

2021

# FOOTBALL UNITED

## South-East Asia Social Enterprise Capacity Building Training

### Prologue

Football United, as a part of the Social Enterprise Assist team and Common Goal, delivered a 6-Session virtual social enterprise training series to members from the Southeast Asia Common Goal Regional Network. With support from the UEFA Foundation for Children, social enterprise was realized as a critical step to support the longevity of our organizations and the impact we all make in our communities.



COMMON GOAL



Project delivered with the support of:



# EXECUTIVE SUMMARY

This report details the inaugural Southeast Asia Social Enterprise Workshop Series project. Football United, as a member of the Social Enterprise Assist (SEA) steering committee and Common Goal, invited young leaders from the streetfootballworld (SFW) Network to learn about and build their capacity in social enterprise theory and development. Over 6 virtual workshop sessions, participants progressed through the Common Goal Social Enterprise Toolkit in preparation for this final pitch ([www.social-enterprise-assist.org](http://www.social-enterprise-assist.org)). The toolkit design is progressive, encouraging organizations to first analyze their organization's current capacity, the financial gaps social enterprise may fill, and the assets they may leverage to achieve this. Organizations then learned of social enterprise and were provided examples of how this can transpire differently across unique global contexts. Using this learning, they facilitated a working group from their organization to ideate potential enterprise ideas. Over the course of the next workshops, participants explored key elements of enterprise feasibility to test and refine their ideas.

## **Key project objectives include:**

- Provide an introduction to social enterprise and how it can support the sustainability of football for good organizations
- Support Common Goal organizations' ideation of social enterprise business models based on the organization's community need and current assets including current knowledge and skillset.
- Increase the capacity of Common Goal organizations to pitch a social enterprise business model to potential funders and partners

To achieve these objectives, a total of 12 members of the Southeast Asia Common Goal community joined 6 virtual 1.5-hour sessions between August 2021 and December 2021. This included 1 Middle Manager and 1 Youth Leader from the following: Atoot Foundation (Nepal); Slum Soccer (India); Sudhaar Society (Pakistan); Karachi United (Pakistan); YFC Rurka Kalan (India); Fundlife (Phillipines); and Dream a Dream (India). Ideas were presented to a pitch panel, whereby key members of the sport for development community were invited to listen, provide feedback, and encourage the further development of each enterprise idea.

**Project outcomes included:** building public speaking presence of youth leaders in Southeast Asia, strengthening the collaboration and network of the Southeast Asia Common Goal movement, and developing of 6 unique enterprise ideas. Examples include:

- A sport for development-led Farmer Producer Company in rural India to mobilize farmers into Farmer Interest Groups (FIGS) with the purpose of increasing capacity of farmers, providing fair and open space to sell a product, and ensuring access to fairer and remunerative markets
- A sport for development led enterprise that sells hand-made products made entirely by indigenous, rural women using locally sourced, recycled, and up-cycled materials, such as upcycled saris

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*“The participants followed a step-by-step program, invested their time and energy into learning new content and applying it to their local organization and setting, and then ‘graduated’ by putting the pieces together and performing well during a ‘final exam’. Such an experience should lay the grounds for the participants to see themselves as decision-makers and drivers of change.”*

Project Facilitator

# PROJECT STAKEHOLDERS

## Project Facilitators:

Four sport for development professionals facilitated the design and delivery of the project. Facilitator expertise was drawn across the following:

- Dr. Anne Bunde-Birouste works across practice-based research, teaching, and social impact. Anne is the Founding Director of Football United, Director of the Creating Chances Social Enterprise, and an elected board member of the Streetfootballworld international football for good network. She has been working in football for good since 2006.
- Alex Richmond is Football United's Social Enterprise Project Coordinator. For the past 6 years, she has worked in non-profit program development and sustainability, with particular focus to research and support social enterprise capacity in football for good organizations. She will be your point of contact for this workshop series.
- David Burns is the founder and CEO of Collective Leisure, Australia's first social enterprise leisure management company, and is Director of D.B Consulting. He has worked in the leisure and wellness industry in England and Australia for over 21 years for local government, the private sector, and sport
- Alex Marecki joined the partnerships team at streetfootballworld in 2018. He sees the beautiful game as a universal language and a powerful tool for social change. Before streetfootballworld, Alex worked as a consultant for non-profits and in emerging markets impact investing (VC).



