received a lot of support through existing relationships.

**United through Sport**

A photograph of two soccer players shaking hands on a field. The player on the left is wearing a green and yellow jersey, and the player on the right is wearing a dark grey jersey with a red and white crest. A white circle and a blue arc are overlaid on the image, framing the text.

# THE IMPACT - STRATEGIC CONSULTANCY PROJECTS

## THE IMPACT – STRATEGIC CONSULTANCY PROJECTS

It was clear early in the consultancy projects that they offered significant added value and general support to the organisations involved, giving them both reassurance and relief during challenging times for people personally and professionally. Having someone to ask the ‘why’ questions that often get pushed to the side – particularly for lean organisations that are stuck in the day to day delivering of things – was paramount.

The additional capacity that was offered added both an external eye to the things they were doing and acted like an extension to the team. That said, projects needed to strike a balance between offering expertise and working collaboratively with the consultants to make the best of the opportunity. Each project was tailored to the medium and long term needs of each organisation. To read more detail on the consultancy projects, visit page 37 onwards where you will find a case study on each organisation’s project.



At Free Movement Skateboarding, we felt so greatly supported by the Sport for Good Response Fund. We couldn’t have received this support at a better time, as we were overhauling our branding and digital fundraising strategy as we were working with them.

**Free Movement Skateboarding**



I really appreciated the conversation, as it helped ground me in what we were doing well during the pandemic, and where we could get better.

**Free to Run**



## CONSULTANCY PROJECTS DELIVERED BY KICK4LIFE

Kick4Life delivered consultancy on financial sustainability to three organisations – Free to Run, Iringa Development of Youth, Disabled and Children Care, and SKRUM. Steve Fleming, CEO, Kick4Life used the charity's RAFT support framework, as well as their own experience in the sport for good sector over the last 15 years.

### THE SCOPE OF WORK

Kick4Life took each organisation through the four areas of the RAFT process – Reduce, Adapt, Fundraise and Trade. This enabled Kick4Life to offer advice and resources covering a range of topics including fundraising models, social enterprise development, and monitoring and evaluation tools and techniques. The RAFT process garnered different results for each organisation, allowing Kick4Life to then shape the relevant deliverables.

### THE DELIVERABLES

#### Free to Run:

- Expertise on how to diversify funds through a tour model
- Recommendations on developing partnerships and approaches to brand sponsors
- Providing RAFT Social Enterprise Incubator Tool to explore potential income generating business ideas
- Monitoring and evaluation resources
- Sharing experience of mixed-gender programming

#### Iringa Development of Youth, Disabled and Children Care:

- A framework to feasibility study for a hospitality social enterprise project
- Analysis and recommendations of the feasibility study
- Recommendations on a participatory design workshop to identify funding

#### SKRUM:

- Detailed overview of potential in-country funding sources
- Monitoring and evaluation resources



Photo courtesy of: Skatepal



## CONSULTANCY PROJECTS DELIVERED BY THINKBEYOND

thinkBeyond delivered consultancy across a range of broad topics including marketing and communications, building partnerships, and organisational purpose. Radha Balani, Director of Design and Facilitation and Mieke Evans, Senior Account Manager, guided each organisation through an in-depth discovery process to uncover the scope of work for each project. thinkBeyond were able to draw on additional expertise across its sister company, Beyond Sport, offering specialist support on sport for good best practice from around the world.

### THE SCOPE OF WORK

The project brief for each organisation was dependent on the results of an introductory survey exploring the medium and long term aspirations, as well as the barriers preventing them getting there, and an in-depth discovery workshop to explore areas in more detail. A project brief outlining the key objectives was then created, ensuring complete transparency over the work being done, as well as highlighting the work each organisation needed to do to help achieve the brief.

To explore some themes in more detail, thinkBeyond interviewed up to three key stakeholders for each organisation. Each project had various check points for both parties to report back on progress. This culminated in a final set of deliverables

being presented to each organisation, as well as a final report and supporting documents to close the project.

### ADDED VALUE CONSULTANCY

To get to the deliverables for each project, thinkBeyond worked independently, as well as tasking the organisation with specifics to support the process. A lot of this resulted in added value expertise being delivered during the project. Some of these were processes, others physical frameworks that the organisations were able to use as part of their future work. Examples of this work are:

- Extensive review of Free Movement Skateboarding's website, to help support with their existing work around their new narrative
- Full audience matrix for most organisations
- Tasking organisations with elevator pitches and/or writing press releases for specific moments in time to come e.g. the opening of Warrington Youth Zone
- Presenting examples of different styles of charity communications e.g. needs led, impact led
- Academic theories and sources to support key objectives
- Local and national partner search to support Warrington Youth Club's sport for development exploration
- Social Media Marketing questionnaire to help uncover the key challenges for Youth Empowerment Foundation's communications

## THE DELIVERABLES

### Free Movement Skateboarding:

- Created a partnership proposal for a key stakeholder, as well as a generic presentation to be shaped based on audience
- Identified and developed strategic ambassador opportunities
- Created a range of outreach materials for ambassadors

### Slum Soccer:

- Built a programme messaging framework to help simplify key talking points
- Refined an existing partnership proposal, as well as creating a template to be edited for other programmes and partnerships
- Created a call to action framework, including pre-written messaging

### Warrington Youth Club:

- Brand transition plan
- Headline messaging for five of the club's key audiences
- Expertise on local and national sport for development opportunities
- Recommendations on club's approach to sport for development

