

# **13 to 1: The Social Return on Investing into Sport for Girls in Delhi**

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## Acknowledgements

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## Executive Summary

The Laureus Sport for Good Foundation (Laureus) developed the Sport for Good City approach, a bottom-up approach to improve the lives of local communities using sport as a catalyst for change. Laureus has implemented this approach around the world, including in Delhi, India beginning in 2018.

The aim of this study was to understand the broad impact of Sport for Good City Delhi (SFGCD) in its community, particularly given the program's focus on enabling gender justice and girl's and women's rights. To measure the impact of Sport for Good City Delhi, this evaluation applied a social return on investment (SROI) approach to identify comprehensively what outcomes have resulted from the program to date and the value they have created in the lives of the program's key stakeholders.

Secondly, the SROI approach applied proxy financial values to these outcomes, enabling the evaluation to interpret the program's value for money. As opposed to measuring outcomes against pre-determined indicators, the SROI approach asks stakeholders to identify the outcomes they experienced due to the program, how they would describe these changes (indicators), and their relative importance as seen by those who experience them.

By applying the SROI approach in this study, this report also provides the opportunity to reflect on the applicability of SROI as an evaluation approach for Laureus' programs, including its Sport for Good Cities program more broadly, and the wider sport-for-development community.

Data collection used a mixed methods approach, drawing on the following methods:

- Desk review
- Focus group discussions
- Key informant interviews
- Surveys
- Cost-based valuation
- Stakeholders revealed preference

We calculated that, after accounting for impact factors, Laureus' investment of funds, staff and technical input since SFGCD's inception has generated in the target community an SROI ratio of 12.56:1 to date (the program is ongoing). This suggests that for every \$1 invested in the program, it has generated approximately \$13 in value for the community.

A sensitivity analysis found that the SROI ratios are robust when individual key variables are adjusted to test for key assumptions (according to sensitivity analysis, the SROI lies in the range of 9.5 to 14).



We asked what positive and negative outcomes stakeholders had experienced, and stakeholders reported a wide range of positive outcomes and no negative ones. These included but were not limited to:

- Improved empowerment
- Improved gender equality
- Improved personal well-being
- Improved health
- Improved relationships
- Improved sense of belonging
- Improved professional skills
- And more.

Among key stakeholder groups, the most social value was created by and large for children who participated in the sport-for-development programs, consistent with the ultimate key target population of the overall programming. Across children, improved gender equality was the outcome which created the most (or second most) value relative to other outcomes they experienced. This is a clear indication of the alignment between stakeholders' lived experiences and the primary goals of SFGCD.

Based on the outcomes stakeholders experienced and the SROI ratio, Sport for Good City Delhi demonstrates good value for money as a sport-for-development initiative within Delhi. Results on improved gender equality are particularly worth highlighting given the program's focus on improving gender equality and the local context in which these results have been achieved (i.e., low-income vulnerable community such as in Seemapuri), as gender inequality continues to persist at a high level in India (World Economic Forum, 2024). Findings from this study can inform future investment and operational decisions for this program and Laureus overall. The Sport for Good City model and study findings may also be relevant to the sport-for-development sector more broadly.

1) In 2024, India's gender gap index was ranked 129th out of 146 countries (World Economic Forum, 2024).



## Introduction

This report shares findings on the impact and value created for key stakeholders by the Laureus' Sport for Good City Delhi program. The program has been implemented in the Seemapuri sub-district of Delhi. Seemapuri is a low-income settlement, primarily of migrant workers involved in waste collection and segregation from residential colonies of Northeast and East Delhi. The community in Seemapuri has largely been engaged in waste work for the past three decades.

By applying SROI analysis, this report calculates the program's value for money by articulating the social, economic, and environmental values (if applicable) generated by the program, as expressed by key stakeholders affected by or affecting the programming. This report:

1. Presents findings on the overall impact of the program, the range of outcomes experienced by key stakeholders, and the relative value of outcomes;
2. Identifies strategic opportunities to enhance social value and long-term impact; and,
3. Demonstrates the utility of applying SROI to sport-for-development programs (and community development programs more broadly).

SROI was specifically selected as the approach for this evaluation because:

- SROI analysis prioritizes the voice of all key stakeholders and what matters most to them. It does this by asking stakeholders what outcomes they experienced and the relative importance they place on those outcomes. Through this process, SROI allows for the quantitative measurement of intangible outcomes as opposed to solely focusing on tangible or economic outcomes. These intangible outcomes are often excluded from traditional program evaluation and economic analyses due to the difficulty of quantifying them. However, intangible outcomes (i.e., increased empowerment) are often the most important to stakeholders of community development programs.
- SROI analysis provides insights to avoid or mitigate any unintended harmful effects of programming on communities. SROI engages key stakeholders in defining what changed for them and explicitly requires them to consider both any positive and negative consequences they might have experienced. Representatives of key stakeholder groups are also included in a formal process of reviewing and providing input as to the validity of the results of the analysis before it is finalized. The process of inviting that type of information can build trust and help to ensure that if negative outcomes arise, they are identified and can be addressed in the future.

- SROI examines sustainability by considering how long outcomes last and how they drop off (or grow) over time and factors these into the calculations of value. When outcomes cease immediately upon completion of a program, that indicates that its value is not sustainable.
- SROI elucidates value for money. While most programming in this space has implicitly been understood as valuable by program staff and donors, SROI makes that value explicit by quantifying the importance of outcomes using the proxy of dollar values, which are universally recognized.
- SROI analysis encourages decision-making based on value, not outputs. Solely relying on outputs (i.e., the number of participants reached by a program) has often been the basis for decisions in the development sector, but does not reflect the full picture of impact, nor help to inform the type of resources, program design, or management practices needed to generate desired impact. SROI links the investment required to the value created and involves all stakeholder groups in both accounting for and validating findings, which improve stakeholders' and particularly funders' understanding of what it takes to create meaningful outcomes for stakeholders. This in turn can improve the quality and success of the funder-operator partnership.

## Project Background

Established in 2000, Laureus Sport for Good Foundation (Laureus) is a not-for-profit organisation that aims to use the power of sport to end violence, discrimination and inequality for children and young people across the world. Laureus targets six social focus areas: health and well-being, education, gender equity, employability, inclusion and peacebuilding, all of which are aligned with sections of the United Nations' 2030 Sustainable Development Goals.

Through its Sport for Good Cities, Laureus plays a backbone role in bringing local stakeholders together and empowering them to create long-lasting change in their communities. This approach is based on a belief at the heart of Laureus Sport for Good, that local people are best placed to identify the problems their community faces – and to deliver the solutions to solve them. Sport for Good Cities by their nature focus on specific parts of cities, to create maximum impact. Each Sport for Good City comprises of a 'coalition' made up from local people in diverse sectors within the community; from local authorities, education institutions, youth groups, sports organisations and local NGOs. The coalition works together to identify local challenges and ensure that the young people have access to high quality, young person-centred sports programmes, that address those local issues. Sport for Good Cities are an example of a place based 'bottom up' approach that actively encourages local community leaders to influence the decisions that affect them. Laureus has Sport for Good Cities all over the world, including in multiple cities in the USA, London, Paris, Delhi and Hong Kong.

Delhi is the seventh city where Laureus implemented the 'Sport for Good City' approach. Sport for Good City Delhi (SFGCD), which began in 2018, aims at improving gender equality through sport, and empowering local people to drive the change they want to see in their community. An initial scoping study identified the Seemapuri sub-district of Delhi as the location to start. Seemapuri is a low-income settlement, primarily of migrant workers involved in waste collection and segregation from residential colonies of Northeast and East Delhi. The community in Seemapuri has largely been engaged in waste work for the past three decades. A coalition of local stakeholders was formed in Seemapuri at the onset.

One of the key success factors of SFGCD is the set-up of a functioning steering committee, which throughout the program, is responsible for ensuring the activities support the wider coalition's visions for change, contribute to the grant evaluation process and support the success of the programme. Each coalition intentionally convenes a wide range of associations and actors beyond sport for development; in Delhi's case, this includes those focused on women/girls' rights, schools, government workers, youth groups, and other local NGOs. This is to ensure that a broad representation of perspectives and expertise are involved in the planning process, and to promote collaboration in tackling the social concerns highlighted in each location, to bring about greater impact.

After development of the coalition and development of a theory of change by stakeholders in Seemapuri, and a comprehensive planning process, SFGCD conducted capacity building training and activities for local community-based organizations (CBOs) and grassroots organizations. Starting in 2021, SFGCD also disbursed sub-grants to local CBOs to begin implementation of their locally informed sport-for-development projects. The changes resulting from these collaborations from 2021-2024 have contributed to the impacts calculated in this SROI and are reported in the following sections.

## Methodology Overview

### Social Return on Investment (SROI)

SROI is an innovative mixed methods approach to measure and account for the value created by a program, organization or policy. The SROI approach is founded on social accounting (also known as social and environmental accounting or corporate social reporting) and cost-benefit analysis. It expresses material outcomes due to a program as equivalent monetary values so that they can be compared with the investment.

An SROI analysis generates an impact to investment ratio which can help organisations to communicate the value of their interventions to stakeholders. An SROI ratio of 1:1 means that for every dollar invested in a program, one dollar of value has been created for the program's stakeholders. A ratio of 3:1 means that three dollars of value was created for



every dollar invested.

To understand and measure the impact and value of the SFGCD program, the research team applied the internationally recognized approach to SROI analysis as articulated by Social Value International (SVI)<sup>2</sup>. Underpinning the SVI approach to SROI are core principles which govern how the methodology should be applied as outlined in Table A.

**Table A. The Social Value International Principles Guiding SROI Analysis (adapted from SVI, 2022)**

<b>Principle 1: Involve stakeholders.</b> This suggests that stakeholders and best placed to describe how an intervention has affected them and that they are consulted throughout the analysis process.
<b>Principle 2: Understand what changes.</b> This requires that the Theory of Change or Impact Map (both describing how the change occurs) be articulated and evidence-based – involving stakeholders, positive and negative outcomes, and intended and unintended outcomes.
<b>Principle 3: Value what matters.</b> This suggests that it is important to understand the relative importance or value of different outcomes – especially to the stakeholders that experience them.
<b>Principle 4: Only include what is material.</b> This means that only what has been determined to be of importance to stakeholders is included (i.e. what may affect future decisions).
<b>Principle 5: Do not overclaim.</b> This means that an intervention should only claim the value it has created. This requires considering impact that may be created by other interventions, the amount of future change to happen as a result of the program, and counterfactual impact.
<b>Principle 6: Be transparent.</b> This means that at each step of the analysis, the process and decisions made should be documented to ensure it is a fair and honest representation of the actual impact of the scope of analysis.
<b>Principle 7: Verify the result.</b> SROI Analysis results should be independently assured to ensure that the decisions made by those responsible for the analysis were reasonable.
<b>Principle 8: Be responsive.</b> Social value should be optimized through timely decision making, supported by appropriate accounting and reporting.

The SVI approach to SROI follows six key stages as outlined in Table B.

2) For full details, see [The Guide to SROI](#) by Social Value International.

Table B. The SROI Analysis Process (adapted from SVI, 2022)

<p><b>Step 1: Establishing scope and identifying key stakeholders.</b> It is important to clearly delineate the scope of what is to be included in the SROI analysis – including what activities will be analyzed, who will be involved in the process and how they will be included.</p>
<p><b>Stage 2: Mapping outcomes.</b> As stakeholders are engaged with, the relationship between inputs, outputs and outcomes becomes clearer. As a result, these can be mapped into a <i>Theory of Change and Impact Map</i>.</p>
<p><b>Stage 3: Evidencing outcomes and giving them a value.</b> In this stage, data is collected to understand if outcomes have occurred and to assign them a monetized value.</p>
<p><b>Stage 4: Establishing Impact.</b> Now that evidence of outcomes has been collected and they have been monetized, change because of other factors, or that would have occurred anyway, must be controlled for to establish the true impact of the intervention.</p>
<p><b>Stage 5: Calculating the SROI.</b> At this stage, the value of all outcomes is calculated by summing total benefits and subtracting any negatives. This total value is then compared to the investment into the intervention (both financial investment and non-monetary investments) to generate an SROI ratio (the ratio of value to investment). This ratio is then tested for sensitivity.</p>
<p><b>Stage 6: Reporting, using, and embedding.</b> This last step of the SROI process involves sharing findings of analysis with stakeholders, verifying the report, and sharing recommendations to improve the impact of the program.</p>



## Key Results

At the outset of the evaluation, the research team held discussions with Laureus leadership and staff in India to help define the scope of the analysis, including identification of which location(s) should be included in the analysis; what the timeframe for impact assessment should be; which projects, activities, and key stakeholders had been involved; and the best ways to engage stakeholders to inform the assessment.

Together it was decided the SROI would include in its scope 2 of the subgrants Laureus has made to local CBOs to support implementation of sport-for-development projects in Seemapuri (hereafter referred to as “SfD Project A” and “SfD Project B”). Outcomes experienced by key stakeholder groups who were deemed to be most significantly affected based on (1) staff report and (2) self-reported outcomes from the qualitative data collection were included in the analysis. Table 1 summarizes each stakeholder group, their relationship to SFGCD and the rationale for inclusion or exclusion from the SROI analysis. Table 2 describes the key stakeholders reached including the number of respondents.

**Table 1. Key stakeholders of SFGCD and rationale for inclusion or exclusion in the SROI analysis**

Stakeholders	Description	Rationale for Inclusion/Exclusion in the study
Children who participated in the sport-for-development projects	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Parents of children	Indirect beneficiaries	Included as ultimate intended beneficiary of programming
Mothers Groups	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Project Staff	Direct beneficiaries and provider of programming	Included as affecting and affected by programming
Youth Leaders	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Grassroots organizations representatives	Direct beneficiaries	Included as intended beneficiary of programming
Local political leaders	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Local police	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Local shopkeepers	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Delhi Football Association	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Laureus Program Staff	Provider of programming	Included as affecting and affected by programming

**Table 2: Stakeholders participation in the study**

Stakeholder Group	Total Population Size*	Number Who Participated in Focus Groups or Key Informant Interviews**	Number Who Responded to Surveys
Children participating in sport-for-development projects	2800	88-132	254
Parents	2000 (estimated)	24-36	236
Mothers Groups	110	24-36	82
Youth Leaders	100	8-12	70
Project Staff	42	2	8
Grassroot organization representatives	4	4	4

\* These numbers were provided by Laureus program staff.

\*\*As exact numbers of participants in these sessions were not available, these numbers have been estimated based on the number of focus group discussions and KIs according to the data collection plan (focus group discussions typically included 8-12 participants)

The research team applied multiple approaches including desk review, focus groups and key informant interviews, and online surveys with key stakeholders to collect data on outcomes experienced by stakeholders, and how they would describe them (i.e., indicators) summarized in Table 3.

