



Towards financially sustainable Sport for Development organisations

August 2015

Executed in collaboration
with Utrecht University



Universiteit Utrecht



international
sports alliance

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About this publication (and why it's important)

Sport for Development (SfD) is a growing sector with considerable positive impact on lives in underprivileged communities worldwide. However, many SfD organisations aren't financially sustainable. This makes their future uncertain, which in turn threatens the process of development they support. The crucial question then is: How can such programmes and projects become more financially sustainable? This publication explores this question through a literature review and a study of effective practices.

Utrecht University conducted this research in collaboration with International Sports Alliance (ISA). The effective practices derive from seven international SfD organisations, each from another country and all of them working with, for and in local communities. ISA selected these organisations based upon their successful financially sustainable practices.

About financial sustainability

Utrecht University and ISA consider a programme or project to be 'financially sustainable' when services and activities related to SfD are secured by short- and long-term financing like taxes, local fees and funds. Also, organisations should not depend solely on temporary foreign grants to provide their services and activities. Instead, they should have sufficient structural and local financial resources to not only maintain and operationalize existing services and activities, but to also improve them.¹

ISA believes it is of vital importance that civil society organisations are financially sustainable in this sense. It is considered as one of the key factors in reaching important social development objectives in the long run. Therefore, ISA's capacity building experts train local SfD partner organisations in, among other things, becoming and staying financially sustainable. This approach goes hand in hand with discovering even better strategies to reach and maintain that stable position.

¹ This definition of 'financial sustainability' is based on the one Alliance: formulated by the Dutch WASH <http://www.washalliance.nl/sustainability-portal/financial-sustainability/>.

About International Sports Alliance



ISA supports its local partners in setting up and continuously improving up-to-date, well-designed Sfd programmes. Helping them build their capacity to become sustainable organisations – so that positive social change can become sustainable as well – is an important part of ISA's job. The NGO's official vision speaks volumes: "Sport can strengthen the confidence and life skills of young people to drive their own future, become active citizens and commit themselves to building up their community. They

become agents of change, and as such break the vicious cycle of poverty, injustice, violence and inequality that has kept them and their families at the margin of society. Sustainable civil society organisations are crucial to support this process. Therefore they require sufficient human resources, knowledge, skills and networks. Together these organisations form a unique part of civil society. A strong civil society is a prerequisite for sustainable development within any country."

About the research

A deeper understanding of financial sustainability strategies helps ISA to support its partner organisations more effectively. That's why the organisation decided to join forces with Utrecht University in this particular research. The University, in turn, knew it could make good use of ISA's field expertise. Utrecht University started off with an orientation and examination of recent literature on capacity development and financial sustainability. Insights gathered from this review served as the basis for developing a semi-structured questionnaire for the following seven Sfd organisations:

- **The Association for the Development and Enhancement of Women (ADEW)** - *Egypt*
- **Rumah Cemara** - *Indonesia*
- **Sadili Oval Sports Academy** - *Kenya*
- **Miriyawalé** - *Mali*
- **Kampala Kids League (KKL)** - *Uganda*
- **Stibula** - *Surinam*
- **Magic Bus** - *India*

Each questionnaire consisted of four clusters of questions: from basic facts on the organisation (history, structure, staff, activities, facilities, results) to its policy and vision (objectives, strategy, ambitions) and from its finances and business model

(budget, funds, expenses) to its relationship and position (social media, networks, stakeholders, local community, participants). Staff of the selected organisations completed the questionnaires. Additionally, Utrecht University and ISA held interviews and conversations with them through Skype. All data was analysed and compared with literature on recent research.

About the results

By filling in the questionnaires, the organisations provided relevant insights in their way of working, making it possible for the University to identify the factors that made their practices financially sustainable. This publication presents the main results of that analysis. Although the seven organisations seem rather diverse (some, for example, work with a small number of volunteers while others employ hundreds of employees and volunteers), all of them share four interrelated key characteristics relevant for financial sustainability:

- 1. *They know their own strength and stick to their core values;***
- 2. *They are innovative and willing to learn;***
- 3. *They actively relate to their community and to other organisations;***
- 4. *They are inventive in generating income.***

This publication will describe each of these characteristics shortly, illustrating them with stories of how ISA's local partner organisations establish and safeguard their financial sustainability. Each section will conclude with a checklist of three (groups of) questions. These questions can help other (SfD) organisations to critically review their own financial sustainability. The publication also offers these organisations guidelines to develop whatever conditions are not fully in place yet. By doing so, it aims to inspire the SfD sector to not just grow in size and numbers, but to also improve the sustainability of activities and interventions.



1

Know your strength and stick to your core values

Knowing your strength and sticking to your core value is about....

Financially sustainable organisations are strongly driven by their social goals and stick to the social values they want to achieve. These organisations can be characterized as social enterprises that focus on ‘value creation through social impact’.² Their focus is on their own core values and their self-defined target group. Strategies and programmes only change when there are changes in their context; when the needs of the target group change or when they aim to improve their services (e.g. based on the results of evaluations).

