

GRASS SKIRT PROJECT

Social Valuation

A Forecast Social Return on
Investment Valuation of Sport for
Development in Papua New Guinea

Acknowledgements

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The authors would like to thank all interview participants who generously shared their time and perspectives to inform this Social Return on Investment (SROI) analysis. We are especially grateful to Grass Skirt Project leadership, Tahina Booth, Keesha Booth, and David Westley, not only for participating in interviews but also for their support in accessing the program information, documentation, and data needed to develop a comprehensive report.

We would also like to thank the following study participants and contributors for generously sharing their time, perspectives, and support for this SROI study:

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EXECUTIVE SUMMARY

A \$1 investment toward Grass Skirt Project's (GSP) 2026-2030 strategic plan is forecasted to generate a five-year social return on investment (SROI) of 7.9:1, reflecting the value created when youth potential is meaningfully activated within community systems.

In Papua New Guinea (PNG), rich cultural capital remains underleveraged in efforts to build healthy, thriving communities - particularly for young people. Despite persistent development challenges, including high rates of school exclusion (with 46.7% of the school-age population out of school)¹, young people possess significant capacity to contribute to shared responsibility and culturally grounded decision-making, both of which are critical to community well-being. GSP's youth and community development approach centers this potential, embedding meaningful youth contribution across its three flagship programs: the Hevea Cup and Wellness Expo, the 10 Million Strong Leadership Development Initiative (10MS), and Gymbox.

¹Open Government Partnership. (2022). PNG OGP National Action Plan. https://www.opengovpartnership.org/wp-content/uploads/2022/04/Papua-New-Guinea_Action-Plan_2022-2024.pdf.

ABOUT THIS REPORT

This report presents a Forecast SROI for 2026–2030, showing the estimated value of GSP’s initiatives both for and with the community, while highlighting the importance of integrating community leadership, decision-making, and ownership into program design. Guided by the principles of SROI, this report provides a comprehensive narrative and transparent approach to how SROI is applied in the PNG context. This includes working alongside GSP leadership and involving stakeholders in defining the project outcomes, as understood through the experiences of youth, sponsors, teachers, and regional rugby coaches and players. GSP’s programs are presented as an integrated theory of change (ToC), reflecting their impact on young people and surrounding communities, featuring outcomes that are valued using verified financial proxies, with adjustments for purchasing power parity where needed.

The analysis draws on insights from the successful pilots of these programs, supplemented by smaller-scale engagements supported by the United Nations Population Fund (UNFPA). This report aims to go beyond the numbers by illuminating the stories behind the value, centering the journey of GSP and the ways in which GSP, alongside local communities, is driving meaningful change, including through:

Youth leadership in action: Young people at Badihagwa Secondary School in Port Moresby have emerged as changemakers within the 10MS program, demonstrating its sustained impact in strengthening their confidence and ability to advocate for health, gender equity, and the role of youth as community leaders.

National reach and visibility: The 2023 Hevea Cup and Wellness Expo engaged more than 8,000 individuals across PNG through live EMTV broadcasts and online platforms, amplifying conversations that use sport to mobilize men and boys in addressing gender-based violence (GBV).

Symbolism and shared identity: Purpose-designed jerseys reinforce a collective national identity and promote values of gender equity and community cohesion, positioning rugby as a platform for health, respect, teamwork, and harmony, with young players serving as visible carriers of this message.

Community investment and commitment: Forty percent of participating Hevea Cup teams raised up to \$25,000 to travel to the event by boat, air, and road, demonstrating strong local buy-in and willingness to invest in access to both the tournament and the associated health education and services offered through the Wellness Expo.

A 5 YEAR OPPORTUNITY FOR PAPUA NEW GUINEA:

By applying verified outcomes from these pilot successes to GSP’s 2026 - 2030 strategic plan for localized community hubs, we were able to forecast a five-year SROI of 7.9:1. This reflects the value of a model that grows participation and pathways incrementally across both local Port Moresby communities and regional hubs in the PNG Highlands and beyond.

Between 2026 and 2030, GSP is forecasted to generate \$22,540,171 in social value across PNG. Youth are projected to account for \$11,048,422, highlighting their role as key contributors to creating and sustaining this value in the years ahead.

This SROI suggests three prominent insights

Localization should remain core to GSP’s delivery of programming: GSP operates through a highly localized delivery model, with programs designed and implemented by local leadership, staff, governance structures, and community-based sourcing in PNG. This localization concentrates program value within PNG communities, strengthening the attribution of observed changes to GSP’s interventions and increasing the likelihood that benefits are retained by direct participants and community partners. The integrated delivery of the Hevea Cup and Wellness Expo, Gymbox, and 10MS further supports this localized value retention, with benefits remaining embedded within community systems and building over time. While broader social and institutional factors continue to shape outcomes, localization functions as a key structural feature influencing where and how value generated through GSP is realized.

GSP's integrated model is forecast to strengthen the depth of impact experienced by young people and their communities:

Based on the SROI model, this study assumes that establishing sustained community hubs through the combined delivery of 10MS and Gymbox will generate higher social return than smaller, one-off interventions. The forecast value reflects the expectation that place-based, interconnected programming will support greater continuity of engagement, stronger community ownership, and more durable outcomes over time.

Hevea Cup supports youth engagement and acts as a catalyst for community health awareness

The forecast value of GSP's Hevea Cup extends beyond its visibility and role in promoting knowledge and behavior change. It is assumed to support young people in developing a greater sense of agency among their peers while also serving as a catalyst for communities just being introduced to GSP, broader health messages, and gender equity initiatives. These effects are expected to be reinforced when Hevea Cup is delivered alongside 10MS and Gymbox within community hubs, fostering both youth leadership and wider community engagement over time.

INTRODUCTION

Founded in 2019, GSP is a positive youth development organization in PNG that uses sport and health-based programming to promote inclusion, challenge harmful social norms, and strengthen well-being at the grassroots level. GSP operates through three complementary programs:

Hevea Cup and Wellness Expo brings together 8,000+ stakeholders as spectators, players, tournament vendors, sponsors, media representatives, and health service providers from Port Moresby and across PNG for a national rugby tournament and two-day health and education event.

10 Million strong is GSP's flagship youth leadership initiative, delivered through community hubs such as local secondary schools and churches. It provides leadership development, health education, and gender equity training, equipping young people to create positive change in their communities.

Gymbox is GSP's innovative social enterprise that transforms shipping containers into multifunctional spaces offering health, fitness, and education services to local communities. Located within key community hubs, Gymbox aligns community health services with 10MS programming, empowering communities to take greater ownership of their health journey.

While each program is distinct, they share a common foundation: leveraging existing community assets, such as the energy of young people, cultural capital, and the unifying power of sport to drive positive youth and community development.

This report presents a forecast SROI for GSP, estimating the potential social and economic value generated relative to the resources invested. More so, this report aims to quantify the projected social capital GSP mobilizes to achieve anticipated outcomes for communities, young people, and health service providers, supporting stronger health systems and more thriving, sustainable communities in PNG.

As you read this report, we invite you to discover:

The pathways of change that show how the GSP creates impact, ensuring alignment with locally defined priorities and community assets.

A forecast SROI for GSP between 2026-2030 that estimates the potential monetary value of the social, health, and community benefits generated through GSP's three core programs - Hevea Cup and Wellness Expo, Gymbox, and 10MS.

Stakeholder insights from the pilot implementation of each program, highlighting the perceived impact on individuals and communities.

Through this validation, the report offers a meaningful framework to recognize, value, and support the transformative social impact generated by GSP within PNG's unique cultural and development landscape.



BACKGROUND



HEALTH EQUITY AND YOUTH DEVELOPMENT IN PNG

In PNG, achieving health equity, a state in which everyone has a fair and just opportunity to reach their highest level of health, is particularly difficult.² This challenge is particularly evident among the youth population. In PNG, youth, between 12 and 38 years of age, may comprise up to half of the national population.³ This presents both a critical opportunity for national development and a significant challenge, especially if the needs of this large cohort are not adequately met by existing health systems:

Education & Youth Development: Half of the school-age population (46.7%)⁴ is not enrolled in school, and 43.4% of the overall population has never attended school at all, contributing to a national illiteracy rate of 32.4%.⁵ As a result, a large number of young people are left without the formal qualifications or skills needed to access entry-level jobs. This establishes an economic vulnerability and conditions that can lead to frustration, disengagement, and, in some cases, harmful or risky behaviors.

Health & Youth Development: The absence of “youth-friendly” health settings reinforces a prescriptive, top-down approach to service delivery that fails to consider the unique developmental, psychological, and social needs of young people. This often translates into issues of loneliness, isolation, and GBV - problems deeply rooted across PNG. More so, access to health care in PNG is challenged by the country’s dispersed geography and challenging terrain, limiting populations’ ability to access what services are available.⁶

Social Fabric & Youth Development: Rural to urban migration is fueling tensions amongst clans, whereby resident youth - often finding legitimacy within their own wantok (their close-knit kinship and social network) - face “otherness” and low trust across settlement lines complicating deep, long-standing access to health resources. Informal borders reinforce social stigma around populations as “dangerous/illegitimate,” thus shaping how residents are treated and how services operate.

International Aid & Youth Development: PNG’s aid landscape remains deeply influenced by the country’s colonial history and the continuing legacy of external intervention. Though not universally so, this top-down, donor-driven framework limits local ownership and can risk further marginalizing youth by imposing external ideas of participation and leadership, rather than celebrating and leveraging the critical social networks that ultimately inform community cohesion across PNG.⁷

Despite this web of challenges, the enduring strength of PNG’s cultural capital lies in its community-based systems: leadership, decision-making, and livelihood strategies are guided less by material wealth than by mutual obligation, shared responsibility, and culturally informed judgment.⁸ This integration of *pasin* - the habitual ways of doing, behaving, and being that influences a deep sense of cultural ownership and community governance - and social capital ensures that communities across PNG sustain cohesion, adapt to external pressures, and continue to pass down resilient practices and collective knowledge to future generations.

²World Health Organization. (2021). *Health equity and its determinants (World Health Day report)*. World Health Organization.

³National Parliament of Papua New Guinea. (2014). *National Youth Development Authority Act No. 28 of 2014*. <https://www.parliament.gov.pg/uploads/acts/14A-28.pdf>.

⁴Open Government Partnership. (2022). *PNG OGP National Action Plan*. https://www.opengovpartnership.org/wp-content/uploads/2022/04/Papua-New-Guinea_Action-Plan_2022-2024.pdf.

⁵Open Government Partnership. (n.d.). *Youth Participation in Decision Making and Service Delivery*. Retrieved December 23, 2025, from <https://www.opengovpartnership.org/members/papua-new-guinea/commitments/PNG0008/>

⁶Jamal, A., & Antonia, R. (2020). *Youth Development in PNG: A Critical Review*. *Pacific Economic Bulletin*, 35(3), 195-210.

⁷Dinnen, S., & Firth, S. (2022). *Aid and Development in Papua New Guinea: Challenges of Local Ownership*. *Pacific Affairs*, 95(1), 43-66.

⁸Kikule, G., & Mclean, K. (2019). *Asset-Based Community Development in the Pacific: Opportunities and Challenges*. *Development in Practice*, 29(1), 22-34.

SPORT FOR DEVELOPMENT

Sport for Development (SfD) is the intentional use of sport and physical activity to drive social change, promote sustainable development, and build on cultural and community strengths.⁹ This intentionality sets it apart from traditional sport. In the case of SfD, rather than reinforcing inequalities, sport challenges social hierarchies and is leveraged as a tool to actively challenge and transform them.

SfD programs aim to foster social cohesion, youth engagement, and community resilience. Education and life skills development are also central outcomes.¹⁰ SfD programs are designed to enhance school attendance, academic engagement, and transferable skills such as leadership, communication, and conflict resolution. Participation strengthens subjective well-being, self-esteem, and confidence while generating social capital through trust, belonging, and pride in local identity, supporting peacebuilding and intercultural understanding in ethnically diverse communities.¹¹

SfD's effectiveness depends on embedding programs in cultural context, ensuring community ownership, aligning with policy frameworks, and addressing structural barriers such as gender inequity.¹² Without these elements, SfD risks short-term or superficial impact. In complex socio-cultural settings like PNG, a systemic, culturally grounded approach is essential to realize the full potential of sport as a tool for inclusive development and social transformation.

LOCALIZATION

In this report, localization refers to the degree to which GSP's programs are led, staffed, funded, supplied, and governed by people and institutions in the communities where change is intended. In practice, this looks like PNG coaches and teachers delivering 10MS, communities raising up to \$25,000 for a team to travel to and participate in Hevea Cup, and local vendors and media platforms anchoring the event economy.

Later sections translate this into five measurable indicators: Local Employment Share (i.e., who is on the payroll), Local Procurement Ratio (i.e., where money is spent), Community Contribution Ratio (i.e., how much communities co-invest), Localization Share of Inputs (i.e., how inputs are sourced), and Local Governance Index (i.e., who holds decision rights), all of which are explained in Appendix B.

⁹Lyras, A., & Welty Peachey, J. (2011). *Integrating sport-for-development theory and praxis*. *Sport Management Review*, 14(4), 311–326.

¹⁰Schulenkorf, J. W., Peachey, J. W., & Hill, P. (2020). *Sport-for-development: A comprehensive analysis of theoretical and conceptual advancements*. *Sport Management Review*, 23(5), 783–796.

¹¹Schulenkorf, N., Sherry, E., & Rowe, K. (2016). *Sport for development: An integrated literature review*. *Journal of Sport Management*, 30(1), 22–39.

¹²Edwards, M. B. (2015). *The role of sport in community capacity building: An examination of sport for development research and practice*. *Sport Management Review*, 18(1), 6–19.

Ownership, Pacific Affairs, 95(1), 43–66.

STUDY METHODOLOGY

SOCIAL RETURN ON INVESTMENT

This report applies the SROI methodology to estimate the anticipated social and developmental changes catalyzed by GSP interventions. These are expressed as a predicted impact-to-investment ratio in monetary terms.¹³ Unlike traditional financial metrics that focus on economic returns, forecast SROI is designed to project and articulate the broad social, health, and community benefits that arise from investing in initiatives like GSP.¹⁴

SROI is particularly useful in the SfD field where initiatives often create wide-ranging social benefits that can be difficult to capture through traditional measures. Importantly, variations in SROI ratios across SfD programs are less about the validity of the method and more about differences in program design, focus, intensity, and duration. For instance, recreational sport programs may produce smaller or shorter-term returns (e.g., Sport New Zealand reported a 2.12:1 ratio for recreational sport),¹⁵ while more intensive, development-focused initiatives typically generate higher social value (e.g., Laureus Sport for Good surfaced a 13:1 ratio in for their city-wide network SfD organizations).¹⁶ This variability highlights the importance of considering contextual and structural factors when interpreting results.

Similar to other SROI studies across the SfD landscape, our approach draws on the principles of SROI as articulated by Nicholls et al (2012)¹⁷ that include:

- 1. Involve stakeholders:** Engage stakeholders to inform what gets measured and how.
- 2. Understand what changes:** Articulate how change is created and evaluate this through evidence gathered.
- 3. Value the things that matter:** Make decisions about allocating resources between different options that recognize the values of stakeholders.
- 4. Only include what is material:** Establish the boundaries of what information and evidence must be included in an account of value.
- 5. Do not over-claim:** Only claim the value that can be attributed to the intervention.
- 6. Be transparent:** Demonstrate the basis on which the analysis may be considered accurate and honest.
- 7. Verify the result:** Ensure appropriate independent verification of the account.
- 8. Be responsive:** Apply lessons learned to the management of the intervention.

DATA COLLECTION & ANALYSIS

Building on these principles, the authors of this study collaborated with GSP leadership to define the scope of the research, clarifying:

The programs under evaluation and the level of maturity of their pilot implementation.

The participant groups available to engage as experts based on their experiences within these programs.

The key research questions the study should address.

This process ensured that our methodological approach aligned with what had been piloted, the data and insights available, and the areas where forecasting impact would be most meaningful. Figure 1 illustrates this methodology process using an example outcome to provide clarity into how each step applies to GSP stakeholders engaged across the three programs:

¹³Social Value UK. (2016). *Social Return on Investment (SROI) Forecast Analysis*. <https://socialvalueuk.org/wp-content/uploads/2016/03/IPS%20Forecast%20SROI%20Revised%20Feb%202013%20Assured.pdf>.

¹⁴Improvement Service. (n.d.). *Forecast Social Return on Investment Analysis on the Co-location of Advice Workers with Consensual Access to Individual Medical Records in Medical Practices*. Retrieved December 23, 2025, from https://www.improvementservice.org.uk/__data/assets/pdf_file/0023/9167/SROI-co-location-advice-workers.pdf

¹⁵Sport New Zealand. (n.d.). *Social Return on Investment of Recreational Physical Activity in Aotearoa New Zealand*. Retrieved December 23, 2025, from https://sportnz.org.nz/media/nhgbuato/sroi-new-zealand-summary-report-6_17.pdf

¹⁶Laureus Sport for Good. (n.d.). *13:1 - The Social Return on Investing into Sport for Girls in Delhi*. Retrieved December 23, 2025, from <https://www.laureus.com/sport-for-good/knowledge/13-1-the-social-return-on-investing-into-sport-for-girls-in-delhi>

¹⁷AdaptiDev Library. (n.d.). *A Guide to Social Return on Investment*. Retrieved December 23, 2025, from <https://docs.adaptdev.info/lib/1B6EPT5U>

Questions directed to participants explored the most significant personal and community-level changes associated with the GSP initiative. These questions captured observed impacts on themselves and others, the activities contributing to these outcomes, the potential positive ripple effects, and the avoidance of costs or losses resulting from participation.

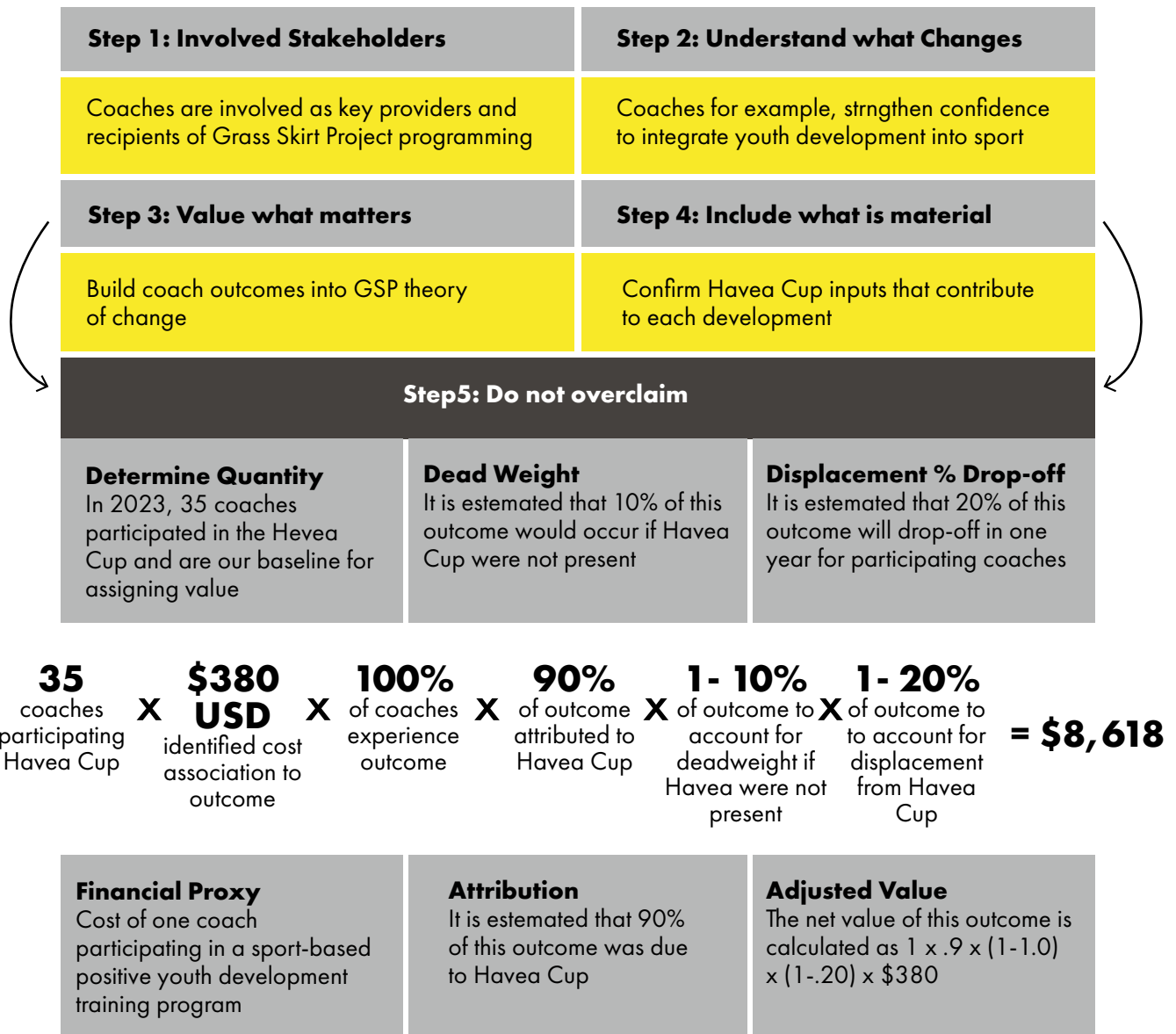


Figure 1. GSP SROI project methodology flowchart with examples.¹⁸

¹⁸Visual adapted from Social Ventures Australia. (2022). Forecast Social Return on Investment Analysis: 2022–2026 (for Redkite) [Report]. Redkite. https://redkitewp.wpenginepowered.com/wp-content/uploads/2022/11/REDKITE-SROI-Report-2023_09_FN.pdf.