**Table 3: Well-defined outcomes and indicators described by stakeholders**

Stakeholder Group(s)	Outcome(s)	Indicator(s)
Girls participating in SfD Project A	Improved gender equality	a. Increased respect shown from boys
	Increased growth of personality	a. My confidence improved b. My self-esteem improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased belonging and connection with the community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Increased personal well-being	a. Improved physical health and endurance b. Improved feminine hygiene c. Improved eating habits d. Increased structure to daily routine e. Increased confidence and self-esteem f. Increased discipline and personal responsibility g. Increased number of new social connections
	Increased empowerment	a. Increased ability to challenge societal norms related to girls in sports b. Increased empowerment to pursue my own interests c. Increased confidence and empowerment to make decisions about my own health
Boys participating in SfD Project A	Increased understanding of gender equality	a. I increased my interactions with girls b. I increased my respect towards girls c. I increased my friendship and bonding with girls
	Increased personal and professional capacity	a. My communication skills improved b. My focus improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations

	Increased sense of community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Improved health and wellbeing	a. Improved physical health and endurance
	Improved behaviour	a. Increased respect shown to others
<b>Girls participating in Sfd Project B</b>	Improved gender equality	a. Increased respect shown from boys
	Increased growth of personality	a. My confidence improved b. My self-esteem improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased sense of belonging and connection to the community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Increased personal health and well-being	a. Improved physical health and endurance b. Improved feminine hygiene c. Improved eating habits d. Increased structure to daily routine e. Increased confidence and self-esteem f. Increased discipline and personal responsibility g. Increased number of new social connections
	Increased empowerment	a. Increased ability to challenge societal norms related to girls in sports b. Increased empowerment to pursue my own interests c. Increased confidence and empowerment to make decisions about my own health
<b>Boys participating in Sfd Project B</b>	Increased understanding of gender equality	a. I increased my interactions with girls b. I increased my respect towards girls c. I increased my friendship and bonding with girls
	Increased personal and professional capacity	a. My communication skills improved b. My focus improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased sense of community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Improved health and wellbeing	a. Improved physical health and endurance
	Improved behaviour	a. Increased respect shown to others
<b>Mothers Group affiliated with Sfd Project A</b>	Improved menstrual health	a. Increased knowledge of menstrual health b. Increased access to menstrual products
<b>Mothers Groups (affiliated with Sfd Project A and Sfd Project B combined)</b>	Improved health and wellbeing	a. Playing soccer gave me a sense of joy b. Playing soccer increased my overall health and fitness c. Playing soccer improved my resilience and mental health/decreased my stress d. My understanding of feminine hygiene practices increased
	Increased confidence and self-esteem	a. Playing soccer helped me to believe in my abilities and potential b. Playing soccer increased my confidence outside of sports c. Playing soccer helped me to overcome societal expectations d. Playing soccer increased my sense of achievement
	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased sense of community	a. Increased sense of community and belonging
<b>Parents affiliated with Sfd Project A</b>	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased understanding of the relationship between sports and development	a. Increased acceptance of girls in sports
	Increased sense of community	a. Increased sense of community among parents of participants
	Reduced gender-based violence	a. Reduced experiences of gender-based violence



<b>Parents affiliated with SfD Project B</b>	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased understanding of the relationship between sports and development	a. Increased acceptance of girls in sports
	Increased sense of community	a. Increased sense of community among parents of participants
	Reduced gender-based violence	a. Reduced experiences of gender-based violence
<b>Grassroots representatives</b>	Increased professional skills and behaviour	a. Improved computer skills b. Increased public speaking skills c. Increased communication skills d. Improved professional skills (i.e. program operations) e. Increased understanding of social media
	Increased positive growth in personality	a. Increased confidence b. Increased patience c. Increased resilience d. Increased ability to manage stress
<b>Youth Leaders affiliated with SfD Project B</b>	Increased professional skills	a. Increased leadership skills b. Increased confidence to lead and manage activities c. Increased communication skills
	Increased growth of personality	a. Increased confidence b. Increased patience c. Increased resilience d. Increased ability to manage stress
	Increased sense of belonging and connection to the community	a. I developed a sense of community with other leaders
	Broadened perspective of the world	a. Increased exposure to other cultures through sports and travel
	Improved health decision making	a. I became more able to make decisions about my own health b. I became more knowledgeable about sexual and reproductive health topics
	Increased empowerment	a. I became more empowered to pursue my own interests b. I became more empowered to challenge societal norms
<b>Project Staff</b>	Increased understanding of the concept of gender and how it affects our daily lives	a. Improved understanding and attitudes towards different genders b. Improved understanding of sports for development c. Increased knowledge of safeguarding principles
	Increased professional skills	a. Improved computer skills b. Increased public speaking skills c. Increased communication skills d. Improved professional skills (i.e. program operations) e. Increased understanding of social media
	Increased confidence	a. Increased confidence and empowerment

To value outcomes, the research team used two approaches as follows.

The research team first undertook a cost-based valuation approach which is traditionally how many economic evaluations analyses are done. This valuation approach draws on existing literature including previous studies or government reports that quantify cost savings associated with the occurrence of an outcome (or its avoidance). During this search, the team found that financial proxies for outcomes experienced by stakeholders in the study were largely lacking in existing literature, thereby limiting the ability to use this approach for valuation of outcomes in this study. Only a few financial proxies for outcomes were found in existing literature, all of which happened to come from other SROI studies of sports programs.

The second approach the research team used to monetize outcomes in this study was stakeholders' revealed preference, which enabled the team to assign values to outcomes according to stakeholders' perspectives of value. During the surveys, the team asked stakeholders to identify the relative value of outcomes they experienced from their perspectives. Respondents were asked to imagine being given 100 coins (or sweets, for child participants) and to allocate the coins to each outcome that they had experienced based on how relatively valuable each outcome was to them. These weightings were then averaged across all respondents to create an assigned value for each outcome. These values were then anchored according to the monetized value of the outcome for which there was the most relevant evidence in the literature (i.e., the anchor outcome). In cases where no valuation evidence could be identified in the literature for any outcome experienced by that stakeholder group, a monetized value for an anchor outcome was determined using the market price method (i.e., how much would it cost to purchase an experience that leads to similar outcomes).

Financial values sourced from the literature were adjusted for time horizon and contextualized using purchasing power parity (PPP) conversions as relevant. All remaining outcomes were monetized proportionately based on how relatively valuable stakeholders had revealed them to be according to the proportion of their coin allocations. For detailed methodology and results, see the Appendix.

The value of outcomes experienced by each stakeholder group according to stakeholders revealed preferences valuation is presented in Table 4. These values take into account stakeholder perceptions of the relative value of outcomes as revealed through the valuation exercise that was conducted as part of the study.

**Table 4: Condensed SROI Impact Map of Sport for Good City Delhi Program**

Stakeholder Group	Outcome	Quantity (extrapolated)	Valuation approach	Monetary valuation	Valuation Source	Deadweight %	Attribution %	Drop off %	Impact calculation
Girls participating in SfD Project A	Improved gender equality	1007	Anchored to increased personal well-being	\$125	Stakeholders Revealed Preference	13%	32%	-58%	\$74,274
	Increased growth of personality	1023	Anchored to increased personal well-being	\$123	Stakeholders Revealed Preference	13%	32%	-55%	\$74,565
	Increased belonging and connection with the community	1040	Anchored to increased personal well-being	\$128	Stakeholders Revealed Preference	14%	34%	-56%	\$75,396
	Increased personal well-being	1040	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand, converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	12%	31%	-53%	\$94,045

	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Increased empowerment	1040	Anchored to increased personal well-being	\$108	Stakeholders Revealed Preference	13%	29%	-55%	\$69,078
Boys participating in SFD Project A	Increased understanding of gender equality	256	Anchored to increased health and well-being	\$124	Stakeholders Revealed Preference	2%	28%	-60%	\$22,419
	Increased personal and professional capacity	256	Anchored to increased health and well-being	\$113	Stakeholders Revealed Preference	3%	29%	-58%	\$19,869
	Increased sense of community	256	Anchored to increased health and well-being	\$116	Stakeholders Revealed Preference	3%	27%	-60%	\$21,083
	Improved health and wellbeing	256	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	3%	27%	-59%	\$27,003
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Improved behaviour	260	Anchored to increased health and well-being	\$110	Stakeholders Revealed Preference	3%	31%	-58%	\$19,078
Girls participating in SFD Project B	Improved gender equality	738	Anchored to increased health and well-being	\$152	Stakeholders Revealed Preference	2%	37%	-54%	\$69,187
	Increased growth of personality	738	Anchored to increased health and well-being	\$141	Stakeholders Revealed Preference	4%	38%	-57%	\$61,943
	Increased sense of belonging and connection to the community	738	Anchored to increased health and well-being	\$145	Stakeholders Revealed Preference	4%	37%	-55%	\$64,720
	Increased personal health and well-being	750	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	4%	40%	-53%	\$64,336
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Increased empowerment	725	Anchored to increased health and well-being	\$173	Stakeholders Revealed Preference	3%	35%	-54%	\$79,111

<b>Boys participating in SfD Project B</b>	Increased understanding of gender equality	679	Anchored to increased health and well-being	\$159	Stakeholders Revealed Preference	12%	52%	-39%	\$45,655
	Increased personal and professional capacity	679	Anchored to increased health and well-being	\$141	Stakeholders Revealed Preference	16%	50%	-38%	\$40,289
	Increased sense of community	679	Anchored to increased health and well-being	\$107	Stakeholders Revealed Preference	12%	51%	-43%	\$31,186
	Improved health and wellbeing	690	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	16%	50%	-42%	\$43,189
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Improved behaviour	714	Anchored to increased health and well-being	\$153	Stakeholders Revealed Preference	14%	51%	-41%	\$46,014
<b>Mothers Group affiliated with SfD Project A</b>	Improved menstrual health	54	<i>Not monetized as monetized as part of improved health in Mothers Groups (combined)</i>	\$-		18%	40%	-51%	\$-
<b>Mothers Groups (affiliated with SfD Project A and SfD Project B combined)</b>	Improved health and wellbeing	102	Anchored to increased confidence and self-esteem	\$97	Stakeholders Revealed Preference	23%	49%	-37%	\$3,877
	Increased confidence and self-esteem	102	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$97	<a href="#">SROI of Sportivate, GHK Consulting (2013)**</a>	20%	47%	-35%	\$4,190
	Reduced gender-based violence		<i>Not monetized as monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Improved relationship with child		<i>Not monetized as monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Increased sense of community		<i>Not monetized as monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Increased respect from community		<i>Not monetized as only elucidated during validation sessions</i>						

Parents affiliated with SdF Project A	Improved relationship with child	1000	Anchored to increased sense of community	\$105	Stakeholders Revealed Preference	2%	31%	-64%	\$71,276
	Increased understanding of the relationship between sports and development †	984	Anchored to increased sense of community	\$111	Stakeholders Revealed Preference	0%	30%	-64%	\$76,441
	Increased sense of community	984	Value of increased social capital generated through volunteering in sports, converted to local PPP units.	\$97	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	1%	28%	-64%	\$67,825
	Reduced Gender Based Violence	974	Anchored to increased sense of community	\$112	Stakeholders Revealed Preference	1%	39%	-63%	\$65,767
Parents affiliated with SdF Project B	Improved relationship with child	982	Anchored to increased sense of community	\$101	Stakeholders Revealed Preference	17%	41%	-47%	\$48,455
	Increased understanding of the relationship between sports and development †	982	Anchored to increased sense of community	\$102	Stakeholders Revealed Preference	17%	38%	-46%	\$51,327
	Increased sense of community	956	Value of increased social capital generated through volunteering in sports, converted to local PPP units.	\$97	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	20%	47%	-41%	\$39,202
	Reduced Gender Based Violence	850	Anchored to increased sense of community	\$78	Stakeholders Revealed Preference	18%	51%	-39%	\$26,781
Grassroots representatives	Increased professional skills and behaviour	4	Anchored to increased positive growth in personality	\$117	Stakeholders Revealed Preference	25%	8%	-56%	\$323
	Increased positive growth in personality	4	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$120	<a href="#">SROI of Sportivate, GHK Consulting (2013).**</a>	33%	17%	-56%	\$266
Youth Leaders affiliated with SdF Project B	Increased professional skills	97	Anchored to increased positive growth of personality	\$117	Stakeholders Revealed Preference	13%	32%	-51%	\$6,723
	Increased growth of personality	97	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$120	<a href="#">SROI of Sportivate, GHK Consulting (2013).**</a>	13%	32%	-50%	\$6,862
	Increased sense of belonging and connection to the community	95	Anchored to increased positive growth of personality	\$138	Stakeholders Revealed Preference	12%	33%	-52%	\$7,764
	Broadened perspective of the world	97	Anchored to increased positive growth of personality	\$111	Stakeholders Revealed Preference	9%	34%	-52%	\$6,478



	Improved health decision making	98	Anchored to increased positive growth of personality	\$114	Stakeholders Revealed Preference	11%	32%	-53%	\$6,811
	Increased empowerment	97	Anchored to increased positive growth of personality	\$99	Stakeholders Revealed Preference	12%	35%	-52%	\$5,482
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	42	Anchored to increased professional skills	\$20	Stakeholders Revealed Preference	3%	25%	-37%	\$606
	Increased professional skills	42	Market rate in India for leadership course	\$29	<a href="#">Indian Institute of Management Ahmedabad</a> ***	13%	28%	-37%	\$752
	Increased confidence	42	Anchored to increased professional skills	\$25	Stakeholders Revealed Preference	13%	28%	-37%	\$667

\* Authors of this source study assigned valuations to outcomes relying on a well-being evaluation by Simetrica Jacobs as a key source. The well-being evaluation established well-being changes related to sports participation using an instrumental variable approach that identified the income equivalent of the utility gains that accrue from sports participation. Authors also incorporated the secondary effects of sport on well-being for the health domain using the New Zealand Treasury CBAX model.

\*\* Authors of this source study assigned a valuation to this outcome using the market price method to assign a value (i.e., how much would it cost to purchase an experience that leads to similar outcomes, in this case the average market rate of coaching workshops in the area).

\*\*\*This source was used by the research team to assign a valuation to this outcome using the market price method.

Based on the impact map, our analysis finds Sport for Good City Delhi has an SROI ratio of 12.56:1. This suggests for every \$1 invested in the program, approximately **\$13** in social value has been created to date (see Table 5).

**Table 5. SROI ratio**

Total Present Value of Impact	\$9,160,875
Total Investment	\$729,356
<b>Social Return on Investment</b>	<b>\$12.56</b>

When the SROI ratio is tested for sensitivity, the results of the sensitivity analysis suggest the social value created lies somewhere between approximately \$10–\$14 for every \$1 invested (see Table 6).

**Table 6: Sensitivity analysis results of changes to impact factors**

Assumption Tested	Test Performed	Initial SROI	New SROI	Change
Drop-off	Decreased drop-off by 20%	12.56	11.12	(1.44)
Drop-off	Increased drop-off by 20%	12.56	14.17	+1.61
Attribution	Decreased attribution by 20%	12.56	13.25	+0.69
Attribution	Increased attribution by 20%	12.56	11.16	(1.40)
Deadweight	Decreased deadweight by 20%	12.56	12.88	+0.32
Deadweight	Increased deadweight by 20%	12.56	12.32	(0.24)
Proportion experiencing outcomes	Decreased by 10%	12.56	10.73	(1.83)
Proportion experiencing outcomes	Decreased by 20%	12.56	9.54	(3.03)

## A Note on SROI Ratios

While SROI ratios are helpful, as illustrated above, understanding the underlying information about the outcomes driving the numbers, and their relative importance and value, provides both a comprehensive understanding of how value is created and actionable information on which to base decisions.

While there can be a tendency to want to compare SROI ratios across programs, this is not advised. SROI analysis measures the value created by a specific set of activities, for specific stakeholders, over a specific period of time, in a specific context, and using a specific approach to valuation of outcomes. Therefore, the ratio that is generated as the result of one SROI analysis is not necessarily generalizable nor comparable with other programs or contexts. As a frame of reference, a systematic review of SROI studies of physical activity and sports interventions found SROI ratios ranging from 3:1 to 124:1, highlighting the wide range of ratios that exist as well as the variation in quality and contexts of studies (Gosselin et al., 2020). However, for SROI analyses of similar programs, what can be informative is to look at which stakeholders are affected and the nature and amount of outcomes experienced by stakeholders as this may provide useful insights as to how to create more value for stakeholders.

## Summary of Value Drivers

In addition to the SROI ratio, a key benefit of the SROI analysis approach is that it provides in-depth insight into what outcomes matter most to key stakeholders. SROI is much more than a number. Understanding the outcomes driving the numbers and their relative importance and value provides both a comprehensive understanding of how value is created and actionable information upon which to base decisions. This section provides a summary of the drivers of value creation for SFGCD.

During surveys, stakeholders were asked to rank how important the outcomes were to them on a 0-4 scale (0 representing the stakeholder did not experience the outcome, 1 representing they experienced the outcome but did not find it important all the way to 4, representing the outcome was very important to them). See Table 7 below.

**Table 7. Relative importance of outcomes ranked by stakeholders**

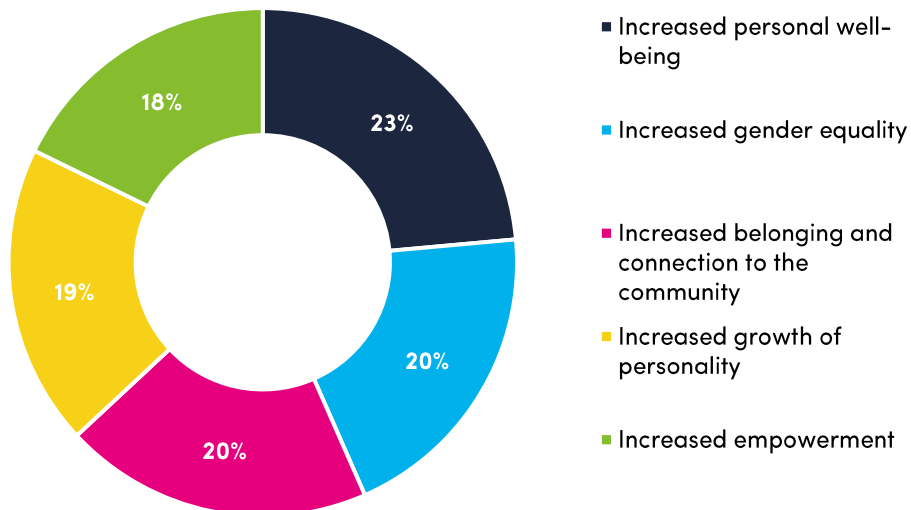
Stakeholder Group	Outcome	Relative Importance (on a scale of 0-4)
Girls participating in SfD Project A	Improved gender equality	3.77
	Increased growth of personality	3.77
	Increased belonging and connection with the community	3.70
	<b>Increased personal well-being</b>	<b>3.79</b>
	<b>Increased empowerment</b>	<b>3.79</b>
Boys participating in SfD Project A	Increased understanding of gender equality	3.84
	<b>Increased personal and professional capacity</b>	<b>3.91</b>
	Increased sense of community	3.77
	Improved health and wellbeing	3.88
	Improved behaviour	3.89
Girls participating in SfD Project B	Improved gender equality	3.23
	<b>Increased growth of personality</b>	<b>3.63</b>
	Increased sense of belonging and connection to the community	3.35
	Increased personal health and well-being	3.54
	Increased empowerment	3.58

Boys participating in SfD Project B	Increased understanding of gender equality	3.04
	Increased personal and professional capacity	3.41
	Increased sense of community	3.07
	<b>Improved health and wellbeing</b>	<b>3.64</b>
	Improved behaviour	3.47
Mothers Group affiliated with SfD Project A	Improved menstrual health	3.10
Mothers Groups (combined)	<b>Improved health and wellbeing</b>	<b>2.51</b>
	Increased confidence and self-esteem	2.18
Parents affiliated with SfD Project A	<b>Improved relationship with child</b>	<b>3.14</b>
	Increased understanding of the relationship between sports and development	3.12
	Increased sense of community	3.08
	<b>Reduced Gender Based Violence</b>	<b>3.14</b>
Parents affiliated with SfD Project B	<b>Improved relationship with child</b>	<b>2.99</b>
	Increased understanding of the relationship between sports and development	2.89
	Increased sense of community	2.57
	Reduced Gender Based Violence	2.46
Grassroots representatives	Increased professional skills and behaviour	3.70
	<b>Increased positive growth in personality</b>	<b>4.00</b>
Youth leaders affiliated with SfD Project B	Increased professional skills	3.39
	Increased growth of personality	3.41
	Increased sense of belonging and connection to the community	3.33
	Broadened perspective of the world	3.43
	Improved health decision making	3.40
	<b>Increased empowerment</b>	<b>3.57</b>
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	3.63
	<b>Increased professional skills</b>	<b>4.00</b>
	Increased confidence	3.63

Typically, there is consistency between how stakeholders ranked the importance of outcomes and how relatively valuable they reveal them to be during the stakeholders revealed preferences valuation exercise. However, this is not always the case. Furthermore, given that value calculations take into account impact factors (i.e., what would have happened anyway in the absence of SFGCD, etc.), the relative monetized value of outcomes generated by the program may be significantly different than the relative importance ranking of outcomes to stakeholders. While the first set of results (i.e., importance rankings) provides insight into the relative importance of outcomes to stakeholders, the second set of results provides insight into the value created for them.