All organisations in this study are founded by a person or by a group of persons who are highly motivated to improve the lives of deprived children and/or young adults, mostly in urban areas. Those who work in these organisations possess the same motivation to join. The organisations have the ability to perform³, and systematically and convincingly create added social value in- and outside the organisation. Moreover, they are able to demonstrate the added social value of their work to their community and stakeholders. The measurement of ‘social impact’ is important for financially sustainable organisations. For this reason, they develop meaningful and credible measures, for instance the setting of objectives through which their social mission can be achieved.

The organisations in this study also demonstrate a strong passion and determination; there is commitment and courage to endure the risks and challenges that accompany their work. They firmly believe in, and live by, their mission, vision, and business values and there is clarity of purpose. When the purpose of an organisation, its reason for its existence, is vague, this can be detrimental.⁴ The determination to stick to core values and related activities leads to a more convincing and consistent presentation of the organisation and its added value to partner organisations and potential donors. These organisations do not swim with the tide, even when this means not receiving new funds. They demonstrate a broader ability to live an active and meaningful life and demonstrate confidence and agency in determining their own future.

² See further (Jamali & Kreidie, 2014, p. 144)

³ (Ubels, Acquaye-Baddoo, & Fowler, 2010, p. 4)

⁴ See (Jamali & Kreidie, 2014, pp. 152-153)

⁵ (Ubels, Acquaye-Baddoo, & Fowler, 2010, p. 5)



How it works in financially sustainable organisations:

ADEW - Egypt

The Association for the Development and Enhancement of Women (ADEW) was founded in 1987 by a group of idealistic women and men in their twenties who believed in the power of social, economic and political development to alleviate poverty and to eradicate the cultural differences between genders that perpetuate inequality. Currently, eighty-seven employees (professionals and volunteers) are involved. ADEW considers the development of disadvantaged female heads of households to be the importance of their work. More generally, they believe in and work for the improvement and advancement of Egyptian society as a whole.

ADEW's main target group concerns Female Heads of Households (FHH). This segment of society makes up 20% of the Egyptian population and over 40% of the squatter area population. This group has been severely marginalized and impoverished for a long time. ADEW's mission is to empower marginalized FHHs economically, socially, and politically.

ADEW believes sport to be a crucial tool to help promote the mental and physical well-being of girls. Sport can be a means for girls to enjoy a degree of freedom of expression and movement and provides access to public spaces. By adding sports, specifically boxing and self-defence, to ADEW's Girls'



1. Know your strength



Dreams Programme, girls are able to enhance their communication and negotiation skills as well as their leadership and team building spirit.

ADEW reports that their strategy and vision has not changed since 1987; there is no regular discussion on the organisation's core targets and strategy and possible reformulation, because 'our targets and strategy are fixed and based on the need of the target group'. However, new programmes and activities have been added since changes have occurred within the target group's needs. These new programmes or activities

serve these new or changed needs Financers do not influence the choices of ADEW's strategy, because 'our strategy is already set according to our beliefs, objectives and social needs, and choosing our partners and financiers is based on having common aims and objectives between ADEW and the other partner side.' Their objective is to carry out developmental projects and activities to benefit their target group, 'thus, we accept funds from different donors either local, regional, national or international, as long as their goals and objectives are matching with ours.'





Rumah Cemara - Indonesia

Five recovering drug-addicts founded Rumah Cemara (RC) in 2003. They felt the need to have a safe space for drug users to seek recovery. RC started as a rehab centre and has expanded since, due to the necessity of HIV support among its members; providing peer-to-peer services for people living with HIV.

RC consists of a strong group of volunteers who are involved in project(s) or event(s). As for professionals, they have a doctor, a psychologist, and a spiritual advisor, who work with RC on a day-to-day basis. Their staff members are mostly people living with HIV or people who use drugs and who have the capacity and capability to take on certain responsibilities. Most staff members, particularly recovering drug-addicts,

consider RC not only as their place of work, but also as a place of support. RC has become a place where members can develop their skills – as well as getting the support they need to avoid a relapse (going back to using drugs).

RCs main activities have remained the same since the beginning of their foundation; facilitating a rehab centre, peer-to-peer support for people living with HIV, and outreach to those communities most-at-risk. From 2006 onwards, RC has used football as a tool to increase the quality of life of their members and to eliminate stigma. At a national level, several organisations also organize soccer tournaments, such as the League of Change, which serves to support team selection for the Indonesian team and allows them to



1. Know your strength



compete in international tournaments. RC is the Homeless World Cup partner organisation in Indonesia. Each year, the Homeless World Cup uses the power of football to energize homeless people to enable them to change their own lives. Since last year, RC has also started to use boxing as an alternative to football. Although these new activities are taking place, one of the interviewees argues: 'I wouldn't say RC has changed, instead, we have evolved and now we are conducting more innovative methods for reaching out to the community and society.'