# PROJECT STAKEHOLDERS

## Participating Organizations:

12 Members of the Common Goal Southeast Asia regional network participated in the project. This included 1 Middle Manager and 1 Youth Leader from:

Atoot Foundation (Nepal)  
Slum Soccer (India)  
Sudhaar Society (Pakistan)  
Karachi United (Pakistan)  
YFC Rurka Kalan (India)  
Fundlife (Phillipines)  
Dream a Dream (India).

## Social Enterprise Panel Members:

Four key members of the sport for development community participated in the social enterprise panel. They provided constructive and honest feedback on the social enterprise ideas of each participating organization. Panel members included:

- Carine Nkoue serves as a Projects Specialist for the UEFA Foundation for Children. She brings over 10 years' experience working in monitoring and evaluation and project management in sport for development, including her work at the IOC and with UEFA.
- Michael Katz brings his experience in professional football and social enterprise to our panel. At the University of New South Wales, he serves as both a senior lecturer at the University of New South Wales Centre for Social Impact and as the Course Authority for Work Integrated Learning Experiences, combining his passion for both social enterprise theory and practice to identify new market solutions.
- Ollie Dudfield serves as the Executive Director of the Sports for Development Coalition in the United Kingdom. He also led the Commonwealth Secretariat's Sport for Development and Peace team, working across 54 countries to realize the role of sport to sustainable development.



# PROJECT OVERVIEW

Social enterprise has been framed as a potential solution to the perennial challenge of 'sustainability' of community-based organizations, such as those working in the streetfootballworld network. This is achieved by implementing a 'sustainable' solution to social problems in situations where both the state and the market are considered to have 'failed.' Social enterprise is not only a financial mechanism but provides continuing education opportunities to organizations' beneficiaries. With the provision of continual support in the early stages of development, S4SC organizations can develop innovative employability pathways for their stakeholders to scale their own skillsets while also acting as capacity-building trainers to others in their organization and community.

Social Enterprise Assist (SEA) is a social enterprise capacity-building initiative developed by four Common Goal member organizations ([www.social-enterprise-assist.org](http://www.social-enterprise-assist.org)) in 2017. SEA aims to support Common Goal member organizations to develop their social enterprise capacity using 1-2-1 on-site mentoring and ongoing virtual support through an online toolkit. This online platform takes organizations through various social enterprise and business modeling concepts such as governance, legal regulations, market analysis, value proposition, and more.

In 2019, Football United, as Steering Committee Member of the SEA, engaged in social enterprise training and support programs at several different venues, including the 2019 Football for Good Festival in Lyon. Football United applied to and gained support from the UEFA Foundation for Children to deliver social enterprise capacity building to young leaders in Myanmar and across Southeast Asia in early 2020. This opportunity was in follow-up to early funding provided by the UEFA Foundation for Children towards the development of Football United's Football for Peace Centre in Hpa-an, Myanmar. As an exciting next step, the social business capacity building would develop requisite skillsets in Football United's Myanmar team and local community leaders to develop the organizations' relevant stakeholders. This additionally included youth leaders to progress the social and financial mission of the Peace Centre.

As part of this opportunity to build capacity, Football United was to invite 5 selected SFW Organisations to participate in a 4-day intensive social enterprise capacity building workshop focusing on developing entrepreneurial spirit and social enterprise capacity within selected youth leaders. It should be stated that the SEA workshops were also to be delivered by selected coaches within the SFW network who distinguish social enterprise knowledge, and inherent within the SEA model is to continue developing 'coaching' capacity within each region. Not only will youth leaders benefit their own organizations and communities but foster a sense of collaboration amongst the SFW Network.



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Project delivered with the support of:



# CHANGE MANAGEMENT

In response to the COVID-19 pandemic, Football United postponed the delivery of the social enterprise training to 2021. However, ongoing border closures and social distancing measures prompted further adaptation to the delivery model. Six 1.5-hour virtual sessions were delivered between August 2021 and December 2021 to 6 Common Goal organizations. These changes and the resulting project delivery are detailed below.