Data Collection Phases

Each of these key phases are outlined in greater detail below:

Phase 1: Desk Research - Existing evaluations conducted by GSP and its Monitoring, Evaluation, and Learning (MEL) partners were reviewed to understand the reported outcomes from each programs' pilot interventions. This included a review of existing annual reports, financial statements, and impact reports shared with funding partners. This examination informed a baseline understanding of demonstrated impact across GSP's programs that could then be tested and refined through stakeholder interviews.

The data reviewed included:

- 2023 Grass Skirt Project Annual Report
- 2023 Hevea Cup Impact Report
- 2023 10 Million Strong Impact Report
- 2019 - 2023 Financial Statements

Phase 2: Stakeholder Engagement - 22 individuals (see Table 1 - Stakeholder Selection and Negotiation) participated in focus groups and/or semi-structured interviews. The number of stakeholders interviewed was necessarily limited, reflecting the current scope of delivery (e.g., a single 10MS cohort at Badihagwa Secondary School, one Gymbox site, and a representative sample of coaches engaged through Hevea Cup) and aligning with program scale and reach to date. Participants were selected in collaboration with GSP leadership to identify individuals able to represent each program. While this approach prioritized accessibility and engagement, it does not fully capture the gender balance across GSP programming, nor the broader diversity of community members involved in GSP initiatives. As a result, the findings primarily reflect the perspectives of the participants included, and future research could expand participation to provide a more comprehensive representation of all stakeholder experiences.

Questions directed to participants explored the most significant personal and community-level changes associated with the GSP initiative. These questions captured observed impacts on themselves and others, the activities contributing to these outcomes, the potential positive ripple effects, and the avoidance of costs or losses resulting from participation.

Stakeholder Group	Total # Engaged in Study	Total # Engaged in Study
10MS¹⁹ Girl Participants	6	Included as primary stakeholders who directly participated in the 10MS program and are therefore central to assessing program outcomes and experiences.
10MS Boy Participants	6	Included as primary stakeholders who directly participated in the 10MS program and are therefore central to assessing program outcomes and experiences.
10MS Teacher	1	Included as a primary stakeholder with direct involvement in program delivery and participant support, offering contextual insights into the program implementation and outcomes within the school environment.
Hevea Cup Coaches	5	Included as primary stakeholders who facilitate ongoing program activities, engage directly with Grass Skirt Project staff, and with direct influence on youth engagement and development outcomes. Their perspectives also contribute to understanding program sustainability and reach.
Hevea Cup Sponsors	1	Included as secondary stakeholders whose involvement reflects the program's broader ecosystem of support. Their perspective provides insight into perceived program value and intended impact.
Hevea Cup Media	1	Included as secondary stakeholders whose involvement reflects the program's broader ecosystem of support. Their perspective provides insight into perceived program value and intended impact.
Gymbox Coordinator	1	Included as primary stakeholders responsible for implementation and day-to-day delivery of Gymbox programming, providing critical insight into operational assumptions, participant engagement, and program impact.
Gymbox Participant	1	Included as primary stakeholder who directly participates in Gymbox programming, providing a first-hand account of program outcomes to help assess relevance and effectiveness of programming.

Table 1. Stakeholder Selection and Negotiation

¹⁹We interviewed the inaugural, and so far only, full cohort of 10MS youth participants, along with their designated "champion," (teacher) at Badihagwa Secondary School in Port Moresby.

Analysis Stages

The data was analyzed through a multi-stage process to develop a ToC, apply value and financial proxies, and make contextual adjustments, such as adjustments for impact (deadweight, attribution, displacement, and drop-off) to provide the estimated impact of GSP:

Stage 1 - Establish Theory of Change: The ToC was developed by synthesizing insights from the impact reports and semi-structured interviews, as well as using an analytical framework grounded in two complementary approaches: Positive Youth Development (PYD) and Asset-Based Community Development (ABCD). PYD provided a lens to understand young people's growth through the "Five Cs": Competence, Confidence, Connection, Character, and Contribution. ABCD guided the exploration of how initiatives build on existing community strengths and assets. Outcome statements were generated to reflect the conditions for change, delivery methods, and stakeholder experiences, with the frequency of mentions across stakeholder groups used to highlight which outcomes were most important and to guide the articulation of the final outcomes (See Appendix A). This study did not assign relative value (i.e., rank or weight them by perceived importance of stakeholders) to outcomes, instead treating them equally. Given the limited stakeholder scope and the forecast nature of the SROI, this approach avoids imposing subjective judgments about which outcomes might be most important and allows decision-makers to consider the full range of anticipated outcomes.²⁰

Stage 2 - Map Social Value Creation: Measurable indicators were identified for each key outcome within the ToC and applied to both direct and indirect beneficiaries, based on data collected and analyzed. These indicators were aligned with the stakeholder groups most likely to experience change across GSP's programs.

Stage 3 - Establish Estimated Impact: Indicators and outcomes were analyzed against standard SROI adjustment factors - deadweight (outcomes that would have occurred without the program), attribution (the share of impact linked specifically to GSP), displacement (extent to which the positive outcomes of a program are offset by negative effects elsewhere), and drop-off (how outcome value declines over time once program involvement ends) - to estimate the proportion of value directly attributable

to GSP.²¹ To inform these adjustments, the research team benchmarked insights from stakeholder interviews and program documentation against the broader youth development and Sfd landscape, with particular attention to GSP's highly localized operations and delivery model. Stakeholder interviews consistently identified local leadership, staffing, asset sourcing, and partnerships as central to GSP's distinctive contribution and the absence of comparable services in the delivery context. These claims were tested using five localization metrics that examine who leads, staffs, funds, and governs program activities

Local Employment Share (LES): proportion of PNG-resident staff involved in delivery
Local Procurement Ratio (LPR): share of operational spend with PNG vendors
Community Contribution Ratio (CCR): value of in-kind and volunteer support
Localization Share of Inputs (LSI): overall mix of locally sourced resources
Local Governance Index (LGI): extent of decision-making and partnerships held by PNG actors

These calculations were used to validate and calibrate the impact model, informing conservative adjustments to attribution, deadweight, displacement, and drop-off for each outcome. While the high degree of localization supported higher attribution and lower deadweight than is typical of externally-driven models, assumptions remained cautious to account for indirect or "halo" effects (spillover benefits beyond direct participants) and the influence of other actors and broader social conditions. In this way, localization functioned as a moderating lens (Note: localization measures and dial thresholds are documented in Appendix B, with the resulting adjustment rates presented in Appendix C). These calibrated assumptions formed the basis of the SROI calculation and were further benchmarked against stakeholder interviews exploring what might have occurred in the absence of GSP, alongside historical evidence from comparable youth development and Sfd initiatives.²²

²⁰Arvidson, M., Lyon, F., McKay, S., & Moro, D. (2013). *Valuing the social? The nature and controversies of measuring social return on investment (SROI)*. *Voluntary Sector Review*, 4(1), 3-18. <https://doi.org/10.1332/204080513X661554>.

²¹These calculations were applied by stakeholder groups across each of the three activities, following practices outlined by Butler and Leatham (2023) in their review of diverse programs within the United Kingdom's Active Communities Network.

²²Nicholls, J., Lawlor, E., Neitzert, E., & Goodspeed, T. (2012). *A guide to Social Return on Investment. The SROI Network*. <https://socialvalueselfassessmenttool.org/wp-content/uploads/intranet/758/pdf-guide.pdf>.

Stage 4 - Allocate Financial Proxies:

Finally, financial proxies were assigned to each indicator using two complementary approaches common in SROI studies. First, stakeholders were asked to estimate the monetary value of benefits they experienced - for example, by considering avoided costs, prevented problems, or how much they would be willing to pay for these benefits. This approach proved challenging because participants were hesitant or unable to assign a financial value due to their limited purchasing power and socioeconomic circumstances. To address this, we also applied a cost-based approach, drawing on prior studies, health reports, and government data to estimate the costs associated with the challenges GSP addresses. Where direct data was unavailable, we followed Kumar and Mallet (2025),²⁴ using comparable programs in PNG and SfD to estimate the likely cost of achieving the same outcomes, adjusting for purchasing power parity (PPP) where applicable. This dual method produced a more accurate, contextually grounded valuation of GSP's social and economic impact.

Stage 5 - Calculate SROI & Conduct

Sensitivity Analysis: We calculated the SROI by comparing the total adjusted value of outcomes to the investment required for each GSP program, producing a forecast SROI for each program and for the organization as a whole. This established a baseline SROI based on the individual launch of the three GSP programs - 10MS, Hevea Cup, and Gymbox - treated as standalone activities. Building on this baseline and the impact map from the pilot initiatives, we developed a five-year forecast SROI (2026–2030). This forecast draws on the pilot outcomes and financial proxies, reallocating them to GSP's emergent 2026 - 2030 strategy, which integrates 10MS, Gymbox, and Hevea Cup to provide year-round access and engagement in key community hubs across Port Moresby and regional PNG. Finally, the five-year forecast was subjected to a sensitivity analysis to test how changes in deadweight, attribution, displacement, drop-off, and participant reach could affect the results, ensuring the robustness of the projected SROI.

Stage 6 - Manage Feedback Loops and

Iteration: The SROI data and insights were reviewed by GSP executive leadership and external collaborators, including Pacific-region academics, to ensure independent assessment of the PNG context and methodology. As a preliminary forecast, the findings remain subject to future validation.

²⁴Grass Skirt Project. (2023). *10 Million Strong Impact Report 2023*. Grass Skirt Project.

GSP Theory of Change

ASSUMPTION OF CHANGE

The ToC presented here forms the foundation for the SROI, providing a roadmap for how GSP translates activities into meaningful and sustainable outcomes. At the heart of any ToC are the assumptions and beliefs about how and why change occurs, which guide program design and shape the pathways through which impact is realized. Our analysis of primary and secondary data surfaced four key assumptions, which are central to understanding how GSP creates transformative change.

The **first assumption** is that if GSP creates accessible pathways for young people to be visible and engaged, then they are more likely to recognize themselves as assets and contribute to positive community change. Research in PNG supports this approach, showing that strengthening young people's sense of agency and visibility within their communities increases participation, fosters leadership, and reinforces collective identity, which in turn enhances access to resources and long-term self-reliance.

"It (GSP) created a lot of change in the mindset of the younger ones...That's what I saw from the youth, like using sports was a great tool that empowered them to do something, to advocate for change." - PNG Rugby Coach, Male

The **second assumption** is that if GSP removes structural barriers around access to healthcare and health promotive communications, then young people and communities will be better able to utilize existing supports, strengthening overall well-being. Studies show that barriers such as cost, convenience, and cultural norms, particularly for women, can limit engagement with health-promoting services. At the same time, many men already understand the value of women's progress but may not see how it relates to their own actions. Expanding access to these services can build on this existing knowledge and encourage men to connect their actions to supporting gender equality.¹ By addressing these barriers and providing accessible, community-based pathways, programs can enhance both individual and collective health outcomes.

"[At Hevea Cup] they give out contraceptives and stuff to people, informing those that are sexually active on how to take care of yourself...they [Hevea Cup participants and spectators] don't know how to go about finding [this information] and it can be quite daunting because this information gets stigmatized in communities. The Hevea Cup has booths where people could go, attend, see, and talk to actual professionals there that are working in medical styles. It was good to see." - PNG Rugby Coach, Male

The **third assumption** is that if GSP employs open-resource methodologies that can be integrated into existing programs and community institutions, then the approach will scale effectively while embedding within trusted community systems. Evidence from community development research shows that locally adaptable tools and participatory methodologies empower communities to take ownership of interventions, supporting sustainable change and reinforcing social capital.

“These villages and communities are already rich in their structures and in their passion around sport. So what we’re doing is trying to just enhance it and support them while also having health services come in as well. These communities actually already know what they want.” - Grass Skirt Project Staff, Female

The **fourth assumption** is that if GSP avoids prescriptive models and instead leverages sport as a community pillar, then local strengths are reinforced, and sport becomes a platform for promoting health, well-being, and collective capacity. Literature on SfD highlights that sport only generates meaningful social outcomes when it is intentionally structured to challenge harmful social norms and builds on existing cultural and community assets, rather than replicating inequalities inherent in traditional sport programs.

“That’s what I see in the Grass Skirt Project, going into small communities, introducing proper health education and Gymbox training. It gives young people the opportunity to learn, grow, and change their attitudes. As a result, they can live healthier lives, and that contributes to building a more prosperous and equitable society in Papua New Guinea.” - Gymbox Owner, Male

Taken together, these assumptions illustrate why GSP’s approach is rooted in amplifying existing strengths and local agency. They are reflected in the localization profile of GSP’s portfolio, including high local employment, sourcing from PNG vendors, substantial community co-investment, and local governance arrangements. Together, these features indicate that the mechanisms in this ToC are largely held and driven by PNG actors, which is why localization is treated as a structural feature of the model rather than an add-on.

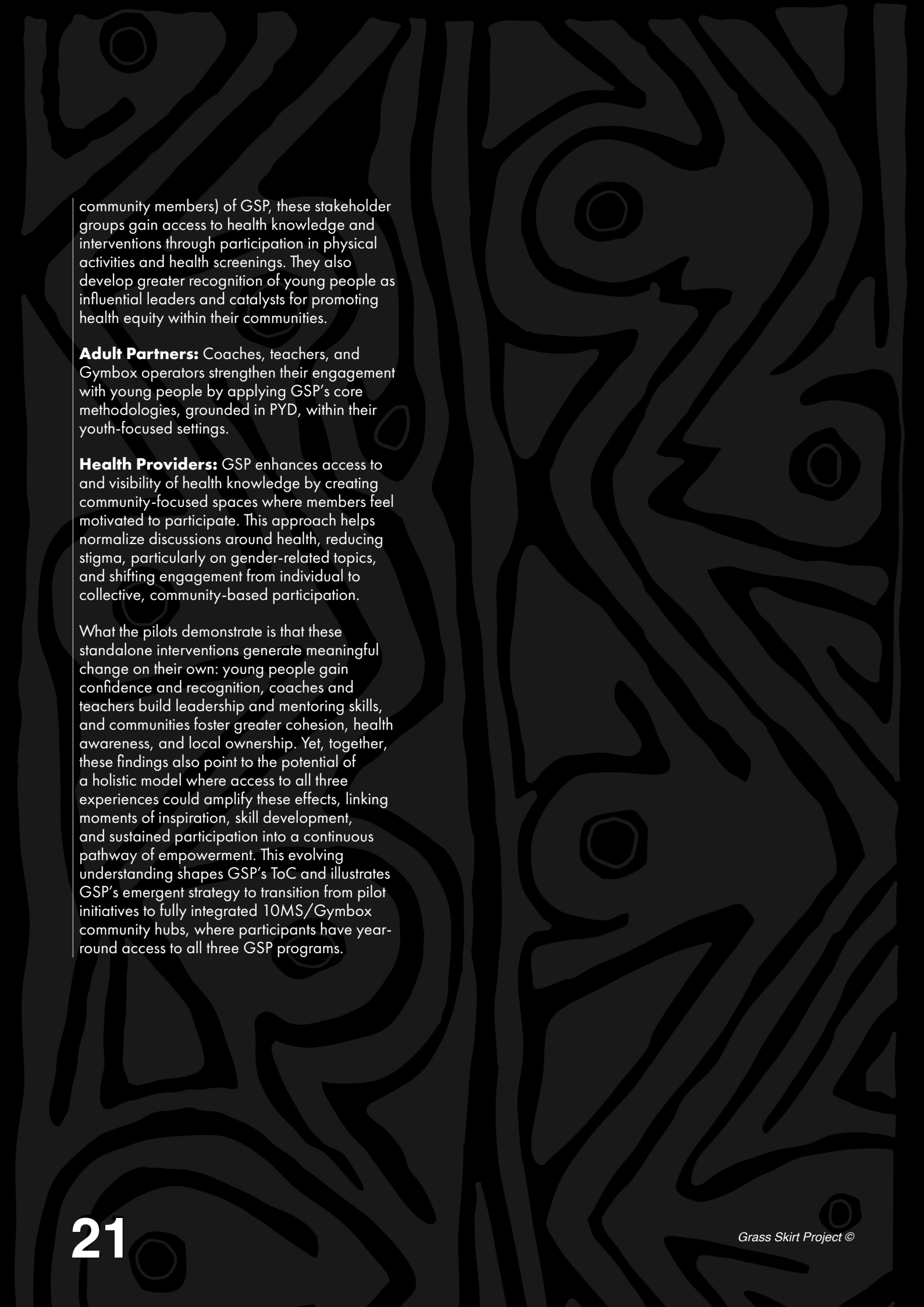
This combination of assumptions and localization factors provides the foundation for the change pathways that guide how GSP strengthens community assets, enhances young people’s visibility, and fosters sustainable conditions for health, safety, and well-being.

PATHWAYS OF CHANGE: OUTCOMES AND INDICATORS

The ToC suggests that GSP’s three core initiatives - the Hevea Cup and Wellness Expo, 10MS, and Gymbox - represent distinct but complementary entry points for advancing health, gender equity, and social cohesion in PNG. While each program has so far been implemented independently, evidence from their pilots reveals shared mechanisms of change and overlapping outcome pathways that may reinforce one another. The Hevea Cup and Wellness Expo act as a catalyst for visibility, belonging, and access, sparking curiosity and empowerment among youth and community members alike. The 10MS program deepens this engagement by equipping young people with the confidence, leadership skills, and gender awareness to drive positive change within their schools and communities. The Gymbox initiative then extends these impacts into daily life, embedding wellness and inclusion into local routines and physical spaces. How diverse stakeholder groups experience this change is captured below (more detail provided in Appendix A):

Young people: Through participation in the Hevea Cup, Gymbox, and 10MS programs, GSP provides multiple, complementary platforms to build young people’s capacity as community health leaders. Programs first recognize their agency and provide visibility - through youth development in 10MS or public recognition and celebration in the Hevea Cup - and then support them to translate this recognition into deeper knowledge, confidence, and practical skills. Key outcomes include increased health literacy, particularly around GBV, and strengthened ability to lead and influence health-related initiatives within their communities.