The main purpose of the organisation remains constant: 'We envision an Indonesia without stigma and discrimination against people living with HIV and people who use drugs.' RCs strategy is subject to revision by the board every five years. This strategic planning exercise also involves

consultation with local, national and international stakeholders, including beneficiaries.

Periodically as well as regularly, RC visits stakeholders and presents their activities, and results. These stakeholders include key decision makers within the activities. They do not always allow themselves to be guided by what donors want: 'In a way, if it does not match with our values – we will negotiate and make amendments to a proposal. Often, donors come with their own perspective of an issue – not with a local perspective. In those circumstances, we try to present the real situations and show them that for many issues, the solutions cannot be standardized– a lot depends on the local context. Our core activities remain the core of the organisation – peer-to-peer support for people living with HIV and people who use drugs.'

Others

The other SfD organisations also demonstrate agency and determination with regard to sticking to the core values of the organisation and maintaining their own focus on social value creation in- and outside the organisation.

Stibula - Surinam, for instance, checks with their target group if their goals match donor goals, *before* involving a donor. Additionally, they explain to a donor beforehand, what is important for the foundation and its people. Furthermore,

Miriyawalé - Mali - states that their strategy has not changed: 'We continue our activities and want to expand our activities to other districts and other cities, but only on demand of local instigators'.

Sadili Oval Sports Academy - Kenya - explains that there is not much influence of financiers on choices of the strategy as the organisation does not rely completely on financiers.

How to learn from financially sustainable organisations; three questions to ask yourself:

1. **What are the mission, vision and core values of your organisation? Have you included your mission, vision and core values in, for example, your strategic plan?**
 - Are you, as an organisation, able to explain concisely who you are, what is important for you and what your motivation is?
 - Do you have a structure (e.g. an independent board) or process which safeguards the mission and core values of the organisation?
2. **What is the strength of your organisation and are you able to demonstrate the added social value of your work convincingly to stakeholders?**
 - Are you as an organisation able to communicate your added social value concisely but to the point to others (the community, funders and stakeholders)?
 - Can you explain and prove why your organisation is indispensable for the community you work for?
3. **Do you organise activities (such as presentations, feedback sessions) to demonstrate the core activities and the added social value of your work to stakeholders and the community?**

2 Innovate and be willing to learn

Innovating and being willing to learn is about...

Although financially sustainable organisations stick to their core values, they can also be characterized as innovative and willing to invest in the renewal of activities. They are willing to learn, to improve their activities and to meet the needs of the people they work for.

The organisations demonstrate the capacity to apply self-renewal.⁶ Self-renewal refers to the constant adaptation to their changing environment, due to external pressures or motives from people inside the organisation. This is why the organisation needs openness and the capacity to deal with complexities as well as changes in their context.⁷ The capability to adapt and self-renew is about the encouragement and rewarding of learning processes and the exchange of ideas in the organisation.

Organisations also need a system to register, analyse and absorb the 'changing waves of time'. Namely, these financially sustainable organisations are characterized by an adaptive management culture. This includes the willingness to seize opportunities; having the incentives and discipline to learn; having the determination to change with room for diversity, flexibility, creativity; having an adequate understanding of shifting context and relevant trends.⁸ This capability of sustainment and self-renewal is also about confidence; the confidence to take an active role in determining your own future, to innovate and to find new ways for fund allocation and cost recovery (see also character 4) for new initiatives.⁹

The question is whether organisation members are able and disciplined enough to learn and to absorb new ideas, and whether change is positively valued. Furthermore, the need exists to maintain a fruitful balance between stability and change.

⁶ See (Ubels, Acquaye-Baddoo, & Fowler, 2010)

⁷ (Ubels, Acquaye-Baddoo, & Fowler, 2010, pp. 13-16)

⁸ See (Engel, Keijzer, & Land, 2007)

⁹ See also (Dutch Wash Alliance, sd)



How it works in financially sustainable organisations:

Sadili Oval Sports Academy - Kenya

Sadili Oval Sports Academy's inception dates back to the time when a swamp near the Kibera slums in Nairobi, became a dumpsite. A situation complicated by an open sewer from seven estates containing five hundred houses. A group of professionals, looking for a way to promote education and provide a means wherein children could put their time to better use, instead of resorting to drug abuse and hooliganism, purchased this land and proceeded to reclaim and develop it. A long process, which took almost seven years to complete. Sadili is a franchise organisation and by 1998, Sadili became the only available space for children from Kibera and the adjoining estates of Langata to enjoy sports,

combined with the learning of life skills and community leadership.

Sadili Oval uses sport and education to empower children and youth to improve their lifestyle and work towards earning an income or scholarship for further schooling and a better future. The use of sports is the single-most influential method which, according to Sadili, cuts across all cultural and social barriers and provides an opportunity to influence behavioural change and social integration. Originally, Sadili started out as a gym, it has now extended to a full-fledged organisation. Their objective however, has remained unchanged.



