

COMMON GOAL

SOCIAL ENTERPRISE ASSIST COLLECTIVE PROJECT



SOCIAL ENTERPRISE ASSIST

The Common Goal project 'Social Enterprise Assist' is led by Kick4Life and implemented in cooperation with four other experts in the field: Football United from Australia, Tiempo de Juego from Colombia, Sport4Life UK, and Street Soccer USA.

VISION

Football for Good community organisations have sustainable funding mechanisms for their programmes and provide employment opportunities in their communities.

STRATEGY

Guide and support Football for Good organisations to create their own social enterprises.



ABOUT THE PROJECT

GLOBAL GOALS SUPPORTED





Football for Good organisations lack financial sustainability to implement their programmes. Another challenge facing the communities in which Football for Good organisations operate is youth employability.

Funding remains a common challenge that Football for Good community organisations face all over the world. Every year, many of these organisations find themselves fighting for the financial sustainability of their programmes and adapting their agendas to the requirements of public and private donors.

The Common Goal Social Enterprise Assist project seeks to empower community organisations with the skills and know-how to set up and successfully run their own social enterprises. Social enterprises are businesses with a social purpose. They aim to make profit, but such profit is invested or donated into driving positive social impact. The idea is to achieve greater financial sustainability, enabling increased effectiveness and scale for their Football for Good activities, as well as providing training and employment opportunities to support beneficiaries towards sustainable livelihoods. The project aims to have a truly global approach through the development of a suite of training and development resources that can be accessed remotely.

The project builds on the experience and expertise of community organisations that have successfully developed social enterprises to support their Football for Good programmes. The project is led by Kick4Life, a Football for Good organisation based in Lesotho that has developed a number of social enterprises including No.7 Restaurant, the K4L Hotel & Conference Centre and K4L Soccer Schools. To be a source of funding for the Football for Good programmes, Kick4Life's enterprises are designed to provide structured training opportunities for young people progressing to permanent employment.

With the onset of the coronavirus pandemic in 2020, the project was adjusted to address the shifted funding priorities of the organisations involved. Kick4Life developed RAFT as a support tool and process to enable organisations to meet their urgent, often existential challenges. RAFT is an acronym for the following words and areas of support, with a focus on survival within the context of moving towards long-term financial sustainability through social enterprise: Reduce — Adapt — Fundraise — Trade.

OBJECTIVES



Develop and test a toolkit of resources, tools and services to support Football for Good organisations in creating their own social enterprises.



Help Football for Good organisations across the world to sustain and scale their social impact by launching their own social enterprises.



Provide opportunities for young people to access structured training and employment opportunities through the creation of new social enterprises.

LOCATIONS

SPORT4LIFE UK,

UK

STREET SOCCER USA, USA

TIEMPO DE JUEGO,

COLOMBIA

KICK4LIFE, LESOTHO



WHO IS PART OF SOCIAL ENTERPRISE ASSIST



SEA Coaches: Experts in the development and implementation of social enterprises who share their experience with other organisations.



Implementers: Managers and practitioners in organisations who are being supported to set up their own social enterprises.



Kick4Life operates as both a charity and a social enterprise and has the mission to change the lives and long-term prospects of vulnerable young people in Lesotho through a wide range of social development activities focused on health, education and support towards sustainable livelihoods.



Common Goal is a pro-athlete driven movement that promotes a 1% contribution of all revenues generated by commercialising the game to collectively advance the Global Goals.



HARNESSING THE POWER OF SOCIAL ENTERPRISE IN FOOTBALL FOR GOOD

HOW IT WORKS

CHALLENGE

For many Football for Good organisations around the world, raising the necessary funding for their work proves one of the greatest challenges. This can lead to:



Existing high-impact programmes to be discontinued.



An inability to scale activities and achieve greater impact.



The adaptation of programmes according to the agendas of public and private donors in order to secure funding.