Community Members: Representative of both key direct (i.e., Gymbox participants) and indirect beneficiaries (i.e., parents and program community members)



community members) of GSP, these stakeholder groups gain access to health knowledge and interventions through participation in physical activities and health screenings. They also develop greater recognition of young people as influential leaders and catalysts for promoting health equity within their communities.

Adult Partners: Coaches, teachers, and Gymbox operators strengthen their engagement with young people by applying GSP's core methodologies, grounded in PYD, within their youth-focused settings.

Health Providers: GSP enhances access to and visibility of health knowledge by creating community-focused spaces where members feel motivated to participate. This approach helps normalize discussions around health, reducing stigma, particularly on gender-related topics, and shifting engagement from individual to collective, community-based participation.

What the pilots demonstrate is that these standalone interventions generate meaningful change on their own: young people gain confidence and recognition, coaches and teachers build leadership and mentoring skills, and communities foster greater cohesion, health awareness, and local ownership. Yet, together, these findings also point to the potential of a holistic model where access to all three experiences could amplify these effects, linking moments of inspiration, skill development, and sustained participation into a continuous pathway of empowerment. This evolving understanding shapes GSP's ToC and illustrates GSP's emergent strategy to transition from pilot initiatives to fully integrated 10MS/Gymbox community hubs, where participants have year-round access to all three GSP programs.

Table 2. Summary of Grass Skirt Project Pilot Programs

10MS	Launched at the Badihagwa Secondary School in 2023 in Port Moseby, the 12-week program engaged 14 students in rugby and leadership activities, emphasizing gender equality and pro-social behaviors to help reduce GBV over the long term. Participants reported increased confidence, strengthened leadership skills, and a greater ability to discuss GBV with peers and family, extending the impact of their learning beyond the classroom and the playing field.
Gymbox	Piloted in Hanuabada Village in 2019, the Gymbox offers a safe, accessible hub for youth and adults, including women and people with disabilities, to engage in physical activity, violence prevention, and leadership training. By 2024, over 1,000 community members had adopted regular exercise routines, improving physical health and fostering community engagement. ²⁵
Hevea Cup & Wellness Expo	<p>In 2023, 12 senior women’s teams, 12 senior boys’ teams, and 8 youth teams competed in a professional stadium, creating visibility, recognition, and access for communities often excluded from such spaces. Supported by over 30 local NGOs, the event connected sport with learning on health and gender equity, with 91% of participants reporting they would share the knowledge gained with friends and family.</p> <p>Young people from Port Moresby and rural villages worked closely with their communities, schools, churches, and clans to ensure access to the Cup. While urban participants only needed to cover a small registration fee, rural teams faced costs exceeding \$25,000 for travel, lodging, registration, and support staff. Communities met this challenge through a combination of contributions: families and clans provided small cash gifts and sold food at markets, churches collected special offerings, local businesses and transport providers supported fees and travel, local government and MPs covered team costs, and resource companies funded teams from their clan areas. This collective investment enabled young people to participate, develop, and bring the benefits of the Cup back to their communities, demonstrating the power of community collaboration in supporting youth growth and access to opportunity.</p>

²⁵ Grass Skirt Project Annual Report, 2023. (2023). https://cdn.prod.website-files.com/65d3d68dc8b4dfa6dd7fd44f/6679f8fead15e48dc2a4e810_GSP%20-%202023%20Annual%20Report%20-%20WEB.pdf.

Every Person in PNG experiences belonging, contribution, and growth

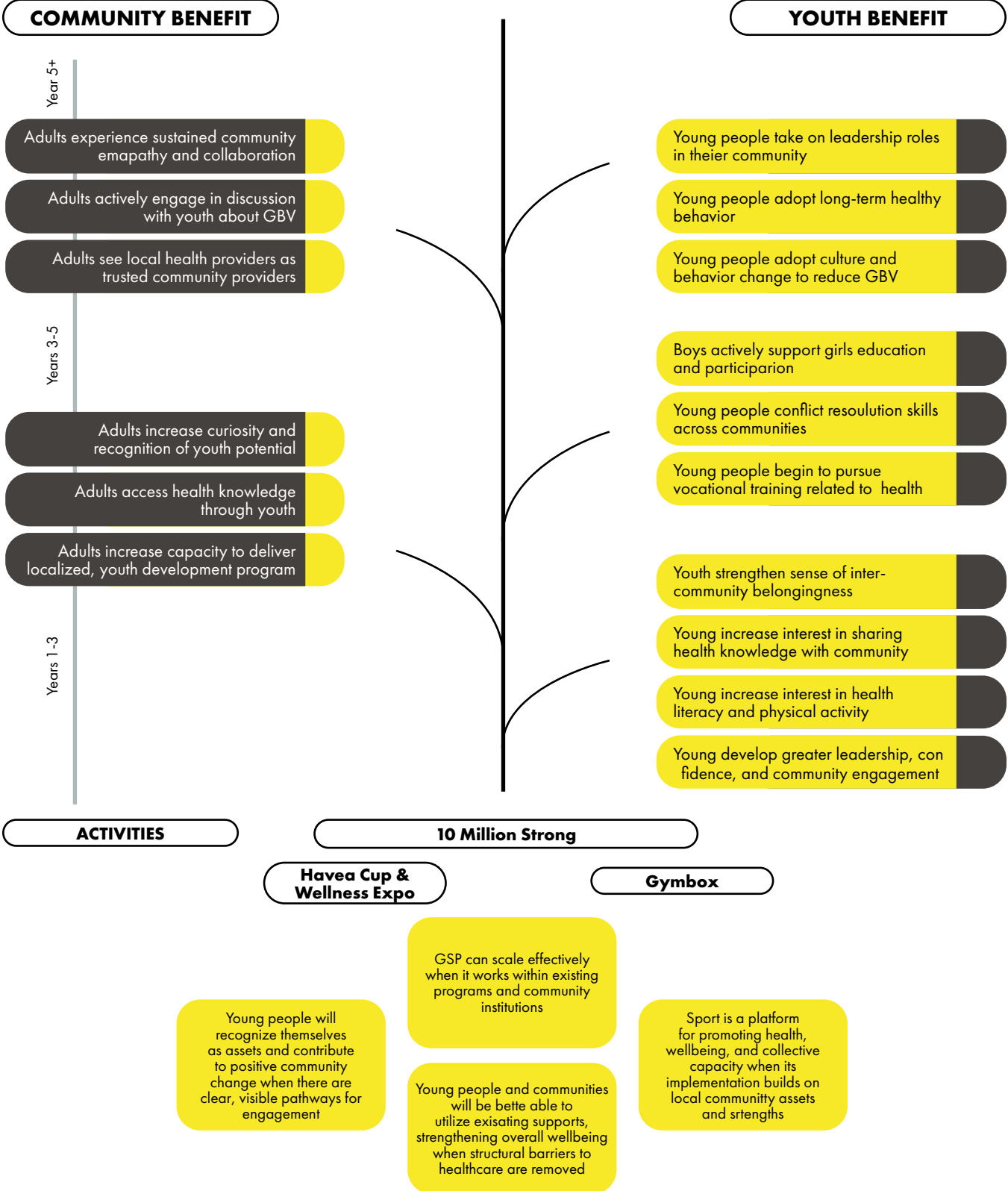


Figure 2. Grass Skirt Project Theory of Change

For clarity, each outcome pathway for stakeholders across the Hevea Cup and Wellness Expo, 10MS, and Gymbox are summarized in Appendix A.

Adding Value To Theory

SROI FOR GSP PILOT PROGRAMS

Impact Map of GSP Pilot Programs: The impact map presents SROI value calculations based solely on short-term outcomes. In line with best practice, estimates for attribution, drop-off, displacement, and deadweight were applied to avoid overstating the intervention's value.

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
Hevea Cup Youth Players - Port Moseby/ Locally based (age 13 - 18); (Direct Beneficiary)	360	Increase cross-cultural competencies and engagement, strengthening a sense of inter-community belongingness	Increased comfort and enjoyment in interacting with peers from different backgrounds	90%	10%	25%	0%	\$170	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport New Zealand (2022). Value of Sport: Wellbeing and Social Capital Benefits.	\$37,179
	360	Enhance confidence and recognition of their power as a valued community member	Increased recognition by coaches of contributions and self-belief	90%	10%	30%	0%	\$311	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Western Pacific Regional Office (2023). Community Health Programme delivery costs. WHO Western Pacific Regional Office (2023). Community Health Programme delivery costs.	\$63,481
	360	Develop curiosity on health literacy topics including sexual health and gender violence	Increased recognition by coaches of contributions and self-belief	90%	10%	35%	0%	\$95	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Western Pacific Regional Office (2023). Community Health Programme delivery costs.	\$18,006
	360	Enhance their social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)	Observation of player development opportunities by coaches	90%	10%	25%	0%	\$425	Laureus SROI study provides verified financial proxies specifically for sport-for-development life skills outcomes, with documented methodology and Pacific region applicability. Selected over academic research without published values.	Laureus Sport for Good Foundation (2019). Sport for Development SROI Study - Life Skills Component.	\$92,947

²⁶In identifying proxies, we recognize that not all outcomes have direct equivalents, either locally or in existing data sources. In cases where no exact match was available, we selected proxies that best approximate the outcomes observed in GSP, including sources from beyond PNG, to extrapolate the most relevant and informative estimates.

Stakeholder	Reach	Outcome	Indicator	Attri- bu- tion	Dead wei- ght	Drop- off	Displa- cement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	360	Cultivate early avenues into sporting development	Observation of player development opportunities by coaches	90%	10%	25%	0%	\$ 926	Revealed community preference through actual financial contributions, demonstrating true value placed on participation	GSP Primary Research (2024-2025): Analysis of community fundraising data, financial reports, and stakeholder interviews.	\$135,010
Hevea Cup Youth Players - Rural/ Regional Teams (age 13 - 18); (Direct Beneficiary)	240	Increase cross-cultural competencies and engagement, strengthening sense of inter-community belongingness	Increased comfort and enjoyment in interacting with peers from different backgrounds	90%	10%	25%	0%	Excluded from calculation to avoid double-counting community contributions toward Hevea.	Based on qualitative interviews, review of financial reports, and stated financial values.	Value of capital raised by regional communities for Hevea Cup Participation	\$0
	240	Enhance confidence and recognition of their power as a valued community member	Increased recognition by coaches of contributions and self-belief	90%	10%	35%	0.00%	Excluded from calculation to avoid double-counting community contributions toward Hevea.	Based on qualitative interviews, review of financial reports, and stated financial values.	Value of capital raised by regional communities for Hevea Cup Participation	\$0
	240	Develop curiosity on health literacy topics including sexual health and gender violence	Increased recognition by coaches of contributions and self-belief	90%	10%	25%	0.00%	Excluded from calculation to avoid double-counting community contributions toward Hevea.	Based on qualitative interviews, review of financial reports, and stated financial values.	Value of capital raised by regional communities for Hevea Cup Participation	\$0

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	240	Enhance social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)	Increased recognition by coaches of contributions and self-belief	80%	10%	20%	0%	\$ 280	Regional Oceania coaching standard with transparent certification costs for Pacific nations	OSEP (2024). Coaching Certification Programme Fees.	\$5,644
	240	Cultivate early avenues into sporting development	Cultivate early avenues into sporting development	90%	10%	20%	0%	\$380	Global Sport for Development standard ensuring quality benchmark for coaching development	streetfootballworld & Comic Relief (2021). Sport for Development coaching training programme costs.	\$8,618
Hevea Cup Coaches (Direct Beneficiary)	35	Strengthen knowledge of sport-based positive youth development (SBYD) approaches in coaching	Self-reported increase in understanding of SBYD concepts	80%	10%	20%	0%	\$280	Regional Oceania coaching standard with transparent certification costs for Pacific nationst	OSEP (2024). Coaching Certification Programme Fees.	\$5,644
	35	Strengthen confidence to integrate SBYD approaches into coaching	Strengthened openness and implementation of SBYD-informed coaching interventions delivered across PNG communities	90%	10%	20%	0%	\$380	Global Sport for Development standard ensuring quality benchmark for coaching development	streetfootballworld & Comic Relief (2021). Sport for Development coaching training programme acosts.	\$8,618

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
Hevea Cup Player Community Members (in-direct beneficiary)	60	Develop curiosity on health literacy topics including sexual health and gender violence	Attendance in health literacy activities or workshops	60%	10%	20%	0%	\$65	Pacific regional authority with established health and development program costs	Pacific Community (SPC) (2023). Sexual and Reproductive Health Programme delivery costs. =	\$16,848
	600	Increase positive appreciation around girls' participation	Observation of supportive behaviors (cheering, encouragement, mentorship)	80%	10%	20%	0%	\$85	UN gender equality agency with Pacific-specific gender programming costs	UN Women Pacific (2023). Markets for Change Programme costs.	\$29,376
	600	Enhance community cohesion that promotes community health, development, and agency in decision-making	Observed interest of community members to provide Hevea opportunity for young people	80%	10%	25%	0%	\$225	Sport Wales SROI provides rare published financial proxies for holistic community development from sport events, with transparent methodology applicable to community-organized sporting events in PNG.	Sport Wales (2020). Social Return on Investment Study - Community Development and Collective Efficacy.	\$72,900
Hevea Cup Tournament Volunteers (Direct Beneficiary)	44	Enhance professional competencies and skill development	Positive feedback and reflection from supervisors/mentors	75%	10%	25%	0%	\$220	International labour organization with Pacific youth employment programs and documented service costs	ILO (2023). Youth Employment Programme - Pacific.	\$4,900

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	44	Expand access to mentorship opportunities and professional exemplars	Increase of consistent engagement between youth volunteer and GSP staff across tournament	80%	10%	20%	0%	\$320	Established Pacific regional leadership development program with documented mentorship costs	Pacific Leadership Programme (2023). Youth Mentorship component costs.	\$8,110
	44	Improve access to career development and educational pathways	Access to established relationships between GSP and Hevea Cup partners	70%	10%	20%	0%	\$220	International labour organization with Pacific youth employment programs and documented service costs	ILO (2023). Youth Employment Programme - Pacific.	\$4,878
	44	Increase confidence and self-efficacy in delivering professional tasks or managing responsibilities	GSP staff observation of independent task management	75%	10%	25%	0%	\$280	OSEP is the authoritative Pacific regional sports education provider with published certification costs applicable across Pacific island nations including PNG, providing most accurate professional development value for volunteer coaching roles.	OSEP (2024). Coaching Certification Programme Fees. Professional development through sport coaching certification. https://oceaniaisport.com/osep/	\$6,237
Hevea Cup Local Goods and Service Providers (Direct Beneficiary)	10	Strengthen financial stability of local small business economy	Vendors gain immediate income from sales to Hevea Cup	90%	5%	50%	5%	\$420	Official PNG government statistical data providing accurate local economic information	PNG National Statistical Office (2023). Informal Economy Survey.	\$1,795

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	10	Increase visibility of their goods and services to new community members	Availability of access to a central and prominent site for sale at the Hevea Cup tournament and national stadium	70%	20%	60%	0%	\$180	Event stall rental pricing. 3-day premium location rate.	Port Moresby City Commercial Rates (2024).	\$403
Hevea Cup Community Health Service Providers (Direct Beneficiary)	23	Experience increased visibility of available health services and preventive care messages.	Active and direct engagement of Hevea Cup participants with educational materials (brochures, interactive sessions)	60%	15%	35%	0%	\$75	Per-person cost for health service visibility and preventive care messaging.	Marie Stopes PNG (2024). Community Health Outreach Programme costs.	\$571
Hevea Cup Local Tournament Spectators (Direct Beneficiary)	200	Strengthen awareness of local community resources	Number of spectators interacting with resource booths	60%	5%		0%	\$82	SPC is the authoritative Pacific regional organization with published program costs for health information delivery across Pacific island contexts including PNG, providing most accurate comparable value.	PNG National AIDS Council (2024). Community Health Education Programme.	\$74,784
	2,000	Develop curiosity on health literacy topics including sexual health and gender violence	Increased participation in health literacy activities	60%	5%	20%	5%	\$50	National PNG authority with established program costs ensuring cultural and contextual appropriateness	PNG National AIDS Council (2024). Community Health Education Programme.	\$45,600

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	2,000	Develop greater empathy and social recognition of youth from other villages and settlements, seeing them as peers rather than "other."	GSP staff observed supportive or inclusive behaviors during games	70%	5%	20%	0%	\$ 145	Sport NZ is the only Pacific-based SROI study with published, verifiable social capital values from sport events. Geographic and cultural proximity to PNG makes it most appropriate source for cross-community outcomes.	PNG Cancer Foundation (2024). Cervical Cancer Screening Programme.	\$ 125,352
	500	Access health screening	GSP staff identified women access to cervical cancer screening	100%	5%	20%	0%	\$ 135	PNG-based organization with actual documented delivery costs in local context	PNG Cancer Foundation (2024). Cervical Cancer Screening Programme.	\$ 51,300
Female Gymbox Participants	20	Strengthen commitment to health and wellness	Number of participants accessing Gymbox regularly	70%	10%	15%	0%	\$ 260	PNG market pricing data reflecting actual local gym membership costs	Hausples.com.pg (January 2025). Port Moresby gym membership rates.	\$ 2,784
	20	Increase knowledge on women's health including menstrual hygiene and GBV	Number of participants accessing Gymbox regularly	70%	10%	15%	5%	\$ 350	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Pacific (2023). Non-Communicable Disease Prevention Programme.	\$ 3,748
	20	Strengthen agency and self-belief to lead community-based projects	Increased recognition by operators of self-belief among participants	70%	10%	15%	0%	\$ 180	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Wellbeing benefits from regular sport participation.	\$ 3,330

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	20	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	Observation of diverse peer group interaction within the Gymbox space	70%	10%	15%	0%	\$170	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Social capital from regular sport participation.	\$1,820
	20	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	Increased recognition by Gymbox operators of diverse career and learning opportunities being explored or portrayed within the Gymbox setting	70%	20%	15%	0%	\$250.00	International labour organization with Pacific youth employment programs and documented service costs	ILO Pacific (2023). Youth Employment Programme.	\$2,380
Male Gymbox Participants	20	Increase exposure to health and wellness information - including Hevea Cup	Number of participants accessing Gymbox regularly	70%	10%	15%	0%	\$260	PNG market pricing data reflecting actual local gym membership costs	Hausples.com.pg (January 2025). Port Moresby gym membership rates.	\$2,784
	20	Strengthen commitment to health and wellness	Number of participants accessing Gymbox regularly	70%	10%	15%	5%	\$350	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Pacific (2023). NCD Prevention Programme.	\$3,748

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	20	Increase knowledge on women's health including menstrual hygiene and GBV	Observation of male participants engaging in GBV or menstrual hygiene discussions or peer advocacy	70%	10%	15%	0%	\$210	UN agency with specialized Pacific GBV prevention programming and documented costs for educational programming on women's health and GBV per participant.	UNFPA Pacific (2023). Male Engagement in GBV Prevention Programme	\$2,249
	20	Increase connection to gym users beyond immediate clan and peer group	Observation of diverse peer group interaction within the Gymbox space	70%	20%	15%	0%	\$170	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	UNFPA Pacific (2023). Male Engagement in GBV Prevention Programme	\$1,618
	20	Strengthen agency and self-belief to lead community-based projects	Increased recognition by operators of self-belief among participants	70%	20%	15%	0%	\$311	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Wellbeing benefits from sport.	\$3,330
	20	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	75	20%	15%	0%	\$250	International labour organization with Pacific youth employment programs and documented service costs	ILO Pacific (2023). Youth Employment Programme.	\$2,380