**Participant Selection:** All Common Goal Southeast Asia regional network members were invited to participate by nominating one middle manager and one youth leader to participate in the project. Organization youth leaders were asked to lead their organization's engagement and be the point of communication for all workshop related activity.

**Workshop Format:** All workshop sessions followed a similar format. Organizations were provided a template that corresponded to early social enterprise development stages. They were tasked with 'fieldwork' to complete each phase of the template with members of their organization after each session. Following completion, they were asked to send the template and 2+ questions about their experience to the facilitator team prior to the next session. They were prompted to (i.) identify areas for the facilitator team to comment and provide further advice during the start of the next session, and (ii.) inform how to create breakout groups based on similarity.

## What is Social Enterprise Assist

- This project delivered in partnership with Social Enterprise Assist
- Social Enterprise Assist aims to harness the power of social enterprise to help sport for social change organizations improve their financial sustainability and improve their impact
- Social Enterprise Assist was developed as a result of Common Goal network members using social enterprise to support their organizations
- The curriculum for this project is based on a multi-step toolkit developed by other network members
- For more information: <https://social-enterprise-assist.org/>





### **Session No. 1: Introduction to Social Enterprise and Capacity Building Strategy**

Common Goal network members in Southeast Asia joined the Project Induction, held virtually on a Zoom platform. The objective of this session was to introduce network members to the SEA, the roles of social enterprise in a football for good organization, and current models of social enterprise operating in the Southeast Asia region. At the end of this session, organizations were asked to complete the Organization Analysis to unpack their current landscape for enterprise development. The Organizational Analysis Fieldwork is provided in Appendix A



### **Session No. 2 : Incubator Training**

The objective of this session was to progress each organization to think about their enterprise based on their current organization landscape. In four breakout groups, participants were introduced to the SEA incubator template (See Appendix B). They then returned to their organization to conduct a social enterprise incubator session. This session showed the facilitators the different stages of development and capacities of each organization. It became clear that some organizations required additional support to understand the fieldwork and the concepts discussed during each session. We realized we needed to make time and adapt to the needs of the participating trainees. Due to this, the facilitators offered and held extra 1 - 1.5-hour trainings with select organizations in between each session.



### **Session No. 3: Introduction to Feasibility**

The objective of this session was to identify the one enterprise idea members want to progress and introduce the SEA feasibility template. Members were asked to complete the Feasibility template with 1-2 decision-makers in their organization. The objective was to select one idea that emerged during the incubator and examine its feasibility against their current organization landscape. To support organizations engagement in this fieldwork, they were provided a template of how to address Feasibility (Appendix C). It became clear to the facilitating team that feasibility was a challenging concept for organizations. To address feasibility, organizations had to move beyond just the idea and really consider logistical, technical, and financial elements that would impact upon any enterprise. To help them address these conceptual challenges, the facilitator team provided a mock-up of the feasibility fieldwork to show the depth of engagement we expected to each question (See Appendix D).



#### **Session No. 4: Feasibility and Business Modeling**

The objective of this session was to empower each organization with the tools to pitch their enterprise idea. Participants were provided a Pitch Template and associated guidelines (See Appendix E) that integrated the Feasibility and Business Model Template into a series of prompts. This was a necessary intermediary step to align the excitement of the idea to the organizations existing assets. Following this activity, they accessed further in-depth understanding of the purpose of their enterprise, their target markets, the channels for delivery and communications, potential partners, and the costs of achieving this. They are able to align this to their existing assets. Furthermore, participants were encouraged to consider the steps their enterprise could take. For example, how could they use an existing relationship to sell goods and services without having to develop further infrastructure, such as a storefront? What steps would they then consider to grow that product, such as communications and ongoing outreach?