SOLUTION

IMPACT

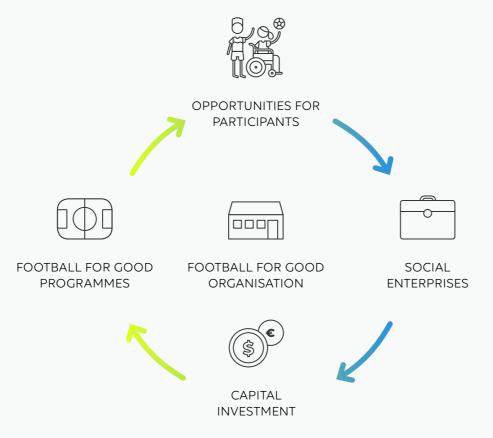
Tackle the mechanisms in which both the financial independence of Football for Good organisations as well as many of their beneficiaries are rooted, by:

Enabling community organisations to rethink their funding models and access more predictable and sustainable resources. (Goal 8)

Equipping organisations with the skills and know-how to set up sustainable income mechanisms: social enterprises. (Goal 4)

Creating job opportunities through these social enterprises for young people in the local community. (Goal 8)

1. HOW SOCIAL ENTERPRISES CAN BECOME A SUSTAINABLE FUNDING MECHANISM FOR FOOTBALL FOR GOOD PROGRAMMES



2. HOW THE PROGRAMME SUPPORTS FOOTBALL FOR GOOD ORGANISATIONS TO CREATE THEIR OWN SOCIAL ENTERPRISES



1. Warm up – Organisations start their journey understanding their position and motivation for pursuing Social Enterprise.



2. Organisational Analysis – Organisations provide information to help the SEA team build opportunities and analyse challenges ahead.



3. Reflection – Organisations reflect on their capability to progress to the development phases of the toolkit.



4. Incubator - Organisations are asked to explore specific ideas for their Social Enterprise development.



5. Business Modelling – Assessment of the viability and fit of their potential enterprise (value proposition, structure, customers and finances).



6. Business Planning – Development of a detailed plan of activities and finances for their business.



7. Fundraising – Organisations identify potential funders and develop pitch for support.



8. Implementation – Organisations follow a mentorship programme while launching their social enterprise.



9. Monitoring & Improvement – Organisations provide periodic reports so that SEA can make recommendations for improvements.



10. Sustainability & Impact – Analysis of the success and how the enterprises contribute towards the sustainability and impact of their programmes.

SHORT TERM MID TERM LONG TERM

The programme enables organisations to identify local business opportunities and develop a viable business model for their local markets.

Through mentoring and expertise from other organisations that have successfully set up social businesses, community organisations have the know-how and support to establish their own businesses.

Community organisations have attained financial stability through operating social businesses, enabling them to scale their activities and achieve their goals. IMPACT IN THE FIELD

PROJECT IMPLEMENTATION

Social Enterprise Assist (SEA) kicked off in April 2018, and the main programme was expanded to include RAFT in 2020 to reflect the urgent fundraising challenges caused by the coronavirus pandemic. The following graphic provides an overview of the project implementation from its beginning until the end of 2020.

2018 - 2019 PHASE 1 >> Resource Development

JAN - MAR ACTIVITIES

dentification,

briefing and

coordination

of regional

leads

Resource

development

workshop in

Lesotho

Development

of online tool

 Regional leads invited to participate in the project.

Football United finalises and

circulates research findings of social enterprise within Football for Good organisations.

Workshop

planning by

Kick4Life

 Initial research and content gathering by K4L and regional leads.

Workshop planning.

JUN - AUG ACTIVITIES

SEPTEMBER ACTIVITIES Workshop held at Kick4Life in

Planning and development of SEA

• Dispersal of small grants to Lesotho with regional leads. regional leads.

resources.

OCT - DEC ACTIVITIES

Kick-off content development.

 Social enterprise workshop at Football for Good Summit.

• Feedback session with 13 organisations from Asia.