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
Gymbox Operator	2	Gain stable income stream from delivery of health services to community	Consistency of payments received through Gymbox operations	95%	5%	10%	0%	\$4,200	Annual contract value for community health service provision.	PNG Department of Community Development (2024). NGO Service Delivery Contracts.	\$6,822
	2	Increase professional experience managing programs and partnerships	Recognition from GSP or partners of operator professionalism and reliability	85%	10%	15%	0%	\$850	Proxy for professional development skill premium for program management capability.	ILO Pacific (2023). Labour Market Analysis.	\$1,105
Local Gymbox Community Members	200	Increase community pride in health infrastructure	Observation of community-led maintenance or promotion of Gymbox facility	80%	10%	20%	0%	\$80	Community contribution and social value per person.	UNFPA Pacific (2023). Male Engagement in GBV Prevention Programme	\$9,216
	200	Increase curiosity and participation in Gymbox activities	Operator observation of diverse demographic participation (e.g., parents, youth, elders) at Gymbox events	80%	0%	20%	0%	\$120	Average drop-in or trial period value.	Port Moresby Fitness Centers (2024-2025). Casual participation pricing.	\$15,360
	200	Increase recognition of youth as community contributors	Operator recognition of community members acknowledging youth leadership and contribution	75%	20%	30%	0%	\$165	Sport Wales SROI is one of few published government SROI studies with specific financial proxies for intergenerational outcomes from community sport, with transparent methodology applicable to PNG community contexts.	Sport Wales (2020). Social Return on Investment Study - Community Sport Outcomes.	\$13,860

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	200	Increase trust in local operators providing accessible health and wellness opportunities	Operator recognition of visible increase in comfort, respect, and engagement between operators and participants	90%	10%	25%	0%	\$0	Omitted to prevent the double counting of costs attributed to increased pride.	Omitted to prevent the double counting of costs attributed to increased pride.	\$0
10MS Female Youth Participants	7	Increase self-esteem and confidence	Girls describe feeling "proud," "brave," or "able to speak up" during focus group	90%	10%	10%	0.00%	\$311	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Youth wellbeing from regular activity.	\$2,177
	7	Increase understanding of their power and leadership value	Girls able to articulate examples of how they see themselves as leaders or role models	90%	10%	10%	0.00%	\$311	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Leadership development through sport.	\$2,177
	7	Increase confidence in their ability to impact positive change within their communities.	Self-reported sense of responsibility toward improving their surroundings	90%	10%	10%	0.00%	\$195	Laureus provides verified civic engagement proxies from SFD programs globally including programs targeting marginalized youth, making it applicable to PNG girls' leadership contexts.	Laureus Sport for Good Foundation (2019). Sport for Development SROI Study - Civic Engagement Component.	\$1,587
	7	Improve knowledge and behaviors related to healthy living.	Operator recognition of visible increase in comfort, respect, and engagement between operators and participants	80%	10%	10%	0.00%	\$95	UNICEF/WHO Pacific provides the most accurate published costs for youth health education delivery in Pacific island and PNG school contexts, representing verified program implementation expenses.	UNICEF Pacific & WHO Western Pacific (2023). School-Based Youth Health Education Programming Costs	\$1,587

Stakeholder	Reach	Outcome	Indicator	Attribution	Dead weight	Drop-off	Displacement	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	7	Enhance their appreciation of physical activity as an essential component of a healthy life.	Girls describe feeling "proud," "brave," or "able to speak up" during focus group	70%	10%	10%	0.00%	\$110	WHO Pacific/SPC provides verified program costs for physical activity education in Pacific island school contexts, the most accurate source for PNG school-based physical activity promotion value.	WHO Western Pacific & Pacific Community (SPC) (2023). Physical Activity Education and Promotion Programme Costs.	\$995
10MS Male Youth Participants	7	Increase self-esteem and confidence	Girls able to articulate examples of how they see themselves as leaders or role models	90%	10%	10%	0%	\$311	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Youth wellbeing from regular activity. Self-esteem development component.	\$1,587
	7	Increase confidence in their ability to impact positive change within their communities.	GSP observed teacher-led student projects or open dialogue on sensitive topics	80%	10%	10%	0%	\$195	Laureus provides verified civic engagement proxies from SFD programs with transparent methodology applicable across youth gender categories in structured sport settings.	Laureus Sport for Good Foundation (2019). Sport for Development SROI Study - Civic Engagement Component.	\$995
	7	Increase support for girl's education and community contribution, alongside a low tolerance for violence.	Boys describe supporting girls' participation in school, sport, or community initiatives	70%	30%	10%	0%	\$290	UN agency with specialized Pacific GBV prevention programming and documented costs	UNFPA Pacific (2023). Youth Gender-Based Violence Prevention Programme.	\$1,479
	7	Improve knowledge and behaviors related to healthy living.	Conversations revealed attitudes toward health, showing greater value placed on well-being and personal responsibility.	70%	20%	10%	0%	\$85	Regional WHO authority with documented Pacific Island health program delivery costs	UNICEF Pacific & WHO Pacific (2023). Youth Health Education Programming.	\$385

Stakeholder	Reach	Outcome	Indicator	Attri- bution	Dead wei- ght	Drop- off	Dis- place- ment	Proxy USD	Proxy Approach	Proxy Source	Adjusted Value USD
	7	Enhance appreciation of physical activity as an essential component of a healthy life.	Boys description of increased interest in sports participation through 10MS	80%	10%	10%	0.0%	\$95	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Pacific & SPC (2023). Physical Activity Education.	\$377
10MS Teachers	3	Gain confidence and competence to address GBV, leadership, and community health in classrooms	GSP observed teacher-led student projects or open dialogue on sensitive topics	80%	10%	20%	0%	\$480	UN education agency with Pacific teacher development programming and transparent costs	UNESCO Pacific (2023). Teacher Professional Development Programme. GBV and health education training per teacher.	\$829
10MS Student Peers	50	Increase awareness of GBV, gender equity, and the importance of inclusive behavior		70%	30%	35%	0%	\$261	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Youth wellbeing - school safety climate.	\$4,156
10MS Parents and Caregivers	20	Increase recognition of the importance of supporting children's personal development		70%	20%	30%	0%	\$175	UN child development agency with Pacific-specific programming and transparent cost structures	UNICEF Pacific (2023). Positive Parenting Education Programme.	\$1,372
10MS Community Members	100	Increase awareness of youth leadership and community contribution		65%	25%	35%	0%	\$170	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport NZ (2022). Social capital valuation. Community recognition and cohesion component.	\$5,801

SROI Calculation for GSP Pilot Programs

The data in the impact map suggests that GSP has a forecasted SROI of 5.2:1. The calculations are informed by the direct implementation costs of the three programs as articulated in the impact map:

Program-Level Forecast (Pilot)²⁷

Total Value	\$902,506.18
Cost of GSP Interventions	\$174,495
Impact Ratio	5.2:1

Table 3. Grass Skirt Project Pilot Impact Map

The forecast SROI for each program is also provided to show its individual contribution to overall value, both in relation to the other programs and to the broader community.

	Total Value	Cost of Program	Cost of Program
Havea Cup	\$902,506.18	\$120,333	6.7:1
Gymbox	\$174,495	\$21,598	3.5:1
10MS	5.2:1	\$32,564	6.8:1

Finally, in addition to the delivery-year SROI using direct program costs as the primary denominator (Havea Cup, Gymbox, 10MS), we also present a portfolio-level SROI that integrates indirect costs including economic depreciation of enabling-assets.

In this portfolio-level view of direct and indirect implementation and operating costs, GSP has a forecasted **SROI of 2.2:1**. We treat the program-direct SROI as the primary lens because it isolates the per-kina-value created and actually spent on GSP's three flagship interventions, excluding one-off investments and shared core functions. The portfolio-level ratio, which fully loads organization-wide operating, governance, and capital costs into the denominator, is therefore presented as a secondary, more conservative cross-check on the robustness of the results rather than as the main measure of program efficiency.

²⁷Costs are reported in 2023 PGK based on GSP's audited financial data, while social value is estimated using 2025 PGK proxies drawn from more recent national and international sources. Given that consumer price inflation in PNG between 2023 and 2025 has been relatively low and stable, we judge the effect of using different price years on the SROI ratio to be negligible relative to other sources of uncertainty in the model.



Portfolio-Level Forecast (Pilot)

Total Value	\$960,561.32
Cost of GSP Interventions	\$436,740
Impact Ratio	2.2:1

FORECASTING GSP VALUE: 2026-2030

This section presents a forecast SROI for 2026–2030, projecting the value expected from GSP’s emerging strategy. This forecast draws on the impact map developed through this work, now serving as an outcomes bank that highlights the changes that matter most to participants and the wider community. We then apply GSP’s anticipated program reach, and evolving dynamics across the development, aid, sport, and corporate social-responsibility landscape in the Pacific - and PNG more specifically. It reflects three key strategic shifts:

Hevea Cup as the ignition point:

The Hevea Cup will continue to expand as the catalyst for all GSP programming. It convenes spectators, NGOs, health providers, and youth from across PNG, with consistently high intent to share learnings on health and gender equity. The event signals to entire villages and settlements through youth participation and national streaming that GSP goes beyond rugby by representing discipline, safety, health, and zero tolerance for GBV.

Integrated 10MS-Gymbox model:

Between 2026 and 2030, GSP anticipates establishing 6 fully operational Gymbox sites across Port Moresby, the Highlands, and

additional regions, extending access well beyond current reach. Each Gymbox will function as the core delivery site for 10MS, advancing an integrated or “community hub” model that embeds GSP services within a community’s existing infrastructure. Based on strong interest and results from the 2023 rollout, 10MS is expected to scale from single-classroom adoption to full integration within partnering schools or church systems. Under this model, 10MS will run two cycles per year within the school classroom and at each Gymbox site, assuming one Gymbox anchored 10MS site can graduate approximately 1,500 students per year when 10MS operates as part of the school’s integrated curriculum. Senior students will be equipped to progress as facilitators, peer mentors, or into employability pathways offered through partners such as the Sir Brian Bell Foundation (SBBF).

Finally, within each community hub, Gymbox will deliver an adult-tailored 10MS curriculum outside school hours. Of the roughly 800 regular gym users, an estimated 160 adults per year will engage with this curriculum, enabling them to achieve deeper 10MS-related outcomes and contribute more consistently to the overall health and well-being of the community.

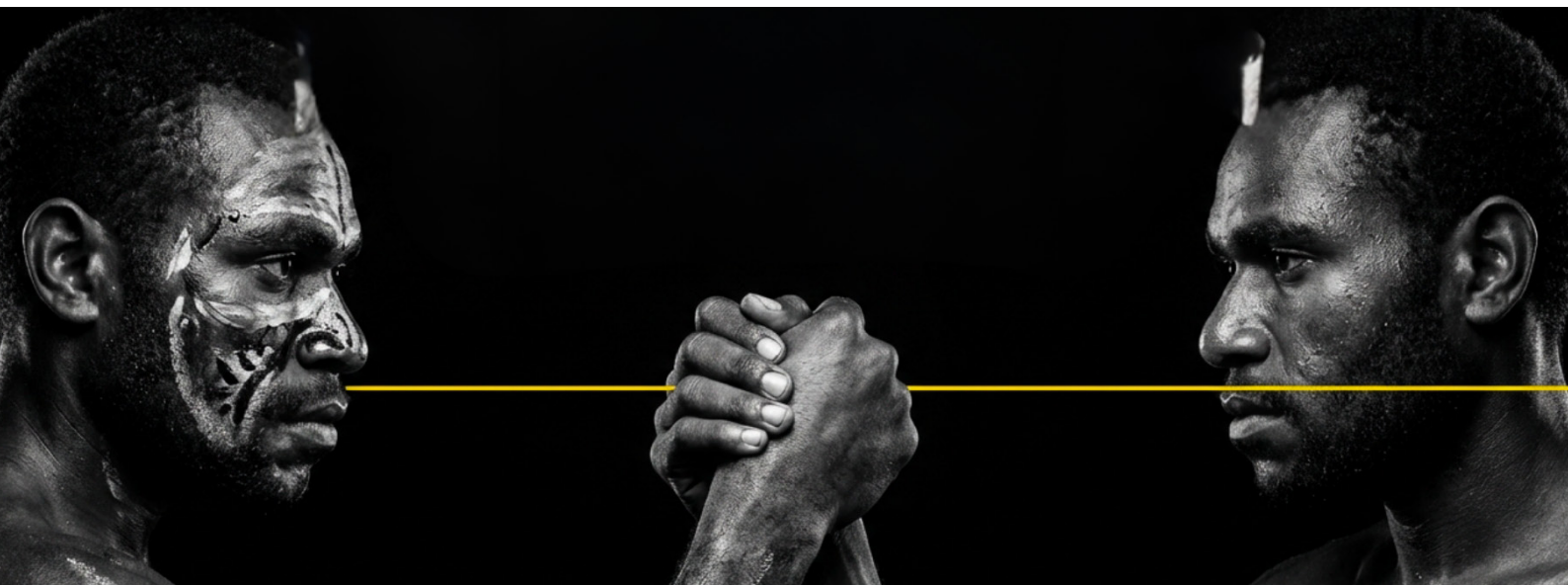
Ecosystem-based community presence

Together, these shifts position GSP to fulfill the pathways of change outlined in the ToC. By 2030, GSP aims to maintain an ongoing presence in up to 12 communities, with Gymbox functioning as the central community sports hub in partnership with schools, churches, and other local anchors. In this ecosystem, the spark created by the Hevea Cup (e.g., curiosity, connection, and motivation for healthier, safer communities, etc.) is transformed into daily practice. Communities gain a safe, visible, and accessible space for training, learning, and collective development.

The forecast assumes that as Hevea Cup, Gymbox, and 10MS scale, GSP maintains a strongly localized delivery approach, rather than shifting toward more externally-driven delivery. If localization were diluted, we would expect lower attribution and higher deadweight for some outcomes, which would reduce the SROI; this is explored in the sensitivity analysis.

Between 2026 and 2030, GSP's projected value creation will be shaped by several key changes to the original impact map. These reflect significant shifts in program design that are expected to influence how value is generated across the portfolio. Key adjustments include:

- Hevea Cup engages additional youth groups, both within and outside portfolio communities, ensuring that behavioral changes and outcomes are allocated consistently across the ecosystem. Attribution and drop-off are adjusted because these outcomes are now shared with 10MS and Gymbox, reflecting the reinforcing effects of the integrated programs
- When a stakeholder engages across the suite of GSP programs - attending Hevea Cup, participating regularly at Gymbox, and completing 10MS - outcomes are credited across programs rather than assigned to a single initiative. Short-term value is attributed to the program most responsible for the change, while long-term impact reflects the program sustaining the outcomes (i.e., attribution of a single outcome shared by Hevea Cup, 10MS, and Gymbox will be lower because multiple programs now contribute to the same outcome.)
- All Gymbox and 10MS participants are assumed to belong to the "community hub" model, representing one of the 6 communities present across PNG by 2030. This reflects the assumption that these programs operate only in conjunction with each other.
- In the integrated Gymbox and 10MS model, drop-off rates for shared outcomes are assumed to be lower, reflecting that reinforcement across programs strengthens retention.
- The integration of Gymbox and 10MS introduces an adult stakeholder group participating in the 10MS curriculum through the Gymbox community hub. This ensures that adult learning complements the development of young people in the program, supporting more holistic community growth.





To ensure an accurate and conservative forecast, the SROI calculation uses a year-on-year model that captures both new and continuing participants across the Hevea Cup and the 10MS/Gymbox community hubs. All calculations are grounded in outcomes validated through the pilot phase and apply standard SROI adjustments - attribution, drop-off, displacement, and deadweight - to avoid over-claiming value. A dual modelling approach is used alongside a project cost projection for GSP delivery 2026-2030:

Cohort-based model for portfolio communities (Gymbox + 10MS): Because approximately 2–3 new Gymboxes will be established in different communities each year, outcomes for these programs are modelled using annual cohorts. Each row represents a cohort of youth or adults entering in a given year, and each column reflects that cohort’s contribution in subsequent years. Participants receive full outcome value in their entry year, with drop-off applied in later years to account for sustained change without double-counting. This method captures both the lasting influence of earlier cohorts and the new value generated by each additional group.

Annual participation model for programs with single-year or repeated yearly engagement: For groups such as Hevea Cup participants, value is calculated on an annual basis. Adjustments (attribution, deadweight, displacement, and drop-off where appropriate) are applied each year, without carrying outcomes forward unless explicitly sustained.

Projected Cost Structure for GSP: To project costs for 2026–2030, we started from GSP’s 2024/25 “steady state” budget and then layered in forward-looking assumptions about scale, capital assets, and curriculum life. We assume a constant annual Hevea Cup & Wellness Expo budget in real terms, while Gymbox and 10MS costs grow as new paired sites come online: 2 sites in 2026, 3 in 2027, 4 in 2028, 5 in 2029, and 6 in 2030. For each Gymbox site, we include both operating and maintenance costs and a 10-year straight-line amortization of the container, fixed fit-out, and major equipment; for each 10MS school, we apply a PGK 150,000 annual delivery cost.

The 10MS curriculum is treated as an intangible asset, with the original \$60,000 investment (developed in 2023) amortized over 2024–2028 and a lighter refresh in 2029 (assumed at 50 percent of the original cost) amortized over 2029–2033. Finally, organization-wide operations and core costs are added as a fixed percentage of program direct costs, using the ratio observed in the 2024/25 budget so that overhead scales proportionally with program growth rather than remaining fixed at the 2023 level.

Together, these approaches ensure the forecast accurately reflects the cumulative value generated from 2026–2030 while maintaining clarity, proportionality, and methodological integrity across programs that grow through cohorts and those that operate on a yearly cycle.

Based on the data, an investment of \$2,870,043 is projected to **generate \$22,540,171 in social value**, producing a forecast **SROI of 7.9:1 for GSP** between 2026 and 2030. The calculations are informed by the direct implementation costs of the three flagship programs as projected in the 2026–2030 cost model, which scales delivery in line with the planned rollout of Gymbox/10MS community hubs while excluding organization-wide operations, governance, and other shared overheads from the denominator. This SROI assumes that program quality and contextual factors remain consistent during scaling. Variations in quality, program management, or other factors could affect this linear projection, which are accounted for in the sensitivity analysis.