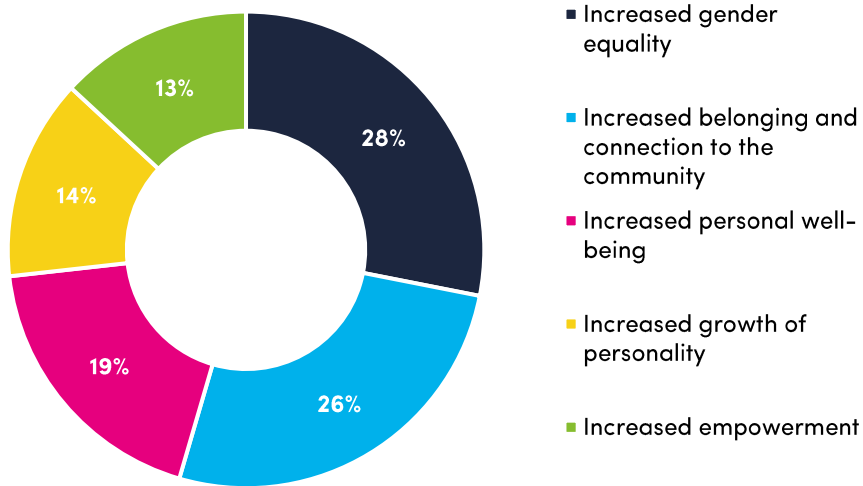
Figures 1–10 illustrate the relative total social (monetized) value of outcomes for each stakeholder group. These illustrate the relative value of each outcome in contributing to the total value creation experienced by each stakeholder group. Figure 11 illustrates the overall relative value created for each stakeholder group, clearly indicating most of the social value that is created is for children.

**Figure 1: Relative total social value of outcomes for girls participating in SfD Project A**

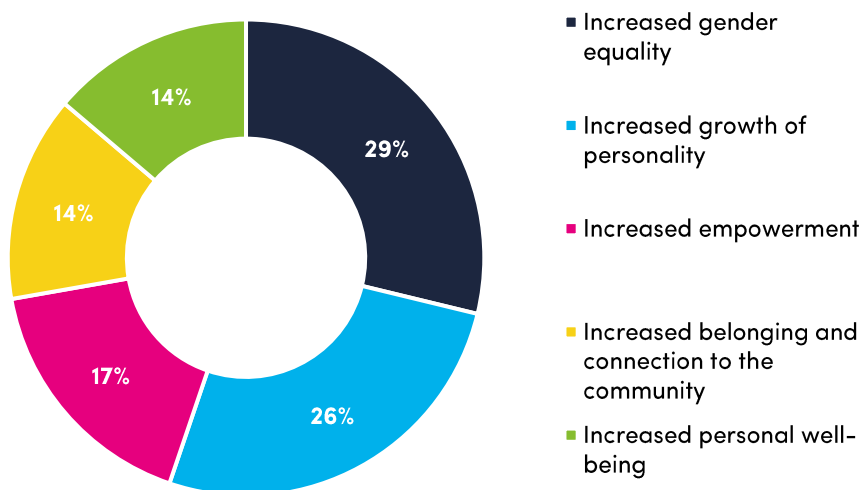




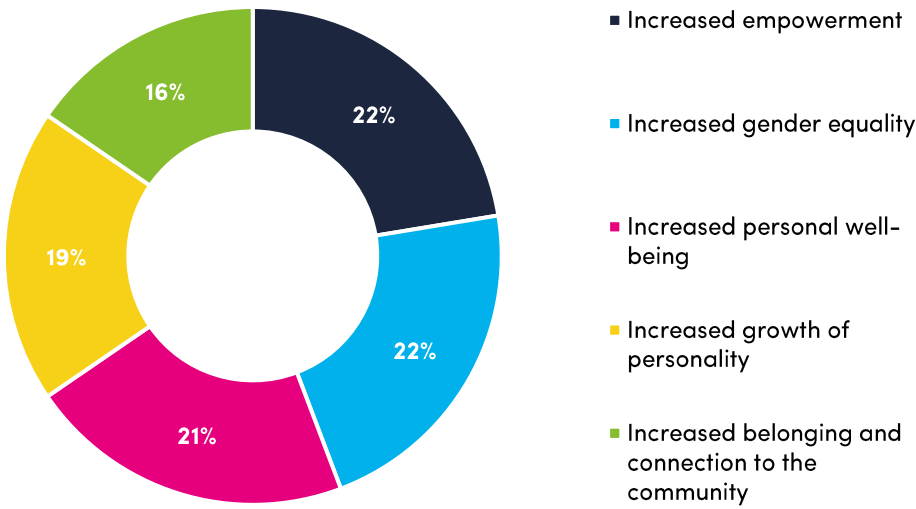
**Figure 2: Relative total social value of outcomes for boys participating in SfD Project A**



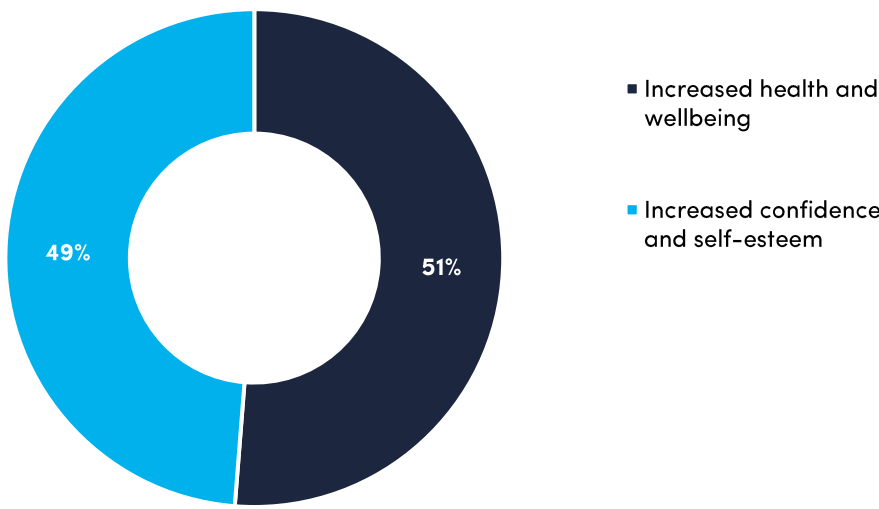
**Figure 3: Relative total social value of outcomes for girls participating in SfD Project B**



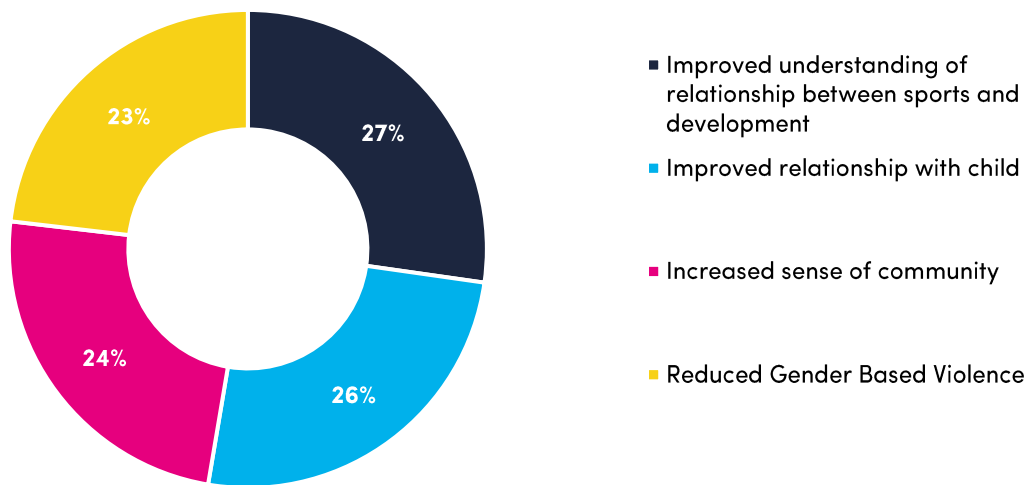
**Figure 4: Relative total social value of outcomes for boys participating in SfD Project B**



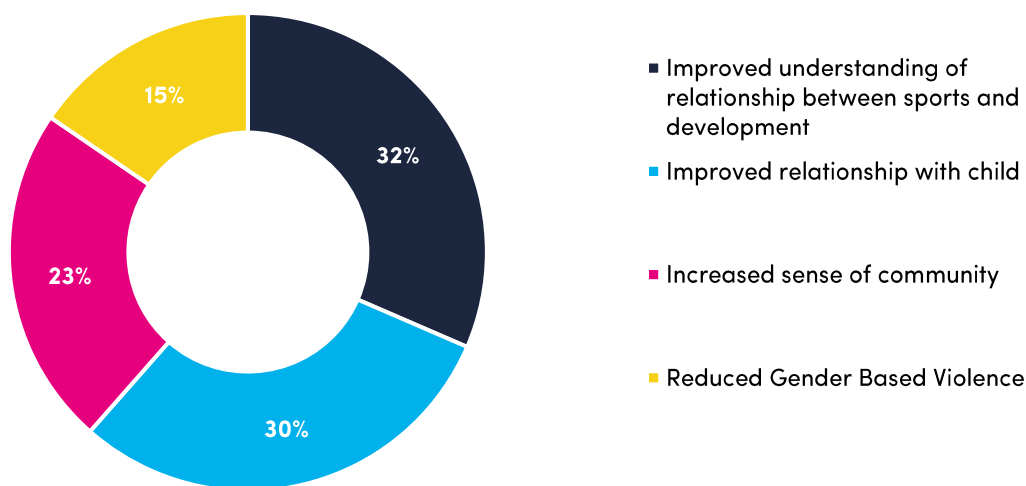
**Figure 5: Relative social value of outcomes for mothers groups**



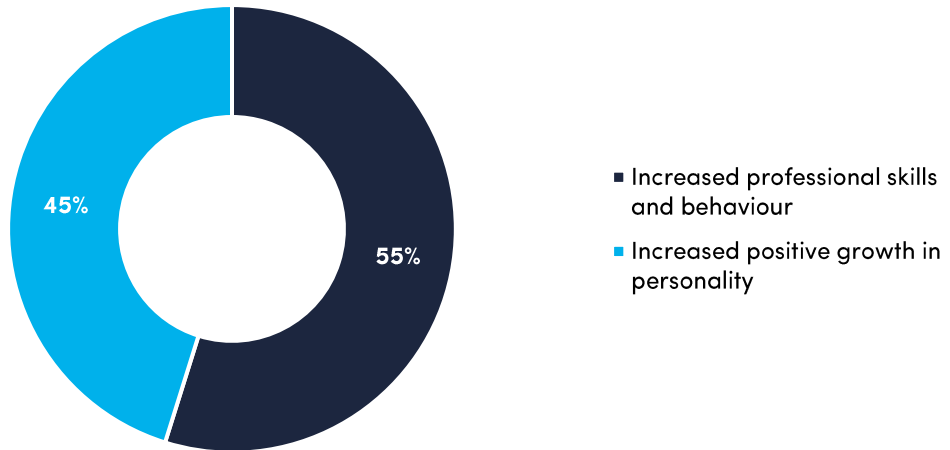
**Figure 6: Relative social value of outcomes for parents affiliated with SfD Project A**



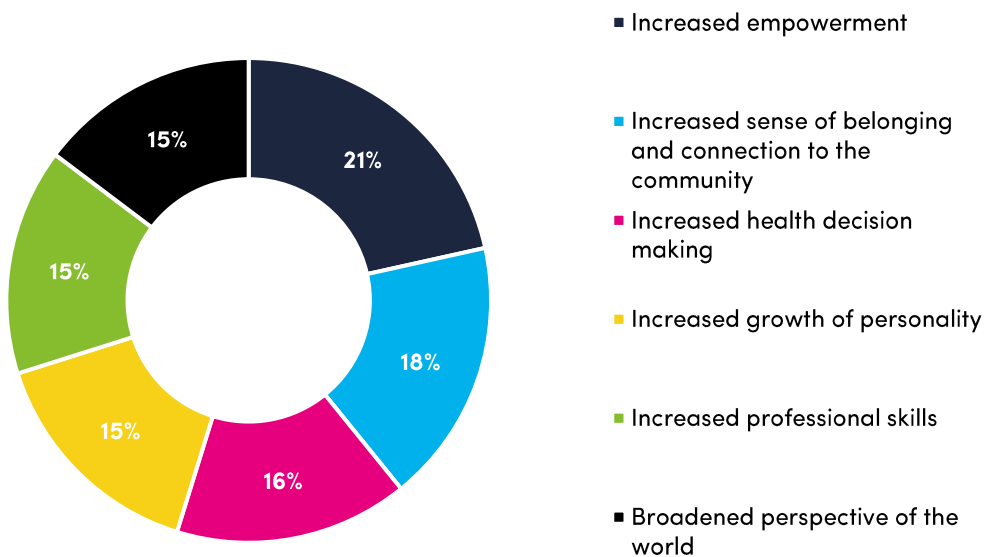
**Figure 7: Relative social value of outcomes for parents affiliated with SfD Project B**



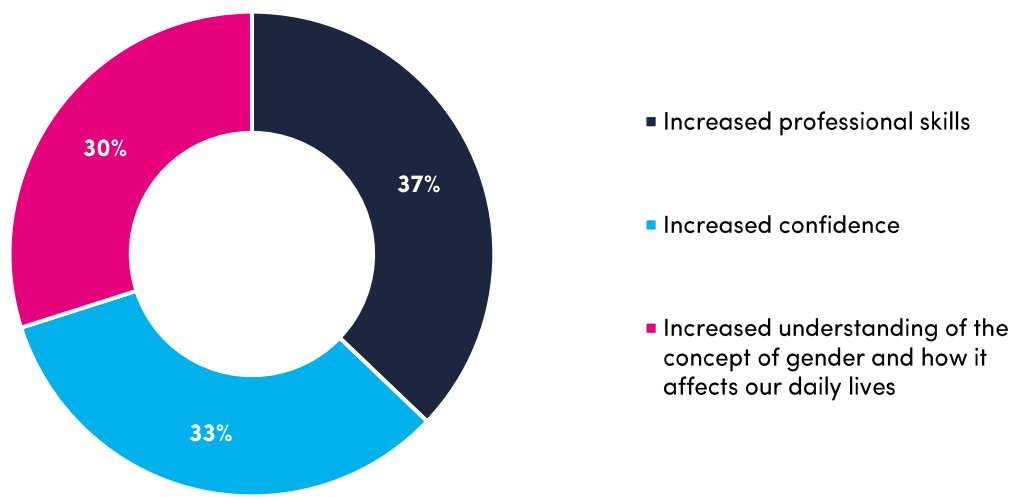
**Figure 8: Relative social value of outcomes for grassroots representatives**



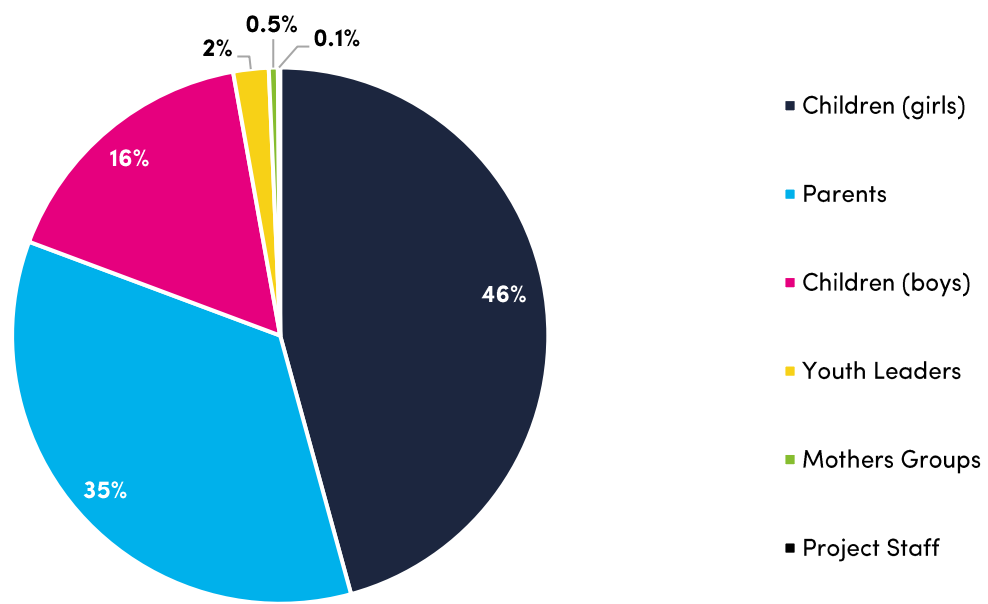
**Figure 9: Relative social value of outcomes for youth leaders affiliated with SfD Project B**



**Figure 10: Relative social value of outcomes for project staff**



**Figure 11: Relative social value created each stakeholder group**





In addition to the importance and value of outcomes, the duration of outcomes (i.e., how long outcomes last) is also a key finding of SROI (see Table 8).