JAN – MAR ACTIVITIES

ing, website and toolkit.

from regional leads.

Development of the SEA brand-

Testing of the toolkit with input

from across Kenya.

• Kick4Life delivers workshop to 10 Football for Good organisations

Identification of organisations to

support in Africa in coming year.

• Launch of SEA Platform.

Results of 1st workshop collated.

Toolkit and resource development

of 2 social

enterprises

in Zambia &

Mozambique

Opportunity

to share

experiences and

discuss funding

challenges.

Support of African Football for Good organisations begins

SEPTEMBER ACTIVITIES Kick4Life spends three days working with MYSA, reviewing their existing social enterprises.

 Kick4Life delivers workshop for 10 Football for Good organisations from the Nairobi region.

APR - AUG ACTIVITIES

 Kick4Life begins mentoring for Play Soccer Ghana and MYSA to develop their social enterprises

· Planning of site visit in Kenya hosted by MYSA to implement

workshop for Nairobi-based Football for Good organisations.

 Regional leads begin identifying opportunities for delivery in their regions.

Consultation visit to Kenya and workshop

Identifying savings to stabilise financial

ADAPT

funders and identifying potential new areas

identifying new opportunities.

Working towards social enterprise

incubator workshops eld to generate enterprise

ideas

network members.

support package. Selection of 17 organisations to • 30 expressions of interest from receive RAFT support.

PHASE 3 >> Adaptation

OCT - MAR ACTIVITIES

NOV - DEC ACTIVITIES

tation of plans.

Planning for 2021.

work members.

JUL - SEP ACTIVITIES

• Initial support calls with 17 net-

Sustainable RAFT plans devel-

MAR - JUN ACTIVITIES

Creation of the new RAFT

· Ongoing support with implemen-

Review of progress achieved.

 Consulting continues for Play portunities by Kick4Life and Soccer Ghana and MYSA. regional leads including funding applications.

Development of further op-

 Workshop by Kick4Life & Tiempo de Juego in Brazil for 20 organisa-

tions from Latin America.

Continued consulting and project development

2020

OUTPUTS

30 organisations in receiving 2020

IMPACT

expressed interest emergency RAFT support.

1 feasibility study

conducted for a hospitality enterprise (IDYDC).

2 new income

generating enterprises successfully launched by GDM and BUSA.

development.

5 organisations have progressed enterprise development plans via the online toolkit.

Play Soccer Ghana deveenterprises including

loped a marketing plan to grow their centre-based hosting football activities, and events.

MYSA improved existing social enterprises, as well as making improvements to existing gym and cafe enterprises.

RAFT

TRADE

oped for each organisation.

menting recommendations.

Network members begin imple-

REDUCE position.

> Supporting adaptation of existing programmes, communication with existing

of delivery.

FUNDRAISE Developing new fundraising approaches and

development or improvement to generate income through trading.

SOCIAL ENTERPRISE ASSIST

5 WORKSHOPS

4 CONTINENTS

17 ORGANISATIONS

34 MENTORING

SESSIONS

€30,000

ALLOCATED TO

REGIONAL LEADS

REGIONAL LEADS

7 WORKSHOPS

5 CONTINENTS

40 ORGANISATIONS

54 MENTORING

SESSIONS

€40,000

ALLOCATED TO

SOCIAL ENTERPRISE **ASSIST ONLINE** TOOLKIT LAUNCHED IN APRIL 2019





OVERALL

30 organisations have generated social enterprise ideas for further



FOOTBALL IS A TEAM GAME, AND SO IS SOCIAL CHANGE.

COMMON GOAL







Fast Company Most Innovative Companies (2018)



WeWork Creator Award (2017)



UEFA Foundation for Children Award (2016)



UN ECOSOC Consultative Status (2014)



Citizen's Prize (2013)



UEFA Monaco Charity Award (2011)



WEF Social Entrepreneur of the Year (2011)



Ashoka Fellowship (2007)



Laureus Sport for Good Award (2006)



(2006)