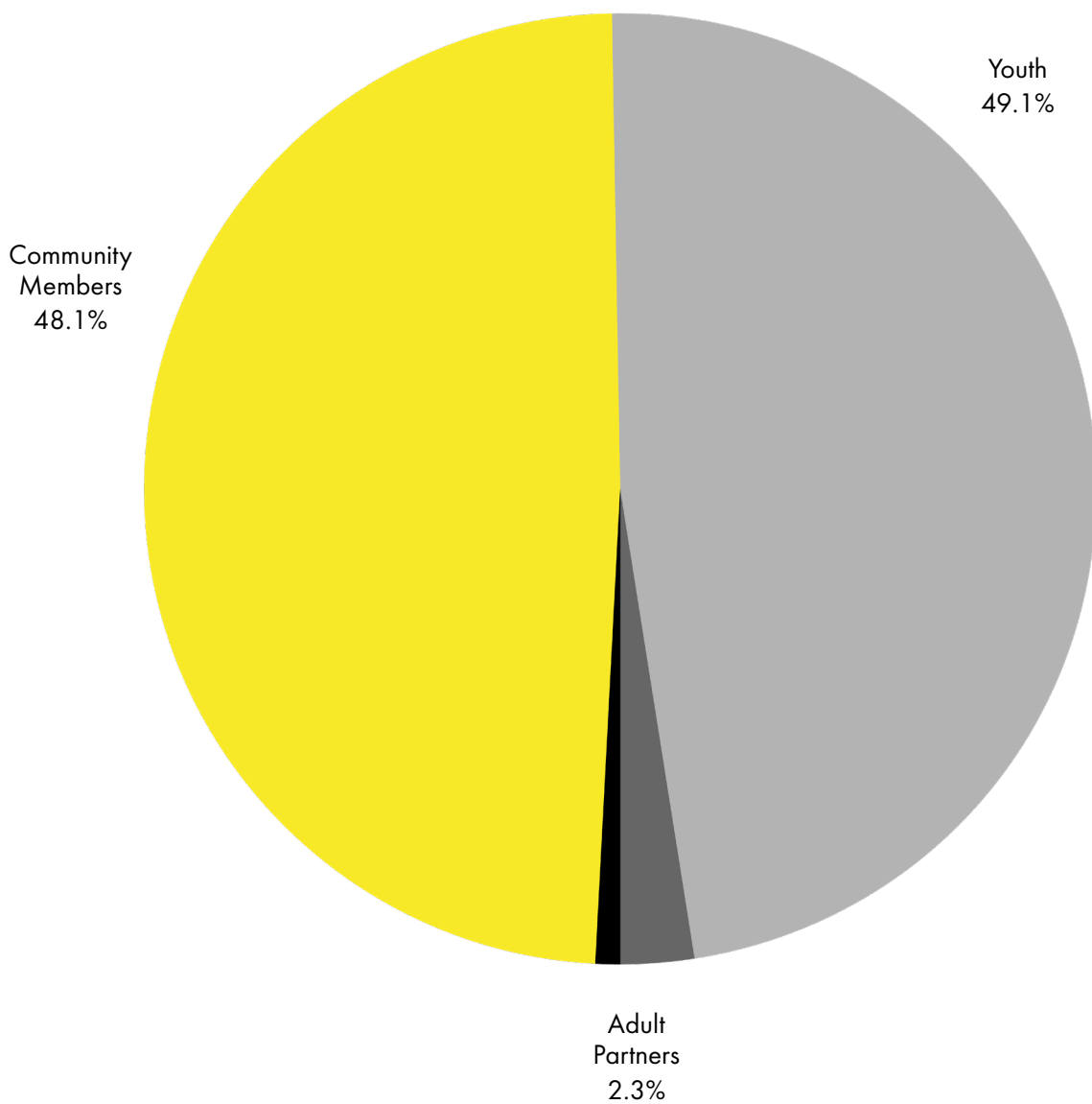


Figure 3. Value Accrued by GSP Stakeholders

Program-Level Forecast (2026-2030)

Total Value	\$22,540,171
Cost of GSP Interventions	\$2,870,043
Impact Ratio	7.9:1

When the denominator is expanded to include projected organization-wide operations, core staffing, governance, and capital and asset-related costs across the same period, the forecast portfolio-level SROI remains strongly positive, with \$22,540,171 in social value generated from total costs of \$3,776,373 – a ratio of approximately 6.0:1. In line with the pilot-year analysis, we treat the program-direct SROI as the primary efficiency lens, because it captures the value created per dollar that reaches GSP’s three core interventions, while the fully loaded portfolio ratio is presented as a secondary, more conservative cross-check confirming that GSP’s model continues to deliver substantial value even once enabling infrastructure and shared functions are fully represented.

Portfolio-Level Forecast (2026-2030)

Total Value	\$22,540,171
Cost of GSP Interventions	\$3,776,373
Impact Ratio	6.0:1



SENSITIVITY ANALYSIS

As GSP pursues its 2026-2030 strategic direction, it is appropriate to explore how evidence-informed value assumptions may shift under a consistent or inconsistent program delivery model. Recognizing that variations in the pace of implementation, stakeholder reach, depth of community engagement, and adherence to GSP's localized foundation are likely over time, sensitivity analysis was applied to model how these changes could influence projected outcomes.

Conservative and optimistic scenarios were therefore developed to reflect realistic fluctuations in program intensity and community integration across the strategy period. This $\pm 10\%$ adjustment range was used to reflect realistic variation and risk in delivery while staying grounded in what GSP has already secured and has the capacity to deliver. The conservative scenario assumes slightly lower reach and contribution, for example if one Gymbox is not fully operational in a given year, while the optimistic scenario assumes the opposite:

Table 4. Forecast SROI Sensitivity Analysis

Sensitivity Scenario	Guiding Assumptions	Attribution Adjustment	Drop-off Adjustment	SROI	% Change
Conservative	This scenario takes a more cautious approach to valuing GSP's contribution by assuming reduced sustainability due to lower integration of community assets, alongside lower attribution of outcomes directly to the program. It also assumes a consistent reduction in stakeholder reach of approximately 2,500 individuals year-on-year, reflecting the possibility that one Gymbox is not present or not operating at full capacity each year.	-10%	-15%	4.8:1	-31%
Base Case	Evidence-informed scenario	Original assumptions	Original assumptions	7.9:1	0%
Optimistic	This scenario reflects an optimistic valuation by assuming stronger attribution to GSP and greater sustainability of outcomes, supported by the depth and consistency of community assets embedded within program delivery. It also assumes a year-on-year increase in reach of approximately 2,500 stakeholders, reflecting a faster-than-anticipated expansion of Gymbox capacity and rollout.	+10%	-15%	10.3:1	+48%

The sensitivity analysis confirms these findings remain robust even under conservative assumptions, with SROI ranging from 4.8:1 to 10.3:1 depending on program reach and sustainability.

Conclusion

This report suggests GSP generates a positive social value return for PNG - a strength driven largely by three factors: localization of program leadership, staffing, and governance; the integration of programs within community hubs rather than standalone delivery; and youth acting as primary architects of change rather than passive beneficiaries. These findings carry the potential implications for investment as listed here: Tam et volorit, simi, occusae rciminte sundunt, cuptis cusandio voluptatus.

- **Integration amplifies value:** The forecast assumes year-round community hub access generates deeper returns than single-event participation, indicating that investment should prioritize establishing fully integrated Gymbox and 10MS sites over rapid geographic expansion.
- **Youth capacity is underutilized:** Rural communities mobilizing 25,000 USD per team for Hevea Cup participation demonstrates youth are already valued locally as community assets; investment in pathways that formalize their leadership—from participants to facilitators to mentors—will likely accelerate value creation.

Beyond GSP specifically, this analysis surfaces a broader need within PNG's development landscape. Current financial proxies, drawn from international sources and adjusted for purchasing power parity, may not fully capture the intrinsic value of PNG's cultural assets: the mobilization capacity of wantok networks, the governance function of pasin in community decision-making, and the social capital embedded in mutual obligation systems. When Gymbox participants cross clan-based settlement boundaries to train together, or when entire villages pool resources to enable youth participation in sport, the social and economic value of these actions cannot be fully articulated through proxies developed in New Zealand or European contexts.

Developing a PNG-specific outcomes and valuation bank - capturing local program costs, community-derived valuations, and the economic value of PNG's unique cultural assets - would enhance impact measurement across the sector. Creating this resource would require collaboration among organizations like GSP, leveraging their deep community integration and understanding of how local stakeholders can meaningfully define and assign value.

This report surfaces the potential to understand the social and cultural value of GSP's work in PNG more deeply. Moving forward, as this SROI is a forecast based on early evidence; ongoing monitoring and a future evaluative SROI in 2-3 years will be valuable to validate these projections alongside further reflection on the ways in which youth, communities, and local assets contribute to these outcomes, and consider how this insight could shape future approaches to measuring and supporting GPS and other development initiatives.

APPENDIX A: DESCRIPTION OF THE THEORY OF CHANGE

Key inputs into the ToC included both pre-existing frameworks developed by GSP and additional insights gathered through this study. While the pre-existing theories did not fully represent the current diversity of programming across Hevea Cup, 10MS, and Gymbox, they did support the team in understanding pathways of change for direct stakeholders engaged by GSP - such as young people. Additionally, financial statements and ongoing discussions with GSP staff helped our research team identify the specific inputs for each program, allowing us to build a foundational understanding of the relationships between inputs, outcomes, and indicators.

This included the following insight into programmatic inputs:

Hevea Cup Inputs and Outputs:

Hevea Cup inputs include financial input through established partnerships and corporate sponsors, in-kind human resources, in-kind operational and material support, and financial assistance as outlined in the below.



*Note on Localization: Coaches, churches, Members of Parliament, and wantok networks are not just Hevea Cup audiences but also co-producers of the event.

Input Category	Description	Contribution to Program (Output)
Financial Support	Corporate sponsors, philanthropic grants, donor contribution	Fund tournament operations, logistics, team travel, and wellness expo services
In-Kind Human Resources	GSP leadership and staff, volunteers, coaches, and rugby-league referees	Provide tournament coordination and management for young people, community partner services, coaches, spectators, and local goods and resources providers
In-Kind Operational and Material Support	EMTV media coverage, PIH and health partners for on-site clinics, Theodist printing and event stationer, portion of SBBF PR and marketing support	Enable event delivery and reach through media coverage, on-site health clinics, and printed materials, boosting attendance and partner visibility, expanding access to care at the venue, and reducing cash outlays.
Technical Expertise	Coaching clinics delivered by elite players	Enhance knowledge of participating team coaches
Health and Community Partner Services	Local NGOs and health organizations providing screenings, HIV awareness, and GBV education	Contribute to 2,000+ access to health, well-being, and social learning

Table 5. Hevea Cup Inputs and Outputs





10MS Inputs and Outputs

The 10MS program is supported by key financial, technical, and human resources, which provide funding for program delivery, access to local schools as sites for activities, and expert guidance from GSP-contracted facilitators to support youth development.

* Note on Localization: 10MS curriculum is delivered by PNG facilitators in PNG schools and churches, not by trainers from outside of PNG.

Input Category	Description	Contribution to Program (Output)
Financial Support	Corporate sponsors, philanthropic grants, donor contribution	Provides funding to support program delivery
Technical Expertise	Expert facilitator in youth development and GBV, drawing on personal experience with GBV and complex social and personal adversities	Delivers the GBV and sport-based leadership curriculum and builds strong relationships with young people to support their development throughout the programs
In-Kind and Material Support	Sanctuary Hotel meeting and hosting support, Theodist (PNG supplier/retailer of stationery/education materials and digital printing services) learning materials and printing, SBBF awareness campaigns and communications	Provide meeting/hosting space, learning materials and printing, and awareness/communications to deliver 10MS workshops and challenges, ensuring reliable venues, equipping participants, amplifying reach and engagement, and reducing delivery costs.
GSP Human Resource	GSP staff and coordination teams	Provides program coordination and partnership management
School Partnership	Local school partnered with GSP to deliver 10MS	Offers the buy-in for program delivery, the local site of programming, and access to cohort of youth participants

Table 6. 10MS Inputs and Outputs

Gymbox Inputs and Outputs:

Core financial, human, and infrastructure resources allow Gymbox to contribute to the community. Key inputs include partnerships with container suppliers, funding to cover container costs, and on-site delivery and training provided through GSP.

*Note on Localization: Gymbox operators are local entrepreneurs and the container is located on local land in partnership with schools or churches.

Input Category	Description	Contribution to Program (Output)
Financial Support	Corporate CSR and institutional co-investment underwriting Gymbox build/maintenance within partner footprints (e.g., Steamships), sited on school/church land to maximize access, ownership, and linked 10MS delivery.	Funds fabrication, fit-out and operations, creates jobs for local trades and suppliers, enables year-round youth/community sessions and 10MS activations, provides credible partner visibility, reduces reliance on short grant cycles.
Container Supply	Repurposed shipping containers as core structure; first unit PNG-sourced below spec, latest built in China to standard; forward plan to fabricate ~50 units locally with Steamships.	Delivers safe, durable, fully equipped hubs, builds local industrial capability and jobs as production shifts to PNG, improves cost/quality/speed of deployment, strengthens community ownership, sets utilization benchmark (~7,200 visits at Badihagwa, 2023).
In-Kind and Material Support	Budget Rent a Car PNG vehicle support, Sanctuary Hotel accommodation for training and visiting mentors, SBBF logistics and promotional backing	Provide transport, accommodation, and promotional logistics to run gym sessions and host visiting trainers, improving safe access, increasing participant turnout, and reducing delivery costs
GSP Human Resource	GSP staff and coordination teams	Provides program coordination and partnership management

Table 7. Gymbox Inputs and Outputs

Alongside these insights, stakeholder interviews were critical for understanding the real-world relationships between inputs, outcomes, and impact of GSP programming, as evidenced through participants' direct experiences and observations of their communities. The research team followed a structured interview protocol while maintaining a semi-structured approach, enabling participants to highlight what they considered most important about their engagement with GSP and the value it brought to themselves and their communities.

When new stakeholders were identified during these conversations, they were documented and coded in the analysis. This ensured that we could begin mapping the change pathways for all stakeholders influenced by GSP programming. The impacts are categorized as either direct or indirect and are summarized in the following table, illustrating our deeper understanding of the programs.

Table 8. GSP Direct and Indirect Stakeholders

Stakeholder Group	Represented in Study Interviews	Direct or Indirect Impact
Hevea Cup Youth Players (age 13 - 18); (Direct Beneficiary)	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Hevea Cup Coaches (Direct Beneficiary)	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
Hevea Cup Family Members to Youth Players (in-direct beneficiary)	No	Individuals or groups who are affected by GSP programs through their connection to direct participants
Hevea Cup Family Members to Youth Players (in-direct beneficiary)	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
Hevea Cup Local Goods and Service Providers (Direct Beneficiary)	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Hevea Cup Local Goods and Service Providers (Direct Beneficiary)	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Hevea Cup Tournament Spectators (Direct Beneficiary)	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Female Gymbox Participants	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Male Gymbox Participants	No	Individuals who directly participate in GSP programs and experience benefits firsthand
Gymbox Operator	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
Local Gymbox Community Members	Yes	Individuals or groups who are affected by GSP programs through their connection to direct participants
10MS Female Youth Participants	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
10MS Male Youth Participants	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
10MS Teachers	Yes	Individuals who directly participate in GSP programs and experience benefits firsthand
10MS Student Peers	No	Individuals or groups who are affected by GSP programs through their connection to direct participants
10MS Parents and Caregivers	No	Individuals or groups who are affected by GSP programs through their connection to direct participants
10MS Community Members	No	Individuals or groups who are affected by GSP programs through their connection to direct participants



These insights informed the development of the following change pathways and our understanding of the outcomes experienced and reported for each program.

HEVEA CUP

Impact on Young People:

Study data shows that young people experience a heightened sense of validation and empowerment that is not typically afforded to them in their communities. The combination of access to the stadium, provision of jerseys, and participation in a nationally recognized event fosters a sense of equality and self-worth. As one coach shared,

“The tournament uses professional stadiums and uniforms; kids felt they were playing national-level sport.” Beyond individual recognition, young people also begin to connect with peers across clans, shifting mindsets from isolation to broader social engagement. Another coach noted, “Participating in Hevea Cup was a start to shifting the mindset from being isolated; youth began to socialize and connect with others beyond their clans.”

Impact on Coaches:

Coaches stated a clear benefit from GSP’s open-resource curriculum and deep relationship building between GSP leaders and themselves, bringing new knowledge and practices back to their local teams. The transfer of coaching practices and integration of positive youth development from GSP to the local coaches enhances their coaching styles and strengthens local club leadership. One coach described the impact:

“We run an educational program for the kids back home, like getting all the knowledge from David (Westley, GSP Rugby Technical Director). He’s more of a mentor to our local clubs... it goes beyond giving opportunities to kids;

it supports us as leaders to create a team and see the vision for where we want to go; it’s a foundation for us.” Participants and GSP staff agreed that these outcomes were made possible by the intentional support given to coaches and by treating them as equal partners in running the event. As one GSP staff leader explained, “The love and the care [meant] that when we brought them into the event, it wasn’t just individuals; we brought them in as a whole, and we were going to do this together to run this event.”

Impact on the Broader Community:

GSP ensures that the host community in Port Moresby plays an active role in the event, reinforcing collective engagement and local ownership. Data gathered suggested that parents and community members, including those from disadvantaged backgrounds, gained access to wellness information and health resources, creating a ripple effect in which communities continue to benefit after the event. As one sponsor noted, “The event starts a ripple effect; villagers now know where to seek services even after the (Hevea) Cup ends.” Local vendors also gain opportunities to provide goods and services, ensuring that economic benefits remain within the community and empowering those often on the periphery of major events.

Health Knowledge and Social Norms:

Interview participants suggested that the Hevea Cup created a public, shared forum for critical health information, covering topics from women’s healthcare to condom use and GBV prevention. This approach encourages open discussion, normalizes dialogue about taboo topics, and strengthens curiosity and awareness across participants, creating an environment in which learning and reflection occur collectively rather than privately. Overall, the Hevea Cup and Wellness Expo demonstrate that carefully designed sport-based interventions can simultaneously elevate individual agency, foster community cohesion, and promote health awareness.

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
Cup Players (age 13 - 18); (Direct Beneficiary)	<p>Multi-day rugby tournament</p> <p>Access to a national stadium in Port Moresby</p> <p>Health and wellness information and capacity-building sessions</p> <p>Provision of the Hevea Cup jersey, uniquely designed each year to reflect the community of participating young people</p>	<p>500 players increase cross-cultural competencies and engagement, strengthening sense of inter-community belongingness</p> <p>500 players enhance their confidence and recognition of their power as a valued community member</p> <p>500 players develop curiosity on health literacy topics including sexual health and gender violence</p> <p>500 players enhance their social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)</p> <p>Participants increase willingness to share positive health information with their communities.T</p>	<p>Players strengthen their proclivity toward healthier behavioral choices including employability, structured pathways</p> <p>Players strengthen their health literacy</p> <p>Young people reduce their aggressive or risky behavior [caring]</p> <p>Players establish themselves as key players in the sport landscape and access sport-based professional journeys</p>	<p>Young people take on leadership roles within their communities, mentoring peers, and advocating for social cohesion and inclusion</p> <p>Ongoing health-promoting behaviors: Adoption of long-term healthy behaviors, including sexual health awareness, nutrition, and emotional well-being</p> <p>Enhanced employability and educational trajectories: Continued use of skills and competencies gained through the program to pursue education, vocational training, or career pathways both in and beyond sport (rugby)</p> <p>Youth consistently recognize their value, exercise agency in decision-making, and contribute positively to community developmentT</p>
Coaches (Direct Beneficiary)	<p>Multi-day rugby tournament</p> <p>Access to a national stadium in Port Moresby</p> <p>Health and wellness information and capacity-building sessions</p> <p>Mentorship from Rugby League Professionals</p>	<p>30 coaches strengthened knowledge of sport-based positive youth development (SBYD) approaches in coaching</p> <p>30 coaches strengthen confidence to integrate SBYD approaches into coaching</p>	<p>Enhanced application of mentorship and professional guidance in local coaching contexts</p> <p>Improved capacity to deliver health and wellness education to youth through sport</p>	<p>Expansion of SBYD programs across rural and underserved communities</p> <p>Sustained improvement in youth development outcomes through sport</p> <p>Strengthened coaching networks and leadership within the broader community</p> <p>Enhanced resilience and self-efficacy among coaches, contributing to community-level impact</p>

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
Family Members to Youth Players (in-direct beneficiary)	Multi-day rugby tournament Access to a national stadium in Port Moresby Health and wellness information and capacity-building sessions	Family members develop curiosity on health literacy topics including sexual health and gender violence Family members increased positive appreciation around girls' participation	Family members begin adopting and sharing health-promoting behaviors at home (e.g., discussing sexual health, modeling positive gender norms) Strengthened support for children's participation in sport, including encouragement of girls and other marginalized youth Greater involvement of family members in community sport and well-being activities	Improved health and well-being of youth due to sustained family support and guidance Enhanced intergenerational transfer of positive attitudes and practices around health and inclusion
Tournament Volunteers (Direct Beneficiary)	Professional Development and Capacity Building Hands on professional experience Internship Referrals	Enhanced professional competencies and skill development Expanded access to mentorship opportunities and professional exemplars Improved access to career development and educational pathways Increased confidence and self-efficacy in delivering professional tasks or managing responsibilities	Career advancement or increased employability due to practical experience and professional skill development Young people sustain positive trajectory, becoming role models in their communities	Enhanced socio-economic stability and mobility: Former volunteers leverage skills, networks, and professional experiences gained through the program to achieve sustained career progression, increased lifetime earnings, and greater resilience to economic challenges.