#### **Session No. 5: Social Enterprise Pitch Development + Peer Feedback**

The objective of this session was to build confidence in the enterprise idea and presentation. Participants practiced in groups of 3 to pitch their enterprise. An anticipated outcome of this session was that participants could practice providing feedback and build confidence in articulating questions about social enterprise. This activity was also an opportunity for participants to learn from their peers. For example, participants could access their peers' practice-techniques on how to prepare for public speaking skills. Facilitators continued to host additional 1-1.5-hour sessions with organizations who needed more in-depth support on their pitch.

*"I see our decision to implement a final pitch at the end of the project as a big reason this was achieved. It gave the participants something to work towards and for some of the participants who lost a bit of momentum during the middle, it gave them a reason to come back into the fold and bring their idea, through their presentation, over the line."*

- Head Facilitator



#### **Session No. 6: Social Enterprise Pitch**

In this final phase, participants had 7 minutes to pitch their social enterprise idea to a panel of key members of the sport for development of community sport. Five minutes have been set aside after each pitch for Q & A. Panel members were asked to provide supportive, honest feedback to the participants during the Q & A session (See Appendix F). This includes feedback on (i.) the novelty of the enterprise idea; (ii.) how the participants have developed the idea and demonstrated their knowledge of potential barriers; and (iii.) their pitch presence and delivery.

*"It was great having a broad and experienced panel. This raised the importance of the pitch."*

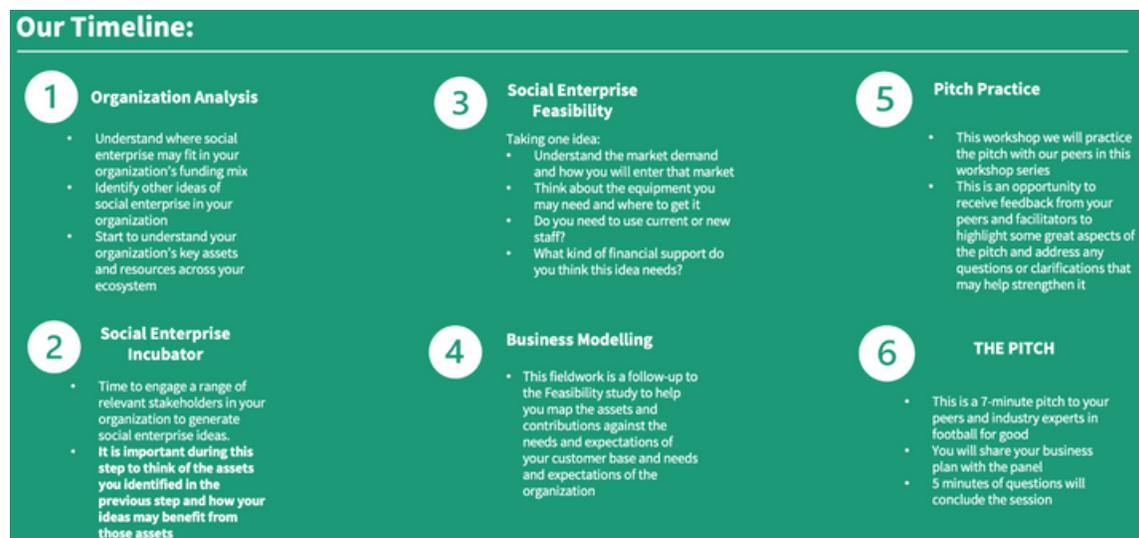
- Head Facilitator

# PROJECT OUTCOMES

By delivering social enterprise capacity building training, Football United aimed to achieve the following objectives:

- Provide an introduction to social enterprise and how it can support the sustainability of football for good organizations
- Support Common Goal organizations' ideation of social enterprise business models based on the organization's community need and current assets including current knowledge and skillset.
- Increase the capacity of Common Goal organizations to pitch a social enterprise business model to potential funders and partners

Football United collected qualitative data through questionnaires and project fieldwork (including surveys and open-ended questions). We employed this approach to identify the success and challenges of the 6-workshop sessions. Data was collected from two stakeholder groups: (i.) participating organizations and (iii.) the Head Facilitators. Pitch Panel feedback to each of the participating organizations was gathered and distributed to the participating organizations. We used this feedback to triangulate the data. Finally, each organization's social enterprise idea and pitch reflected the capacity of the organizations to engage in social enterprise concepts. We used this information for further triangulation of the data.