### Youth Empowerment Foundation:

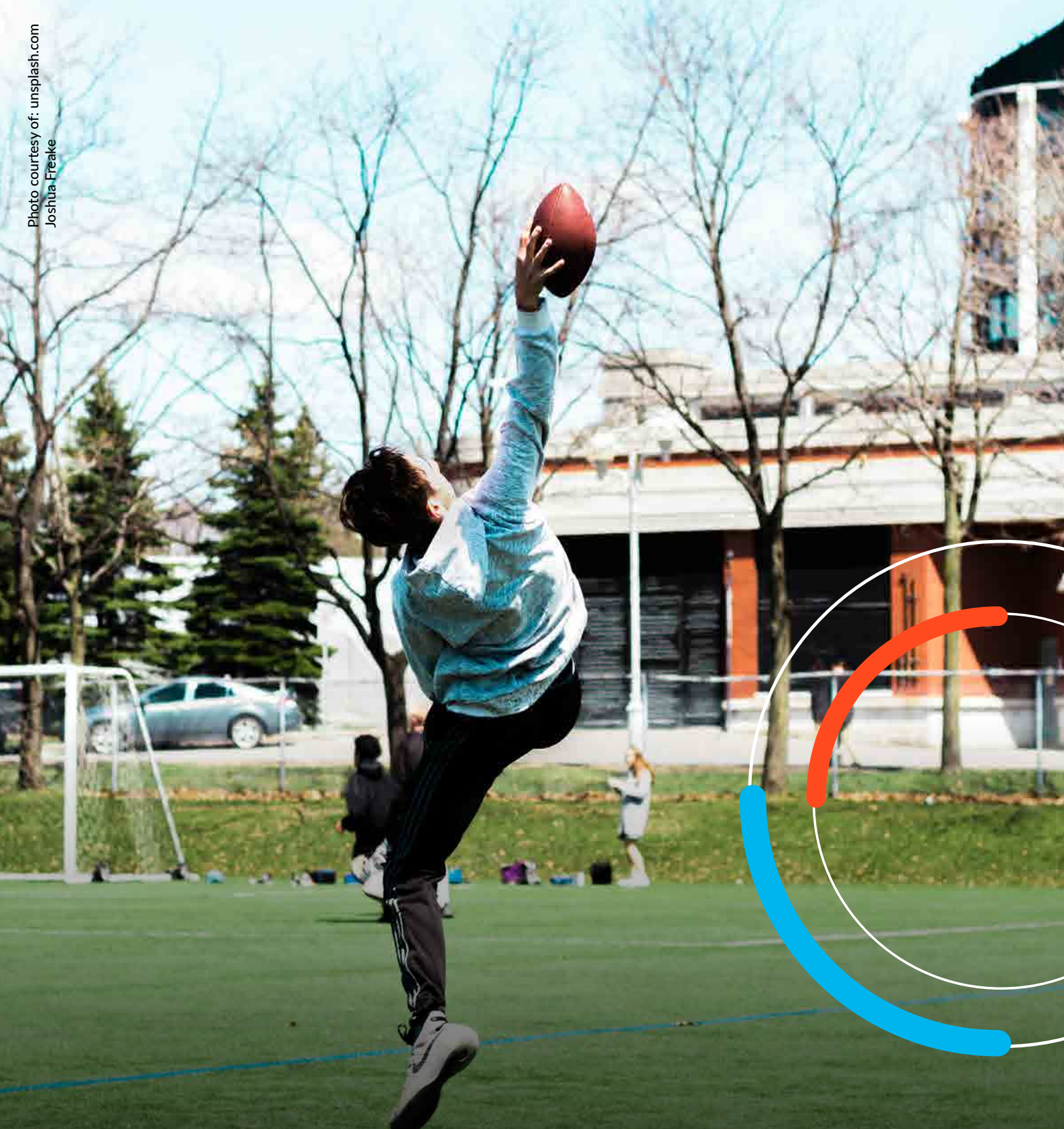
- Headline messaging framework to create consistent and simple communications across a range of audiences

- Social media templates, including a content calendar and monitoring sheets
- A case study template
- A 10-step simple guide for the charity's future social media, as well as a list of free social media training resources

### Youth Run NOLA:

- Narrative recommendations, including vision and mission, tactics and manifesto
- Virtual platform matrix
- Sphere of influence framework

Each organisation now has its own unique set of tools to help support their longer-term aims. It is our hope that through this consultancy, the Sport for Good Response Fund has helped these organisations with their financial resilience, communications, partnerships and programmes. We will check back in with each organisation throughout 2021 to find out how they are doing.



# CROSS-CUTTING LEARNING AND INSIGHTS

# CROSS-CUTTING LEARNING AND INSIGHTS

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. Some of the insights below are also included in the [Sport for Good Response Fund Interim Report](#) in more detail.

## **Transparency and honesty**

Organisations that were communicating frequently, as well as being open and honest about the challenges they were facing, experienced more positive results with their stakeholders.

## **Support and empower personnel**

During times of employment concerns or scarcity, individuals need ongoing support from their managers and organisations. Cross-mentoring support was highlighted as an important tool to ensure that peers are supporting one another, whilst trying to learn and grow new skills.

## **Diversify**

Every organisation has had to adapt, change their thinking and ways of working. Diversifying came through strongly across all work delivered in areas like fundraising, reaching beneficiaries and programming. Working in an agile way not only builds resilience, but also helps to generate new ideas.

## **Control what you can**

During the Covid-19 crisis, organisations have been overwhelmed with what to do. Focusing on what they and their organisation can control enables proactive working.

## **Responding more, reacting less**

All organisations have had to react to immediate short-term needs. Yet, the shift from changing mindset to being responsive is a crucial step to making clearer strategic decisions.

## **Finding clarity on your 'why'**

Despite endless challenges and setbacks, there was a real sense that now is the time to evolve, learn and grow, and explore the true purpose behind which organisations exist.

## **Unintended benefits**

Many organisations experienced new benefits and opportunities, like engaging with beneficiaries in new ways and creating new partnerships.

## **Failure is part of the journey**

Being open to failing and seeing it as part of the journey instead of something to avoid was an important step. No one has experienced a time like this before, so we will all make mistakes, learn from them and move on.



### **Interactions extremely valued**

Organisations really valued the opportunity to be heard from peers, similar organisations and experts in sport for good. The connections also brought unintended benefits – people really valued the opportunity to interact with others, helping them to feel connected and supported at a time when people were isolated and disconnected.

### **Funding invaluable during a crisis**

Quick access to unrestricted grant funding undoubtedly kept some organisations from folding and went a very long way. We've learnt that during a crisis, the funding has been used in the best possible way.

### **Having a risk strategy**

Organisations that created and tested out risk strategies are much better prepared in future to respond to the challenges of unexpected events like the Covid-19 crisis.

### **Understanding your audiences**

A common challenge that organisations had during the strategic consultancy projects was around understanding audiences and how to communicate with them effectively. Use a simple audience matrix to better understand your audiences, as well as revising what works, and doesn't, with your communication tactics.



Photo courtesy of:  
Moving the Goalposts



**LOOKING AHEAD**

## LOOKING AHEAD

We cannot predict for how long the world will be fighting Covid-19, nor can we predict how long we may need to live with various in-country and worldwide restrictions. *What we do know is that our world as we know it, has inextricably changed forever.* Countless lives have been lost or destroyed. The world will be grieving for a long time to come, alongside the science and political worlds scrutinising the data to make some sense of it all, and to lay down protective foundations against future global disasters.

From a sport for good perspective, we have made more of a stand all over the world for the power that sport has to: build and maintain physical and mental health, teach life skills, create resilience, develop strong leaders, create caring environments, help people heal from trauma, contribute to economic recovery, and so much more.

As a sport for good sector and global community, we need to do all that we can to nurture and support one another. We hope to be able to continue to offer vital funds and strategic support during (and beyond) the Covid-19 crisis, to

help organisations keep the doors open (virtual or otherwise), adapt and grow their work, so that they can continue to support some of the world's most vulnerable people. Until then, we hope this final report and the interim one, goes some way to share how far we've come as a community, and how better prepared we will be as a result.

### CHALLENGES AHEAD FOR SPORT FOR GOOD ORGANISATIONS

We asked recipients of the Sport for Good Response Fund about their key challenges ahead as we emerge from lockdown restrictions, as well as what suggestions they had for a continuation of the fund.

Some common themes were:

- Lack of funds and resources to maintain and/or improve programmes
- Workforce burnout
- Partners closing and having a knock-on effect in the supply chain
- Decline of physical and mental health of children and young adults
- Logistics of returning to sport and physical activity

## WHAT DO YOU THINK YOUR KEY CHALLENGES WILL BE OVER THE COURSE OF THE NEXT YEAR?



The health and economic crisis derived from poor management of the pandemic, causing loss of family, friends, jobs and life opportunities, which could generate a general feeling of discouragement that will affect the mental health of our communities, this could force us to modify content and programmes.