2. Innovate and be willing to learn



Sadili is an organisation of its own kind as it is strategically positioned between the poor and the rich on the Southern By Pass of Nairobi County, the capital city of Kenya. Forty-two people are involved in the organisation, both volunteers and professionals. The benefits for sport and education, resulting from the work of the academy, motivate them to work for, or to be active in, this organisation. Results are measured through internal digital systems that are monitored frequently. Sadili Oval Sports Academy implements activities based on the results of these measurements.

Sadili strives to realise their ambitions by being innovative in selling their products and services to those who can afford it and, differentiates in what different target groups are able to pay. Sadili offers some services (such as sports coaching and renting out the facilities) at a fee to those who can afford them. Furthermore, they offer their facilities for conferences, organise world class camps during holidays, and sell new and used sports materials and equipment to individuals and companies at reasonable prices. Remarkable are the funds they receive from donors and individual persons





through their website whereby a willing donor can pledge or donate. They offer a diversity of possibilities to donate which makes it easy for a variety of donors to donate.

Concrete changes within Sadili have taken place based on the needs of the community: 'The community makes decisions on strategy by communicating to staff who relay information in a management meeting. This is approved by the executive director'. Additionally, various changes in strategy have been based on global or local trends, which have influenced the growth of the organisation both

positively and negatively. One of the (franchise) organisations of Sadili carried out side-line activities such as a hair salon, food provision, and a bar. One member organisation runs a football league with 178 teams because people requested facilitation and the organisation perceived it to be a good way to develop their skills in that area. It has turned out to be a learning opportunity: It helped the organisation to explore what it entails to run other businesses. However, they lost quite some money since these activities were not part of their core strength and they were new to these kind of activities.





Miriyawalé - Mali

The organisation Miriyawalé was founded in 1997 in the Netherlands and became a Malian NGO in 2007. Miriyawalé's objective is to improve the development of young people (0-30 years old) in Sikasso. Miriyawalé has three main components: Education, sports and culture, which are all coordinated from the Miriyawalé youth centre in Sikasso. The centre is run 'for and by' young people; they run the centre together. All visitors receive a pass/entry ticket: "Ami(e) (friend

of) Miriyawalé" and are registered. During weekdays Miriyawalé offers an education programme with sports, games, cultural-experiences, lessons, lectures, tutoring, and clubs. Additionally, they have carried out the project 'sexual education and AIDS prevention through theatre'. During weekends they offer a more relaxing program; arts activities such as drawing and crafts; dancing; watching films etc. A special program for different age groups is offered during the holidays.

Miriyawalé's program is not only implemented in their own centre, they also work in the streets, in schools etc.

The board of the Miriyawalé Foundation is based in the Netherlands; the board of the NGO is based in Mali. The day-to-day management of the NGO is done by two board members. All staff members, thirty-five in total, are Dutch and Malian volunteers, who only get their necessary expenses paid. The centre is co-led by its visitors as Miriyawalé explains: 'We work on demand'. Volunteers contribute as much as possible to their own activities and are responsible for their own tasks. In this way, Miriyawalé can effectively adjust their activities to the needs of the target group. Management discusses Miriyawalé's achievements with the volunteers and is accountable

to the Board, funders, sponsors and donors.

Miriyawalé organises a diversity of sports activities like karate, football, fitness, draughts and various free-style sports and game/play-activities. Furthermore, Miriyawalé organises educational and cultural activities and provides medical and social assistance to visitors of the centre. Originally, the intention was to work with young adults in Mali, focussing on culture and employment support. However, it soon became apparent that a large group of youngsters (aged 0-12) was eager to participate as well, so they started a programme for young people (0-30 yrs). In this way, they adapted their activities to the needs of the population of Sikasso.



2. Innovate and be willing to learn



Miriyawalé's policy is that volunteers 'give and take', which means that those working for Miriyawalé, 'give' their free time and, at the same time, learn and benefit from being a volunteer. For this reason, according to Miriyawalé, being a volunteer is considered to be an attractive position. Participants are generally poverty-stricken, so it is difficult for them to contribute financially. Therefore, instead of offering a financial contribution participants are asked to carry out tasks in the centre of Miriyawalé. Miriyawalé works together with schools, cultural organisations, politicians, officials, youth groups and

football teams. 'In collaboration, we work with "closed wallets (purse)" This works very well. In terms of money everything is clear. Each organisation pays its own costs.'

In 2012, Miriyawalé set-up a new initiative in 2012 by opening a women's vocational school. The women attending will soon begin to produce products for the local and international market. A part of the revenues will go to these women and the other part is intended as income for the vocational school.

Others

The vision and activities of the other SfD organizations also show the intention and enactment of learning and innovation.

Kampala Kids League (KKL) - Uganda - has a monitoring/evaluation officer to gather insights regarding the impact of their activities. The results of the measurements are used to discuss issues and methods of improvement.

Magic Bus - India - is quite ambitious and has the goal to implement programmes in all South Asian countries over the next twelve to twenty-four months. Furthermore, they 'also want to begin exploring the possibility of conducting 'Train the Trainer' (TOT) programmes in East Asia and Africa'.