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
Local Goods and Service Providers (Direct Beneficiary)	<p>Provided access to Stadium Sales Stalls</p> <p>Provided access to community of buyers</p>	<p>Vendors gain immediate income from sales to ~500 attendees.</p> <p>Vendors increase visibility of their goods and services to new community members</p>	<p>Vendors continue to apply the sales and networking experience to secure similar opportunities (at other tournaments, markets, or community events).</p> <p>Vendors sustain small but recurring customer relationships with individuals first connected through the Hevea Cup.</p>	<p>Inclusion of local vendors at community events becomes normalized, ensuring equitable economic opportunities for marginalized providers.</p>
Community Health Service Providers (Direct Beneficiary)	<p>20+ community providers provided access to stadium sales stalls</p> <p>20+ community providers provided access to community of buyers</p>	<p>Experience increased visibility of available health services and preventive care messages.</p>	<p>Providers experience strengthened community trust and recognition, positioning themselves as accessible and approachable health resources.</p>	<p>Local health providers are embedded as trusted partners in community events, strengthening integration of health services into everyday community life.</p>
Tournament Spectators (Direct Beneficiary)	<p>Multi-day rugby tournament</p> <p>Access to a national stadium in Port Moresby</p> <p>Health and wellness information and capacity-building sessions</p>	<p>Develop greater empathy and social recognition of youth from other villages and settlements, seeing them as peers rather than "other."</p> <p>Strengthened awareness of local community resources.</p> <p>Increased curiosity and exposure to health literacy topics (e.g., sexual health, gender violence, preventive care).</p>	<p>Spectators have acted on new knowledge, modestly increasing help-seeking behaviors and engagement with local health services.</p> <p>Shifts in household or peer conversations continue to emerge, promoting dialogue about health and gender issues and reducing stigma.</p> <p>Continue to strengthen cross-community understanding and social cohesion</p>	<p>Cultural normalization of open dialogue around health and gender issues across generations.</p> <p>Improved collective health literacy in the community, contributing to stronger community capacity for prevention and well-being.</p> <p>Sustained inter-community empathy and collaboration, supporting broader social cohesion and inclusive community development.</p>

Table 9. Hevea Cup Stakeholder Change Pathways

10MS Impact on Young People:

Youth participants of all genders reported increased confidence and leadership immediately after completing the program. They also gained awareness of community and social challenges and their role in addressing them. Two years later, during retrospective reflection with study leads, participants noted that this confidence, leadership, and understanding continued to shape how they engage in their communities. One shared, "This year I became a leader in the church...my family sees me as a role model." Another reflected on their family role, stating, "The program has a lot of impact...now I have the courage to speak on behalf of my family and stand up to others talking back or down at my family."

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
10MS Female Youth Participants	<p>Delivery of Youth Development Workshops</p> <p>Sport-based GBV and leadership development curriculum</p>	<p>Increase self-esteem and confidence</p> <p>Increase understanding of their power and leadership value</p> <p>Increased confidence in their ability to impact positive change within their communities.</p>	<p>Female youth step into leadership roles in education, community spaces, home, and church.</p> <p>Female youth strengthen and expand peer relationships.</p> <p>Female youth apply leadership skills and GBV knowledge in daily life.</p>	<p>Female youth become influential advocates for gender equity and community well-being.</p> <p>Female youth drive cultural and behavioral change to reduce GBV.</p> <p>Female youth sustain active leadership and mentorship roles within their communities.</p>
10MS Male Youth Participants	<p>Delivery of Youth Development Workshops</p> <p>Sport-based GBV and leadership development curriculum</p>	<p>Increase self-esteem and confidence</p> <p>Increased confidence in their ability to impact positive change within their communities.</p> <p>Increase support for girl's education and community contribution, alongside a low tolerance for violence.</p>	<p>Male youth actively support girls' education and participation in community activities.</p> <p>Male youth demonstrate respectful behaviors and low tolerance for violence.</p>	<p>Male youth become influential advocates for gender equity and community well-being.</p> <p>Male youth drive cultural and behavioral change to reduce GBV and promote inclusive leadership.</p>
10MS Teachers	Teachers gain access to GSP leadership, mentorship, and classroom curriculum.	Gain confidence and competence to address GBV, leadership, and community health in classrooms	<p>Apply leadership, mentorship, and facilitation skills in classrooms and extracurricular activities</p> <p>Strengthen teacher-student relationships and foster safe, inclusive learning spaces</p> <p>Share best practices with colleagues, enhancing overall school culture</p>	Act as advocates for systemic educational and cultural change within schools

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
10MS Student body (peers to 10MS participants)	Observe role models demonstrating leadership, advocacy, and respectful behaviors	Increased awareness of GBV, gender equity, and the importance of inclusive behavior	Show increased peer support for equitable participation, collaboration, and anti-violence behaviors Engage in peer-led initiatives and mentorship to reinforce positive community norms	Contribute to a sustained culture of inclusion, equity, and respect across school and community environments Actively participate in peer-led advocacy and leadership initiatives to influence broader community behaviors
10MS Parents	Build awareness of youth leadership potential, GBV, and gender equity issues	Increased recognition of the importance of supporting children's personal development	Actively support children's leadership, advocacy, and participation in school and community activities Engage in discussions and decision-making that reinforce youth learning on GBV and community health	Champion youth leadership and gender equity initiatives in their communities Contribute to sustained cultural and behavioral change toward safety, inclusion, and GBV reduction Act as allies for schools and programs in reinforcing positive norms
10MS Community Members	Begin to recognize and validate youth leadership and contributions in schools and community spaces	Increased awareness of youth leadership and community contribution	Collaborate with youth-led initiatives and support their actions to promote inclusion and reduce GBV	Sustain community-wide cultural and behavioral change supporting youth leadership, inclusion, and GBV prevention

Table 10. 10MS Stakeholder Change Pathways

GYMBOX

Impact on Gymbox Participants

Gymbox supports participants to build confidence, develop resilience, and strengthen peer connections. Data collected highlighted that members not only improved their fitness but also felt supported in maintaining healthy routines. As one participant shared, "I never thought I'd stick to a routine, but Gymbox makes it fun and keeps me coming back." The program also provides opportunities for skill-building through workshops and group challenges, giving participants tangible ways to track their growth. Overall, engagement with Gymbox fosters both personal development and a sense of belonging among its members.

Impact on Local Community

Gymbox serves as a hub for local engagement, connecting residents across different ages and backgrounds through classes, community events, and wellness initiatives. For example, the gym hosts free weekly youth fitness sessions and neighborhood wellness days, offering residents accessible spaces to gather and learn about healthy lifestyles. Community members reported that these initiatives strengthened social bonds and created a more inclusive environment. As one local noted,

"It's not just a gym; it's where people come together and support each other."

Local vendors also benefit from partnerships with the gym, providing products and services during events and workshops, ensuring economic benefits remain within the community.



Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
Female Gymbox Participants	Access safe environment to practice physical activity and engage with peer community	<p>Increased exposure to health and wellness information</p> <p>Strengthen commitment to health and wellness</p> <p>Strengthen agency and self-belief to lead community-based projects</p> <p>Increase connection to gym users beyond immediate clan and peer group</p> <p>Increased access to potential career pathways through new engagements and/or physical activity and strength gain</p>	<p>Participants strengthen teamwork, self-discipline, and goal-setting for physical activity</p> <p>Youth maintain active participation in youth governance opportunities for Gymbox and other local initiatives</p> <p>Youth begin to apply conflict resolution skills with notable community settings</p> <p>Youth begin to establish and contribute to local projects</p> <p>Youth begin to identify and pursue vocational or training opportunities related to sport, fitness, or health</p>	<p>Youth transition into stable employment or entrepreneurial ventures</p> <p>Youth become community advocates for health and social inclusion</p> <p>Youth maintain lifelong engagement in sport and mentorship, promoting women's participation and leadership in sport and health sectors</p>
Male Gymbox Participants	Access innovative training environment and community health knowledge	<p>Increased exposure to health and wellness information - including Hevea Cup</p> <p>Strengthen commitment to health and wellness</p> <p>Increase knowledge on women's health including menstrual hygiene and GBV</p> <p>Increase connection to gym users beyond immediate clan and peer group</p> <p>Strengthen agency and self-belief to lead community-based projects</p> <p>Increased access to potential career pathways through new engagements and/or physical activity and strength gain</p>	<p>Participants strengthen teamwork, self-discipline, and goal-setting for physical activity</p> <p>Youth maintain active participation in youth governance opportunities for Gymbox and other local initiatives</p> <p>Youth begin to apply conflict resolution skills with notable community settings</p> <p>Youth begin to establish and contribute to local projects</p> <p>Youth begin to identify and pursue vocational or training opportunities related to sport, fitness, or health</p>	<p>Youth transition into stable employment or entrepreneurial ventures</p> <p>Youth become community advocates for health and social inclusion</p> <p>Youth maintain lifelong engagement in sport and mentorship</p>

Stakeholder Group	Activities	Short-term Outcomes	Medium Term Outcomes	Long-term Outcomes
Gymbox Operator	Oversee Gymbox program delivery including activating partnerships with schools and vendors	Gain stable income stream from delivery of health services to community Increase professional experience managing programs and partnerships	Establishes coordinated programs linking schools, corporates, and community initiatives Strengthens operational management and entrepreneurial capacity Expands professional network Gain recognition as a skilled local operator capable of delivering impact-driven programs	Establishes a sustainable livelihood and professional reputation Achieves career advancement within the sport, health, or development sectors
Local Community Members	Begin observing, interacting with, and supporting Gymbox participants.	Increased community pride in health infrastructure Increased curiosity and participation in Gymbox activities Increased recognition of youth as community contributors Increased trust in local operators providing accessible health and wellness opportunities	Continue to strengthen community cohesion and intergenerational learning Begin adoption of positive social norms demonstrated by youth Strengthen expanded awareness of education, health, and recreational pathways	Community empowered through youth leadership Young people and adults experience sustained engagement with Gymbox-led initiatives Increased social and economic opportunities Community experiences long-term local opportunity pathways and community resilience

Table 11. Gymbox Stakeholder Change Pathways

APPENDIX B: INTEGRATING LOCALIZATION

Localization, in this report, refers to the extent to which decisions, capabilities, and resources for program design and delivery are situated with actors in the communities where change is intended. It encompasses who leads and staffs activities, where funds are spent, how communities co-invest, how inputs are sourced, and how governance and accountability are structured. A growing body of practice in international development has argued that higher levels of localization are associated with stronger causal pathways (greater proximity between agents and outcomes), improved adaptive capacity, and greater durability of results after external funding declines.²⁸ For evaluative work, the task is to move beyond principle and describe localization in measurable terms that can be linked transparently to the valuation choices embedded in an SROI model.

Within this study, localization features prominently because qualitative evidence and operational data indicate substantial community ownership across the GSP portfolio. Delivery relies on local human resources, local suppliers, and community institutions such as schools and churches; a large share of value is reinvested in Papua New Guinea through wages, vendor payments, and in-kind contributions. The three core programs - Hevea Cup and Wellness Expo, Gymbox, and 10MS - are designed to be complementary: when delivered together and at steady state, they reinforce each other and the surrounding community systems. Under these conditions, benefits are more likely to remain local and to compound rather than dissipate, which warrants a localization lens that is explicit rather than implicit.

The five measures adopted here were selected to provide a coherent and practical representation of that lens. Local Employment Share (LES) captures whether delivery capacity resides in local staff and coaches. Local Procurement Ratio (LPR) indicates the share of operating expenditure captured by local vendors. Community Contribution Ratio (CCR) makes explicit the value of non-cash community inputs such as volunteer time, space, and materials. Localization Share of Inputs (LSI), a customized metric developed for this report, synthesizes cash and non-cash inputs to describe the overall “localness” of the resource envelope used to produce outcomes. The Local Governance Index (LGI) assesses whether decision rights, leadership, and accountability mechanisms sit with local actors and institutions. These measures were chosen because they are measurable with routine program data, interpretable by practitioners and funders, and grounded in recognizable practice; detailed definitions, precedents, and examples of equivalent use are provided in the technical appendix.

These metrics have direct implications for valuation. Higher LES and LPR support stronger attribution to the program, because proximate local agents are responsible for the mechanisms that plausibly generate outcomes, and they typically imply lower deadweight in settings with few substitutable services. Higher CCR and LGI support lower drop-off assumptions, because community co-investment and locally held decision rights tend to sustain activities when external funding decreases. Conversely, a lower LSI suggests greater reliance on external inputs and potential displacement effects, which call for more conservative adjustments. Beyond their role in SROI, these metrics also speak to investment quality: programs that score highly on localization are not only producing outcomes in the present period, they are also strengthening local capabilities, supplier ecosystems, and governance arrangements that increase the likelihood of future outcomes at lower marginal cost.

²⁸U.S. Agency for International Development. (2024). USAID Localization Progress Report. https://www.developmentaid.org/api/frontend/cms/file/2025/01/FY2024-Localization-Progress-Report_Final_508_2.pdf.

Formulas & inputs.

Notation (PGK): E = cash expenditure; W = total wages; sW = local share of wages; W_local = local wages; K = total procurement; K_local = procurement with PNG vendors; C = in-kind contributions; V = volunteer time (valued at local replacement rates); D_local = local decisions; D_joint = joint decisions; D_total = total decisions; M_local = MOUs with local institutions; M_total = total MOUs

LES, Local Employment Share

Local Employment Share (LES) captures how much of GSP's paid delivery capacity sits with PNG-based staff and coaches rather than externally hired personnel. It builds on practice in World Bank "local labor content" guidance and ILO's Employment-Intensive Investment Program, where the share of local jobs is used to track whether investments are actually creating employment in the countries where projects operate. Similar employment-share figures are reported by large INGOs such as MSF, Mercy Corps, CARE, World Vision, and UNHCR as part of their commitments to localization and safer, more context-aware programming. In this study, we interpret LES as an indicator of who is directly responsible for delivering the mechanisms that generate outcomes, and how resilient that capacity is if international staff rotate out. On the localization dial, GSP's LES of 84% places it at the threshold of the medium band (84–96%), signalling a predominantly local delivery model with some remaining reliance on non-PNG staff that can be deliberately reduced over time.

Precedent

- World Bank note on using local labor in operations & procurement²⁹
- ILO guidance on monitoring employment impacts / Employment-Intensive Investment Programme (EIIP)³⁰

Who uses an equivalent

- World Bank Jobs Diagnostics (country operations tracking local job creation)³¹
- ILO employment-impact assessments for infrastructure (local labor content)³²
- Peer signals used in our calibration (org-level public figures): MSF, Mercy Corps, CARE, World Vision, UNHCR (employment-share figures)³³

Equation: Local wages paid to PNG-resident staff & consultants ÷ total wages

- Total wages & salaries (2023) W = PGK 467,083
- Local wages & salaries (2023) W_Local = PGK 392,350

$$\text{LES} = \frac{W_{\text{local}}}{W}$$
$$\text{LES} = \frac{392,350}{467,083} \approx 84.0\%$$

Result: LES = 84.0%

Dian ranges (peer anchored)

Low: <84% | Medium: 84–96% | High: >96%

²⁹World Bank. (n.d.). World Bank Local Labor Fact Sheet. Retrieved December 23, 2025, from <https://thedocs.worldbank.org/en/doc/12df134a23770c0a9dd5d76fc69e6b17-0290012025/original/17340-WB-Local-Labor-FS.pdf>

³⁰International Labour Organization. (n.d.). ILO Guide for Monitoring Employment. Retrieved December 23, 2025, from https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40ed_emp/documents/publication/wcms_741553.pdf

³¹World Bank. (n.d.). World Bank Jobs Diagnostics. Retrieved December 23, 2025, from <https://datatopics.worldbank.org/jobdiagnostics/>

³²International Labour Organization. (n.d.). ILO Employment-Impact Assessments. Retrieved December 23, 2025, from https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40ed_emp/documents/publication/wcms_774061.pdf

³³Médecins Sans Frontières. (2023). ISF 2023 International Activity Report. <https://www.msf.org/international-activity-report-2023/2023-figures>.

How we set this

Peer public reports (e.g., MSF,³⁴ CARE,³⁵ World Vision)³⁶ typically show 80–97% of staff in LMIC programs are locally hired, with many agencies clustering in the mid-90s or above.

LPR, Local Procurement Ratio

The Local Procurement Ratio (LPR) tracks the share of operational spending on goods and services that goes to PNG-based suppliers rather than overseas vendors. This mirrors how UN agencies and the Red Cross/Red Crescent movement report on local sourcing in their procurement statistics and logistics manuals, and how UN procurement frameworks distinguish between national and international suppliers when assessing economic impact. UNDP, UNICEF, UNHCR and UNOPS all use similar breakdowns to monitor progress against localization, resilience, and “purchase for impact” commitments in country operations. For GSP, we use LPR to understand how much of each kina spent recirculates in the PNG economy through local venues, transport, catering, equipment and services, complementing LES by focusing on the strength of the local supplier ecosystem rather than the staff base. On the dial, scores below 50% indicate heavy reliance on imports or international vendors, 50–73% reflects mixed practice, and >73% is interpreted as strongly localized procurement; GSP’s LPR of 85.1% sits comfortably in this high band.

Definition: The share of GSP’s operational spending on goods and services that goes to local suppliers.

Precedent

- UN Annual Statistical Report on UN Procurement (supplier geography)³⁷
- IFRC / British Red Cross Logistics Manual (local vs. international sourcing)³⁸
- UN Procurement Manual (principles/definitions)³⁹

Who uses an equivalent

- UNDP annual procurement statistics (country-level supplier breakdowns)⁴⁰
- UNICEF Supply Annual Report & annexes (procurement from program countries)⁴¹
- UNHCR supplier participation guide⁴²
- UNOPS Purchase for Impact (local spend examples)⁴³

Equation: Spend with PNG-based vendors ÷ total procurement spend (2023).

- Total procurement spend P = PGK 476,925
- PNG-based procurement L = PGK 406,000
- $LPR = L / P = 406,000 / 476,925 = 85.1\%$

$$LPR = \frac{K_{local}}{K}$$
$$LPR = \frac{406,000}{476,925} \approx 85.1\%$$

Result: LPR = 85.1%
Dial ranges (peer-anchored)
Low: <50% | Medium: 50–73% | High: >73%

³⁴Médecins Sans Frontières. (2023). ISF 2023 International Activity Report. <https://www.msf.org/international-activity-report-2023/2023-figures>. Médecins Sans Frontières. (2022). MSF 2022 International Activity Report. <https://www.msf.org/sites/default/files/2023-07/international-activity-report-2022.pdf>.

³⁵CARE. (n.d.). CARE. Retrieved December 23, 2025, from <https://www.care.org/>

³⁶World Vision International. (2024). World Vision Inherently Local. https://www.wvi.org/sites/default/files/2024-01/InherentlyLocal_ExternalSummary.pdf.

³⁷United Nations. (2024). UN Annual Statistical Report on UN Procurement. <https://unsceb.org/sites/default/files/2024-07/2023-ASR.pdf>.

³⁸International Federation of Red Cross and Red Crescent Societies. (2021). IFRC Logistics Manual. <https://logistics-manual.redcross.org.uk/wp-content/uploads/sites/5/2021/07/1-Procurement-downloadable-1.pdf>.

³⁹United Nations. (n.d.). UN Procurement Manual. Retrieved December 23, 2025, from [https://www.un.org/Depts.ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/pm.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/pm.pdf)

⁴⁰United Nations Development Programme. (n.d.). UNDP Annual Statistics Report. Retrieved December 23, 2025, from <https://www.undp.org/procurement/doing-business-undp/annual-procurement-statistics>

⁴¹United Nations Children’s Fund. (n.d.). UNICEF Supply Annual Reports. Retrieved December 23, 2025, from <https://www.unicef.org/supply/resources/annual-reports>

⁴²United Nations High Commissioner for Refugees. (n.d.). UNHCR Supplier Participation Guide. Retrieved December 23, 2025, from <https://www.unhcr.org/get-involved/work-us/become-supplier/step-step-procurement-guide>

⁴³United Nations Office for Project Services. (2023). UNOPS Purchase for Impact Report. <https://content.unops.org/publications/Purchase-for-Impact-2023-UNOPS-Procurement-Report.pdf>.