**Transformación Social  
TRASO AC**



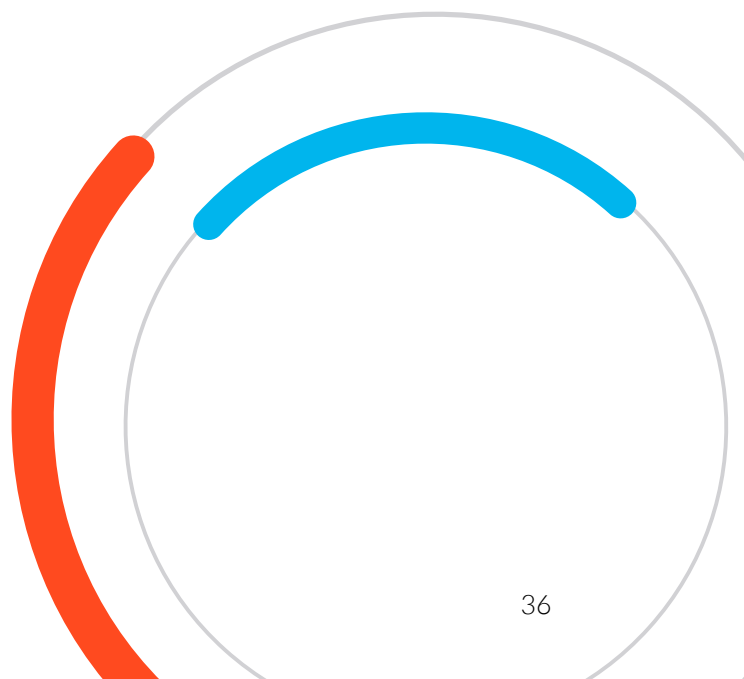
Re-establishing our face-to-face services will have logistical and funding challenges. Venues have more limited availability and have raised their fees as they look to recover income after being closed. We also need to ensure all coaches are trained to enforce social distancing among different impairment groups and are provided with personal protective equipment. As lockdown eases, some disabled people may also be anxious about returning to face-to-face activities, limiting sizes of sessions.

**Disability Sports Coach**



The biggest challenge will be to address the pandemic-related traumas participants have dealt with in the last year: income loss/ increased poverty and its effects, less engagement with peers because of lockdown restrictions, etc.

**AMANDLA**





# CASE STUDIES - GRANTS



## FREE TO RUN – LIFELINE TO IRAQI AND AFGHAN FEMALE ATHLETES

### Context

Free to Run supports women and girls in areas of conflict through adventure sports, helping to build their physical, emotional and social wellbeing and bring individuals from different religious and ethnic communities together. Working exclusively with women and girls across Afghanistan and Iraq, the charity runs adventure sessions like running and hiking, combined with life skills learning.

### How they used the grant

The funding helped the charity to reach the most vulnerable women and girls in two phases. In the first phase, they created an Activity Booklet which included a mental health toolkit, inspirational bios of Free to Run alumni, and factsheets on nutrition. In phase two, Free to Run restarted in-person sessions with modifications and social distancing measures and ran running sessions and small hiking groups. The grant supported over 120 women and girls across six regions in Afghanistan and Iraq.

### The impact

#### G, female, 17-years old from Ghazni Province in Afghanistan

G's biggest challenge growing up was her identity. Her mother had complications with childbirth, and after giving birth to two girls, she was unable to have any more children. In Afghanistan, having a son is highly valued in society, and with all girls in the family, G chose to identify as a boy in society. She used the name Mohammad, attended a boy's school up until the age of 14, had friends who were boys and played on boys' sports teams.

In her teens, G was told she could turn back into a female by her family. To this day, three years later, G is grappling with her identity as a female in a largely patriarchal society. She joined Free to Run at 17 and began connecting with other girls, helping her realise the pieces of her identity she never knew, or couldn't exercise before. She learned about women's and girls' behaviours and actions through the other Free to Run participants. G really enjoyed the 'Assertiveness' lesson in the Activity Book, which taught her how to stay driven towards her goals and accept her identity as her own.

*"The most important thing about Free to Run was to know more girls, to accept and normalise my identity as a woman." - G*

Photo courtesy of: Free to Run





## PLAY INTERNATIONAL – PROTECTIVE GESTURES TOOLKIT

### Context

PLAY International is an NGO that has developed initiatives in over 15 countries, creating ways for children to learn, be included, or overcome trauma through play. The NGO aspires to increase the social impact of sport worldwide by allowing a growing number of practitioners in the education, sport and humanitarian sectors to access new educational methods and solutions. PLAY International shares its expertise and co-creates new tools to support the education and social wellbeing of children globally.

### How they used the grant

The grant was used to create a toolkit which included several games that enable children to be physically active while respecting social distancing and other protective gestures. The toolkit included three cooperative games and can be used by any education professional. The games had three main objectives: 1) allow the children to practice a physical activity after several months of lockdown; 2) use and improve their cooperative skills to enhance the social interactions with other children; and 3) respect the main protective gestures like avoiding any contact between players. Each game could be adapted for a short 20-minute session, or longer sessions over an hour.

### The impact

The toolkit was available for education professionals to download for free directly from the PLAY International website. Since it's been available, it was downloaded over 300 times, with over 60 requests to receive a physical toolkit that includes the content, and several tools that can be used alongside the games such as chalks, a whistle and a stopwatch.

*Julie Mounissens, an elementary school teacher said, "Since the introduction of the sanitary protocols in schools, it has become more complicated to use active pedagogy. Almost all the classic collective activities or games do not respect social distancing rules. The need for innovative solutions was important and PLAY International's toolkit is one of them.*

*After months of quarantine, it was obvious that the children who came back to elementary school were happy and excited to get out of their homes and share a physical space with their friends. After we tried out the three games in the toolkit, the children were almost begging me to keep on playing them all day long. It really proved that the games directly answered some specific needs that appeared in this difficult context. At this young age, playing games is essential for the personal development. The toolkit gave them the opportunity to reunite with their friends and develop their psychosocial skills."*



## TRANSFORMACION SOCIAL TRASO AC – SPORT FOR THE PREVENTION OF VIOLENCE IN MEXICO

### Context

Children and adolescents are some of the groups most affected by violence, the actions of organised crime and violation of rights. Transformacion Social TRASO AC provide sport and education to children and young people in Mexico.

### How they used the grant

Covid-19 meant the charity had to move all their in-person activities to online. However, most of their beneficiaries do not have access to the internet, a computer, or mobile phone equipment. Transformacion Social TRASO AC used the grant to shift their activities online and to provide internet connectivity and hardware so that children and families were able to continue activities from home.

### The impact

The Covid-19 crisis forced the Arteaga Justo family to stay at home and with a family of 4 young children who didn't have the financial or technological means to carry out outline activities, they were prevented from exercising their right to sport. This led to behavioural problems, depression and weight gain. As well as this, the family didn't have enough space to carry out sports activities at home and the parents were concerned about the children going out to play for fear of contracting the virus.

As a result of the Sport for Good Response Fund grant, Transformacion Social TRASO AC were able to continue to respond to the Arteaga Justo's family needs and motivate the children to practice sports like boxing, as well as attend mental health sessions. The funding also allowed the organisation to monitor the health of families and tailor the sport and education delivery to prevent physical and mental health challenges during the crisis.