The **Rumah Cemara (RC) - Indonesia** - staff measures their results by means of a monitoring and evaluation tool, a case study, and even rigorous operational research ('We have done it recently in our Methadone psycho-social support programme'). All activities described above serve the objective to measure and evaluate the results of their work on a regular basis and to use the results to feed into the next chapter of their programme. In this way, implementation of their programmes can be adapted to (changing) needs and can be continuously improved.

How to learn from financially sustainable organisations; three questions to ask yourself:

1. **Does your organisation benefit sufficiently from all the knowledge and (new) ideas from your beneficiaries, staff, volunteers and others that are involved in your work?**
 - Do you organise (digital, skype) sessions with your beneficiaries, staff, volunteers and other people to evaluate your work critically, either formal or informal?
 - Do you have brainstorm sessions to generate and explore new ideas to work on your mission?
 - Do you discuss with your beneficiaries, staff and volunteers the possibilities to improve the exchange of knowledge and ideas?
2. **Does your organisation pay sufficient attention to its volunteers?**
 - Does your organisation invest in the development of staff and volunteers, e.g. by providing coaching and training facilities?
 - Are more experienced volunteers asked to provide guidance to new and young volunteers and do they have meetings regularly?
3. **Are the present contacts with the community sufficient to know exactly what is going on to adapt your activities effectively?**
 - Do you participate in local meetings and activities in the community to stay informed about what is going on?
 - Do you organise sessions with the community?
 - Are your volunteers trained to report the needs of the target group to your organisation?
 - Do you use social media to know what people think of your organisation or to generate new ideas and opportunities?

3 Relate actively to other organisations and community

Relating actively to others is about...

Financially sustainable organisations are part of a larger network and are capable of mobilizing technical and financial resources, political support and alliances in order to function. They are considered to be legitimate by stakeholders and supporters and are able to work effectively in a network of relations with other organisations. There is legitimacy in the eyes of relevant stakeholders, in terms of the integrity of the organisation, its leadership and staff, its operational credibility/trustworthiness and its adequate alliances with relevant external stakeholders.

A successful organisation has the ability to develop a network of relationships and to maintain these relationships in the long term. It has a large number of beneficiaries and it meets those needs that are not met by other organisations. Integration and acceptance of these beneficiaries is imperative in order to gather greater support from the community and to expand social value creation.¹⁰ Financially sustainable organisations have a variety of strategies to develop meaningful relationships with partner organisations and stakeholders, and are able to bring in the funds necessary to run their programmes and activities in the long run.¹¹

Important for financial sustainability is the ability to demonstrate the added value of services and of the organisation to others. This can be achieved through effective marketing and communication strategies, and additionally, through lobby and advocacy during (jointly) organised activities in new or existing networks.

¹⁰ (Jamali & Kreidie, 2014, pp. 151-155)

¹¹ See also (Dutch Wash Alliance, sd)



How it works in financially sustainable organisations:

Kampala Kids League (KKL) - Uganda

The Kampala Kids League (KKL) is a sports programme founded in 1998 to help boys and girls aged four to fourteen in Kampala improve their lives through sports. Since its foundation, over 15,000 boys and girls from over 170 different schools, orphanages and street children's organisations have successfully completed more than fifty seasons of football, basketball, baseball and mini-cricket. Over 3,000 adult volunteers have been trained as coaches and administrators, with over 180 different local corporate sponsors supporting the leagues. In 2003, Kampala Kids League underwent transformation and became The Kids League (TKL), the goal being expansion of the programme to other parts of the country.

TKL's objectives are to bring people together after the war, to assist physically/mentally-impaired youngsters and to break down social and religious barriers. TKL strives to make children feel like normal children. Since 2003, TKL focuses on health, life skills and provides pleasure to boys and girls through sports. Not all children can afford this; therefore other kids (who are being paid for) are allowed to participate as well. Since 2003, The Kids League has helped thousands of children from different social, economic and religious backgrounds to form friendships and to learn about crucial health issues including HIV/AIDS awareness. In the last ten years TKL has enabled over 840 teams to compete in more than fifty football, basketball, baseball and cricket competitions.



3. Relate actively



TKL wants to take the next step by networking and building new relationships. They host people and organisations who want to conduct activities with the kids. TKL shows them around, introduces them to communities and arranges transport, accommodation and other logistics. The Kids League organises successful tournaments for schools. During these tournaments, they raise funds by charging pitch side vendors for selling their sodas on the field.

The organisation has a website, is on Facebook and uses Twitter. During tournaments, they communicate once a day. They also have contacts with several other organisations like FUFA (the Ugandan football federation),

the basketball federations, the cricket federation, the Ministry of Education and human rights organisations. Furthermore, they communicate with parents and participating schools. They work together with schools, with the WASH Challenge Cup, the Ministry of Education, Kampala Capital City Authority, and KCCA. To promote their events, they shoot videos and pictures of their events and write articles in newspapers and magazines for donors, parents and children, and anyone else who is interested. This is done during most TKL tournaments (3 times a year), dependent on financial resources. The main motivation for participants and clients to participate is the name and reputation of the organisation.