**Table 8. Duration of Outcomes**

Stakeholder Group	Outcome	Relative Importance (on a scale of 0-4)
Girls participating in SfD Project A	Improved gender equality	4
	Increased growth of personality	4
	Increased belonging and connection with the community	4
	Increased personal well-being	4
	Increased empowerment	4
Boys participating in SfD Project A	Increased understanding of gender equality	4
	Increased personal and professional capacity	3
	Increased sense of community	4
	Improved health and wellbeing	3
	Improved behaviour	3
Girls participating in SfD Project B	Improved gender equality	3
	Increased growth of personality	3
	Increased sense of belonging and connection to the community	2
	Increased personal health and well-being	2
	Increased empowerment	2
Boys participating in SfD Project B	Increased understanding of gender equality	3
	Increased personal and professional capacity	3
	Increased sense of community	3
	Improved health and wellbeing	3
	Improved behaviour	3
Mothers Group affiliated with SfD Project A	Improved menstrual health	4
Mothers Groups (combined)	Improved health and wellbeing	4
	Increased confidence and self-esteem	4
Parents affiliated with SfD Project A	Improved relationship with child	4
	Increased understanding of the relationship between sports and development	4
	Increased sense of community	4
	Reduced Gender Based Violence	4
Parents affiliated with SfD Project B	Improved relationship with child	3
	Increased understanding of the relationship between sports and development	3
	Increased sense of community	3
	Reduced Gender Based Violence	3
Grassroots representatives	Increased professional skills and behaviour	4
	Increased positive growth in personality	4
Youth leaders affiliated with SfD Project B	Increased professional skills	3
	Increased growth of personality	3
	Increased sense of belonging and connection to the community	3
	Broadened perspective of the world	3
	Improved health decision making	3
	Increased empowerment	4
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	4
	Increased professional skills	4
	Increased confidence	4

Results of the SROI evaluation can be used to understand the impact and long-term value of SFGCD, including but not limited to understanding what outcomes mattered most to key stakeholders and created the most value, including tangible and intangible outcomes, and opportunities to increase value for different stakeholder groups in the future.

Results from the stakeholders revealed preference valuation in particular reveal which outcomes generated the most value for key stakeholders of SFGCD, this insight can be used in multiple ways. For example, among child participants, improved gender equality was found to be either the most valuable or second most valuable outcome they experienced (depending on the sub-group). This is a clear indication of the alignment between stakeholders lived experiences and the primary goal of SFGCD to create an enabling environment for improving gender equality. It is also worth noting that for some sub-groups of children, the value of the other outcomes they experienced generated a relatively similar amount of value while for other sub-groups, improved gender equality generated nearly double the amount of value compared to other outcomes they experienced.

Second, the activities or approaches that are associated with the most (or least) valued outcomes can be identified, and reinforced or expanded. In addition, findings can elucidate any sub-groups of stakeholders who may be experiencing outcomes differently and opportunities to better meet their needs. For example, in the case of improved gender equality experienced by children participating in SfD Project A programming, results suggest that there is more value created for boys than for girls. This is due to a difference in the deadweight that these two groups reported. Boys participating in SfD Project A told us that they experienced much less deadweight (i.e., not much of the change would have happened in the absence of the program) than girls participating in SfD Project A did, leading to the increased value being created for boys. In addition, when looking across programs, children participating in SfD Project B programming reported higher attribution (i.e., more parties contributed to the changes they experienced) compared to what children participating in SfD Project A reported. Additionally, children participating in SfD Project B reported that their outcomes did not last as long as children participating in SfD Project A had reported, and that their outcomes had more drop off over time, suggesting that for children participating in SfD Project B, the effect of the outcomes they experienced diminished more over time compared with children participating in SfD Project A. Similarly, when it comes to parents, some key differences emerge in the value created for parents of children participating in SfD Project A compared to parents of children participating in SfD Project B. This is largely due to a difference in the experience of the two groups, likely as it relates to programming differences, but also in terms of deadweight, displacement and attribution. Parents of children participating in SfD Project A told us that significantly more of the changes they experienced would not have happened without SfD Project A, and their outcomes lasted longer compared to parents of children participating in SfD Project B. These findings provide detailed insights into some of the differences experienced by these sub-groups and can help to inform future design of each program.

Third, if there were outcomes that key stakeholders did not report as having experienced or experienced very little of, yet were intended by leaders and/or funders, this opens the opportunity for inquiry about why that was the case. If for example there was a mismatch between what mattered to funders versus beneficiaries of SFGCD, or what approaches each would have preferred to be used, those choices can be compared to the outcomes stakeholders valued, and the choices that might yield even more social value can be considered in future design.

Finally, in this study stakeholders were asked to provide their perspectives of the relative value of outcomes. This approach to understanding and accountability recognizes the important role that various stakeholders play in creating positive change. The participation of stakeholders in the process of this study itself is closely aligned with the Sport for Good City approach and may enhance the rapport between stakeholders and SFGCD and improve the ability of SFGCD staff to further support meaningful benefits to communities they serve, and particularly if such evaluation processes are repeated in the future.





## Recommendations to Enhance Value

As Sport for Good City Delhi continues to impact its stakeholders and strengthen its role in the community, stakeholders have identified several strategic opportunities to enhance its social value and long-term impact:

- 1. Increase investments in the program infrastructure:** To support the long-term experiences of participants and duration of outcomes, increased investment in dedicated grounds to use (i.e., soccer pitches) will boost engagement and sustainability.
- 2. Strengthen opportunities for mothers and daughters to participate in programming together:** Participants in mothers groups expressed that the opportunity for their daughters to watch them play soccer would provide girls and their mothers with enhanced opportunities to learn from each other and increase their motivation.
- 3. Expand health and safety support provided to youth leaders:** Youth leaders thrive when given increased opportunities and relevant health and safety supports are in place. Suggestions include expanding provision of health checkups every 4 months to ensure that they are fit to participate especially in travel programming, making transportation available especially if activities run late, and increasing monitoring to reduce thefts during practice).
- 4. Expand opportunities for youth leader participation:** Youth leaders very much value travel opportunities made available through programming. Setting aside funds as a reserve to support participants selected for travel programming who may not be able to afford it would increase participation in and impact of these opportunities.
- 5. Share best practices across SFGCD subgrantees and beyond:** Increasing collaboration and knowledge-sharing within SFGCD and the wider sport-for-development community will help refine and enhance successful strategies for participant outcomes (for example, understanding and learning from Sfd Project A programming to develop a set of best practices).



## Conclusion

The Sport for Good City Delhi program has and undoubtedly continues to have a strong positive impact for its stakeholders in the Seemapuri community. It is evident that the SFGCD program has led to the increased participation of girls and women in sports in both Seemapuri and Delhi and has led to improved gender equality among a range of other outcomes. This is a key achievement particularly in the low-income vulnerable context of Seemapuri and gender gap in India more broadly. It is also clear that SFGCD has led to transformative experiences for children, youth leaders, and mothers' groups. This result is immensely valuable both now, and into the future. While children experienced the most value creation of all stakeholder groups – and within children, girl children the most – value was created for all stakeholders.

Ultimately, the goals of programming and evaluation are to improve the well-being of communities. Understanding, measuring and valuing what matters most to all key stakeholders, as has been done in this SROI evaluation, is key to not only proving but also improving value.



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## Appendix 1. Detailed Methodology and Results

### 1. Establish Scope and Identify Stakeholders

At the outset of the evaluation, the research team held discussions with Laureus leadership and India program staff to help define the scope of the analysis, including identification of which location(s) should be included in the analysis; what the timeframe for impact assessment should be; which projects, activities, and key stakeholders had been involved; and the best ways to engage stakeholders to inform the assessment.

Together we decided that the evaluation scope would account for the overall activities of the SFGCD program. This included its capacity building activities and trainings (in sport-for-development, safeguarding, child protection, governance, program execution, etc.) provided to local CBOs and grassroots organizations, and, the subgrants it has made to 2 of the local CBOs to support implementation of sport-for-development projects within the Seemapuri community. The rationale for inclusion of these activities was that these have been the key ongoing activities and projects.

We identified key stakeholders as those parties affected by or affecting programming, these included:

- Children participating in the sport-for-development projects implemented by SfD Project B and SfD Project A,
- Parents of the children,
- Mother's groups affiliated with the SfD Project B and SfD Project A sport-for-development projects,
- SfD Project B and SfD Project A project staff (including organizational staff, associate coalition staff and external coaches),
- Youth leaders participating in SfD Project B,
- Representatives of grassroots organizations,
- Local political leaders,
- Local police,
- Local shopkeepers,
- The Football Delhi Association, and,
- Laureus India program staff.

Most stakeholder groups were consulted in the study. Given resource constraints and the large number of stakeholders affected, and the need to prioritize the stakeholders most materially affected over stakeholders more indirectly affected, the following stakeholders were not consulted: local political leaders, local police, local shopkeepers, and the Football Delhi Association. In addition, some of the stakeholders not consulted were simply inaccessible to engage due to "red tape" (see Table 1).

We decided that the impact of SFGCD would be analyzed from its inception through 2024. The analysis accounted for the total investment made in SFGCD from inception, and, made the assumption that the first year most

stakeholders would begin to experience outcomes was 2021, when the implementation of SfD Project B and SfD Project A's sport-for-development projects began in Seemapuri.

**Table 1. Key stakeholders of SFGCD and rationale for inclusion or exclusion in the SROI analysis**

Stakeholders	Description	Rationale for Inclusion/Exclusion in the study
Children who participated in the sport-for-development projects	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Parents of children	Indirect beneficiaries	Included as ultimate intended beneficiary of programming
Mothers Groups	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Project Staff	Direct beneficiaries and provider of programming	Included as affecting and affected by programming
Youth Leaders	Direct beneficiaries	Included as ultimate intended beneficiary of programming
Grassroots organizations representatives	Direct beneficiaries	Included as intended beneficiary of programming
Local political leaders	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Local police	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Local shopkeepers	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Delhi Football Association	Indirect beneficiaries	Excluded as indirectly affected by programming/due to resource constraints
Laureus Program Staff	Provider of programming	Included as affecting and affected by programming

## 2. Map Outcomes

In the SROI process, as stakeholders are engaged with, the relationship between inputs, outputs and outcomes becomes clearer. As a result, these can be laid into a Theory of Change and Impact Map. As SFGCD had already engaged stakeholders in the creation of a robust Theory of Change during its planning stage, the research team used the information on inputs, outputs and outcomes gained through stakeholder engagement in the SROI process in the development of an SROI impact map (described in the next sections).

## 3. Evidence the Outcomes and Give Them a Value

The research team applied multiple approaches to collect data. The research team first reviewed documents provided by Laureus India pertaining to program operations, including existing data (i.e., participant data, theory of change, financial information) and reports. In addition, the

team conducted a literature review of sport-for-development programs and their outcomes and how outcomes have been monetized in previous peer-reviewed literature and reports. This desk review provided context and/or evidence to inform the evaluation.

The research team then developed guides for focus group discussions (FGDs) and key informant interviews (KIs). The team collaborated with local in-country staff to contextualize the questions and trained the local staff in SROI methodology including the nuances of the SROI approach for when the local staff conducted the FGDs and KIs with key stakeholders. The purpose of the FGDs and KIs was to understand from stakeholders' perspectives what were the key outcomes they experienced (including positive and any negative outcomes) because of their participation in the SFGCD program and/or projects enabled by it (i.e., SFD Project B's and SFD Project A's sport-for-development projects), and how they would describe the changes they experienced (indicators).

Additionally, in some of the sessions where the time available accommodated it, the team explored: how long outcomes lasted (duration), their relative importance or value, what would have happened anyway without the intervention (deadweight), how much of the outcomes stakeholders experienced they would attribute to other parties than the intervention (attribution), if the outcomes dropped off over time (drop-off), and any recommendations they have for the future. The team also explored the question of displacement (i.e., the phenomenon where a positive outcome achieved by a program or initiative inadvertently takes away a similar positive outcome from another group or area, essentially "displacing" the benefit elsewhere, rather than creating a net new positive impact). In this case, displacement was zero as it was established that outcomes stakeholders experienced through SFGCD were not at the expense of other stakeholders in the community being prevented from accessing the same outcomes.

A total of 18 focus groups and 6 KIs were conducted by the local staff. The local staff recorded the FGDs and KIs, transcribed the recordings, and translated Hindi transcripts into English in Microsoft Word. The research team coded the English-version transcripts in NVivo 14 and analyzed them according to thematic analysis, with particular attention to the well-defined outcomes that emerged. Social Value International defines well-defined outcomes as outcomes that "provide the best opportunity to increase or decrease value", in other words, these outcomes significantly contribute to the value created for key stakeholders, according to them. Table 2 provides the list of well-defined outcomes and their indicators as described by key stakeholders. To note, the research team also conducted a KI with Laureus India program staff (key coordinator) during which she shared multiple positive outcomes she herself experienced as a result of her involvement with SFGCD. However these outcomes were not included in the data analysis in accordance with respect for participant confidentiality in research (i.e., her identity could easily be deduced being the sole program staff member of Laureus in India).

