COMMON GOAL

SOCIAL ENTERPRISE
ASSIST
COLLECTIVE PROJECT
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.
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 structured training and employment opportunities to support beneficiaries towards sustainable livelihoods.

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.

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.

GLOBAL GOALS SUPPORTED

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LOCATIONS

SPORTSLIFE UK, UK
STREET SOCCER USA, USA
TIEMPO DE JUEGO, COLOMBIA
KICK4LIFE, LESOTHO

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TIEMPO DE JUEGO, COLOMBIA
KICK4LIFE, LESOTHO

HARNESSING THE POWER OF SOCIAL ENTERPRISE IN FOOTBALL FOR GOOD
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)

**SOLUTION**

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

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

**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).


**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.

**IMPACT**

**SHORT TERM**

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

**MID TERM**

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.

**LONG TERM**

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

**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**
  - Regional leads invited to participate in the project.
  - Football United finalise and circulate research findings of social enterprise within Football for Good organisations.
  - Workshop planning by Kick4Life

- **JUL – SEP ACTIVITIES**
  - Initial support calls with 17 network members.
  - Sustainable RAFT plans developed for each organisation.
  - Planning for 2021.

- **NOV – DEC ACTIVITIES**
  - Workshop held at Kick4Life in Leshoto with regional leads.
  - Dispersal of small grants to regional leads.
  - Results of 2nd workshop collated.

**2019 – 2020 PHASE 2 >> Adaptation**

- **OCT – DEC ACTIVITIES**
  - Kick-off content development.
  - Social enterprise workshop at Football for Good Summit.
  - Feedback session with 13 organisations from Asia.

- **SEPTEMBER ACTIVITIES**
  - Workshop held at Kick4Life in Leshoto with regional leads.
  - Planning of site visit in Kenya and workshop planning.

- **JAN – MAR ACTIVITIES**
  - Identification of organisations to support in Africa in coming year.
  - Launch of SEA Platform.

- **AUG – NOV ACTIVITIES**
  - RAFT support package.
  - 30 expressions of interest from network members.
  - Selection of 17 organisations to receive RAFT support.

**SEPTMBER ACTIVITIES**

- **Support of African Football for Good organisations begins**
  - Kick4Life workshop for 10 Football for Good organisations from across Kenya.

- **OCT – DEC ACTIVITIES**
  - Consultation continues for Play Soccer Ghana and MYSA.
  - Development of further opportunities for delivery in their regions.

- **APR – JUN ACTIVITIES**
  - Leadership training for Play Soccer Ghana and MYSA.
  - Development of further opportunities via Kick4Life.

- **JUL – SEP ACTIVITIES**
  - Creation of the new RAFT support package.
  - 30 expressions of interest from network members.
  - Selection of 17 organisations to receive RAFT support.

**RAFT**

- **REDUCE**
  - Identifying savings to stabilise financial position.

- **ADAPT**
  - Supporting adaptation of existing programmes, communication with existing funders and identifying potential new areas of delivery.

**FUNDRAISE**

- Developing new fundraising approaches and identifying new opportunities.

**TRADE**

- Working towards social enterprise development or improvement to generate income through trading.

**Resource development workshop in Leshoto**

**Workbook planning by Kick4Life**

**Toolkit and resource development**

**Development of online toolkit**

**Launch of 2 social enterprises in Zambia & Mozambique**

**Support of African Football for Good organisations begins**

**Kick4Life delivers workshop to 10 Football for Good organisations from across Kenya.**

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**Kick4Life spents three days working with MYSA, reviewing their existing social enterprises.**

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

**Consultation visit to Kenya and workshop**

**Workshop for Nairobi-based Football for Good organisations.**

**Regional leads begin identifying opportunities for delivery in their regions.**

**Play Soccer Ghana and MYSA have generated additional ideas for further development.**

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

**MySA has improved existing social enterprises, as well as making improvements to existing gym and cafe enterprises.**

**5 workshops**

**4 continents**

**17 organisations**

**34 mentoring sessions**

**€30,000 allocated to Regional leads**

**€40,000 allocated to Regional leads**

**IMPACT 2020**

- 30 organisations expressed interest in receiving emergency RAFT support.
- 1 feasibility study conducted for a hospitality enterprise (IDYDC).
- 2 new income generating enterprises successfully launched by GDH and BUSA.
- 30 organisations have generated new social enterprise ideas for further development.
FOOTBALL IS A TEAM GAME, AND SO IS SOCIAL CHANGE.

COMMON GOAL