Others

Network and relationship building with other organisations and the broader community is also illustrated by other Sfd partner organisations.

Stibula - Surinam -, for instance, is an organisation open to all kind of questions, problems and suggestions from people living in the neighbourhood of Latour. There is room for initiatives arising from the community: A group of teenagers may come up with ideas for activities which they can organise themselves, with some help of Stibula supervisors.

ADEW - Egypt - has a network of organisations with whom they collaborate. Community leaders help ADEW to mobilize the target group which needs assistance of ADEW: 'Organisations if needed, connect us to the local government officials and facilitate our connection with them, finding the rooms to be rented for our training sessions, and other different resources needed for carrying out our programmes and activities'. The organisation illustrates its activities and achievements to the stakeholders, like the media channels, the government, the private sector, the civil society and others. Additionally, through national conferences different stakeholders, to whom ADEW can present their projects and their achieved results, are gathered.

3. Relate actively

Magic Bus - India - has systematic interactions with parents and others members of community as well as with government systems that are responsible for the education, health and safety of children and youth. Additionally, Magic Bus networks with various NGOs in order to leverage in the best way possible a host for facilities for its primary stakeholders.

Miriyawalé - Mali – publishes and distributes a newsletter every four months and communicates at least twenty times a year through Facebook and their website. They work together with schools, cultural organisations, politicians, youth organisations and football teams whereby each organisation covers their own expenses.

Rumah Cemara (RC) - Indonesia – actively works on a closer relationship with the local government to ensure that the policy on HIV/AIDS and drugs is monitored and well implemented. RC works with many other organisations that work on the same issues, but also co-operate with other stakeholders that are related to the certain issues in a different way. For example, they created MoUs with many hospitals in Bandung, prisons, and other organisations. In addition, RC works closely with national government institutions to influence those policies that affect beneficiaries. In this process RC collaborates with national networks, such as the network of women living with HIV and the national network for LGBT rights.

Sadili Oval Sports Academy - Kenya - has a strong online presence. They communicate through quarterly newsletters and through social media they are visible to ‘Friends of Sadili’, who support kids in the programme and who have invested in projects of Sadili.

How to learn from financially sustainable organisations; three questions to ask yourself:

1. **Is your organisation accountable to beneficiaries, partners and donors?**
 - Do you present your activities and results during public meetings, through (social) media, in a report or annual meeting?
 - Do you invite beneficiaries, partners and donors to reflect upon your work, for example in a workshop?
 - Do you have an advisory commission with a variety of members from the community, partners and donors?

2. **Has your organisation developed strong working relationships with friends, partners and stakeholders and are these relationships being maintained for a long period of time?**
 - Do you (regularly) invite them to your activities, presentations and seminars?
 - Do you (regularly) give them an active role in discussions regarding your work?

3. **Are activities, knowledge and experience networked and shared (regularly) with partners, stakeholders and donors?**
 - Do you (regularly) organise expert meetings with beneficiaries, partners and donors to share knowledge around subject that are important for your organisation?
 - Has your organisation been able to influence the broader policy frameworks in which you operate?

4 Be inventive in generating income

Being inventive in generating income is about...

Financially sustainable organisations are able to develop and generate financial capital and are creative, innovative and visionary in fund allocation and cost recovery. These organisations do not want to be completely dependent on donors from the global North because they consider these donors to be precarious at times; their funds may be temporary or limited, especially in times of financial crisis. Therefore the organisations see potential for local funding or co-financiers such as local entrepreneurs, sponsors, local government or other NGOs. Activities are also carried out in close cooperation with other organisations and opportunities to earn money with the services organisations can provide to others are created/ used. These organisations have found alternatives for donor funding and have asked participants, customers, beneficiaries, communities or local politicians to fund services through local taxation.

Financially sustainable organisations investigate the opportunities for raising (sponsored) membership dues. Having a variety of strategies to look for fund allocation and for cost recovery has proved to be a necessity. This can take place at three different levels: (1) Participants / families / households, (2) local community (community) including local government and (3) private sector (combining social and financial goals).¹²

¹² (Dutch Wash Alliance, sd)



How it works in financially sustainable organisations:

Stibula - Surinam

In the 1960's, Stibula began improving local inhabitants' solidarity and self-reliance in Latour, a disadvantaged neighbourhood in Paramaribo. Priests established a local 'committee' in Latour and in cooperation with the government they set up a housing programme. After the establishment of the church, the Foundation 'Buurtwerk Latour' was set up in 1967. The foundation's objective, namely to promote the self-reliance of children and the solidarity in the neighbourhood, remains unchanged.