Jose Arteaga Justo said, *"by having the possibility for my children to attend TRASO, I can give them a reliable and safe alternative to play sports and continue training during the pandemic."*



Photo courtesy of: TRASO





## SHAMAS RUGBY FOUNDATION – USING RUGBY AND LIFE SKILLS TO BUILD RESILIENCE IN CHILDREN AND YOUNG PEOPLE

### Context

Shamas Rugby Foundation works with children and youth living in urban slums and rural areas of Nairobi and Kiambu County, Kenya, using rugby to promote life skills, education, employability and community engagement.

### How they used the grant

Shamas Rugby Foundation used the grant to continue to deliver their life skills programme during Covid-19. During the pandemic, children and youth were becoming more exposed to risks such as local gangs, early pregnancy, HIV/AIDS, drug and substance abuse, and physical, emotional and sexual abuse. The charity used rugby blended with life skills to highlight internal strength and character building, so that participants could challenge their mindsets and build more prosocial thinking skills.

### The impact

#### Dennis, 14, Mathare, Nairobi

Dennis lives in one of the largest slums in Nairobi, with his family, both parents and two siblings. One of the biggest challenges Dennis has faced is his perception of his life. He finds his life to be very hard and feels that people are always against him. Before attending the life skills camp, Dennis reported that he had issues with his discipline and values. This in turn led to community members seeing him as disrespectful which affected his self-esteem.

Thanks to the life skills camp, Dennis has changed his attitude towards life, making him view life to be manageable unlike before, and he has more of a positive outlook on his future, as well as tools to control things more.

Dennis said, *“Thanks to the camp, I am able to look at life positively and I can understand the things that people are going through.”*

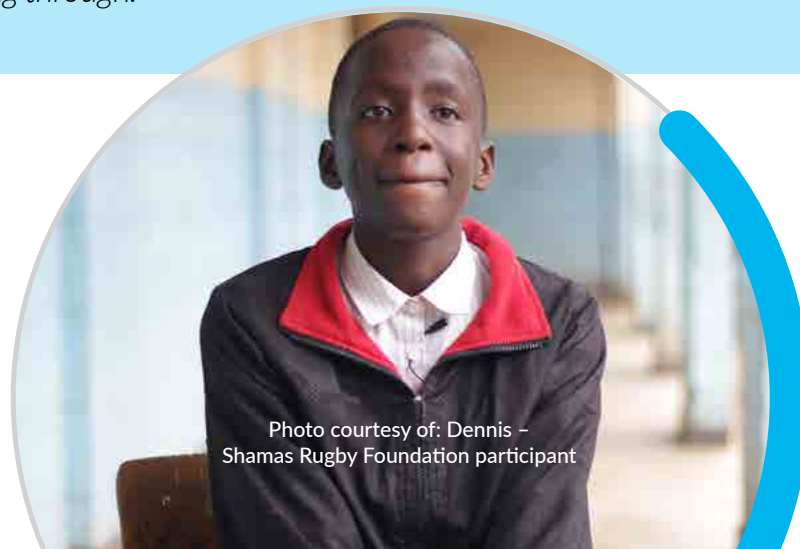


Photo courtesy of: Dennis –  
Shamas Rugby Foundation participant



## YOUTH FOOTBALL CLUB RURKA KALAN – HELPING CHILDREN IN INDIA IMPROVE THEIR LIVELIHOODS THROUGH FOOTBALL

### Context

Youth Football Club Rurka Kalan work to restore childhood to millions of children throughout India who are deprived of their basic needs. Young people fall prey to the community issues such as unemployment, substance abuse, inadequate government school infrastructure, and gender bias issues.

### How they used the grant

The grant was used to develop and implement a curriculum to address social stigma, Covid-19 awareness, tolerance, critical thinking and global citizenship. The club developed the curriculum so that it could be delivered both remotely and in-person. The grant was also used to train youth mentors to use IT hardware and software for online delivery of activities. In total over 200 young people become leaders in their communities promoting tolerance and a peaceful society, as well as improving their own skills on global citizenship, and crisis management.

### The impact

#### Sandeep, 14, Punjabi

Sandeep experienced enormous turmoil during the pandemic. His father died two years ago and during the Covid-19 lockdown, his mother died. During this period Youth Football Club Rurka Kalan provided the family with financial aid, food and other facilities so that they could survive during this extremely difficult time. Sandeep become depressed and mentally and emotionally ill. With the help of the Sport for Good Response Fund grant, Sandeep was provided with a smart phone and internet connection, so he could take part in online sessions delivered by the club.

Coaches shared activities to help him stay physically fit and emotionally strong and talked to him on a regular basis, and slowly, his wellbeing started to improve. Sandeep said, *“When my mother died, my life stopped. Everything was finished for me. My study, my game, my future. But with the help of the Youth Football Club’s activities, I overcame that situation and now I am happy because I am part of my team.”*

The club is regularly observing and checking in with Sandeep and will work towards helping him to achieve his passions. In future the club hopes to provide him with professional football coaching, as well as continue to provide food and financial help to his family.

Photo courtesy of: Sandeep – Youth Football Club Rurka Kalan participant





# CASE STUDIES – STRATEGIC CONSULTANCY



## HELPING IRINGA DEVELOPMENT OF YOUTH, DISABLED AND CHILDREN CARE (IDYDC) WORK TOWARDS THE LAUNCH OF A GUESTHOUSE SOCIAL ENTERPRISE IN TANZANIA – BY KICK4LIFE

### Context

IDYDC is an organisation that delivers a range of football-based programmes for vulnerable children in Tanzania. They stopped all programming at the start of a national lockdown in March 2020 but gradually found ways to continue serving their participants including home visits. Some funders were late making payments, but these eventually arrived and IDYDC has been able to keep all staff employed, with flexible home working helping to keep operating costs down. They were also able to access some new funding from USAID to deliver some Covid-19 related education to vulnerable groups.

### The challenge and opportunity

IDYDC generate a small amount of funding from their own income generating activities including renting out facilities at their FIFA Foundation Centre. They are very keen to expand their social enterprise income, and having previously visited Kick4Life's hotel in Lesotho, they are keen to build a small guesthouse on some additional land available at the centre. They already have some funding set aside for this, although not the full amount required.

### What happened

In September 2020 we held an initial RAFT call with IDYDC's management team, where we talked through the four elements of RAFT – Reduce, Adapt, Fundraise and Trade. The planned development of the guesthouse social enterprise emerged as an exciting opportunity to pursue through the support package. The main recommendation from the call was for IDYDC to complete a feasibility study, using a template provided by Kick4Life, to strengthen their proposal and to answer several key questions related to market, financial, technical and organisational feasibility.

### The outcome

IDYDC subsequently completed the study drawing on input from a range of internal and external stakeholders. A second call was organised where Kick4Life provided a number of recommendations and analysis of the study, with a further proposal to progress to the next stage – holding a participatory design workshop, we are now working with IDYDC to identify funding for the workshop to be delivered by expert facilitators.

## The impact

Johnnie Nkoma, Director of IDYDC, commented that the RAFT support has helped them to significantly progress their social enterprise plans, and to take important steps towards the opening of the guesthouse, which they anticipate will significantly strengthen the financial sustainability of their sport for good programmes.