How we set this

In many LMIC and crisis-affected settings, development and humanitarian programs (e.g., UN agency country offices and INGO operations across health, education, WASH, livelihoods, and SFD events) often source <50% of goods/services locally because some items aren't available or vendors don't yet meet basic requirements. When teams help local suppliers meet minimum criteria (simple vetting/support) and break large orders into smaller lots that several local firms can fulfill, the local share commonly exceeds 73% (consistent with UNOPS category examples).

CCR, Community Contribution Ratio (cash-denominator)

The Community Contribution Ratio (CCR) recognises the value of non-cash contributions—such as free space, volunteer coaching time, equipment, and local services—that communities provide to make GSP's programs work. This follows Social Value International's SROI guidance and the ILO Manual on the Measurement of Volunteer Work, which recommend valuing in-kind resources and volunteer time using replacement-cost methods so that the full resource envelope behind outcomes is visible. World Bank community-driven development operations similarly track community contributions in cash and kind as a share of total project costs to evidence co-investment and ownership, and NGOs frequently rely on tools like Independent Sector's "value of a volunteer hour" to do the same. In our study, CCR tells us how far GSP's model depends on community-provided inputs and how deeply communities are materially invested in the work, above and beyond being "beneficiaries." On the dial, GSP's CCR of roughly 59–67% places it in the high band (>27%), which we interpret as a hallmark of strong community ownership but also a reminder that sustainability requires continued support for those voluntary contributions (e.g., avoiding burnout, recognising and valuing local effort).

Definition: The share of the total resource envelope that the community contributes **in kind** (goods, services, spaces) and **through volunteer time**.

Precedent

- Social Value International — Guide to SROI (valuing in-kind & volunteer time)⁴⁴
- ILO — Manual on the Measurement of Volunteer Work (replacement-cost approach)⁴⁵
- World Bank CDD references on community contributions (cash/in-kind)⁴⁶

Who uses an equivalent

- Independent Sector — annual value of a volunteer hour (method widely reused by NGOs)⁴⁷

Equation: (In-kind goods/services valued + Volunteer time valuation) ÷ total cash expenses (2023).

- InKind K = 1,045,000 (conservative) – 1,200,000 (best-case)
- Volunteer valuation V = 1,200 h × K3.50/h = PGK 4,200
- CCR = (K + V) / E = (1,045,000 + 4,200) / 1,790,995 = 58.6% (conservative)

o (1,200,000 + 4,200) / 1,790,995 = 67.2% (best-case)

$$\text{CCR} = \frac{C + V}{E}$$
$$\text{CCR} = \frac{1,045,000 + 4,200}{1,790,995} \approx 58.6\%$$
$$\text{CCR}_{\text{best}} = \frac{1,200,000 + 4,200}{1,790,995} \approx 67.2\%$$

Result: CCR = 58.6% -67.2%

Dial ranges (peer-anchored)

Low: <15% | Medium: 15–27% | High: >27%

⁴⁴Social Value International. (n.d.). *Social Value International Guide to SROI*. Retrieved December 23, 2025, from <https://www.socialvalueint.org/guide-to-sroi>

⁴⁵International Labour Organization. (n.d.). *ILO Manual on the Measurement of Volunteer Work*. Retrieved December 23, 2025, from https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40dgreports/%40stat/documents/publication/wcms_162119.pdf

⁴⁶World Bank. (n.d.). *World Bank Local and Community Driven Development*. Retrieved December 23, 2025, from <https://openknowledge.worldbank.org/server/api/core/bitstreams/5081a082-e3ba-5138-8844-029b2879d188/content>

⁴⁷Independent Sector. (n.d.). *Independent Sector Value of Volunteer Time*. Retrieved December 23, 2025, from <https://independentsector.org/research/value-of-volunteer-time/>

How we set this

Youth sport/community health programs often show 5–20% when venues/staff are centrally funded; strong volunteer cultures (space, time, materials) routinely exceed 27%.

LSI, Localization Share of Inputs (resource-envelope)

Localization Share of Inputs (LSI) is a composite metric developed for this report that looks across all inputs—local wages, local procurement, in-kind contributions, and volunteer time—to estimate what share of the total resource envelope is genuinely local. It is conceptually informed by the NEAR Network’s Localisation Performance Measurement Framework (LPMF) and the HAG–PIANGO “Measuring Localisation” tools, which combine multiple indicators into scores used by NGOs and coordination bodies to track localization progress over time. Those frameworks move beyond single indicators (like “% of funding to local actors”) to ask whether local stakeholders also control the inputs and capabilities that sustain programs. For GSP, we use LSI to synthesise the localization story told by LES, LPR and CCR into a single, interpretable figure that feeds the localization dial and directly informs how we set attribution, deadweight, and drop-off assumptions in the SROI model. With an LSI of 65.01%, GSP sits just inside our top band (>65%), indicating that the majority of resources are locally sourced or controlled and that GSP already exhibits a “strongly locally-led” input profile, even as there remains room for incremental strengthening over time.

Definition: Out of everything it actually took to run GSP this year, cash and non-cash, what share was sourced from PNG/local actors?

Precedent

- GSP composite index; informed by NEAR Network’s Localisation Performance Measurement Framework (LPMF)⁴⁸
- HAG–PIANGO — Measuring Localisation / Tracking progress (indicator schemas)⁴⁹

Who uses an equivalent

NEAR LPMF — used by NGOs/coordination bodies for tracking localization⁵⁰

Equation: $W_{local} + K_{local} + C + V / E + C + V$

$$LSI_{resource} = \frac{W_{local} + K_{local} + C + V}{E + C + V}$$

$$LSI_{resource} = \frac{392,350 + 406,000 + 1,045,000 + 4,200}{1,790,995 + 1,045,000 + 4,200} \approx 58.6\%$$

Result: LSI = 65.01%

Dial ranges (peer-anchored)

Low: <50% | Medium: 50–65% | High: >65%

How we set this

Composite reflects share of inputs (cash, in-kind, volunteer) sourced/controlled locally. Mixed-delivery peers land ~50–65%; locally-led programs with strong community in-kind exceed 65%.

LGI, Local Governance Index

The Local Governance Index (LGI) takes localization beyond inputs and asks who actually holds decision rights and formal relationships in GSP’s governance. It draws on participatory governance tools such as CARE’s Community Score Card and World Bank/IFC guidance on community scorecards, which are used globally to assess the balance between top-down control and community voice in sectors like health, education, and local development. In practice, these tools are used by NGOs, governments and financiers to rate and improve accountability arrangements by scoring the share of decisions that are community-informed or jointly taken, and the extent of formalised partnerships with local institutions. Our LGI applies similar logic at organizational level by combining the proportion of GSP governance decisions that are local or joint with the share of MOUs held with PNG-based institutions, then converting that composite into a 0–100% index. On the dial, scores below 40% indicate tokenistic or externally dominated governance, 40–70% reflect shared arrangements, and >70% signals genuinely locally-led governance; GSP’s LGI of 85.4% clearly falls in this high band, meaning that local actors are not only delivering services but also shaping strategy, partnerships, and accountability for the portfolio.

Definition: Out of the governance that steered GSP this year, who had the say and who held the formal ties, what share sat with PNG/local actors?

Precedent

- CARE Community Score Card (CSC) toolkit – participatory governance & accountability⁵¹
- World Bank note on community scorecards as social-accountability tools⁵²

Who uses an equivalent

- CARE CSC practice page (global use across sectors)⁵³
- IFC/World Bank – Users’ Guide to Community Scorecards (2024)⁵⁴

Equation: $\left(\frac{\text{Local Decisions} + \text{Joint Decisions}}{\text{Total Decisions}} \right) \cdot 0.5 + \left(\frac{\text{MOUs with local institutions}}{\text{Total number of MOUs}} \right) \cdot 0.5$

$$\text{LGI} = 0.5 \left(\frac{D_{\text{local}} + D_{\text{joint}}}{D_{\text{total}}} \right) + 0.5 \left(\frac{M_{\text{local}}}{M_{\text{total}}} \right)$$
$$\text{LGI} = 0.5 \left(\frac{10}{12} \right) + 0.5 \left(\frac{7}{8} \right) \approx 85.4\%$$

Result: LGI = 85.4%

Dial ranges (peer-anchored)

Low: <40 | Medium: 40–70 | High: >70

⁴⁸NEAR Network. (n.d.). NEAR LPMF Localisation Performance Measurement Framework. Retrieved December 23, 2025, from <https://ngocoordination.org/system/files/documents/resources/near-localisation-performance-measurement-framework.pdf>

⁴⁹HAG-PIANGO. (n.d.). HAG-PIANGO Measuring Localisation Framework and Tools. Retrieved December 23, 2025, from <https://resourcecentre.savethechildren.net/document/measuring-localisation-framework-and-tools>

⁵⁰NEAR Network. (n.d.). NEAR LPMF Localisation Performance Measurement Framework. Retrieved December 23, 2025, from <https://ngocoordination.org/system/files/documents/resources/near-localisation-performance-measurement->

⁵¹CARE. (n.d.). CARE Community Scorecard Kit. Retrieved December 23, 2025, from https://insights.careinternational.org.uk/media/k2/attachments/CARE_Community_Score_Card_Toolkit.pdf

⁵²World Bank. (n.d.). World Bank Note on Community Scorecards. Retrieved December 23, 2025, from <https://documents1.worldbank.org/curated/en/462221468333561977/pdf/884970WPORapid00Box385225B00PUBLIC0.pdf>

⁵³CARE. (n.d.). CARE Community Scorecard practice page. Retrieved December 23, 2025, from <https://www.care.org/our-work/health/strengthening-healthcare/community-scorecard-csc/>

⁵⁴World Bank. (2024). World Bank Users’ Guide to Community Scorecards. <https://ifcsia.org/wp-content/uploads/2024/05/IFC-Community-Scorecard-Users-Guide-2024.pdf>

How we set this

Token consultation typically scores in the 30s/40s; shared decision-rights, formal partnerships, and feedback loops commonly reach high-50s to 70+. We use 70+ for genuinely locally-led governance.

Localization Dials (and where GSP falls on each localization metric)

To aid interpretation, the authors developed a simple dial to summarize the five localization metrics, grouping scores into low, mixed, and strongly localized bands. The band thresholds are conservative heuristics anchored in public data from comparable organizations and existing localization frameworks, rather than precise universal standards. For example, localization frameworks commonly interpret locally led governance and resource control as “low” when decision-making and spend are predominantly external, “mixed” when responsibilities are shared, and “high” when local actors hold primary authority and resources.^{55 56} The dial is intended to show, at a glance, where GSP sits relative to peers on each metric and to inform professional judgment about attribution, deadweight, displacement, and drop off in the SROI model, not to mechanically determine those assumptions

Metric	Low	Medium	High
Local Employment Share (LES)	<84%	84-96% (GSP:84%)	>96%
Local Procurement Ratio (LPR)	<50%	50-73%	>73% (GSP: 85%)
Community Contribution Ratio (CCR)	<15%	15-27%	High >27% (GSP: 59%-67%)
Localization Share of Inputs (LSI)	<50%	50-65%	>65% (GSP: 65.01%)
Localization Share of Inputs (LSI)	<40%	40-70%	>70% (GSP: 85%)

Table 12. Localization Assumption Dial

⁵⁵NEAR Network. (n.d.). NEAR Network Localisation Performance Measurement Framework (LPMF). Retrieved December 23, 2025, from <https://ngocoordination.org/system/files/documents/resources/near-localisation-performance-measurement-framework.pdf>

⁵⁶HAG-PIANGO. (n.d.). HAG-PIANGO Measuring Localisation Framework and Tools. Retrieved December 23, 2025, from <https://resourcecentre.savethechildren.net/document/measuring-localisation-framework-and-tools>



MORE THAN SPORT

APPENDIX C: DETAILED APPROACH TO ESTABLISHING ESTIMATED IMPACT

Using the localization calculations, the team then began assigning estimations for attribution, deadweight, displacement, and drop-off to ensure that we could provide an adjusted value for each short-term outcome assigned across key stakeholder groups. What we present here are the adjustment assignments for both the pilot calculations and the 2026-2030 forecast, offering insight into how and why these adjustments were assigned.

HEVEA CUP AND WELLNESS EXPO

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
Hevea Cup Youth Players (age 13 - 18); (Direct Beneficiary)	Players increase cross-cultural competencies and engagement, strengthening sense of inter-community belongingness	90%: High rate assigned as outcome is highly attributable to program's intentional design, as evidenced through other programmings that bring diverse youth together in a unique context otherwise unavailable	10%: A low deadweight is assigned because the specific cross-community engagement fostered by a shared national event is a unique intervention. While some social learning would occur in other settings, the concentrated, intentional nature of the Hevea Cup makes this change highly unlikely to have happened without the program.	25%: The social capital and skills gained from these positive interactions are foundational. SROI studies often assume a low drop-off for outcomes that are long-lasting and reinforced through continued wcommunity interaction	0%: This outcome is an additive benefit.
	Players enhance their confidence and recognition of their power as a valued community member	90%: Highly attributable to the program's intentional coach training and delivery model, which emphasizes positive reinforcement and building youth self-belief, a key pillar of SBYD.	10%: While a youth may gain confidence from other areas of life, the structured SBYD environment provides a unique and powerful forum for this to be developed and publicly affirmed by coaches and peers	30%: Confidence and self-efficacy are foundational psychological outcomes that have a long-term impact on a person's life and are often reinforced through ongoing experiences.	0%: This is a net gain for the individual; the confidence gained in one area does not displace confidence in another

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Players develop curiosity on health literacy topics including sexual health and gender violence	90%: SBYD literature confirms that programs are specifically designed to teach and reinforce these skills through intentional coaching and curriculum.	10%: While some skills are developed in other settings, the intentionality and structure of an SBYD program make it a far more effective vehicle for skill development.	35%: This value will likely diminish over time if not continuously reinforced through other community or school-based health programming.	0%: This is a net gain in knowledge and curiosity.
	Players enhance their social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)	90%: SBYD literature confirms that programs are specifically designed to teach and reinforce these skills through intentional coaching and curriculum.	10%: While some skills are developed in other settings, the intentionality and structure of an SBYD program make it a far more effective vehicle for skill development.	25%: These are foundational skills that have a long-term impact on a person's life and are often reinforced through an individual's continued growth.	0%: These skills are an additive benefit and do not displace other learning.
Hevea Cup Coaches (Direct Beneficiary)	Strengthened knowledge of sport-based positive youth development (SBYD) approaches in coaching	80%: The program is the direct source of this specialized knowledge. It is unlikely a coach would have gained this knowledge without the intervention.	10%: low deadweight is assigned, as this is a specialized training curriculum unique to the program.	20%: This is a foundational learning outcome. The value is likely to be retained and reinforced through practice	0%: The knowledge is not displacing other coaching methodologies but rather enhancing them.

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Strengthen confidence to integrate SBYD approaches into coaching	90%: This outcome is highly attributable to the program, as the training and hands-on coaching experience are the direct drivers of this confidence	10%: A low deadweight is assigned, as it is unlikely that this level of confidence would be developed in the absence of the intentional training and support from the program.	20%: The confidence gained in one's professional role is a foundational psychological outcome that is likely to be sustained and reinforced with practice	0%: This is a net gain for the coach and does not displace other skills.
Hevea Cup Player Community Members (in-direct beneficiary)	Develop curiosity on health literacy topics including sexual health and gender violence	60%/70%: Hevea is the main new health-information source, but clinics, churches and schools also influence knowledge/Regular, locally owned tournaments become the primary channel for health messaging in these communities.	10%: Some community members would access similar information through clinics, schools or radio without Hevea.	20%: Curiosity declines without repeat events or services, although core awareness often remains.	0%
	Increase positive appreciation around girls' participation	80%/70%: Mixed-gender competition and visible girls' teams are the main driver of attitude shifts/National campaigns and wider exposure to women's sport increasingly share credit for changing norms	10%: Some gradual improvement in attitudes would occur through broader gender-equality messages over time.	20%: Appreciation can weaken if girls' opportunities shrink or competing social pressures re-emerge.	0%
	Enhanced community cohesion that promotes community health, development, and agency in decision-making	80%/70%: The tournament convenes diverse groups under shared rules and goals, directly strengthening cohesion/Ongoing church, clan and local-government initiatives also increasingly shape how communities cooperate.	10%: Existing family, clan and church networks provide a baseline of cohesion even without Hevea.	25%: Cohesion benefits can fade if events stop or local conflicts resurface, though some relationships persist.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
Hevea Cup Tournament Volunteers (Direct Beneficiary)	Enhanced professional competencies and skill development	75%: The program is the direct source of this experience and feedback. Volunteer roles are structured to teach specific professional skills.	10%: A low deadweight is assigned to account for the possibility of developing these skills elsewhere. However, the structured environment of the Hevea Cup makes this a unique learning opportunity.	25%: These are foundational skills that will be useful in other jobs. The benefit is likely to be sustained beyond the program lifecycle.	0%: The skills are an additive benefit and do not displace other learning
	Expanded access to mentorship opportunities and professional exemplars	80%: A high attribution rate is recommended, as the program provides direct access to these networks. The GSP staff This is a net gain in empathy and understanding's role as mentors is a core component of the program design.	10%: A low deadweight is assigned, as it is unlikely that this access would be available otherwise	20%: The value of a strong professional relationship is sustained over time.	0%: The mentorship is a net gain.
	Improved access to career development and educational pathways	70%: The program provides direct access to these networks. The Hevea Cup, as a high-profile event, is a direct pathway to these connections.	10%: A low deadweight is assigned, as it is unlikely that this level of confidence would be developed in the absence of the intentional training and support from the program.	20%: The value of a strong professional relationship is sustained over time.	0%: This is a net gain
	Increased confidence and self-efficacy in delivering professional tasks or managing responsibilities	75%: This is a core outcome of the program, where volunteers are given increasing levels of responsibility, leading to increased confidence	10%: A low deadweight is assigned to account for other possible sources of confidence. The program's intentionality makes this a unique learning opportunity.	25%: This is a foundational skill that has a long-term impact on a person's life.	0%: This is a net gain

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
Hevea Cup Local Goods and Service Providers (Direct Beneficiary)	Strengthened financial stability of local small business economy	90%: The income is a direct result of the program, which provides a dedicated event for vendors to sell their goods.	5%: A low deadweight is assigned, as this income is a direct result of the event.	50%: The value of this outcome is limited to the duration of the tournament. The financial benefit is immediate and does not carry over to the next year.	5%: A moderate displacement rate is recommended, as a portion of the sales may displace income that vendors would have earned from other local activities during the same period
	Vendors increase visibility of their goods and services to new community members	70%: The program provides direct visibility to a large, diverse audience that the vendor would likely not have access to otherwise	20%: A low deadweight is assigned, as this visibility is a direct result of the program.	60%: The value of this visibility is likely to be sustained for a short period after the tournament. It may lead to new customers or word-of-mouth marketing, but its impact will decline over time.	0%: This is a net gain in knowledge.
Hevea Cup Community Health Service Providers (Direct Beneficiary)	Experience increased visibility of available health services and preventive care messages.	60%/70%: The program is the direct source of this engagement, creating a unique opportunity for health service providers to reach a large, captive audience/ As services integrate more deeply with Hevea and hubs, the tournament explains most visibility gains.	15%: A low deadweight is assigned, as this information may not have been accessible otherwise.	35%: The value of this outcome is likely to decrease over time if not continuously reinforced. The knowledge gained from a single interaction will diminish over time.	0%: This is a net gain in knowledge.
Hevea Cup Tournament Spectators (Direct Beneficiary)	Strengthened awareness of local community resources	60%/70%: The program provides a dedicated space for resource booths, which is a direct platform for information sharing./With repeated tournaments, spectators increasingly rely on Hevea events to discover local services.	5%: A low deadweight is assigned, as this information may not have been accessible otherwise	20%: The value of this outcome is likely to decrease over time if not continuously reinforced.	0%: This is a net gain in knowledge.