The foundation in Latour is a small organisation with seven board members, one secretary, twenty

volunteers, including coaches on an on-call basis. Stibula's own resources pay three employees and government pays four. Foundation 'Buurtwerk Latour' has a diversity of structural activities for teenagers such football, basketball and chess activities and a library. Besides this, they offer programmes for drop-outs, provide child care and they organize activities for senior people. Periodically, they organize information sessions and training activities for young people.

Stibula has its own buildings and these are available for everyone in the community to use. When people make use of the location to enjoy their own



4. Be inventive in generating income



personal activities, such as a family party or a sports tournament, a fee is asked. Stibula rents out its facilities to third parties and to residents as much as possible. They charge different tariffs/prices for people from Latour and for outsiders. Furthermore, activities for adults are organised in the evenings. The organisation is also trying to host activities from the central government within the centre and has opened a new unit for computer education.

Stibula has stopped waiting for government and donor funding and actively looks for new opportunities to earn money through their own activities. These include sports coach courses, cooking courses, training of trainer courses, teachers training and information sessions. Even when schools use the centre for physical education, the government funds this.

Additionally, when Stibula executes a programme, they request subsidy from the government.

Stibula considers adding an economic department to the organisation. They explain that waiting for donor funds is no longer doable; their business will therefore have to become more commercial. Until recently, participants were not required to pay for participation; however the debate was opened to start asking for a financial contribution from all participants. 'It doesn't matter how small the contribution is, everyone has to pay a small fee'. With that money they can afford a fence, lighting and such. The focus of Stibula is now on how to generate their own finances to achieve their organisational goals and to become stronger.





Magic Bus - India

Today, Magic Bus has completed its fifteenth year. Their key principles have remained the same from the first day onwards: Mentoring and utilizing a holistic sport for development approach as a catalyst for sustainable livelihood for children from marginalised communities. Currently, Magic Bus delivers programmes in twenty states in India. Members of the programme team identify the need for Magic Bus intervention in their respective areas and assess the feasibility of the intervention, with regard to demography, governance and opportunity structures. Based on this, the core curriculum is modified to accommodate existing needs and a Sport for Development intervention is planned.

Magic Bus is reaching out to nearly 300,000 children through 8,000 volunteers and 800 employees. Magic Bus has a diversified funding strategy which includes international funding, corporate funding, individual funding, fundraising through events and merchandising, etc. They also have a Magic Bus Centre for Learning and Development, which generates additional revenue for their work.

For the past four years, Magic Bus has focused on building a number of diverse revenue streams to prevent over-reliance on limited funding sources. They are in the process of adding more means of income. Currently their sources of funds include Magic Bus Enterprise, strategic



4. Be inventive in generating income



partnerships, individual donors, corporations, foundations, and events such as fundraisers and galas. They have also ensured a healthy mix of revenues generated by their foreign offices and the revenue generation in India, which is now approximately evenly split.

Retail fundraising is being actively explored as a major future pillar and institutional financing is being ramped up. Corporate support will continue to grow and the organising of galas has proven to be a very successful income generator as well. A steady international

expansion is being pursued with potential locations for fund raising offices identified, dialogues in place and registration in progress in several locations.

Magic Bus has a relatively small sustainability team and its CEO has been closely involved in the fundraising. In the coming year (2014-15) their plan is to involve the Board, expand the team and create a proper structure for sustainability by instating a CSO (Chief Sustainability Officer).





Others

The other Sfd partner organisations have also proven to be innovative when it comes to fundraising.

For **Kampala Kids League (KKL) - Uganda** – the vast majority of income is generated through their own tournaments: money (local sponsors) and in-kind sponsors. KKL provides water and communication for free. KKL puts logos on shirts and charges kids to run. When KKL organises tournaments in schools, they charge the schools. They give sponsorship options: the opportunity to sponsor one tournament or more. The Big Kids League is a fun way for adults to participate and raise money for The Kids League in Uganda. The 'Big Kids League' is a football league in Uganda which consists of approximately one hundred enthusiastic adult football players from the local and international community of varying skill and fitness levels¹³ (Big Kids League, sd).

ADEW - Egypt - generates income through raising funds and grants from donors, through membership fees, and through miscellaneous (e.g. renting the training hall to other civil society organisations). Some extra income is generated through the micro-credit programme revenue.

¹³ ('The Big Kids League', sd)

4. Be inventive in generating income

Miriyawalé - Mali - has three financial sources: individuals, organisations and donor funds. They work together with schools, cultural organisations, politicians, civil servants, youth groups and football teams. Each organisation contributes to an activity and pays its own expenses.

Rumah Cemara (RC) - Indonesia - tries to mobilize local funds. The current city mayor is considered to be cooperative and thus, RC is planning to request funds from the city council. Within Rumah Cemara the resource mobilization unit together with the entrepreneurship division explores all possible ways to generate extra income. Their football field, for example, is being rented out to cover the costs of maintaining this field. RC is learning to build a micro-economic system with different approaches such as renting out spaces and providing soft-loans. The resource mobilization unit within RC is also engaged in mobilising non-financial resources such as human resources (volunteers, professionals), in-kind donations, expertise donations, etc.