Photo courtesy of: IDYCD -  
children performing kick out  
malaria session



## PROVIDING SKRUM WITH FUNDRAISING AND MONITORING AND EVALUATION SUPPORT IN ESWATINI - BY KICK4LIFE

### Context

SKRUM is a charity that uses rugby to deliver a number of interventions around HIV awareness, life-skills development and gender equality in Eswatini in Southern Africa. Due to the pandemic and related school closures, programming was not possible for most of 2020, and several fundraising events had to be cancelled, highlighting a need for greater diversity of funding sources.

### The challenge and opportunity

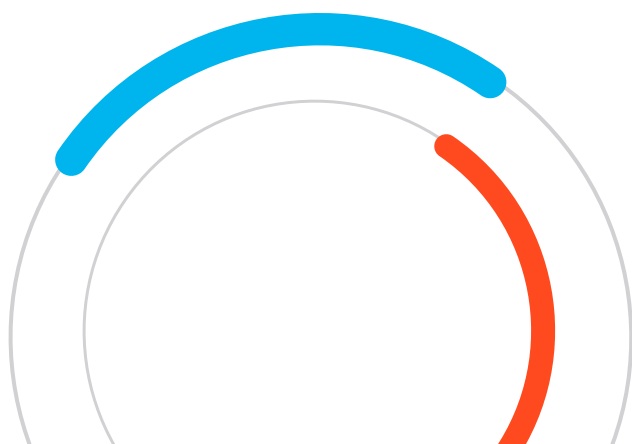
SKRUM were keen to use the pause in programming to identify new income streams, and extend their funding sources beyond the UK, to improve their financial sustainability and expand their programmes. In line with this they also wanted to introduce more formal monitoring and evaluation structures to strengthen their evidence base and more clearly demonstrate their programmatic impact.

### What happened

We held an initial RAFT call with SKRUM which walked through the four elements of the RAFT process – Reduce, Adapt, Fundraise and Trade, and subsequently identified the following key areas of support:

- Suggesting potential funding sources in Eswatini (based on Kick4Life's experience in Lesotho)
- Sharing Kick4Life's monitoring and evaluation tools and techniques

Following the call we provided SKRUM with a detailed overview of potential in-country funding sources, such as INGOs, high commissions and corporations, as well as sharing monitoring and evaluation resources from our various curricula, including pre and post course questionnaires and focus groups.



## The outcome

Since returning to programming, SKRUM have started to implement a number of the monitoring and evaluation tools, and these are already contributing to important findings that are helping to shape their future interventions. They are also developing a plan of action to approach a number of new potential funding partners within Eswatini in 2021, supported by their strengthened evidence base. They are also interested in using Kick4Life's experience of running international fundraising tours to run similar trips to Eswatini, with the opportunity for fundraisers to play rugby and contribute to the organisation's work.

## The impact

SKRUM's Communications Director, Jane Alexander Carr, said: *"I can't thank Steve Fleming enough for the RAFT sessions he provided SKRUM. Steve quickly understood the challenges we face in Eswatini and his willingness to share knowledge and expertise based on Kick4Life's experiences, generated new ideas for fundraising and strengthened our monitoring and evaluation programme. For a small charity, this directional support is invaluable."*



Photo courtesy of: SKRUM - Using the power of rugby to tackle HIV, AIDS and gender equality in Eswatini



## SHARING FUNDING, PROGRAMMATIC AND SOCIAL ENTERPRISE GOOD PRACTICE WITH FREE TO RUN – BY KICK4LIFE

### Context

Free to Run was first affected by the Covid-19 crisis in March 2020 when normal programming in Afghanistan had to stop. This happened at a time when the organisation was poised to accelerate its growth, with a number of exciting funding and programme opportunities. They managed to adapt their programming quickly, where possible moving interventions online and successfully engaging participants remotely, including making referrals to specialist providers.

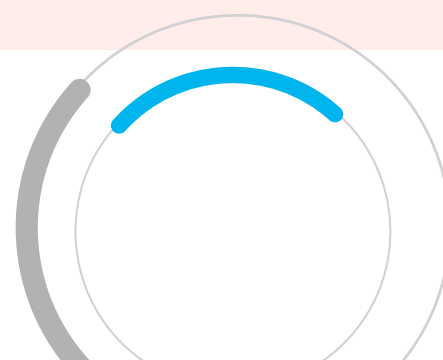
### The challenge and opportunity

Free to Run was determined to consolidate its position during the crisis, so that they could emerge even stronger and capitalise on existing and new opportunities to expand their programmatic impact. The RAFT support package was seen as an opportunity to learn from Kick4Life's experience in the sport for good sector over the last 15 years, including topics ranging from mixed-gender programming to social enterprise.

### What happened

An initial call was an opportunity to go through the four areas of the RAFT process – Reduce, Adapt, Fundraise and Trade, with Kick4Life able to offer advice and resources covering a range of topics including:

- Sharing information on Kick4Life's tour model for potential launch of a similar fundraising initiative in Afghanistan in the future
- Recommendations around developing running club partnerships and developing approaches to potential brand sponsors
- Providing the RAFT Social Enterprise Incubator Tool for Free to Run to deliver with a range of stakeholders and explore potential income generating social business ideas
- Sharing monitoring and evaluation tools from Kick4Life's Girls United curriculum
- Sharing Kick4Life's experience of mixed-gender programming





### **The outcome**

Free to Run is planning to explore the potential of running fundraising tours to Afghanistan, similar to the tours delivered by Kick4Life. They are also aiming to conduct the Social Enterprise Incubator workshop to identify potential ways of generating sustainable income for the organisation.

### **The impact**

Free to Run's Director, Taylor Smith, said: *"I really appreciated the conversation, as it helped ground me in what we were doing well during the pandemic, and where we could get better."*



Photo courtesy of:  
Free to Run



## HELPING YOUTH EMPOWERMENT FOUNDATION BUILD THEIR ONLINE MARKETING PRESENCE – BY THINKBEYOND

### Context

Youth Empowerment Foundation delivers programmes and services in Nigeria for young people in the field of health, child protection, education, sports, financial literacy and livelihoods. Their sports project uses martial arts to enhance self-esteem, assertiveness and confidence. Due to regional and national restrictions, the charity quickly adapted their programming to ensure they could still reach young people, as well as exploring new ways to communicate with those that don't have internet access.

### The challenge and opportunity

With very reduced contact with the beneficiaries, programmes were extremely hard to deliver on the ground, and those that could continue were only being delivered to limited groups. Youth Empowerment Foundation used this time as an opportunity to try new ways of communicating with young people with good success, including using the local radio to share important messages of health and safety. The limited programmes meant that the charity wanted to focus on ensuring they were better positioned to deliver in future, and so used the time as an opportunity to revisit their communications tactics, and how they communicated on social media.

### What happened

We started with an assessment of the charity's needs, aspirations, and barriers that currently exist for them to move forward. We spoke with two important stakeholders, First City Monument Bank and WomenWin, to discuss from a partner perspective communication both on and offline. We then held an in-depth discovery workshop where we explored audiences, challenges and barriers, and communication case studies. This stimulus enabled us to explore how the charity's social media presence could be developed, as well as what communication tactics could work.