**Table 2: Well-defined outcomes and indicators described by stakeholders**

Stakeholder Group(s)	Outcome(s)	Indicator(s)
Girls participating in SfD Project A	Improved gender equality	a. Increased respect shown from boys
	Increased growth of personality	a. My confidence improved b. My self-esteem improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased belonging and connection with the community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Increased personal well-being	a. Improved physical health and endurance b. Improved feminine hygiene c. Improved eating habits d. Increased structure to daily routine e. Increased confidence and self-esteem f. Increased discipline and personal responsibility g. Increased number of new social connections
	Increased empowerment	a. Increased ability to challenge societal norms related to girls in sports b. Increased empowerment to pursue my own interests c. Increased confidence and empowerment to make decisions about my own health
Boys participating in SfD Project A	Increased understanding of gender equality	a. I increased my interactions with girls b. I increased my respect towards girls c. I increased my friendship and bonding with girls
	Increased personal and professional capacity	a. My communication skills improved b. My focus improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations



	Increased sense of community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Improved health and wellbeing	a. Improved physical health and endurance
	Improved behaviour	a. Increased respect shown to others
<b>Girls participating in Sfd Project B</b>	Improved gender equality	a. Increased respect shown from boys
	Increased growth of personality	a. My confidence improved b. My self-esteem improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased sense of belonging and connection to the community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Increased personal health and well-being	a. Improved physical health and endurance b. Improved feminine hygiene c. Improved eating habits d. Increased structure to daily routine e. Increased confidence and self-esteem f. Increased discipline and personal responsibility g. Increased number of new social connections
	Increased empowerment	a. Increased ability to challenge societal norms related to girls in sports b. Increased empowerment to pursue my own interests c. Increased confidence and empowerment to make decisions about my own health
<b>Boys participating in Sfd Project B</b>	Increased understanding of gender equality	a. I increased my interactions with girls b. I increased my respect towards girls c. I increased my friendship and bonding with girls
	Increased personal and professional capacity	a. My communication skills improved b. My focus improved c. My discipline and personal responsibility improved d. I became better able to manage pressure situations
	Increased sense of community	a. I developed a sense of community with other participants b. I became more comfortable participating in group activities
	Improved health and wellbeing	a. Improved physical health and endurance
	Improved behaviour	a. Increased respect shown to others
<b>Mothers Group affiliated with Sfd Project A</b>	Improved menstrual health	a. Increased knowledge of menstrual health b. Increased access to menstrual products
<b>Mothers Groups (affiliated with Sfd Project A and Sfd Project B combined)</b>	Improved health and wellbeing	a. Playing soccer gave me a sense of joy b. Playing soccer increased my overall health and fitness c. Playing soccer improved my resilience and mental health/decreased my stress d. My understanding of feminine hygiene practices increased
	Increased confidence and self-esteem	a. Playing soccer helped me to believe in my abilities and potential b. Playing soccer increased my confidence outside of sports c. Playing soccer helped me to overcome societal expectations d. Playing soccer increased my sense of achievement
	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased sense of community	a. Increased sense of community and belonging
<b>Parents affiliated with Sfd Project A</b>	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased understanding of the relationship between sports and development	a. Increased acceptance of girls in sports
	Increased sense of community	a. Increased sense of community among parents of participants
	Reduced gender-based violence	a. Reduced experiences of gender-based violence

<b>Parents affiliated with SfD Project B</b>	Improved relationship with child	a. I became more encouraging of my child's participation in sport
	Increased understanding of the relationship between sports and development	a. Increased acceptance of girls in sports
	Increased sense of community	a. Increased sense of community among parents of participants
	Reduced gender-based violence	a. Reduced experiences of gender-based violence
<b>Grassroots representatives</b>	Increased professional skills and behaviour	a. Improved computer skills b. Increased public speaking skills c. Increased communication skills d. Improved professional skills (i.e. program operations) e. Increased understanding of social media
	Increased positive growth in personality	a. Increased confidence b. Increased patience c. Increased resilience d. Increased ability to manage stress
<b>Youth Leaders affiliated with SfD Project B</b>	Increased professional skills	a. Increased leadership skills b. Increased confidence to lead and manage activities c. Increased communication skills
	Increased growth of personality	a. Increased confidence b. Increased patience c. Increased resilience d. Increased ability to manage stress
	Increased sense of belonging and connection to the community	a. I developed a sense of community with other leaders
	Broadened perspective of the world	a. Increased exposure to other cultures through sports and travel
	Improved health decision making	a. I became more able to make decisions about my own health b. I became more knowledgeable about sexual and reproductive health topics
	Increased empowerment	a. I became more empowered to pursue my own interests b. I became more empowered to challenge societal norms
<b>Project Staff</b>	Increased understanding of the concept of gender and how it affects our daily lives	a. Improved understanding and attitudes towards different genders b. Improved understanding of sports for development c. Increased knowledge of safeguarding principles
	Increased professional skills	a. Improved computer skills b. Increased public speaking skills c. Increased communication skills d. Improved professional skills (i.e. program operations) e. Increased understanding of social media
	Increased confidence	a. Increased confidence and empowerment

Findings from the qualitative analysis informed the development of quantitative survey tools. As previously, the research team collaborated with local in-country staff to contextualize the survey questions and language. Quantitative data was collected through surveys of key stakeholders who were most materially affected (i.e., those who experienced significant changes) and had large numbers of people affected to obtain representative sample sizes. The purpose of the quantitative surveys was to collect evidence on the number of people who experienced each outcome (i.e., well-defined outcomes identified from the qualitative data collection), how long each outcome lasted (duration), the relative importance or value of each, what would have happened anyway without the intervention (deadweight), how much of each outcome they experienced they would attribute to other parties than the intervention (attribution), and if each outcome dropped off over time (drop-off). A total of 654 in-person surveys were completed by stakeholders, reaching a representative sample size for all stakeholder groups including children participating in the sport-for-development projects implemented by SfD Project B and SfD Project A, their parents, mother's groups, youth leaders, and representatives of grassroots organizations, with the exception of project staff where a representative sample size was unable to be reached. The data was cleaned, then analyzed using Excel software to determine the extrapolated quantity of people within each stakeholder group experiencing each outcome, percentages for deadweight, attribution, and drop-off for each outcome, and the relative value of outcomes from stakeholders' perspectives.

For the number of key stakeholders who participated in the study, see Table 3.

**Table 3: Stakeholders participation in the study**

Stakeholder Group	Total Population Size*	Number Who Participated in Focus Groups or Key Informant Interviews**	Number Who Responded to Surveys
Children participating in sport-for-development projects	2800	88-132	254
Parents	2000 (estimated)	24-36	236
Mothers Groups	110	24-36	82
Youth Leaders	100	8-12	70
Project Staff	42	2	8
Grassroot organization representatives	4	4	4

\* These numbers were provided by Laureus program staff.

\*\*As exact numbers of participants in these sessions were not available, these numbers have been estimated based on the number of focus group discussions and KIIs according to the data collection plan (focus group discussions typically included 8-12 participants)

To value outcomes, the research team used two approaches as follows.

The research team first undertook a cost-based valuation approach which is traditionally how many economic evaluations analyses are done. This valuation approach draws on existing literature including previous studies or government reports that quantify cost savings associated with the occurrence of an outcome (or its avoidance). During this search, the team found that financial proxies for outcomes experienced by stakeholders in the study were largely lacking in existing literature, thereby limiting the ability to use this approach for valuation of outcomes in this study. Only a few financial proxies for outcomes were found in existing literature, all of which happened to come from other SROI studies of sports programs.

The second approach the research team used to monetize outcomes in this study was stakeholders' revealed preference, which enabled the team to assign values to outcomes according to stakeholders' perspectives of value. During the surveys, the team asked stakeholders to identify the relative value of outcomes they experienced from their perspectives. Respondents were asked to imagine being given 100 coins (or sweets, for child participants) and to allocate the coins to each outcome that they had experienced based on how relatively valuable each outcome was to them. These weightings were then averaged across all respondents to create an assigned value for each outcome. These values were then anchored according to the monetized value of the outcome for which there was the most relevant evidence in the literature (i.e., the anchor outcome). In cases where no valuation evidence could be identified in the literature for any outcome experienced by that stakeholder group, a monetized value for an anchor outcome was determined using the market price method (i.e., how much would it cost to purchase an experience that leads to similar outcomes). Anchor outcomes were valued as follows:

- in the case of children, the value of increased personal wellbeing generated from the participation in sports;
- in the case of parents, the value of increased sense of community (measured as the value of increased social capital generated through volunteering in sports);
- in the case of mothers' groups, the value of increased confidence and self-esteem generated from participation in sports;
- in the case of grassroots representatives and youth leaders, the value of increased growth in personality (measured as the value of increased confidence and self-esteem generated from participation in sports); and,
- in the case of staff, the value of increased professional skills (measured as the market rate for a leadership course in India).

Financial values sourced from the literature were adjusted for time horizon and contextualized using purchasing power parity (PPP) conversions as relevant to the context in which the intervention took place. All remaining outcomes were monetized proportionately based on how relatively valuable stakeholders had revealed them to be according to the proportion of their

coin allocations. For example, the research team anchored the relative value of all outcomes experienced by children to increased personal well-being as the anchor outcome based on the median number of sweets children accorded to each outcome, then converted these into percentages and multiplied them by the financial proxy for increased personal well-being to arrive at a monetized value for each outcome. For detailed results of this approach, see the Appendix.

#### 4. Establish Impact

To calculate the impact value of each outcome, the research team accounted for the monetized value of each outcome according to the stakeholders revealed preference approach and multiplied each value by the (extrapolated) quantity of stakeholders experiencing the outcome (deduced from relevant survey responses) and subtracted impact factors (deduced from relevant survey responses). Subtracting impact factors is important to avoid the risk of over-claiming impact. The research team subtracted for impact factors including deadweight (i.e., how much of the outcome would have still been experienced in the absence of SFGCD), attribution (i.e., how much of the outcome experienced is attributable to others who may have contributed to its experience besides SFGCD), drop-off (i.e., how much does the effect of the outcome experienced by the stakeholder diminish over time) to arrive at the calculated impact for each outcome. A financial discount rate was also applied as standard practice (i.e., 5% based on inflation rate in India over the time period of assessment) to account for the time value of money. The research team conducted these calculations in Microsoft Excel where the impact map was developed.

The impact map attempts to explain changes due to a program as perceived by key stakeholders of the program, rather than present the hypothesis behind the program design as a traditional theory of change does.

See Table 4 for a condensed version of the impact map. Note this impact map reflects all outcomes stakeholders experienced, though some outcomes are not monetized, and the corresponding rationale is included for each outcome that was not. For example, an outcome was not monetized as it was only elucidated during validation sessions conducted towards the end of the process and therefore survey data for this outcome was not available to enable impact calculations (described in Reporting section). Or the outcome was not monetized to avoid the risk of double counting the value of the outcome as it was experienced by both a sub-group of stakeholders (i.e., participants of the mothers' groups) and a broader group of stakeholders to which they also belong (i.e., parents).

**Table 4: Condensed SROI Impact Map of Sport for Good City Delhi Program**

Stakeholder Group	Outcome	Quantity (extrapolated)	Valuation approach	Monetary valuation	Valuation Source	Deadweight %	Attribution %	Drop off %	Impact calculation
Girls participating in SfD Project A	Improved gender equality	1007	Anchored to increased personal well-being	\$125	Stakeholders Revealed Preference	13%	32%	-58%	\$74,274
	Increased growth of personality	1023	Anchored to increased personal well-being	\$123	Stakeholders Revealed Preference	13%	32%	-55%	\$74,565
	Increased belonging and connection with the community	1040	Anchored to increased personal well-being	\$128	Stakeholders Revealed Preference	14%	34%	-56%	\$75,396
	Increased personal well-being	1040	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand, converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	12%	31%	-53%	\$94,045

	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Increased empowerment	1040	Anchored to increased personal well-being	\$108	Stakeholders Revealed Preference	13%	29%	-55%	\$69,078
Boys participating in SfD Project A	Increased understanding of gender equality	256	Anchored to increased health and well-being	\$124	Stakeholders Revealed Preference	2%	28%	-60%	\$22,419
	Increased personal and professional capacity	256	Anchored to increased health and well-being	\$113	Stakeholders Revealed Preference	3%	29%	-58%	\$19,869
	Increased sense of community	256	Anchored to increased health and well-being	\$116	Stakeholders Revealed Preference	3%	27%	-60%	\$21,083
	Improved health and wellbeing	256	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	3%	27%	-59%	\$27,003
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Improved behaviour	260	Anchored to increased health and well-being	\$110	Stakeholders Revealed Preference	3%	31%	-58%	\$19,078
Girls participating in SfD Project B	Improved gender equality	738	Anchored to increased health and well-being	\$152	Stakeholders Revealed Preference	2%	37%	-54%	\$69,187
	Increased growth of personality	738	Anchored to increased health and well-being	\$141	Stakeholders Revealed Preference	4%	38%	-57%	\$61,943
	Increased sense of belonging and connection to the community	738	Anchored to increased health and well-being	\$145	Stakeholders Revealed Preference	4%	37%	-55%	\$64,720
	Increased personal health and well-being	750	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	4%	40%	-53%	\$64,336
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Increased empowerment	725	Anchored to increased health and well-being	\$173	Stakeholders Revealed Preference	3%	35%	-54%	\$79,111



<b>Boys participating in SfD Project B</b>	Increased understanding of gender equality	679	Anchored to increased health and well-being	\$159	Stakeholders Revealed Preference	12%	52%	-39%	\$45,655
	Increased personal and professional capacity	679	Anchored to increased health and well-being	\$141	Stakeholders Revealed Preference	16%	50%	-38%	\$40,289
	Increased sense of community	679	Anchored to increased health and well-being	\$107	Stakeholders Revealed Preference	12%	51%	-43%	\$31,186
	Improved health and wellbeing	690	Value of increases to personal well-being for those under 18 resulting from participation in sports in New Zealand converted to local PPP units	\$149	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	16%	50%	-42%	\$43,189
	Reduced drug use		<i>Not monetized as only elucidated during validation sessions</i>						
	Reduced crime		<i>Not monetized as only elucidated during validation sessions</i>						
	Improved behaviour	714	Anchored to increased health and well-being	\$153	Stakeholders Revealed Preference	14%	51%	-41%	\$46,014
<b>Mothers Group affiliated with SfD Project A</b>	Improved menstrual health	54	<i>Not monetized as part of improved health in Mothers Groups (combined)</i>	\$-		18%	40%	-51%	\$-
<b>Mothers Groups (affiliated with SfD Project A and SfD Project B combined)</b>	Improved health and wellbeing	102	Anchored to increased confidence and self-esteem	\$97	Stakeholders Revealed Preference	23%	49%	-37%	\$3,877
	Increased confidence and self-esteem	102	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$97	<a href="#">SROI of Sportivate, GHK Consulting (2013)**</a>	20%	47%	-35%	\$4,190
	Reduced gender-based violence		<i>Not monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Improved relationship with child		<i>Not monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Increased sense of community		<i>Not monetized as part of outcomes experienced by parents (to avoid risk of double counting value of this outcome)</i>						
	Increased respect from community		<i>Not monetized as only elucidated during validation sessions</i>						

Parents affiliated with SdF Project A	Improved relationship with child	1000	Anchored to increased sense of community	\$105	Stakeholders Revealed Preference	2%	31%	-64%	\$71,276
	Increased understanding of the relationship between sports and development †	984	Anchored to increased sense of community	\$111	Stakeholders Revealed Preference	0%	30%	-64%	\$76,441
	Increased sense of community	984	Value of increased social capital generated through volunteering in sports, converted to local PPP units.	\$97	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	1%	28%	-64%	\$67,825
	Reduced Gender Based Violence	974	Anchored to increased sense of community	\$112	Stakeholders Revealed Preference	1%	39%	-63%	\$65,767
Parents affiliated with SdF Project B	Improved relationship with child	982	Anchored to increased sense of community	\$101	Stakeholders Revealed Preference	17%	41%	-47%	\$48,455
	Increased understanding of the relationship between sports and development †	982	Anchored to increased sense of community	\$102	Stakeholders Revealed Preference	17%	38%	-46%	\$51,327
	Increased sense of community	956	Value of increased social capital generated through volunteering in sports, converted to local PPP units.	\$97	<a href="#">SROI Analysis of Recreational Physical Activity in Aotearoa New Zealand (2022)*</a>	20%	47%	-41%	\$39,202
	Reduced Gender Based Violence	850	Anchored to increased sense of community	\$78	Stakeholders Revealed Preference	18%	51%	-39%	\$26,781
Grassroots representatives	Increased professional skills and behaviour	4	Anchored to increased positive growth in personality	\$117	Stakeholders Revealed Preference	25%	8%	-56%	\$323
	Increased positive growth in personality	4	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$120	<a href="#">SROI of Sportivate, GHK Consulting (2013).**</a>	33%	17%	-56%	\$266
Youth Leaders affiliated with SdF Project B	Increased professional skills	97	Anchored to increased positive growth of personality	\$117	Stakeholders Revealed Preference	13%	32%	-51%	\$6,723
	Increased growth of personality	97	Value of increased confidence and self-esteem generated from participation in sports, converted to local PPP units.	\$120	<a href="#">SROI of Sportivate, GHK Consulting (2013).**</a>	13%	32%	-50%	\$6,862
	Increased sense of belonging and connection to the community	95	Anchored to increased positive growth of personality	\$138	Stakeholders Revealed Preference	12%	33%	-52%	\$7,764
	Broadened perspective of the world	97	Anchored to increased positive growth of personality	\$111	Stakeholders Revealed Preference	9%	34%	-52%	\$6,478

	Improved health decision making	98	Anchored to increased positive growth of personality	\$114	Stakeholders Revealed Preference	11%	32%	-53%	\$6,811
	Increased empowerment	97	Anchored to increased positive growth of personality	\$99	Stakeholders Revealed Preference	12%	35%	-52%	\$5,482
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	42	Anchored to increased professional skills	\$20	Stakeholders Revealed Preference	3%	25%	-37%	\$606
	Increased professional skills	42	Market rate in India for leadership course	\$29	<a href="#">Indian Institute of Management Ahmedabad</a> ***	13%	28%	-37%	\$752
	Increased confidence	42	Anchored to increased professional skills	\$25	Stakeholders Revealed Preference	13%	28%	-37%	\$667

\* Authors of this source study assigned valuations to outcomes relying on a well-being evaluation by Simetrica Jacobs as a key source. The well-being evaluation established well-being changes related to sports participation using an instrumental variable approach that identified the income equivalent of the utility gains that accrue from sports participation. Authors also incorporated the secondary effects of sport on well-being for the health domain using the New Zealand Treasury CBAX model.

\*\* Authors of this source study assigned a valuation to this outcome using the market price method to assign a value (i.e., how much would it cost to purchase an experience that leads to similar outcomes, in this case the average market rate of coaching workshops in the area).

\*\*\*This source was used by the research team to assign a valuation to this outcome using the market price method.

## 5. Calculate the Social Return on Investment

To calculate the SROI, the research team summed up all the calculated impacts, applied a financial discount rate (as standard practice), and then divided this sum by the total investment to arrive at the SROI ratio.

As a community development program, SFGCD is expected to have benefits that continue beyond the program lifetime. However, following best practice, the research team only accounted for outcomes experienced and evidenced to date.