For **Sadili Oval Sports Academy - Kenya** – source of income is the selling of products and services to those who can afford them. They write letters to request their attendance to workshops, they familiarise other organisations with their current goals in order to explore whether they can support these goals. RC includes these organisations in their distribution list of reports in order for them to be aware of the RC's activities and existence, and encourage them to get involved.

How to learn from financially sustainable organisations; three questions to ask yourself:

1. What is your financial strategy and what are the concrete actions to generate income/recover costs from services, facilities and activities?
 - Have you started an open discussion with a diverse set of people that are involved in your work to generate a diversity of options to recover costs and earn money?
 - Have you made a list with all your facilities and services that could be offered to earn money?
 - Have you made an inventory of new groups of people that can pay for using your facilities or services?
 - Have you started the discussion about different forms of contribution of participants?

2. **Are current and potential funders familiar with the activities of your organisation and do you have a flexible system for sponsorships?**
 - Have you made a list of (potential) funders?
 - Have you invited potential funders to your activities or an annual funder's event or have you sent them newsletters, your annual report, etc.?
 - Have you had discussions with current funders about new or alternative ways of funding your organisation?

3. **Have you dedicated research to the possibilities to cooperate with other (governmental) organisations, so that you can reduce costs or generate extra income?**
 - Have you made an inventory of all organisations that work with children in your region?
 - Have you invited them for a workshop to present all their activities (pitch)?
 - Have you investigated the opportunities to collaborate in specific topics or activities for the children/youngsters your work for?

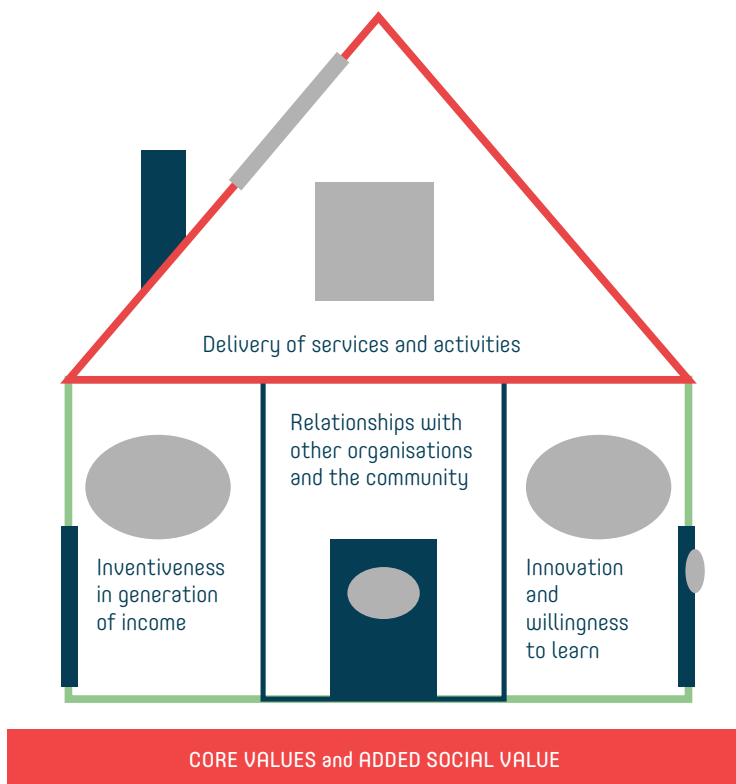
5 Fundamentals and building bricks for a financially sustainable Sport for Development organisation

We argue that a financially sustainable SfD organisation is characterized by four strongly interrelated key characteristics. These characteristics are all needed to assure that services and activities can be delivered in the long term. Financially sustainable SfD organisations can be captured in a metaphor by describing them as durable, yet flexible houses of Sports for Development.

These SfD houses are built on solid foundations of strong core values and have proved to deliver long-term added social value through sports. This fundament supports three interrelated building bricks: (1) inventiveness in generation of income, (2) relationships with other organisations and the community and (3) innovation and the willingness to learn. Although solid if needed, the walls of such a house can be adapted easily. This makes the building flexible and open to ideas and influences from outside.

The SfD house invites people to meet each other, numerous doors and windows give insight into what happens inside and outside of the building; the organisation is transparent and able to adapt its activities easily to the needs of the target group. The openness of the house offers the opportunity for other people and organisations to come in and think, discuss, and work together for and with the people from the community. The house facilitates dialogues regarding different and new ways of generating income as well as new kinds of activities. Additionally, the inhabitants are highly innovative in revenue costs and in using the house to raise funds.

The house of Sport for Development is attractive; people really want to live and work in it. They want to be part of it and are eager to contribute to programmes and activities, each in their own way. Especially since everyone is convinced that this is a valuable and solid house of Sport for Development in their community. This house is situated within a network of relevant individuals and organisations and its openness stimulates the active and continuous involvement of this network.



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