

The role of Sport in Addiction Recovery

Play, feel, meet, live

Social Return on Investment



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This report was prepared by the team of Social Value Greece of Equal Society and concerns the measurement of social impact of the Erasmus+ Sport program “Reintegration Through Sport Plus (RTS+)” with the Social Return on Investment (SROI) methodology.



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TABLE OF CONTENTS

Introduction	3
Scope	7
RTS+.....	7
Methodology.....	9
Stakeholders.....	11
Social Impact	12
Impact Factor	22
Calculating the SROI ratio	25
Conclusions.....	28
Limitation	28
Bibliography	29

Introduction

The aim of this evaluation is to use the principles of social return on investment (SROI) to assess the experience and outcomes of participants in each action of the RTS+ project.

Social Return on Investment (SROI) is a tool that helps measure the value of the impact of a project or service by considering a range of outcomes for all stakeholders affected by the project. It aims to put a monetary value on a range of social outcomes, both intended and unintended, so they can be included in the value of a project. It also takes into account what would have happened anyway and who else may have contributed towards the outcomes to ensure that an activities contribution to value is not over-claimed.

Social Return on Investment (SROI) is a tool that helps organisations in measuring social impact and economic value they are creating. It can be thought of as a broad approach to cost-benefit analysis which is primarily used by public sector organisations in deciding whether or not the benefits resulting from an intervention justify its costs.

The SROI process is made up of the following stages

- Talking to stakeholders to identify what social value means to them
 - Understanding how that value is created through a set of activities
 - Finding appropriate indicators, or 'ways of knowing' that change has taken place
 - Putting financial proxies on those indicators that do not lend themselves to monetisation
- Comparing the financial value of the social change created to the financial cost of producing these changes

The contribution of sport and physical activity is vital to a wide range of long-term benefits for the mental and physical health of people in sub-recovery. Participating in an exercise-based program increases the duration of abstinence, improves overall physical health and endurance, and reduces emotional instability as it helps reduce stress and anxiety. Sports and physical activity are also known to provide a sense of fulfillment and satisfaction helping the addicted person to boost their self-confidence and create a better self-image.

In addition, sports and physical activity can offer recovering individuals the opportunity to achieve a pleasurable state of mind without having to resort to drug use, ultimately leading to a positive and healthy lifestyle change that is incompatible with substance abuse.

In this context and as a continuation of the previous project Reintegration Through Sport, the project Reintegration Through Sport Plus (RTS+) uses sport as a means of developing life skills with the aim of promoting physical activity and sport as an important complementary therapeutic tool in the prevention and treatment of dependencies.

The RTS+ is based on experiential learning, using the Adventure Therapy Methodology. Adventure therapy can help individuals gain meaning through the process of sharing experiences that lead them to change behavior.

The purpose of this document is to highlight the changes experienced by the stakeholders involved, who participated in the actions of the project and to compare them in terms of monetary verification in relation to the cost of its implementation.

The initial stage of the analysis was the detailed recording of the stakeholders involved. In this specific analysis, the following categories were defined as key stakeholders:

- ✓ The trainees (health professionals, sports trainers, youth workers, etc.) trained on the Training Program in each country.
- ✓ The organizations (partners) that participated in the implementation and development of the project.
- ✓ The project teamwork of partners, members of the organizations that participated in the planning, strategic development and implementation of the project actions.

Social Return on Investment

The SROI analysis revealed the story of change and value created as a result of the program.

It was established that for the total funding of the project, *Reintegration Through Sport Plus (RTS+)* €383,325.00 is attributed to € 935.969,00 in social and economic benefits.

This equates to an SROI ratio of **2,44 : 1**

What was the impact?



The distribution of the social value highlights that most of the social impact concerns the learners at 68.54%. The rest of the social value is created by the other two categories almost equally, for organizations 16.33% and 15.13% by the project's working group.



Play, feel, meet, live



Scope

Equal Society as a project partner undertook the evaluation regarding the social impacts of the program for the entire duration of the project.