### Project Investment

The total investment into the SFGCD program from inception to date is equivalent to \$729,356 (per figures provided by Laureus staff). While the SROI analysis accounts for outcomes being experienced from 2021 onwards when the SFD Project B and SFD Project A projects were first implemented, there was investment made prior to 2021 that enabled these outcomes to be experienced. Therefore, the total investment made since inception has been used in this analysis.

Our analysis finds Sport for Good City Delhi has an SROI ratio of 12.56:1. This suggests for every \$1 invested in the program, approximately \$13 in social value has been created to date (see Table 5).

**Table 5. SROI ratio**

Total Present Value of Impact	\$9,160,875
Total Investment	\$729,356
<b>Social Return on Investment</b>	<b>\$12.56</b>

### Summary of Value Drivers

In addition to the SROI ratio, a key benefit of the SROI analysis approach is that it provides in-depth insight into what outcomes matter most to key stakeholders. SROI is much more than a number. Understanding the outcomes driving the numbers and their relative importance and value provides both a comprehensive understanding of how value is created and actionable information upon which to base decisions. This section provides a summary of the drivers of value creation for SFGCD.

During surveys, stakeholders were asked to rank how important the outcomes were to them on a 0–4 scale (0 representing the stakeholder did not experience the outcome, 1 representing they experienced the outcome but did not find it important all the way to 4, representing the outcome was very important to them). See Table 6 below.

**Table 6. Relative importance of outcomes ranked by stakeholders**

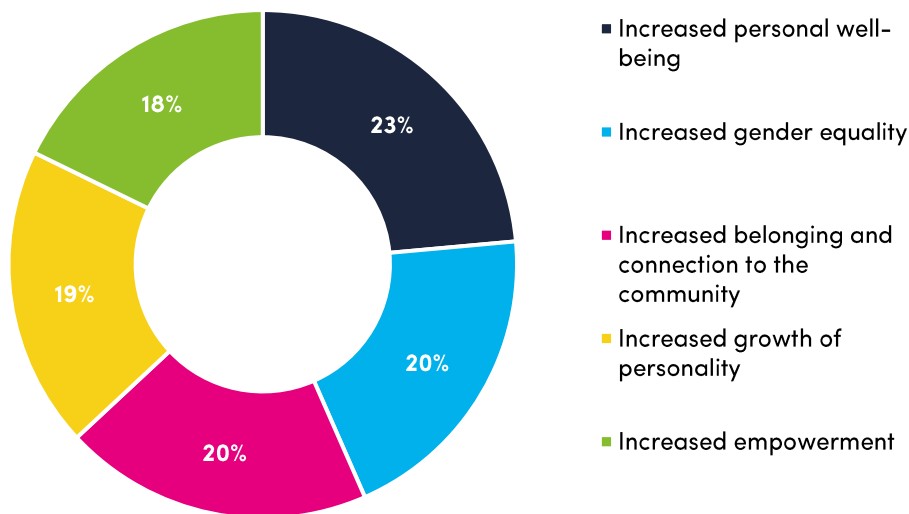
Stakeholder Group	Outcome	Relative Importance (on a scale of 0–4)
Girls participating in SfD Project A	Improved gender equality	3.77
	Increased growth of personality	3.77
	Increased belonging and connection with the community	3.70
	<b>Increased personal well-being</b>	<b>3.79</b>
	<b>Increased empowerment</b>	<b>3.79</b>
Boys participating in SfD Project A	Increased understanding of gender equality	3.84
	<b>Increased personal and professional capacity</b>	<b>3.91</b>
	Increased sense of community	3.77
	Improved health and wellbeing	3.88
	Improved behaviour	3.89
Girls participating in SfD Project B	Improved gender equality	3.23
	<b>Increased growth of personality</b>	<b>3.63</b>
	Increased sense of belonging and connection to the community	3.35
	Increased personal health and well-being	3.54
	Increased empowerment	3.58

Boys participating in SfD Project B	Increased understanding of gender equality	3.04
	Increased personal and professional capacity	3.41
	Increased sense of community	3.07
	<b>Improved health and wellbeing</b>	<b>3.64</b>
	Improved behaviour	3.47
Mothers Group affiliated with SfD Project A	Improved menstrual health	3.10
Mothers Groups (combined)	<b>Improved health and wellbeing</b>	<b>2.51</b>
	Increased confidence and self-esteem	2.18
Parents affiliated with SfD Project A	<b>Improved relationship with child</b>	<b>3.14</b>
	Increased understanding of the relationship between sports and development	3.12
	Increased sense of community	3.08
	<b>Reduced Gender Based Violence</b>	<b>3.14</b>
Parents affiliated with SfD Project B	<b>Improved relationship with child</b>	<b>2.99</b>
	Increased understanding of the relationship between sports and development	2.89
	Increased sense of community	2.57
	Reduced Gender Based Violence	2.46
Grassroots representatives	Increased professional skills and behaviour	3.70
	<b>Increased positive growth in personality</b>	<b>4.00</b>
Youth leaders affiliated with SfD Project B	Increased professional skills	3.39
	Increased growth of personality	3.41
	Increased sense of belonging and connection to the community	3.33
	Broadened perspective of the world	3.43
	Improved health decision making	3.40
	<b>Increased empowerment</b>	<b>3.57</b>
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	3.63
	<b>Increased professional skills</b>	<b>4.00</b>
	Increased confidence	3.63

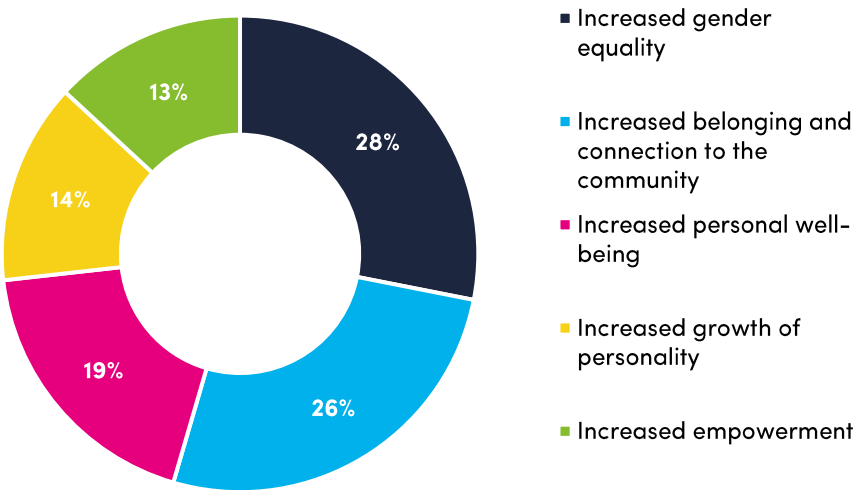
Typically there is consistency between how stakeholders ranked the importance of outcomes and how relatively valuable they reveal them to be during the stakeholders revealed preferences valuation exercise. However, this is not always the case. Furthermore, given that value calculations take into account impact factors (i.e., what would have happened anyway in the absence of SFGCD, etc.), the relative monetized value of outcomes generated by the program may be significantly different than the relative importance ranking of outcomes to stakeholders. While the first set of results (i.e., importance rankings) provides insight into the relative importance of outcomes to stakeholders, the second set of results provides insight into the value created for them.

Figures 1–10 illustrate the relative total social (monetized) value of outcomes for each stakeholder group. These illustrate the relative value of each outcome in contributing to the total value creation experienced by each stakeholder group. Figure 11 illustrates the overall relative value created for each stakeholder group, clearly indicating most of the social value that is created is for children.

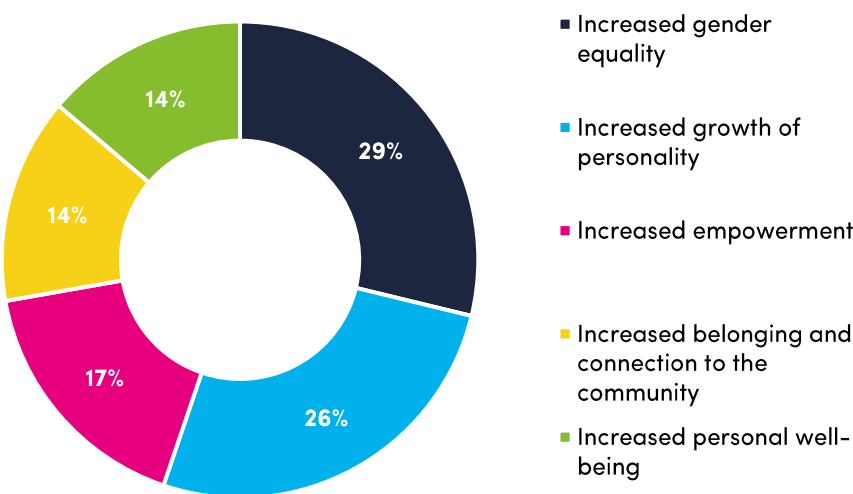
**Figure 1: Relative total social value of outcomes for girls participating in SfD Project A**



**Figure 2: Relative total social value of outcomes for boys participating in SfD Project A**

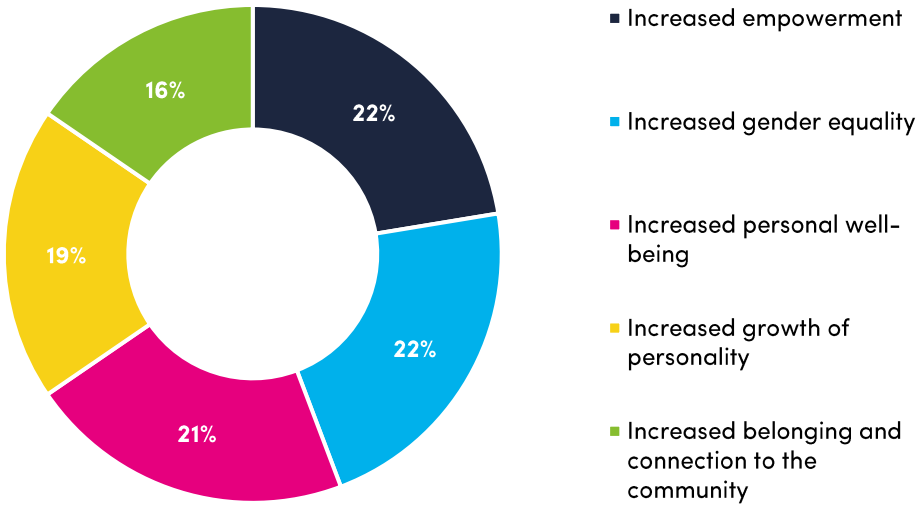


**Figure 3: Relative total social value of outcomes for girls participating in SfD Project B**

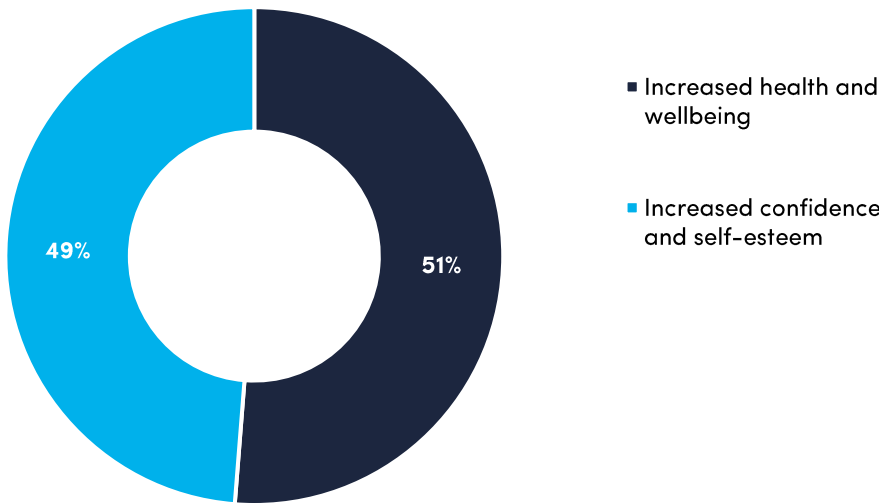




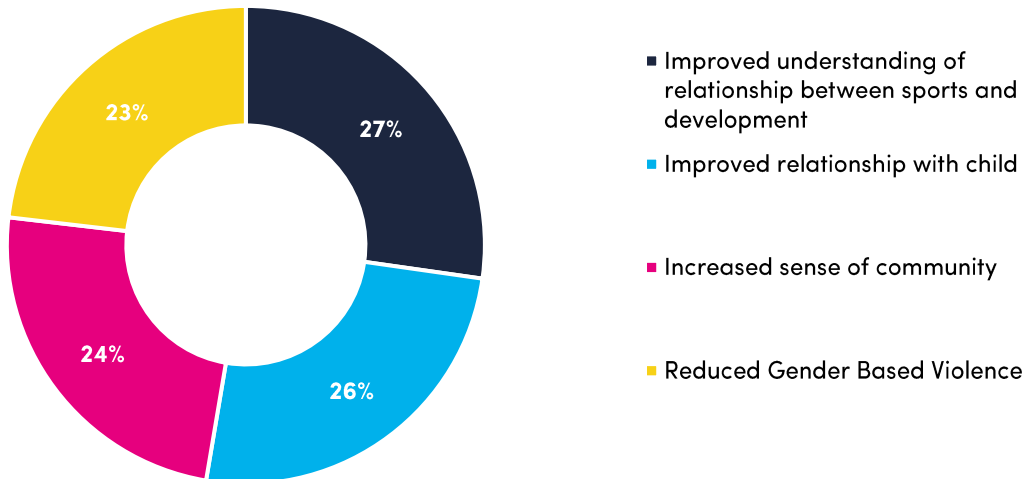
**Figure 4: Relative total social value of outcomes for boys participating in SfD Project B**



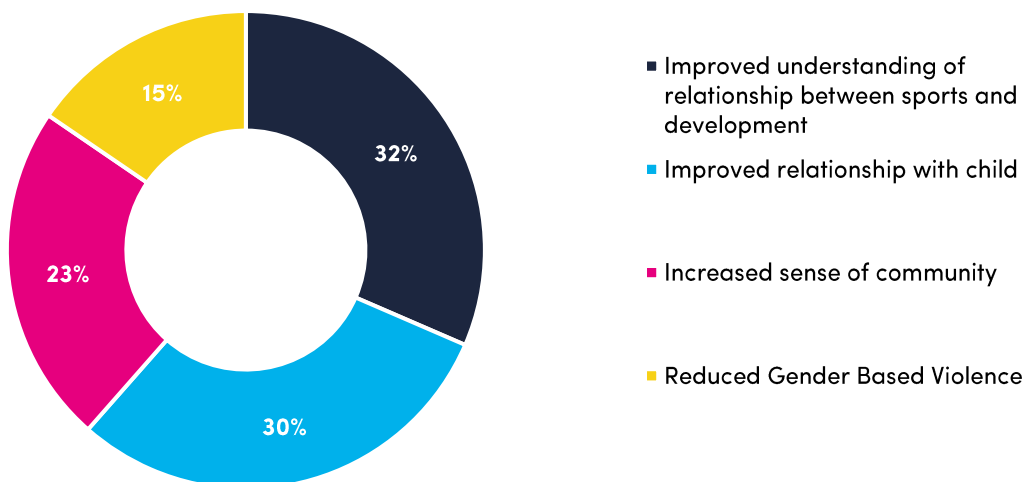
**Figure 5: Relative social value of outcomes for mothers groups**



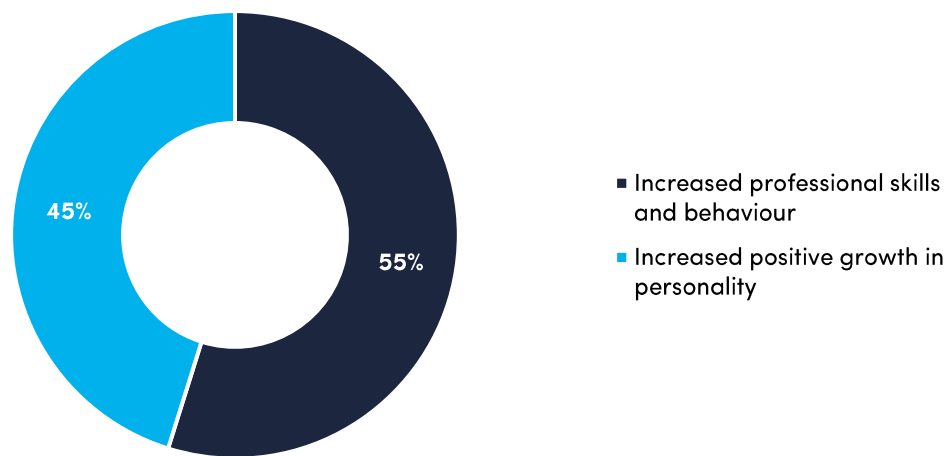
**Figure 6: Relative social value of outcomes for parents affiliated with SfD Project A**