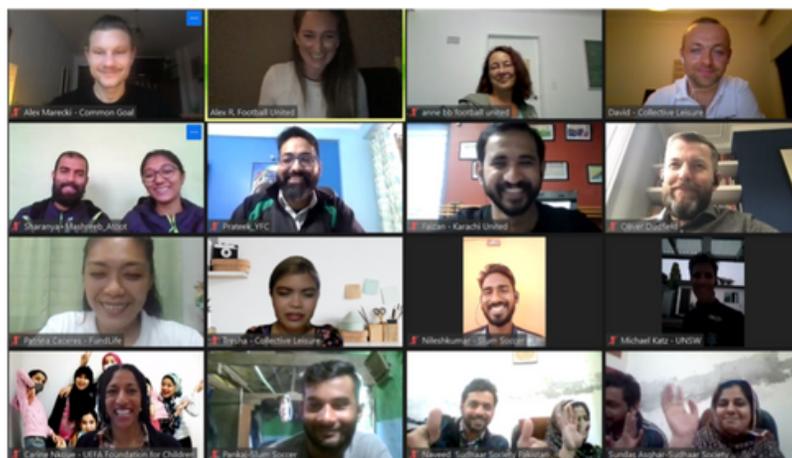
## Objective 1) Provide an introduction to social enterprise and how it can support the sustainability of football for good organizations

A key theme that emerged was participants developed awareness on the feasibility of a specific idea based on feedback from peers; understanding of feasibility concepts; and increased awareness of the competitive landscape in their community.

- *“The workshop helps you funnel your idea from amongst large number of social enterprise ideas, gives you clarity and makes the idea align with our values too so that we don’t regret our decision of starting the social enterprise”* – Participating organization
- *“We wish to keep using the Incubator Business Ideas Premier League. It was such an exciting way to see the feasibility of our ideas. It was a very well-organized tool to funnel down to a social enterprise idea that we plan to start soon. We hope to use/design such tools to conduct other activities in our work”* – participating organization
- *“a memorable moment was during review of our social enterprise ideas feasibility, I think it was the part where being able to identify that the social enterprise must be led by someone with expertise in the business field and that there has to be a different organizational arm for it more especially to tackle on financials.”* – a participating organization

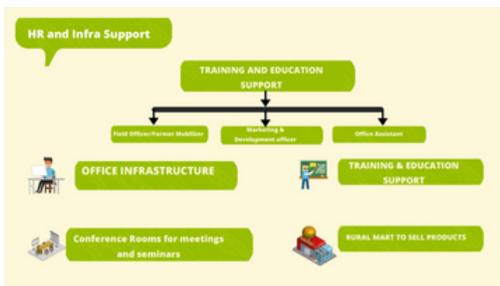
A second theme that emerged was developing a shared understanding of social enterprise between organization members. Members from participating organizations suggested that the curriculum encouraged them to find common ground on the role of social enterprise in their organization and how to communicate their shared values:

- *“It made us think about the values and attributes that we hold high in our lives and find out common values and attributes that we all shared and also the ones we didn’t have in common. It made us understand each other better even as co-workers in the organization.”* – participating organization
- *“We have found out that the people in our organizations have so much to offer as regards knowledge and skills.”* – a participating organization



## Objective 2) Support Common Goal organizations' ideation of social enterprise business models based on the organization's community need and assets including current knowledge and skillsets.

The social enterprise ideas that emerged reflect the capacity of the young leaders to ideate and consider how social enterprise supports their organization. Emergent themes also show organization's capacity to course correct and consider how to leverage their assets and knowledge in new ways. Each of the following social enterprise ideas reflects this capacity.



**Idea 1: Farmer Interest Group** – For this idea, the football for good organization aims to leverage their platform in the community to mobilize farmers in a Farmer Interest Group (FIGs). The organization would be the backbone organization to a collective of farmers providing support such as education on production and packaging, support in sourcing new crops, and a central market for sale.