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Spectators develop curiosity on health literacy topics including sexual health and gender violence	60%/70%: The program creates a safe and trusted environment for dialogue on sensitive topics, which is a direct catalyst for participation/ Integrated health stalls and messaging make Hevea a leading trigger for ongoing questions and discussions.	5%: A low deadweight is assigned, as it is unlikely that this curiosity would have been developed otherwise.	20%: The value of this outcome is likely to decrease over time if not continuously reinforced.	0%: This is a net gain in knowledge.
	Develop greater empathy and social recognition of youth from other villages and settlements, seeing them as peers rather than "other."	70%: The program's design, which emphasizes fair play and teamwork, is a powerful tool for fostering empathy and breaking down social divisions	5%: A low deadweight is assigned, as some of this empathy would have developed naturally through other community interactions. The program's value is in accelerating and amplifying this outcome.	35%: This is a foundational change in a person's mindset and a lasting change in a community's culture.	0%
	Access to health screenings	100%: Screenings are organised specifically for the tournament and would not occur in this format without Hevea.	5%: A small share would have sought comparable tests at clinics or outreach visits anyway.	20%: Benefits from a single screening diminish over time without follow-up, though some early diagnoses have lasting effects.	0%
10MS Female Youth Participants	Increase self-esteem and confidence	90%/85%: A high attribution rate is assigned as 10MS is the main structured driver of these changes for participating girls/ Other supports grow, but 10MS still explains most observed change in confidence and leadership.	10%: A low deadweight is assigned as some girls would grow in confidence through school, family and normal adolescent development without 10MS.	10%: Confidence may soften over time, but core skills and identity shifts generally persist.	0%

Table 13. Hevea Cup and Wellness Expo Assumption Logic

10MS/Gymbox

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Increase understanding of their power and leadership value	90%/85%: A high attribution rate is assigned as 10MS is the main structured driver of these changes for participating girls/Other supports grow, but 10MS still explains most observed change in confidence and leadership.	10%: A low deadweight is assigned as some girls would grow in confidence through school, family and normal adolescent development without 10MS.	10%: Confidence may soften over time, but core skills and identity shifts generally persist.	0%
	Increase confidence in their ability to impact positive change within their communities.	90%/85%: A high attribution rate is assigned as 10MS is the main structured driver of these changes for participating girls/Other supports grow, but 10MS still explains most observed change in confidence and leadership.	10%: A low deadweight is assigned as some girls would grow in confidence through school, family and normal adolescent development without 10MS.	10%: Confidence may soften over time, but core skills and identity shifts generally persist.	0%
	Improve knowledge and behaviors related to healthy living.	80%/85%: A high attribution rate is assigned as 10MS provides most health-behavior content, alongside some school and clinic education/ Closer alignment with Gymbox and Hevea makes 10MS the dominant health-behavior source.	10%: A low deadweight is assigned as a minority would receive similar messages through standard health classes or outreach activities.	10%: Some habits slip, but many healthy practices and knowledge remain in daily life.	0%
	Enhance their appreciation of physical activity as an essential component of a healthy life.	70%/85%: Appreciation comes from 10MS plus existing sport, PE and informal play/Integrated 10MS-Gymbox pathways make the program the main driver of valuing activity.	10%: A low deadweight is assigned as some girls would value physical activity through family, peers and community sport regardless.	10%: Enthusiasm may dip, but core belief in activity's importance is expected to endure.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
10MS Male Youth Participants	Increase self-esteem and confidence	90%/85%: A high attribution rate is assigned as 10MS sessions and discussions are the primary driver of boys' reported attitude and confidence changes/Other schooling and community influences grow, but 10MS remains the main structured influence.	10%: A low deadweight is assigned as some boys would gain confidence or pro-girl attitudes through family, church or other sport programs.	10%: Gains may weaken under pressure, but most boys retain improved beliefs and skills.	0%
	Increase confidence in their ability to impact positive change within their communities.	90%/85%: A high attribution rate is assigned as 10MS sessions and discussions are the primary driver of boys' reported attitude and confidence changes/Other schooling and community influences grow, but 10MS remains the main structured influence.	10%: A low deadweight is assigned as some boys would gain confidence or pro-girl attitudes through family, church or other sport programs.	10%: Gains may weaken under pressure, but most boys retain improved beliefs and skills.	0%
	Increase support for girl's education and community contribution, alongside a low tolerance for violence.	90%/85%: A high attribution rate is assigned as 10MS sessions and discussions are the primary driver of boys' reported attitude and confidence changes/Other schooling and community influences grow, but 10MS remains the main structured influence.	10%: A low deadweight is assigned as some boys would gain confidence or pro-girl attitudes through family, church or other sport programs.	10%: Gains may weaken under pressure, but most boys retain improved beliefs and skills.	0%
	Improve knowledge and behaviors related to healthy living.	80%/85%: A high attribution rate is assigned as 10MS supplies most practical health content, with smaller contributions from school or clinic teaching/Stronger integration with Gymbox and Hevea heightens 10MS's health-behavior contribution.	10%: A low deadweight is assigned as some boys would receive similar messages via other channels over time.	10%: Behavioral lapses occur, but core knowledge and many habits remain.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Enhances their appreciation of physical activity as an essential component of a healthy life.	70%/85%: Appreciation reflects both 10MS involvement and existing sport and PE exposure/Combined 10MS-Gymbox engagement makes the program central in shaping attitudes to activity.	10%: A low deadweight is assigned as some boys would value activity through other teams or family encouragement alone.	10%: Motivation can dip, but belief in activity's importance typically remains.	0%
10MS Teachers	Gains confidence and competence to address GBV, leadership, and community health in classrooms	80%: A high attribution rate is assigned as 10MS training and tools are the main source of these specific classroom skills.	10%: A low deadweight is assigned as some teachers would improve through other professional development or experience.	20%: Skills erode if topics are deprioritised or not practised regularly.	0%
10MS Student Peers	Increase aware-ness of GBV, gen-der equity, and the importance of inclusive behavior	70%: A high attribution rate is assigned as peers' awareness mainly comes via 10MS students and school activities linked to the program.	30%: A moderate deadweight is assigned as broader national conversations, churches and media also drive change for this indirect group.	35%: Awareness is less deeply rooted and may fade quickly without reinforcement.	0%
10MS Parents and Caregivers	Increase recognition of the importance of supporting children's personal development	70%: A high attribution rate is assigned as 10MS reports and children's changes strongly influence parents' views.	20%: A moderate deadweight is assigned as some parents would reach similar conclusions through experience, church teaching or media.	30%: Under stress, some families may revert to previ-ous parenting patterns over time.	0%
10MS Community Members	Increase awareness of youth leadership and community contribution	65%: Youth roles created by 10MS are a major, but not exclusive, source of changed perceptions.	25%: A moderate deadweight is assigned as other youth initiatives and natural maturation would also increase recognition over time.	30%: Perceptions can shift back if youth opportunities disappear or conflicts emerge.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
Female Gymbox Participants	Increase exposure to health and wellness information	70%/90%: Gymbox is new but builds on existing health messaging from school, clinics and Hevea events/As hubs mature, structured Gymbox sessions become the primary channel for girls' health information.	10%: A low deadweight is assigned as some would learn similar messages through school, clinics or media even without Gymbox involvement.	15%: Some engagement and spending may shift from other constructive activities or local providers rather than being entirely additional.	0%
	Strengthen commitment to health and wellness	70%/90%: Gymbox is important but builds on existing sport, family and school influences/As hubs mature, Gymbox becomes the dominant structured source of these changes.	10%: A low deadweight is assigned as some benefits would arise through informal sport or community activities without Gymbox.	15%: Participation may fluctuate, but stronger identities and relationships generally persist.	0%
	Strengthen agency and self-belief to lead community-based projects	70%/90%: Gymbox is important but builds on existing sport, family and school influences/As hubs mature, Gymbox becomes the dominant structured source of these changes.	10%: A low deadweight is assigned as some benefits would arise through informal sport or community activities without Gymbox.	15%: Participation may fluctuate, but stronger identities and relationships generally persist.	0%
	Increase connection to gym users beyond immediate clan and peer group	70%/90%: Gymbox is important but builds on existing sport, family and school influences/As hubs mature, Gymbox becomes the dominant structured source of these changes.	10%: A low deadweight is assigned as some benefits would arise through informal sport or community activities without Gymbox.	15%: Participation may fluctuate, but stronger identities and relationships generally persist.	0%
	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	70%/90%: Gymbox opens opportunities, alongside school, church or informal work networks/As partnerships grow, Gymbox becomes central to new career-related connections.	20%: A moderate deadweight is assigned as some participants would find opportunities through other community contacts or employers.	15%: Specific prospects may close, but skills and networks still support future opportunities.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
Male Gymbox Participants	Increase exposure to health and wellness information - including Hevea Cup	70%/90%: Gymbox and Hevea are key, but schools and peers also shape attitudes and knowledge/ Mature hubs make Gymbox the main pathway for sustained health and gender learning.	10%: A low deadweight is assigned as some boys would gain information or motivation from other sport or church programs.	15%: Commitment may dip, but many behaviors and beliefs remain improved.	0%
	Strengthen commitment to health and wellness	70%/90%: Gymbox and Hevea are key, but schools and peers also shape attitudes and knowledge/ Mature hubs make Gymbox the main pathway for sustained health and gender learning.	10%: A low deadweight is assigned as some boys would gain information or motivation from other sport or church programs.	15%: Commitment may dip, but many behaviors and beliefs remain improved.	0%
	Increase knowledge on women's health including menstrual hygiene and GBV	70%/90%: Gymbox and Hevea are key, but schools and peers also shape attitudes and knowledge/ Mature hubs make Gymbox the main pathway for sustained health and gender learning.	10%: A low deadweight is assigned as some boys would gain information or motivation from other sport or church programs.	15%: Commitment may dip, but many behaviors and beliefs remain improved.	0%
	Increase connection to gym users beyond immediate clan and peer group	70%/90%: A high attribution rate is assigned as Gymbox broadens networks, though some links come from school, workplaces and family/Established hubs become the main convenor linking young men to wider networks.	20%: A moderate deadweight is assigned as some new connections and opportunities would occur through other local activities.	15%: Certain relationships may fade, but broader confidence and networking skills remain.	0%
	Strengthen agency and self-belief to lead community-based projects	70%/90%: Gymbox and Hevea are key, but schools and peers also shape attitudes and knowledge/ Mature hubs make Gymbox the main pathway for sustained health and gender learning/	10%: A low deadweight is assigned as some boys would gain information or motivation from other sport or church programs.	15%: Commitment may dip, but many behaviors and beliefs remain improved.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Increase access to potential career pathways through new engagements and/or physical activity and strength gain	70%/90%: A high attribution rate is assigned as Gymbox broadens networks, though some links come from school, workplaces and family/Established hubs become the main convenor linking young men to wider networks.	20%: A moderate deadweight is assigned as some new connections and opportunities would occur through other local activities.	15%: Certain relationships may fade, but broader confidence and networking skills remain.	0%
Gymbox Operator	Gain stable income stream from delivery of health services to community	95%: A high attribution rate is assigned as income is directly tied to Gymbox operations and partnerships.	5%: A low deadweight is assigned as operators might otherwise secure similar earnings through alternative work.	10%: Income may fluctuate, but core opportunity remains while the facility operates.	0%
	Increase professional experience managing programs and partnerships	85%: A high attribution rate is assigned as most relevant experience comes from running Gymbox and coordinating associated partners.	10%: A low deadweight is assigned as some experience would be gained through other jobs or volunteering.	15%: Skills decay slightly if roles change, but much learning remains applicable.	0%
10MS Adult Program Participants (Direct Beneficiary)	Experience improved confidence in their abilities, decision-making, and sense of self-efficacy.	90%: A high attribution rate is assigned as structured adult 10MS sessions are the main driver of these shifts.	10%: A low deadweight is assigned as some adults would change through life events, work or church alone.	10%: Effects soften with time, but underlying perspectives typically persist.	0%
	Demonstrate stronger support for girls' and women's participation in education, leadership, and sport, alongside reduced acceptance of harmful or violent behaviors.	90%: A high attribution rate is assigned as structured adult 10MS sessions are the main driver of these shifts.	10%: A low deadweight is assigned as some adults would change through life events, work or church alone.	10%: Effects soften with time, but underlying perspectives typically persist.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Place greater value on ongoing physical activity, understanding its importance for long-term physical, emotional, and social well-being.	90%: A high attribution rate is assigned as structured adult 10MS sessions are the main driver of these shifts.	10%: A low deadweight is assigned as some adults would change through life events, work or church alone.	10%: Effects soften with time, but underlying perspectives typically persist.	0%
Local Gymbox Community Members	Increase community pride in health infrastructure	80%: A high attribution rate is assigned as pride is closely linked to the visible, locally owned Gymbox facility.	10%: A low deadweight is assigned as some pride would stem from existing institutions like churches or schools.	20%: Pride may lessen if the facility deteriorates or becomes under-used.	0%
	Increase curiosity and participation in Gymbox activities	80%/ 100%: A high attribution rate is assigned as curiosity also reflects general interest in new community events/Participation increases are almost entirely driven by Gymbox presence and programming.	0%: Without Gymbox, these specific activities and participation would not exist.	35%: Awareness is vulnerable to erosion without ongoing reinforcement.	0%
	Increase recognition of youth as community contributors	75%: A high attribution rate is assigned as youth roles within Gymbox strongly influence how they are seen as contributors.	20%: A moderate deadweight is assigned as some recognition would grow through other youth activities or employment.	35%: Awareness is vulnerable to erosion without ongoing reinforcement.	0%
	Increase awareness of GBV, gender equity, and the importance of inclusive behavior	80%: A high attribution rate is assigned as community GBV and gender messages are mainly encountered through Gymbox and linked events.	30%: A moderate deadweight is assigned as churches, media and other programs also influence awareness.	35%: Awareness is vulnerable to erosion without ongoing reinforcement.	0%

Stakeholder Group	Outcome	Attribution Adjustment % and Rationale	Deadweight Adjustment % and Rationale	Drop-Off Adjustment % and Rationale	Displacement Adjustment % and Rationale
	Increase trust in local operators providing accessible health and wellness opportunities	90%: A high attribution rate is assigned as trust develops largely through repeated, positive experiences with Gymbox operators.	10%: A low deadweight is assigned as some trust would exist from prior relationships or other services.	25%: Trust can decline if service quality drops or staff change.	0%
10MS Student Peers	Increase awareness of GBV, gender equity, and the importance of inclusive behavior	70%: A high attribution rate is assigned as awareness largely spreads via interactions with 10MS students and school activities linked to the program.	30%: A moderate deadweight is assigned as national discourse, churches, media and other initiatives would have increased some peers' awareness anyway.	35%: Without reinforcement, peer awareness may fade relatively quickly as new influences and concerns emerge.	0%
10MS Community Members	Increase awareness of youth leadership and community contribution	65%: Youth-led activities and visibility created by 10MS are a major driver of changing community perceptions.	25%: A moderate deadweight is assigned as other youth groups, churches and civic initiatives would also have improved recognition of youth roles over time.	30%: Perceptions can regress if opportunities for youth leadership decline or local tensions re-emerge.	0%

Table 14. Gymbox and 10MS Assumption Logic

APPENDIX D: APPROACH TO ALLOCATE FINANCIAL PROXIES

Assigning financial proxies was guided by core SROI principles to ensure the quality, appropriateness, and transparency of proxy selection. We followed the principles of relevance, specificity, conservatism, evidence-based reasoning, and transparency.

We adopted a tiered proxy selection strategy aligned with these principles. First, we prioritized direct PNG market data wherever possible. The most prominent example in this study was the approximately \$25,000 raised by communities to support young people's participation in the Hevea Cup and Wellness Expo, demonstrating both the community's investment and their willingness to pay for these outcomes. When such data was unavailable, we moved to Tier 2, drawing on Pacific-regional research and making conservative adjustments for purchasing power parity. Finally, when neither Tier 1 nor Tier 2 data were available, we referred to peer-reviewed international SfD literature, adapting it to the PNG context.

This tiered approach allowed us to maintain contextual relevance while using the highest-quality evidence available. Where direct PNG data existed, such as gym membership costs from Hausples.com.pg, vendor incomes were then explored from the PNG National Statistical Office's Informal Economy Survey, health screening costs from the PNG Cancer Foundation,

and NGO service contracts from the PNG Department of Community Development, guided by the assumption that they provide the most defensible valuations.

For outcomes without PNG-specific pricing but with clear regional parallels, largely within community health and youth development, we employed costs from established Pacific programs, including the Oceania Sports Education Program, Pacific Community health education initiatives, ILO Pacific youth employment services, and UNFPA Pacific GBV prevention programs. These organizations operate across PNG and neighboring nations with comparable cost structures.

Finally, when data were unavailable in the above tiers, we drew primarily on Sport New Zealand's (2022) comprehensive well-being valuation research - one of the most rigorous global sources for social outcome quantification alongside SROI reports from Laureus, Social Value UK, and Sport Wales. This research uses revealed preference, life satisfaction comparisons, and quality-adjusted life year methodologies. Applying Sport NZ values required careful adjustment for PNG's economic context. We applied a 35–45% adjustment factor, informed by PPP, the potentially higher relative value of social connections in PNG's collectivist culture, and the lower availability of alternative services.

APPENDIX E: FORECASTING 2026-2030 VALUE

We then aimed to project GSP's growing reach between 2026 and 2030. This forecast assumes that GSP will establish two Gymbox/10MS community hubs in 2026 and add one additional hub each year thereafter. All year-on-year participant estimates and value calculations are based on this staged expansion model as illustrated here:

Year	Youth 10MS / Gymbox Participant Base	Increase	% Growth	10MS Teacher Base <small>* On assumption that 2 teachers per class with 12 classes running 2x-year at each site</small>	Increase	% Growth	Adult Gymbox User Base	Increase	% Growth
2026	3,000 (2 Gymboxes across PNG)	+1,500	50%	48 (2 Gymboxes across PNG)	+24	50%	1,600* (2 Gymboxes across PNG)	+800	50%
2027	4,500 (one additional Gymbox added in PNG)	+1,500	33.3%	72 (one additional Gymbox added in PNG)	+24	33.3%	2,400 (one additional Gymbox added in PNG)	+800	33.3%
2028	6,000 (one additional Gymbox added in PNG)	+1,500	25%	96 (one additional Gymbox added in PNG)	+24	25%	3,200 (one additional Gymbox added in PNG)	+800	25%
2029	7,500 (one additional Gymbox added in PNG)	+1,500	20%	120 (one additional Gymbox added in PNG)	+24	20%	4,000 (one additional Gymbox added in PNG)	+800	20%
2030	9,000 (one additional Gymbox added in PNG)	+1,500	16.7%	148 (one additional Gymbox added in PNG)	+24	16.7%	4,800 (one additional Gymbox added in PNG)	+800	16.7%

Table 15. Community Hub Projected Stakeholder Growth Summary 2026 - 2030

These annual reach estimates supported the calculation of the forecasted SROI between 2026-2030 using the following approach:

2026	Value = (stakeholder * financial proxy) * attribution * (1-deadweight)
2027	Static Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight)
2028	Static Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻¹ + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight)
2029	Static Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻² + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻¹ + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight)
2030	Static Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻³ + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻³ + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off) ⁿ⁻¹ + New Community Hub Value = (# of stakeholders * financial proxy) * attribution * (1-deadweight) * (1-drop-off)
Total Adjusted Value	= 2026 Total Adjusted Value + 2027 Total Adjusted Value + 2028 Total Adjusted Value + 2029 Total Adjusted Value + 2030 Adjusted Value

Table 16. Community Hub Projected Adjusted Value Calculation