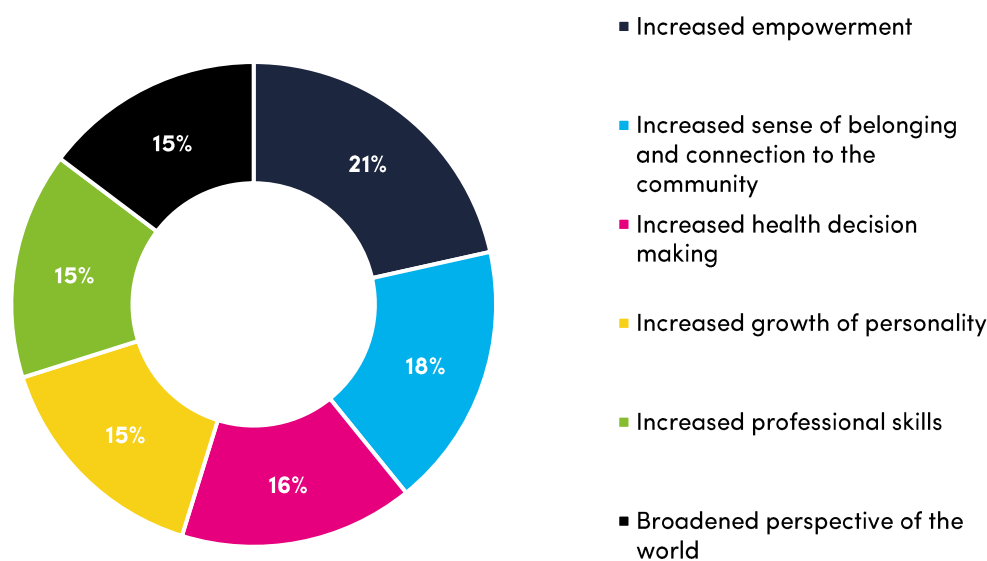
**Figure 7: Relative social value of outcomes for parents affiliated with SfD Project B**



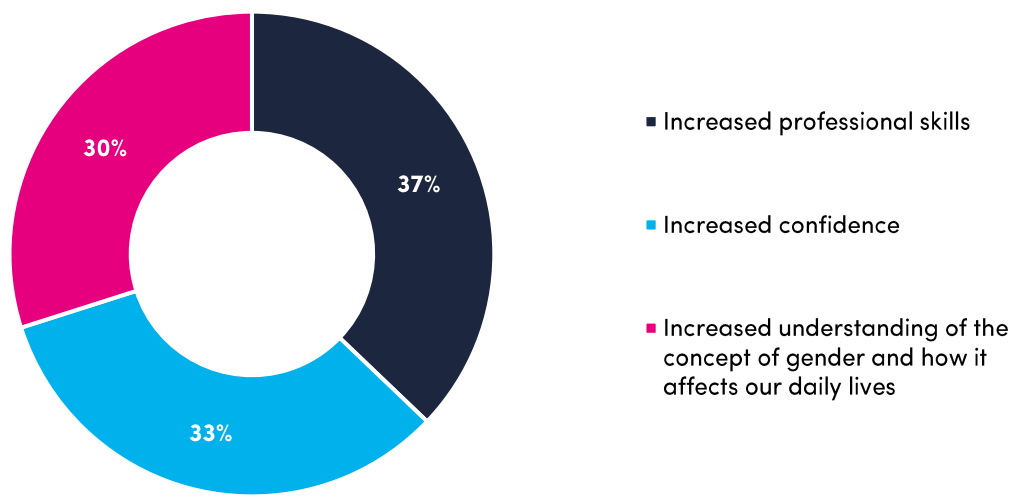
**Figure 8: Relative social value of outcomes for grassroots representatives**



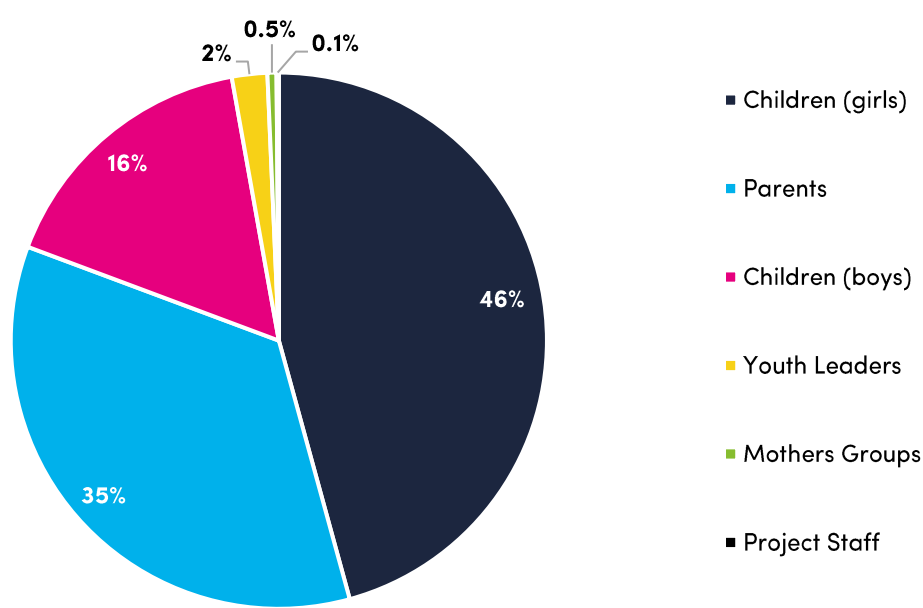
**Figure 9: Relative social value of outcomes for youth leaders affiliated with SfD Project B**



**Figure 10: Relative social value of outcomes for project staff**



**Figure 11: Relative social value created each stakeholder group**



In addition to the importance and value of outcomes, the duration of outcomes (i.e., how long outcomes last) is also a key finding of SROI (see Table 7). Stakeholders revealed most program outcomes have lasted 3-4 years to date (data was collected in the 4th year since the program started).

**Table 7. Duration of Outcomes**

Stakeholder Group	Outcome	Relative Importance (on a scale of 0-4)
Girls participating in SfD Project A	Improved gender equality	4
	Increased growth of personality	4
	Increased belonging and connection with the community	4
	Increased personal well-being	4
	Increased empowerment	4
Boys participating in SfD Project A	Increased understanding of gender equality	4
	Increased personal and professional capacity	3
	Increased sense of community	4
	Improved health and wellbeing	3
	Improved behaviour	3
Girls participating in SfD Project B	Improved gender equality	3
	Increased growth of personality	3
	Increased sense of belonging and connection to the community	2
	Increased personal health and well-being	2
	Increased empowerment	2
Boys participating in SfD Project B	Increased understanding of gender equality	3
	Increased personal and professional capacity	3
	Increased sense of community	3
	Improved health and wellbeing	3
	Improved behaviour	3
Mothers Group affiliated with SfD Project A	Improved menstrual health	4
Mothers Groups (combined)	Improved health and wellbeing	4
	Increased confidence and self-esteem	4
Parents affiliated with SfD Project A	Improved relationship with child	4
	Increased understanding of the relationship between sports and development	4
	Increased sense of community	4
	Reduced Gender Based Violence	4
Parents affiliated with SfD Project B	Improved relationship with child	3
	Increased understanding of the relationship between sports and development	3
	Increased sense of community	3
	Reduced Gender Based Violence	3
Grassroots representatives	Increased professional skills and behaviour	4
	Increased positive growth in personality	4
Youth leaders affiliated with SfD Project B	Increased professional skills	3
	Increased growth of personality	3
	Increased sense of belonging and connection to the community	3
	Broadened perspective of the world	3
	Improved health decision making	3
	Increased empowerment	4
Project Staff	Increased understanding of the concept of gender and how it affects our daily lives	4
	Increased professional skills	4
	Increased confidence	4

## Sensitivity Analysis

Despite rigorous data collection, analysis and calculation, the SROI ratio is still an estimate of the value to stakeholders and is thus prone to error. As such, sensitivity analysis explored how robust the SROI ratio is by adjusting variables in the calculation. The sensitivity analysis plays a similar role in SROI as identifying a range of uncertainty in economic measures.

Assumptions that were tested and reported in this sensitivity analysis relate to two sets of assumptions: impact factors and the quantity of people experiencing outcomes.

While randomized clinical trials are considered the gold standard approach for teasing out impact factors, they are often not feasible nor appropriate to conduct, as was the case in this evaluation. In this study, impact factors were determined based on stakeholders' estimates, in response to survey questions pertaining to each factor. As such, it is important to test the effects on the model if these key variables were under or overestimated.

To test the sensitivity of our model to the impact factors, we tested standard changes such as:

- Increasing and decreasing drop-off by 20%
- Increasing and decreasing attribution by 20%
- Increasing and decreasing deadweight by 20%

**Table 8. Sensitivity analysis results of changes to impact factors**

Assumption Tested	Test Performed	Initial SROI	New SROI	Change
Drop-off	Decreased drop-off by 20%	12.56	11.12	(1.44)
Drop-off	Increased drop-off by 20%	12.56	14.17	+1.61
Attribution	Decreased attribution by 20%	12.56	13.25	+0.69
Attribution	Increased attribution by 20%	12.56	11.16	(1.40)
Deadweight	Decreased deadweight by 20%	12.56	12.88	+0.32
Deadweight	Increased deadweight by 20%	12.56	12.32	(0.24)
Proportion experiencing outcomes	Decreased by 10%	12.56	10.73	(1.83)
Proportion experiencing outcomes	Decreased by 20%	12.56	9.54	(3.03)



As indicated in Table 8, the model is more sensitive to an increase or decrease in drop-off, and by an increase in attribution, than to other impact factors.

With respect to the quantity of people experiencing outcomes, it is important to recognize that recall bias and halo bias may be present in the results as is a common limitation of retrospective studies. Recall bias may have affected the responses provided by stakeholders during data collection, as the recollection of their participation may be inaccurate or incomplete. Additionally, halo bias, or the desire of participants to under-report socially undesirable answers or alter their responses to what they perceive to be the social norm, may be present. While we made efforts to explicitly ask participants about any negative outcomes they may have experienced (none of which were reported) and sought to gather data from a wide range of stakeholders in order to adjust for bias and triangulate responses among each group, it is still important to test if the quantity of people experiencing the outcomes may be overestimated.

To test the sensitivity of our model to changes in the quantity of people experiencing outcomes, we tested:

- Decreasing the proportion of participants experiencing outcomes by 10% and 20%

**Table 9: Sensitivity analysis results of changes to proportion of people experiencing outcomes**

Assumption Tested	Test Performed	Initial SROI Ratio	New SROI Ratio	Change to Ratio
Proportion experiencing outcomes	Decreased by 10%	12.56	10.73	(1.83)
Proportion experiencing outcomes	Decreased by 20%	12.56	9.54	(3.03)

In conclusion, regardless of the extent to which the impact factors or quantity of people experiencing outcomes are reinterpreted, the SROI of SFGCD program remains robust from a low of 9.54:1 to a high of 14.17:1. That is, according to the sensitivity analysis, the social value created lies somewhere between approximately \$10–\$14 for every \$1 invested.

## 6. Reporting, Using and Embedding

### Reporting

Preliminary SROI results and findings were presented to key stakeholders during a virtual validation session in March 2025, in which the research team presented a slide deck summarizing findings on the key outcomes stakeholders had reported and findings on their relative importance from stakeholder perspectives. Approximately 15-20 people participated in the validation session, including representatives of mothers groups, parents, and project staff.

Validation session participants were asked (in Hindi) if the findings presented felt like a fair representation of their experience, and if anything important was missing. Validation session participants confirmed the outcomes mirrored their experiences and findings on relative importance of outcomes were consistent with their experiences. However, participants raised a few additional outcomes which they believed were significant and missing from the analysis: (1) a decrease in substance abuse among children, (2) a decrease in crime, (3) an increase in youth motivation to pursue career opportunities in sports, and (4) an increase in respect from the community experienced by mothers' groups. As these outcomes were only surfaced by stakeholders during the validation session which occurred towards the end of the research process (as opposed to during the qualitative data collection phase), the research team did not have the opportunity to collect data on the quantity of people experiencing each of these outcomes nor their deadweight, attribution, and drop-off, and therefore these were not included in the SROI impact calculations. We note them here as additional outcomes that should be explored in future studies, and we note relatedly that the overall SROI ratio may be underestimated.

In addition, as mentioned earlier, the SFGCD program also affected stakeholders who were not consulted in this study, yet who likely experienced outcomes associated with SFGCD. For example, State agencies may have experienced reduced costs associated with reduced crime and/or reduced gender-based violence, or reduced healthcare costs as associated with increased participation of citizens in physical activity. Noting these limitations, the SROI results in this study are likely conservative, and all these additional factors are worth exploring in the future.

The research team presented final results to Laureus leadership and staff beginning in April 2025, along with the recommendation for Laureus to disseminate results widely including with key stakeholders who participated in the study and beyond. The session included a discussion of how findings could be used, including key strengths of SFGCD and the overall Sport for Good City approach, as well as strategic opportunities to grow more social value (as further described in the section below).

## Using and Embedding SROI Findings

Results of the SROI evaluation can be used to understand the impact and long-term value of SFGCD, including but not limited to understanding what outcomes mattered most to key stakeholders and created the most value, including tangible and intangible outcomes, and opportunities to increase value for different stakeholder groups in the future.

Results from the stakeholders revealed preference valuation in particular reveal which outcomes generated the most value for key stakeholders of SFGCD, this insight can be used in multiple ways. For example, among child participants, improved gender equality was found to be either the most valuable or second most valuable outcome they experienced (depending on the sub-group). This is a clear indication of the alignment between stakeholders lived experiences and the primary goal of SFGCD to create an enabling environment for improving gender equality. It is also worth noting that for some sub-groups of children, the value of the other outcomes they experienced generated a relatively similar amount of value while for other sub-groups, improved gender equality generated nearly double the amount of value compared to other outcomes they experienced.

Second, the activities or approaches that are associated with the most (or least) valued outcomes can be identified, and reinforced or expanded. In addition, findings can elucidate any sub-groups of stakeholders who may be experiencing outcomes differently and opportunities to better meet their needs. For example, in the case of improved gender equality experienced by children participating in SfD Project A programming, results suggest that there is more value created for boys than for girls. This is due to a difference in the deadweight that these two groups reported. Boys participating in SfD Project A told us that they experienced much less deadweight (i.e., not much of the change would have happened in the absence of the program) than girls participating in SfD Project A did, leading to the increased value being created for boys. In addition, when looking across programs, children participating in SfD Project B programming reported higher attribution (i.e., more parties contributed to the changes they experienced) compared to what children participating in SfD Project A reported. Additionally, children participating in SfD Project B reported that their outcomes did not last as long as children participating in SfD Project A had reported, and that their outcomes had more drop off over time, suggesting that for children participating in SfD Project B, the effect of the outcomes they experienced diminished more over time compared with children participating in SfD Project A. Similarly, when it comes to parents, some key differences emerge in the value created for parents of children participating in SfD Project A compared to parents of children participating in SfD Project B. This is largely due to a difference in the experience of the two groups, likely as it relates to programming differences, but also in terms of deadweight, displacement and attribution. Parents of children participating in SfD Project A told us that significantly more of the changes they experienced would not have happened without SfD Project A, and their outcomes lasted longer compared to parents of children participating in SfD Project B.

These findings provide detailed insights into some of the differences experienced by these sub-groups and can help to inform future design of each program.

Third, if there were outcomes that key stakeholders did not report as having experienced or experienced very little of, yet were intended by leaders and/or funders, this opens the opportunity for inquiry about why that was the case. If for example there was a mismatch between what mattered to funders versus beneficiaries of SFGCD, or what approaches each would have preferred to be used, those choices can be compared to the outcomes stakeholders valued, and the choices that might yield even more social value can be considered in future design.

Finally, in this study stakeholders were asked to provide their perspectives of the relative value of outcomes. This approach to understanding and accountability recognizes the important role that various stakeholders play in creating positive change. The participation of stakeholders in the process of this study itself is closely aligned with the Sport for Good City approach and may enhance the rapport between stakeholders and SFGCD and improve the ability of SFGCD staff to further support meaningful benefits to communities they serve, and particularly if such evaluation processes are repeated in the future.

## Appendix 2. Additional Detailed Results

Tables 1-10 below present findings from the stakeholders revealed preference approach on the relative value of outcomes to each stakeholder, including how stakeholders allocated relative value during the valuation exercises and subsequently the anchored value of each outcome as calculated by the research team which was factored into the calculation of the SROI ratio. Outcomes presented in bold represent the outcomes to which the other outcomes are anchored.