Feedback provided to the presenting organization indicated that the young leader had clearly communicated the steps they took to understand their community beyond just the pitch. The young leader exhibited clear understanding of the broader societal challenges in the community and how to leverage the organization's footprint for good: *"The project and enterprise responded to what you identified as key issues facing the community, the current policy landscape and set out clear response (a farming collective)."*

**Idea 2: Sports Management Education Center** – The football for good organization identified a gap in the curriculum for local tertiary education institutes. Though sport is increasingly popular, sports management has yet to be introduced as a curriculum for the next generation of sports leaders. The organization aims to harness its collective skillset in law, marketing, sports for development, and coaching to deliver tailored online and in-person training to young professionals who want to build capacity in this field.

Feedback showed that the organization had clearly leveraged a skillset: *"Originality of enterprise idea is clear – leveraging certifications of staff to provide course offering"* – Panel Member

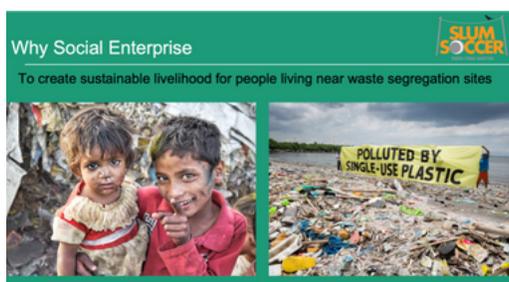
**Idea 3: Local Marketplace** – An upcycled marketplace for common raw materials including saris will be created by this football for good organization. They will employ local women to design and create handicrafts to be sold in one of the largest tourist regions in the country. The organization aims to have a clear focus on sustainability and value proposition – knowing that upcycled materials can differentiate their products in the market. The organization identified clear next steps including : setting up new legal entity; surveying local woman and their interest in delivering these products; and identify potential partners to provide business and design training to local women.



Panel member feedback showed an understanding on organization’s consumer market: *“The component of the pitch related to the strong local Tourist market, ethically sourced products and quality was a strength and could be a central part of the outline of the product.”*

**Idea 4: Local Coffee Shop and Canteen** – The project stemmed from existing infrastructure development. Currently, the football for good organization is building a local pitch with an attached building to house offices and a canteen. The idea was workshopped during the six-sessions to consider how ensure that use of this space also leveraged expertise in the organization. Participants identified the key skills they need their employees to develop and started to design a coinciding training program for them.

Feedback provided to participant showed that the young leader completed and understood the market analysis: *“The development of the Typhoon Haiyan relocation area and other education, enterprise and business in the area showed a market need.”* This was a key element of market feasibility participants were asked to review and understand in relation to their enterprise.



**Idea 5: Repurpose of Plastic Trash to create Building Tiles** – The project aims to repurpose plastic trash in local slums associated to the football for good programs. The organization would leverage relationships in these communities and offer training to local community members to ‘own’ the project for their locale. The organization would leverage an existing corporate sector relationship as a partner to share expertise on the technology required to facilitate the endeavor.

Feedback provided showed the young leader understood that social enterprise offered an additional value proposition to the organization. Specifically, the enterprise would enable the organization to focus on the environmental determinants of health respective to their local participant communities: *“The environmental sustainability angle was a strengthen and can be further emphasized.”* This was a key outcome that aligns with this project’s purpose to introduce social enterprise as a mechanism for community development.

**Idea 6: Establish a local charter school to support youth with learning disabilities** – This organization aims to build on their relationships with local teachers and psychologists to establish a local school. The organization realizes the need for local schools to understand the varying learning capacities of youth and to accommodate those. Through fun and play-inspired curriculum, the organization will ensure that education youth receive is tied to psychosocial support.

Feedback to the participant indicated the young leader clearly identified market need: *“The need of the beneficiary group was well explained, including expanding the traditional education model.”*

### **Objective 3) Increase the capacity of Common Goal organizations to pitch a social enterprise business model to potential funders and partners**

Public speaking and youth leadership emerged as the prominent theme that underpins this objective. Feedback suggested that the curriculum and session design contributed to the development of public speaking capacity of the young leaders – specifically allowing them to feel ownership and confidence in their ideas for the future of their organizations. Though this was not an intended outcome, as we moved forward with virtual training, we realized this was something the teams needed as there was an evident lack of experience. As noted above, we course-corrected at Session 2 to add a component of public speaking training to the curriculum. This additionally reflects the project’s engagement with young leaders rather than organization directors.