The study focuses on the changes experienced by those involved in the actions of the **Reintegration through Sport Plus** project and summarizes the effects of the project on different stakeholders.

The evaluation is based on the Social Return on Investment methodology and follows its standards and principles.

The value of the results can be compared to the investment required to create them, providing an indication of cost-effectiveness. In this way, SROI puts social impact into a language widely understood by investors and decision makers. It also helps organizations better understand the processes that affect their stakeholders by identifying the links between activities and impacts.

RTS+

The **Reintegration Through Sport Plus (RTS+)** project, upscaling the Reintegration Through Sport (RTS) project, aims at utilizing sport as an alternative framework in the addiction recovery process, as of which positive behavioral outcomes can be created, by way of underscoring the relationship between sports participation and positive life skill development of drug addicts under recovery, thereby supporting their social reintegration.

Intended goals of the RTS+ project were:

- To highlight the therapeutic value of physical activities and sport in addiction recovery.
- To underscore the relationship between sports participation and positive life skills development of addict people under recovery, supporting their social reintegration.
- To improve the implementation of physical and sport activities in addiction treatment organizations.
- To highlight the value of participation in physical activity and grassroots sport activities in addiction prevention.
- To provide opportunities for greater sport participation of drug addicts under recovery

- To enrich and harmonize the way whereby sports programs are utilized during the treatment process by the therapeutic organizations, by way of designing, creating and proposing new innovative tools to support this process.
- To strengthen the co-operation between drug addiction treatment agencies and sports organizations and other relevant stakeholders.
- To support the capacity building of health professionals working in the field of addiction, aiming at improving the efficiency of treatment services.
- To develop policy recommendations of sport-based interventions in drug addiction policy frameworks.

The main recipients of this knowledge exchange were:

- Drug treatment agencies
- Sports organizations and clubs
- Health professionals working in the addiction field
- Clients (addicts under recovery)
- Policy decision-makers
- Experts, academic and researchers
- Volunteers
- General public

To achieve the goal the project, created guidelines to harmonize the sport programs implemented by the therapeutic agencies in order to provide a better service to the target population. Furthermore, raised awareness of the drug addiction agencies and health professionals working in the addiction field about the benefits in having drug addicts under recovery participate in sport activities, through synergies and multiple events and actions, aimed at promoting the power of sport in the treatment of addictions and the social reintegration of addicts.



What is SROI?

Methodology

Social Return on Investment (SROI)

Social Return on Investment (SROI) analysis is an internationally recognised approach that provides a framework to understand, measure and value the impact of a program or organisation. It is a form of cost-benefit analysis that examines the social, economic and environmental outcomes created by the activities of the program and the costs of creating them.

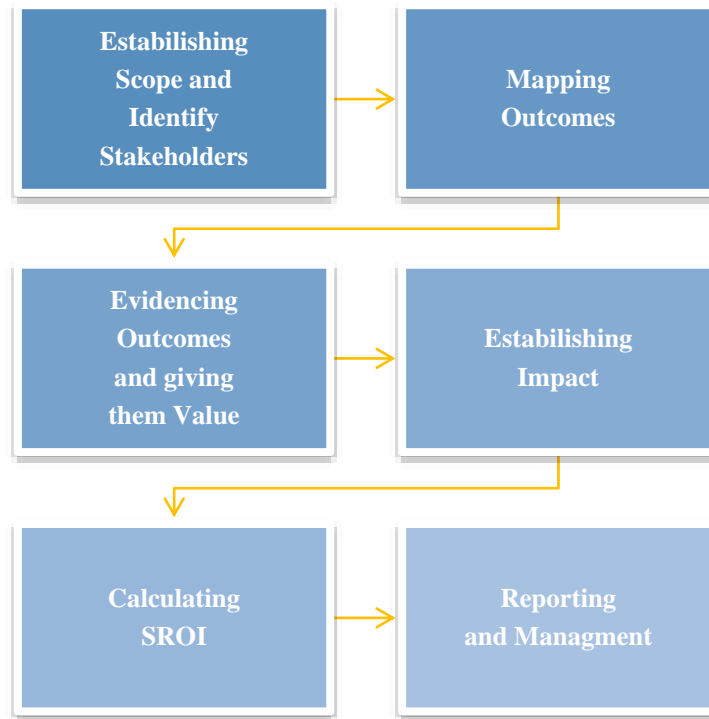
Social Value Principles

Social value is the value that people place on the changes they experience in their lives. The Principles of Social Value provide the basic building blocks for anyone who wants to make decisions that take this wider definition of value into account.