**TABLE 1: RELATIVE VALUE OF OUTCOMES FOR GIRLS PARTICIPATING IN SFD PROJECT A**

Outcome	Value	Anchoring Value
Increased gender equality	1.99	84%
Increased growth of person	1.97	83%
Increased belonging and connection to the community	2.04	86%
<b>Increased personal well-being</b>	<b>2.38</b>	<b>100%</b>
Increased empowerment	1.72	72%

**TABLE 2: RELATIVE VALUE OF OUTCOMES FOR BOYS PARTICIPATING IN SFD PROJECT A**

Outcome	Value	Anchoring Value
Increased gender equality	2.01	83%
Increased growth of person	1.83	76%
Increased belonging and connection to the community	1.88	78%
<b>Increased personal well-being</b>	<b>2.41</b>	<b>100%</b>
Increased empowerment	1.78	74%

**TABLE 3: RELATIVE VALUE OF OUTCOMES FOR GIRLS PARTICIPATING IN SFD PROJECT B**

Outcome	Value	Anchoring Value
Increased gender equality	2.03	102%
Increased growth of person	1.89	95%
Increased belonging and connection to the community	1.94	97%
<b>Increased personal well-being</b>	<b>1.99</b>	<b>100%</b>
Increased empowerment	2.32	116%

**TABLE 4: RELATIVE VALUE OF OUTCOMES FOR BOYS PARTICIPATING IN SFD PROJECT B**

Outcome	Value	Anchoring Value
Increased gender equality	2.40	107%
Increased growth of person	2.13	95%
Increased belonging and connection to the community	1.61	72%
<b>Increased personal well-being</b>	<b>2.25</b>	<b>100%</b>
Increased empowerment	2.31	103%

**TABLE 5: RELATIVE VALUE OF OUTCOMES FOR MOTHERS GROUPS**

Outcome	Value	Anchoring Value
Improved health and wellbeing	2.08	100%
<b>Improved confidence and self esteem</b>	<b>2.08</b>	100%

**TABLE 6: RELATIVE VALUE OF OUTCOMES FOR PARENTS AFFILIATED WITH SFD PROJECT A**

Outcome	Value	Anchoring Value
Improved relationship with child	2.55	109%
Improved understanding of relationship between sports and development	2.68	115%
<b>Increased sense of community</b>	<b>2.34</b>	100%
Reduced Gender Based Violence	2.70	116%

**TABLE 7: RELATIVE VALUE OF OUTCOMES FOR PARENTS AFFILIATED WITH SFD PROJECT B**

Outcome	Value	Anchoring Value
Improved relationship with child	2.82	104%
Improved understanding of relationship between sports and development	2.84	105%
<b>Increased sense of community</b>	<b>2.70</b>	100%
Reduced Gender Based Violence	2.19	81%



**TABLE 8: RELATIVE VALUE OF OUTCOMES FOR GRASSROOTS REPRESENTATIVES**

Outcome	Value	Anchoring Value
Increased professional skills and behaviour	6.33	173%
Increased growth of personality	<b>3.37</b>	100%

**TABLE 9: RELATIVE VALUE OF OUTCOMES FOR YOUTH LEADERS AFFILIATED WITH SFD PROJECT B**

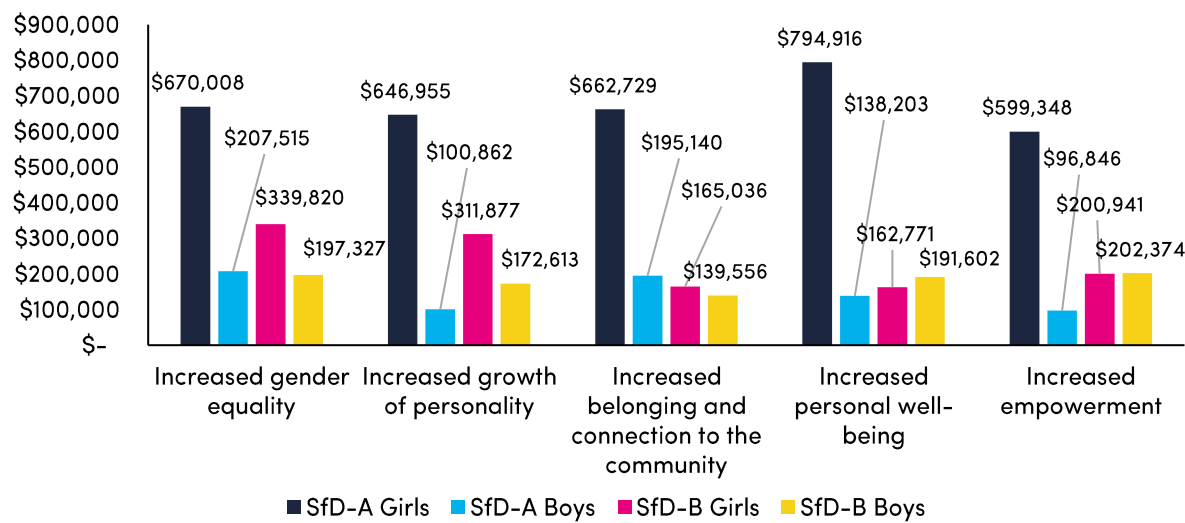
Outcome	Value	Anchoring Value
Increased professional skills	1.72	98%
<b>Increased growth of personality</b>	<b>1.76</b>	<b>100%</b>
Increased sense of belonging and connection to the community	2.03	115%
Broadened perspective of the world	1.64	93%
Increased health decision making	1.69	96%
Increased empowerment	1.46	83

**TABLE 10: RELATIVE VALUE OF OUTCOMES FOR PROJECT STAFF**

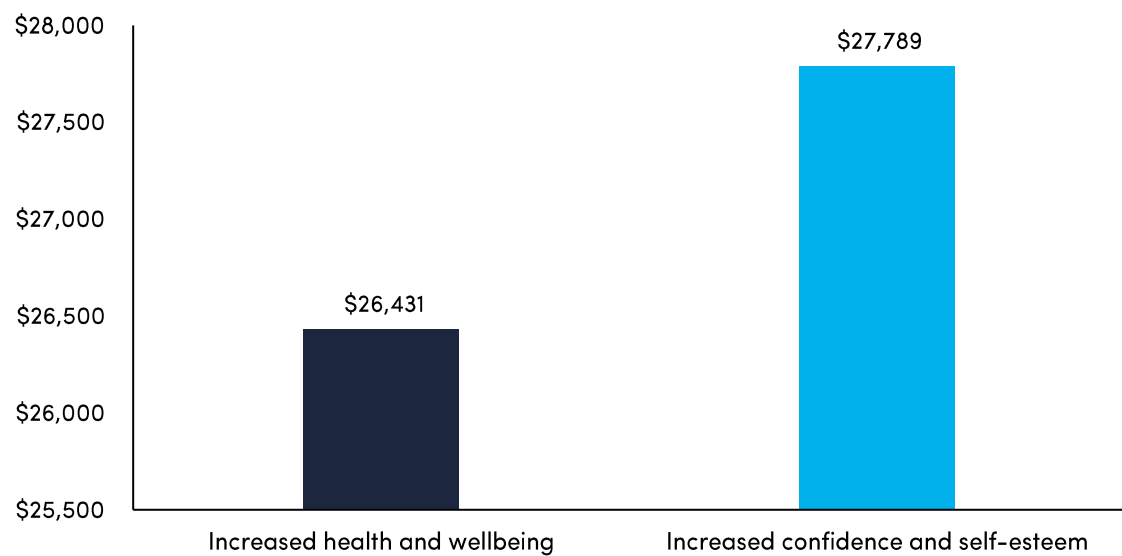
Outcome	Value	Anchoring Value
Increased understanding of the concept of gender and how it affects our daily lives	2.69	69%
Increased confidence	3.44	89%
<b>Increased professional skills</b>	<b>3.88</b>	<b>100%</b>

Figures 1-6 below present findings on the monetized value of outcomes to each stakeholder according to results of the stakeholders revealed preferences valuation.

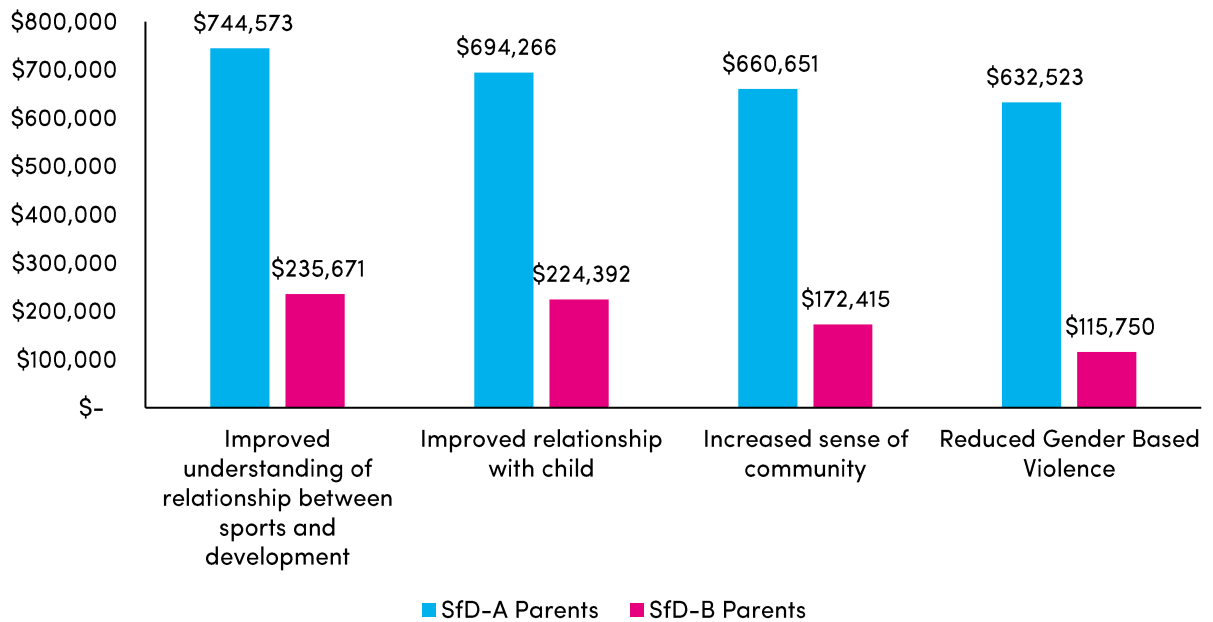
**FIGURE 1: TOTAL SOCIAL VALUE OF OUTCOMES FOR CHILDREN WHO PARTICIPATED IN THE PROJECTS**



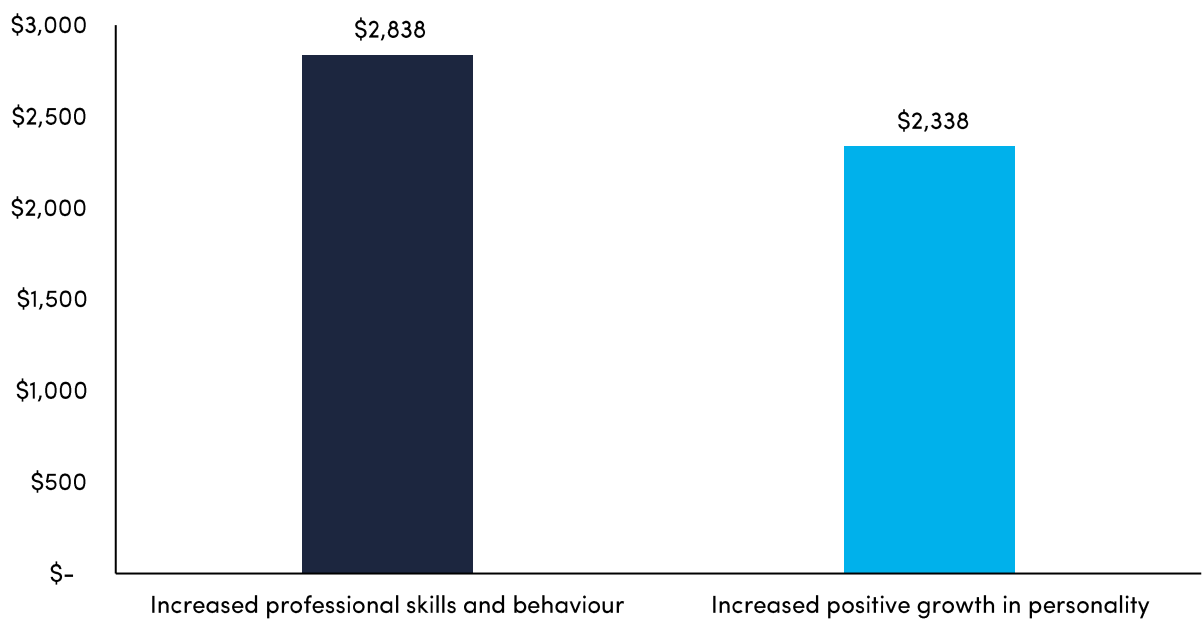
**FIGURE 2: TOTAL SOCIAL VALUE OF OUTCOMES FOR MOTHERS GROUPS**



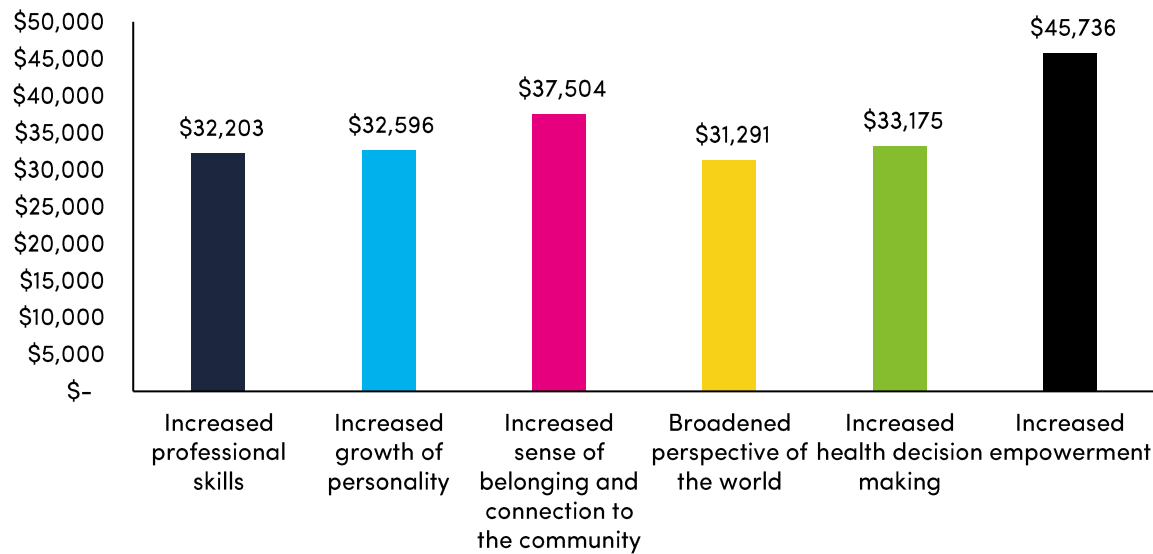
**FIGURE 3: TOTAL SOCIAL VALUE OF OUTCOMES FOR PARENTS OF PARTICIPANTS**



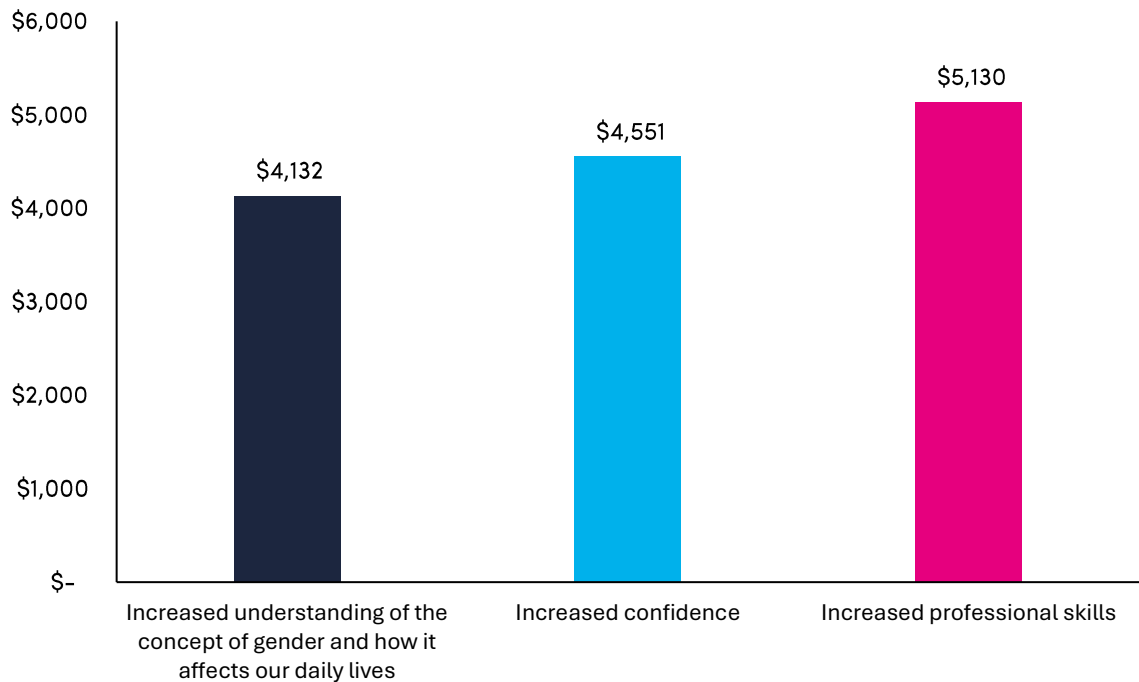
**FIGURE 4: TOTAL SOCIAL VALUE OF OUTCOMES FOR GRASSROOTS REPRESENTATIVES**



**FIGURE 5: TOTAL SOCIAL VALUE OF OUTCOMES FOR YOUTH LEADERS**



**FIGURE 6: TOTAL SOCIAL VALUE OF OUTCOMES FOR PROJECT STAFF**





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