- *“Now it has made us more confident about public speaking. We are able to speak confidently in front of a crowd without worrying much about what people might say.”* – Participating Organization
- *“it has developed our presentation skills in general, networking presence and establishing connections to similar organizations.”* – a participating organization
- *“online presentations are different from face to face presentations because you have to be able to catch and maintain audience attention better during online presentations especially since not everyone turn their videos on”* – a participating organization
- *“When it comes to the final pitches we witnessed, the enthusiasm, understanding of their own organization, clarity of an idea and market need (for some) was quite good”* – Head Facilitator

# FOOTBALL UNITED: RECOMMENDATIONS

Football United makes the following recommendations for ongoing social enterprise capacity building support. These recommendations are based on feedback from the participating young leaders in Southeast Asia, facilitators, pitch panel members across the sport, sport for development, and social entrepreneurship fields, and Football United research supported by the University of New South Wales.

## **1** Social Enterprise Training should be used to build awareness of social enterprise as a community building tool

Our experience showed us that social enterprise capacity building training provides ‘teaser’ training and awareness building on alternative forms of project management and organization structure. Participating organizations have likely heard of social enterprise prior to engagement, yet the full scope of potential has not yet been realized. The Football United and Social Enterprise Assist training curriculum builds awareness on how social enterprise can be used as a community building tool.

## **2** Social Enterprise Training should offer development opportunities for Young Leaders

Delivery of programs to young leaders – the next generation of organization managers and directors – is an immense opportunity to shape the future and sustainability of the sport for development field. First, the curriculum invites youth to think about the sustainability of their organization. This is key because youth are invited to think beyond the scope of their everyday management and consider the possibility of alternative solutions. Secondly, the program curriculum invites young leaders to see the potential of their work beyond the field – and to ideate how a new organization structure can create new opportunities to engage with critical development challenges in their communities. Youth are invited to see the potential of their programs not only on youth development but more holistically on community development. Youth leaders emerging from this program realize the potential of social enterprise to supplement and reinforce their existing programming.

### **3 Social Enterprise capacity building training should segment opportunities based on expertise of organization and time/energy to engage**

Organizations enter capacity building training with different expectations, experiences, and capacity to engage. These differences can be exacerbated using an online platform instead of in-person training. They can also be impacted by the length of training. However, six sessions of training spread across four months enabled organizations to use the skills they developed in real-time with members of their organization. It also inspired participants to engage members of their organization who are not participating in the sessions. This enables more voices to be incorporated into the ideation and feasibility studies – an integral component for enterprise development and building awareness of social enterprise in the organization.

We suggest that future training segment the opportunity based on experience of the organization and their capacity to engage. This will ensure that all participants in a session enter with the same expectations. Specifically, training should ensure that participating organizations have the same capacity to complete the feedback. If they do not, participants should be offered an alternative learning opportunity. This will ensure that those who are completing the fieldwork are continually engaged with peers moving along a similar trajectory. This will inspire a more strategic co-learning experience. Feedback from our facilitators and panel members additionally supports this suggestion:

*“The homework exercises were not accomplished to a high standard by all of the participants which is a shame, as I think they were well structured and effective if given the right effort, but we made up for this by a more personal touch during and outside of workshops and by sharing all materials and offering help where needed”* – Head Facilitator

*“to reach a point where the participants have a stronger understanding of the subject area (especially feasibility and business modeling) more buy in and accountability from the participants would be necessary, to complete all exercises and ideally have them reviewed by the staff before the next session”* – Head Facilitator

# 4

## Organizations require a secondary stage that includes in-person training:

Participating organizations would benefit from an in-person follow-up to grow their social enterprise ideas. We recommend a secondary program stage for organizations ready to grow their enterprise idea and incorporate it into their organizational structure. Many participants were ready to progress their ideas and consider how to scale. This recommendation significantly stems from panel member feedback to the organizations. It was clear that panel members hoped to see organizations engage with concepts beyond the scope of the preliminary capacity-building materials of the workshop. For example, a panel member suggested that: “There is potential to build out and define the journey to ‘scale’ and partnership with private enterprise and impact on sustainability and profit.” Considerations of partnership and financial sustainability were outside the scope of this introduction to the social enterprise workshop series. However, it merits significant engagement between the facilitating team and each individual organization.