Principles	Definition
1 Involve stakeholders	Stakeholders should inform what gets measured and how this is measured and valued.
2 Understand what changes	Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.
3 Value the things that matter	Use financial proxies so the value of the outcomes can be recognised.
4 Only include what is material	Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
5 Do not overclaim	Organisations should only claim the value that they are responsible for creating.
6 Be transparent	Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders.
7 Verify the results	Ensure appropriate independent verification of the analysis.

Approach

To carry out this SROI analysis we undertook six phases of work that are based on those developed by Social Value International. Experienced and accredited SROI practitioners oversaw the analysis.



There are two types of SROI reports,

- Evaluative - conducted retrospectively and based on actual outcomes that have already taken place.
- Forecast - predicts how much social value will be created if the activities meet their intended outcomes

Stakeholders

Stakeholder engagement is an indispensable stage in an SROI analysis. The overall value of an investment can only be measured by identifying and engaging the stakeholders affected, and changes brought about by the investment to different stakeholders. This analysis has engaged with stakeholders at each stage of analysis to understand what changes are for them and what they feel, to develop a theory of change between inputs, outputs, and outcomes to narrate the true picture and determine the value of changes in them.

1

Involve stakeholders

Involved for the present SROI analysis were the collaborating organizations, the partner working group and the trainees.

Because the number of stakeholders in an activity can be large, the analyzes include the stakeholders who are considered important, that is, the people or entities that are affected or have the greatest influence on the activity under consideration. Also, the participants are selected on the basis of two criteria: the importance of their results and the ability to collect data. The materiality assessment method helps us to see which stakeholders and which results are important, so that we can include them in the analysis.

The collection of data was carried out with questionnaires for all categories of those involved, throughout the duration of the project and we collaborated directly with KETHEA for the collection of many results.



«SROI considers that stakeholders are best placed to identify where value has accrued. Stakeholders are people, organizations or entities that experience change, whether positive or negative, because of the activity that is being analyzed. Without this input the analysis is unlikely to capture what really matters to people and be relevant to their lives».

Social Impact

As highlighted, understanding and measurement of outcomes that matter most to the stakeholders substantiate the effectiveness and impact of the **Reintegration Through Sport Plus (RTS+)** project on them. This section of the report highlights the outcomes experienced as a result of the project for each material stakeholder and also examines those outcomes that represent end-points in the chains of changes for each stakeholder (and are therefore included on the Value Map). Below illustrates the outcomes experienced by the key stakeholders involved in the project and highlights those included in this analysis. It also outlines the indicators used to assess material outcomes.