### The outcome

We created a headline messaging framework to create consistent simple communications across a range of audiences. A range of social media templates were created, including a content calendar; social media channel overview covering goals, frequency, metrics and tips; and a case study template to collect stories of impact in a consistent way across the breadth of programmes. We created a simple 10 step guide for the charity's future social media, as well as a list of free social media training and resources covering both general and specific skills-based learning.

## The impact

Tony Eleme, Programs and Social Media Officer, Youth Empowerment Foundation, said: *“The quality and consistency of our online postings have improved significantly. The quality of pictures and videos taken by field staff has markedly improved, which has made our report writing more attractive and enriching. The templates have been very simple and helpful. The impact of the training has been significant.”*



Photo courtesy of: Youth  
Empowerment Foundation -  
Gender Based Violence session



## HELPING YOUTH RUN NOLA TO REDEFINE THEIR PURPOSE, SO THAT THEY TRULY REPRESENT THE YOUTH IN NEW ORLEANS – BY THINKBEYOND

### Context

Youth Run NOLA supports youth in New Orleans to run, so together they can democratize running, transform health outcomes and integrate communities. They do this by delivering running programmes, teaching goal setting and challenging injustice.

### The challenge and opportunity

With races cancelled and in-person training sessions and meet-ups postponed during Covid-19, Youth Run NOLA moved as much of their programming as they could to online delivery. The organisation then began reflecting on their purpose, to reassess if they were truly meeting the needs of the young people they support. During this time, the aftermath of George Floyd's murder and the ongoing challenges across the USA linked to police brutality was having huge effects on Youth Run NOLA young people. As a result, the organisation wanted to redefine themselves so that they were a safe and supportive place for young people in New Orleans to work through societal issues that matter to them, and to be seen as an organisation that helps young people create impactful social change.

### What happened

We started with an assessment of their needs, aspirations, and barriers that currently exist for them to move forward. We spoke with two important stakeholders, an alumni and Youth Run NOLA Board member and a Youth Run NOLA coach and assistant principal, to discuss the impact the organisation has had on their lives, as well as supporting other young people in the community. We then held an in-depth discovery workshop where we explored future aspirations, purpose (particularly linked to social injustice), as well as communication case studies from the charity sector. Following our insights, we then worked on refining their narrative, explored with the team their sphere of influence, as well as potential virtual platforms that could support their programmes to continue to be delivered digitally.

### The outcome

We created recommendations on their future narrative including vision, mission and tactics, a manifesto, and how these could be visually represented. We shared a virtual platform matrix that allowed the organisation to review some of the most appropriate platforms available to them based on their programming and needs. Finally, we created a simple framework for the team to work through both strategically and operationally, to determine which relationships they could pass on, grow or close.

## The impact

Denali Lander, Executive Director of Youth Run NOLA said: *“The strategic support provided by thinkBeyond has brought such clarity and confidence to our staff at Youth Run NOLA. We have a more unified picture of who we are, why we exist, what we believe in, and where we want to go from here. Throughout the whole process, Mieke and Radha had such commitment to hearing the voices of the young people and alumni in our program, deep respect for every one of our staff and board members, and their ability to synthesize all they were hearing into a vision, values, and roadmap that resonates so deeply with all of us, has truly been incredible and come at the ideal time in our journey. We felt deeply valued and cared for, and we feel equipped with the language and synthesized vision that already lived in us but needed uplifting, clarifying, and integrating. We’re thrilled.”*



Photo courtesy of:  
Youth Run NOLA



## **HELPING WARRINGTON YOUTH CLUB PROACTIVELY PREPARE FOR THE TRANSITION INTO A BRAND NEW YOUTH ZONE AND CAPITALISE ON SPORT FOR DEVELOPMENT OPPORTUNITIES - BY THINKBEYOND**

### **Context**

Warrington Youth Club supports young people aged 7 – 25 from Warrington and the surrounding areas, through helping them develop skills, knowledge, self-awareness and confidence so they can make positive and healthy life choices. In Spring 2022 they will become Warrington Youth Zone, based upon the successful OnSide Youth Zones model where young people have access to state-of-the-art facilities at a cost of £5 per year and only 50p per visit.

### **The challenge and opportunity**

During the various lockdowns in England, Warrington Youth Club had to either pause, or adapt their activities to be delivered online. Overheads were reduced where possible and some staff were furloughed. The club wanted to use this time productively to plan for the opening of their new space – the Warrington Youth Zone, using this narrative to positively communicate with their members and stakeholders ensuring that the heritage of the Club wasn't lost in the transition. A key opportunity was that their staff size and number of activities on offer was going to increase substantially with the new space.

### **What happened**

Using a survey to explore the club's needs, paired with telephone consultations with key stakeholders and an in-depth discovery workshop, we began to explore how we could support the club through their transition from a club to a youth zone, as well exploring the use of sport for development within the new space's facilities. To support with the transition, we held workshops with Warrington Youth Club and OnSide Youth Zones to understand their key audiences, as well as their communication needs for the transition. To explore sport for development outcomes, we held a workshop to explore future aspirations, as well as the top priorities for young people in Warrington, and began to explore national and local sport for development opportunities.

### **The outcome**

We created a brand transition plan, as well as a range of resources to help guide the process, including headline messaging for 5 of the club's key audiences, communication ideas and an overview of brand transition pitfalls. We shared our expertise in both local and national sport for development opportunities that were aligned to the club's ethos and audience groups, as well as advice on the ways for the club to approach sport for development, including train the trainer models and specialist curricula.

## The impact

Jamie Patterson, Warrington Youth Club's Grants and Trusts Fundraiser said: "Working with Mieke and Radha from thinkBeyond was such a valuable experience for Warrington Youth Club. The commitment and attention they put into the process meant we always felt we were always getting a completely bespoke service. They took time to really understand the organisation – speaking to staff, beneficiaries, and supporters – and identifying the unique challenges and needs of the charity. The process was delivered at our pace (understanding that everyone is busy!) but Mieke and Radha kept the momentum going throughout, with regular feedback meetings, discovery workshops, and were always at the end of the phone when we needed. We are extremely grateful to have been involved in this process and would wholeheartedly recommend to other charities committed to social change."



Photo courtesy of: Warrington Youth Club - members compete at the 2019 Mini Mudder Event



## HELPING FREE MOVEMENT SKATEBOARDING REFINE THEIR MESSAGING AND OUTREACH TO FUTURE CORPORATE PARTNERS AND AMBASSADORS - BY THINKBEYOND

### Context

Free Movement Skateboarding uses skateboarding to support and promote the wellbeing, empowerment and social cohesion of youth in Athens, Greece. They do this through a portable skatepark, refugee camp sessions, community outreach and women and girls focussed activities.

### The challenge and opportunity

The Covid-19 crisis had a significant impact on Free Movement Skateboarding's ability to access the youth in Athens, and unfortunately led to the organisation being unable to access the refugee camps they would regularly visit. A lot of their skateboarding sessions were paused during several lockdowns, with little or no support from the Athenian government. The organisation wanted to use this time to review their messaging, so that they were better equipped to reach out to corporate partners and ambassadors in future.