Additionally, Head Facilitators witnessed that *“the financial overview of how it could be possible to get the business off the ground and when (if) it would be able to turn a profit was always not [always] given adequate consideration by the participants.”* This requires further in-depth engagement to build trust between the facilitator and the participant. It also requires increased awareness and understanding of the organization’s landscape. This will support the facilitator to provide the most appropriate feedback.

Organizations asked for stronger criticism and feedback on their ideas. For example, organizations asked: *“We thought there could have been more questions raised and more criticisms given on our ideas.”* We believe that while feedback was constructive, it is difficult to provide more concrete feedback to the idea without sharing in and being a part of the organization landscape for a period of time. Specifically, feedback from one facilitator suggested: *“I think more one-on-one (or one-on-two) coaching would have proved effective. On the one side, diving deeper with one or two participant groups could have given the staff a more clear understanding and view of problem areas and growth, and on the other, I think it would have given the participants less opportunity to hide and more opportunity to try and grow.”*

## **5 In order to grow social enterprise capacity, football for good organizations require seed funding**

Organizations require seed funding to initiate their idea. All participating organizations were encouraged to think of the iterative growth of the organization and clearly identify the stages of development the enterprise will have as communities, funders, and consumers build awareness of the products and services. Football United would like to work with the UEFA Foundation to identify the criteria for seed funding. Specifically, Football United can support the foundation on how to identify those organizations with the capacity to move forward with their idea.

## **6 Identify opportunities to support organizations' access to new networks**

Football United's social enterprise research (see references and links below) indicates that football for good organizations thrive with unrestricted funding. This offers opportunities to build new relationships – specifically relationships that help them design and grow their social enterprise.

Findings from our research suggest that organizations require access to these relationships to identify and cultivate expertise associated to their enterprise. Specifically, this expertise can yield curriculum for (i.) young leaders to gain employability skills in the enterprise and (ii.) to support the enterprise to be competitive in the local market. This provides a new development platform for youth. It additionally brings expertise into the organization that helps them operate competitively in the local market.

Elkington, M., Bunde-Birouste, A., & Apoifis, N. (2019). Sustainable Funding Mechanisms Used by Sport for Social Change Organisations. *International Journal of Sport & Society*, 10(4)[1]

Richmond A, de Leeuw E, and Bunde-Birouste A. (in press) A realist systematic conceptualization of Sustainability in Sport for Development and Social Change (S4SC). *Sport in Society*. [2]

Overall, Football United understands that this experience for young leaders and football for good organizations is critical to navigating challenges in the field. It is no surprise that the COVID-19 pandemic has altered the funding systems that support community-based organizations. Organizations require new ways to consider their sustainability and this curriculum is designed specifically with this support in mind. By offering ongoing support based on the five recommendations, football for good organizations will increase their capacity to navigate these challenges.

*“While disappointed we couldn't do a face to face due to the connection that developed, I was surprised at the comradery and the close connection that the participants were able to build through the virtual sessions. As we went forward there was a real connection between the participants and the facilitators. By the end, I think everyone was sad the course was ending. We really hope the connections made will continue into the future!”*

Football United Director, Dr. Anne Bunde-Birouste

[1] A quantitative report jointly developed by Football United and the streetfootballworld network to map the sustainable funding mechanisms of football for good organizations

[2] This article is a seminal component of doctoral study supervised by Football United's Founding Director (Dr. Anne Bunde-Birouste). It draws on 35 interviews conducted across three football for good organizations. Each organization has 15+ years of experience in the football for good field and operates social enterprise(s) that fund approximately 50% of the organization's income.