### What happened

Using insights from surveys, telephone interviews with selected stakeholders and an in-depth discovery workshop, we built out the project objectives. Our objectives were to refine and refocus messaging for key audiences such as funders, as well as to explore future work with partners and ambassadors. We worked with the team iteratively, to ensure that the scope of work was fit for purpose long-term. During the project, we acted as an extension to the Free Movement Skateboarding team, supporting with expertise outside of our key objectives that complemented the work, including academic and research insight aligned to the key aims of integration, empowerment and wellbeing.

### The outcome

We created a partnership proposal for a key stakeholder, Ministry of Concrete, as well as a generic presentation that could be shaped based on the audience. Through our ambassador work, we identified an opportunity for a collective ask to a group of potential skating ambassadors focusing on gender equality and as such created a range of outreach materials for this, as well as advice on how best to use the materials.



## The impact

Will Ascott, CEO, Free Movement Skateboarding said: *“At Free Movement Skateboarding, we felt so greatly supported by the Sport for Good Response Fund. We couldn’t have received this support at a better time, as we were overhauling our branding and digital fundraising strategy as we were working with them. After workshops helping us refine the messaging of our organisation, we have put ourselves in the best possible position to diversify our fundraising moving forward. We have a neat proposal deck that will make approaching potential partners quick and easy, whilst using the most persuasive messaging and presentation.*

*‘I’m most excited to get started on our ambassador scheme - getting skateboarding’s elite to support our project and raise our profile in the skateboarding community. This collaboration has set us up for a strong future and I am so grateful to the wonderful Mieke, Radha and Molly - I can’t wait to report back on how it all goes!’*

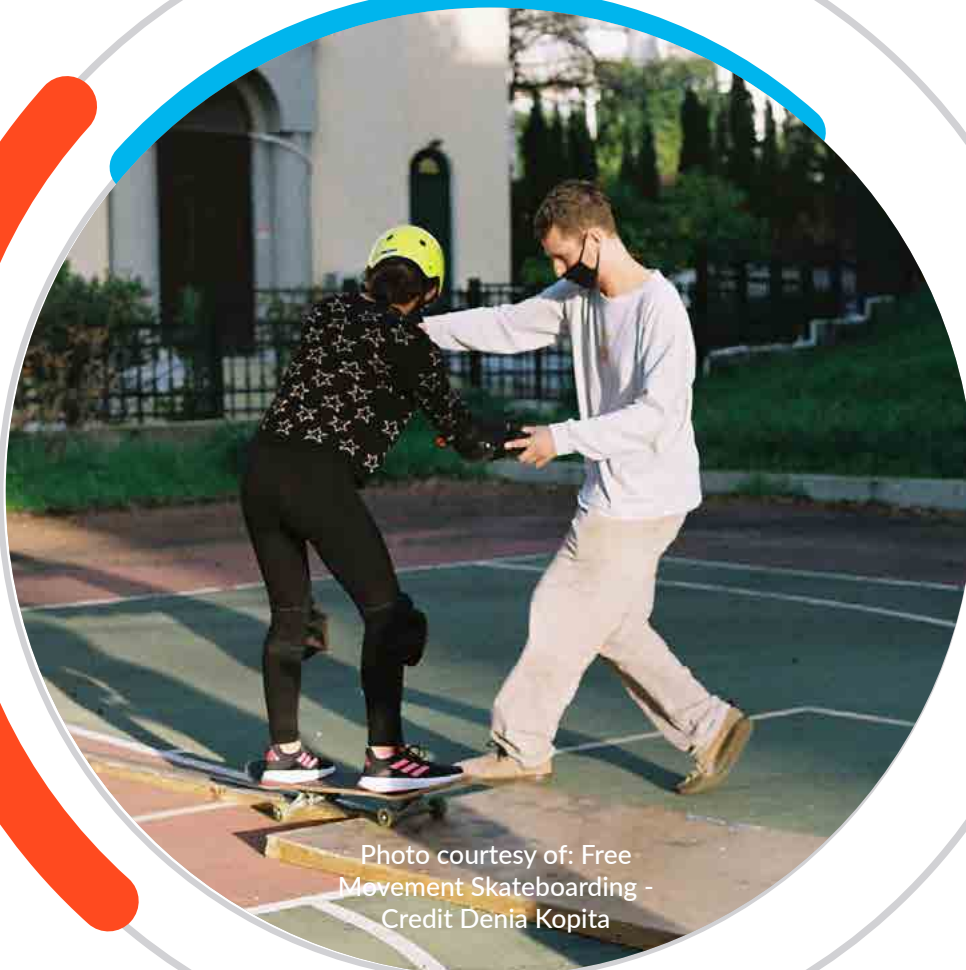


Photo courtesy of: Free  
Movement Skateboarding -  
Credit Denia Kopita



## HELPING SLUM SOCCER DEVELOP THEIR MESSAGING AND COMMUNICATIONS FOR NEW AND EXISTING PARTNERS - BY THINKBEYOND

### Context

Slum Soccer uses the power of football to bring positive change to the lives of those living in India's slums or at risk of homelessness. They provide long term solutions to tackle homelessness and improve living standards for marginalised people, to help build self-sufficient, strong communities.

### The challenge and opportunity

Slum Soccer were able to adapt a number of their existing activities during the Covid-19 crisis. The charity wanted to ensure that their longer-term plans weren't halted, including preparations for the Jhund movie launch - where Bollywood stars portray the story of how Slum Soccer started. One of the main challenges that existed within the charity was the lack of headspace and expertise to divert away from programme delivery and into longer-term work such as refining messaging and working on corporate proposals.

### What happened

Using a range of discovery methods, including a needs analysis survey, telephone consultations with key stakeholders, and an in-depth workshop with the team, we agreed on our project objectives. These were to support with programme messaging, support with Jhund communications e.g. calls to action, and exploring how best to re-engage with existing partners and explore new corporate partners. We explored key messaging through workshops with the team discussing elevator pitches, exploring the different ways programmes are communicated, as well as sharing good practice from similar charities. We also worked with the team to discuss the ways in which partners are engaged, as well as reviewing key communication documents such as proposals.

### The outcome

We built a programme messaging framework to help simplify the key talking points into: who takes part, what they do, why it's needed, how much is delivered, what difference it makes, and a story of impact. To support with engaging with partners, we refined Slum Soccer's existing partnership proposal, to make the approach as simple as possible, as well as creating a template to be edited for other programmes and partnerships. Finally, we created a call-to-action framework, including some pre-written messaging, for key audience groups who watch the movie Jhund, helping the charity to turn awareness about Slum Soccer into action e.g. donate.

## The impact

Slum Soccer CEO, Abhijeet Barse said: *“Working with the thinkBeyond team has been one of the most enriching experiences for me and my team. We were deeply impressed and enlightened by their methodical and systematic approach to the task which gave us an insight to their expertise in the field of ‘Sports for Development’ consultancy. The report is their labour of love in its truest sense. We shall cherish this opportunity of working together and treasure the final report that is so comprehensive yet simple to follow.”*



Photo courtesy of:  
Slum Soccer - Edukick

# THANK YOU TO FUNDERS

## BEYOND SPORT FOUNDATION

Beyond Sport is a UK registered charity and US 501(c)(3) nonprofit organization that advocates for the increased use of sport in social change, based on the belief that sport is a shared global language that can be used as a tool to bridge divides and foster a more inclusive, peaceful and prosperous society. Employing a local approach with a global perspective, we believe that when used with intention, sport is a powerful pathway to effective solutions to the most complex issues of our time. Beyond Sport has been supporting impactful projects, building platforms for change and amplifying sport with intention around the world for more than a decade – all grounded in partnership and collaboration and achieving the UN Global Goals. Since 2009, Beyond Sport has supported nearly 500 organizations worldwide, providing \$4.7M in grant funding and distributing \$9.5M in long-term strategic support.

[beyondsport.org](http://beyondsport.org)

## LAUREUS SPORT FOR GOOD

Laureus Sport for Good is a global charity that supports children and young people by using the power of sport to end violence, discrimination, and

disadvantage. Founded in 2000 under the patronage of former South Africa President, Nelson Mandela, and the Laureus World Sports Academy, and in partnership with the Laureus World Sports Awards, the charity operates under the fundamental belief that the achievement of this ambition is best delivered by ending the social issues that affect the younger generation and changing their lives for the better. Over the last 21 years, Laureus Sport for Good has raised more than €150m for the Sport for Development sector, reaching and helping change the lives of more than 6 million children and young people. Laureus Sport for Good currently supports more than 200 programmes in over 40 countries that use the power of sport to transform lives.

[laureus.com](http://laureus.com)

## DEGREE

Degree believes in the power of movement to transform lives. But even that simple act – freedom of movement – is being restricted for many. The COVID-19 crisis has led to the closure of recreation centers and sports programmes worldwide, making it even harder for many who depend on these safe spaces for their overall physical and mental health and disproportionately impacting communities of color.



Degree believes that nothing should hold you back. That's why we teamed up with Kevin Durant and the Kevin Durant Charity Foundation to donate \$1 million to sports programmes and rec centers in some of USA's hardest hit communities. These grants, distributed through Laureus USA and the Sport for Good Response Fund, ensure more than 100,000 kids can #KeepMoving. These programmes will continue to challenge kids to move and provide mentorship, coaching, and support as they have always done now, while also keeping them funded for the future.

[degreededorant.com/us/](http://degreededorant.com/us/)

## KEVIN DURANT CHARITY FOUNDATION

The mission of the Kevin Durant Charity Foundation (KDCF) is to enrich the lives of at-risk youth from low-income backgrounds through educational, athletic and social programs. Since 2013, KDCF has developed direct programs and initiatives to support youth across the US, in Kevin Durant's hometown, and internationally.

[thirtyfiveventures.com/pages/foundation](http://thirtyfiveventures.com/pages/foundation)

## COMIC RELIEF UK

Comic Relief raises money to support people living incredibly tough lives. Through humour and stories of hope, we've shown that people can make a massive difference. We fund hundreds of amazing organisations who are working on the ground to support the most vulnerable people and communities in

society including many of those hardest hit by the coronavirus crisis. This includes vulnerable children and young people, people who are homeless or living in extreme poverty, women and families at risk of domestic abuse and those struggling with existing or new mental health problems.

Comic Relief, registered charity 326568 (England/Wales); SC039730 (Scotland).

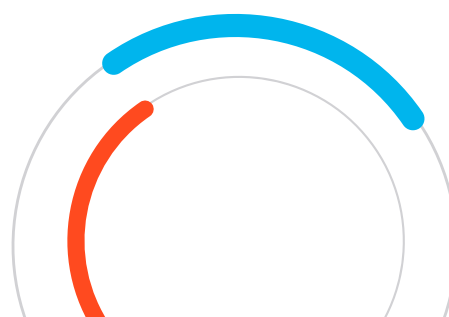
[comicrelief.com](http://comicrelief.com)

## COMIC RELIEF US

Comic Relief US is an American nonprofit using the power of entertainment to drive positive change towards our vision of a just world, free from poverty. In line with our vision, we work with corporate, media and nonprofit partners to engage the public at scale around some of the world's most pressing social issues, raising both awareness and money to help address them.

With the funds we raise, we issue grants to a range of trusted nonprofit partners working across the US and around the world, supporting programs that address both the symptoms and root causes of poverty and injustice.

Comic Relief US is an independent sister organization of [Comic Relief UK](#), with a shared vision and mission.



## Z ZURICH FOUNDATION

The Z Zurich Foundation is a charitable foundation with registered office in Zurich established by Zurich Insurance Company Ltd and Zurich Life Insurance Company Ltd in accordance with Swiss law. It is the main vehicle by which the Zurich Insurance Group (Zurich) delivers on its global community investment strategy.

The Z Zurich Foundation aims to support a fairer, more open and sustainable society by empowering vulnerable people within its communities to better protect themselves from risk, and to adapt and thrive in a rapidly changing world.

It focuses its efforts on two powerful and relevant topics of today's societal challenges: climate resilience and wellbeing/inclusion, by funding grant programs in collaboration with Zurich's business units and charities worldwide and by developing Zurich employee engagement initiatives.

[www.zurich.foundation/en](http://zurich.foundation/en)

## HONG KONG RUGBY UNION COMMUNITY FOUNDATION

The Hong Kong Rugby Union Community Foundation (HKRUCF) was established in March 2013 with the aim of using rugby and the HKRU brand to bring about positive change within our community by tackling social issues. Every programme which we support is addressing at least one of the following 3 social issues, which are aligned with Sustainable Development Goals (SDGs) - inclusive society, education, and health.

[www.hkrugby.com](http://hkrugby.com)

## LA84 FOUNDATION

The LA84 Foundation is a nationally recognized leader in support of youth sport programs and public education about the role of sports in positive youth development. The foundation has supported thousands of Southern California youth sports organizations through grant making and funding facilities and fields of play, while also training coaches, commissioning research, convening conferences and acting as a national thought leader on important issues in the youth sports industry. LA84 levels the playing field to ensure all youth have access and opportunity despite economics, gender or ability, while elevating the field of youth sports as an integral pathway to lifelong well-being.

[www.la84.org](http://www.la84.org)

## CHIVAS

Chivas believes that blended is better, in life and in Scotch.

Leading blended Scotch whisky Chivas' belief in blending was instilled by founding brothers, James and John Chivas, who pioneered the art of blending in 19th century Scotland. Since then, Chivas has been integral to the growth of the Scotch whisky category worldwide – by bringing together the best malt and grain whiskies to create something extraordinary.

Chivas champions the power of blending in life, as well as in Scotch. In bringing people together to create greater success – which is why Chivas is proud to be the global spirits partner of Manchester United, the world's biggest football club; and in blending profit with purpose

to enrich the lives of others – which is why the Chivas Venture supports social startups with \$1m in annual funding.

From its home in Speyside, Scotland, Chivas now reaches more than 100 countries across the globe, who together have made Chivas the global success it is today, selling more than 4.2 million 9L cases every year.

The Chivas range blends timeless classics with modern innovation, including: Chivas 12, Chivas Extra 13, Chivas XV, Chivas Mizunara, Chivas 18, Chivas Ultis, Chivas 25, Chivas Regal The Icon, and the Global Travel Retail exclusive Chivas Brothers Blend.

Chivas. Success is a blend.

[www.Chivas.com](http://www.Chivas.com)



Photo courtesy of:  
Slum Soccer