Inputs

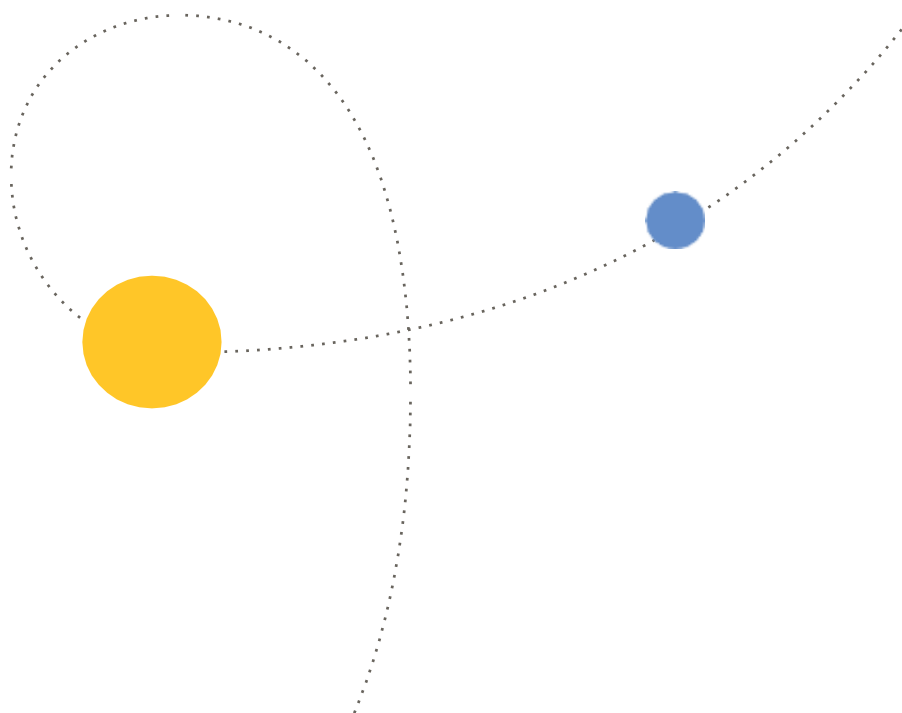
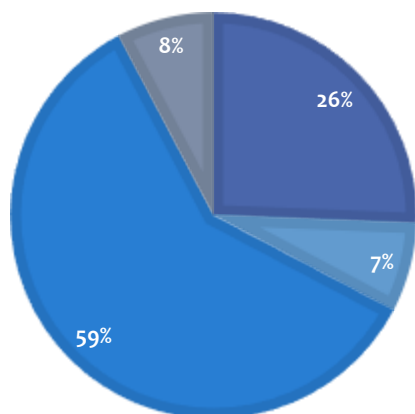
Inputs are the resources needed to deliver an activity. These can be monetised or non-monetised. All inputs that enable an activity to happen need to be recorded”.

The total funding required for the nearly three years of project implementation was € 383.325,00. These costs concern project management and activity development costs, costs for transnational meetings and event costs.

Total present value of inputs

383.325,00 €

■ Project Management ■ Transnational Meetings
■ Intellectual Output ■ Multiplier Events





Outputs

Outputs can be described as 'the quantitative summary of an activity'

> Network creation

Members of the Network:

- 95 Organizations (included drug addiction international network as: EFTC, FICT, CATALONIAN FEDERATION OF THERAPIUTIC COMMUNITIES, ECETT)
- 525 persons (health and sports professionals)
- >1000 person, Individuals participate to the RTS+ project sport activities

> Research

- Quantitative (Stakeholders): 53 organization managers filled on-line self-report questionnaires
- Quantitative (health and sports professionals): 421 professionals from a total of 62 SUD treatment organizations, from 9 European countries, completed on-line self-report questionnaires (translated)
- Qualitative research (health and sports professionals): 26 interviews and 4 focus groups (30 participants)/total: 56
- Quantitative (Individuals under SUD recovery): 774 clients from a total of 29 organizations, from 9 European countries, completed on-line self-report questionnaires (translated)
- Qualitative (Individuals under SUD recovery): 24 interviews and 6 focus groups (40 participants)/total: 64

> Policy makers

- Policy-makers info days (multiplier event 1): 7 (target number of info days 7)
- Policy-makers participates to the info days: 127 (target number of participants 70)

> Training

- Training for trainers (multiplier event 2): 1 training program (target number of training program 1)
- Participants: 22 (target number of participants 22)
- Training of learners (multiplier event 3): 9 (target number of training program 9)
- Participants: 111 (target number of participants 90)

> Implementation

- Target population (drug addicts): 450
- Website connection: 9500 (Google analytics)
- Website users: 7000 (Google analytics)
- Duration of connection: 4.5 min (Google analytics)
- Facebook page: 800 followers
- Press release: >40

- Sport events: 3
- Sport events participants: >800
- Webinars: 4
- Conference: 1
- Webinars participants: 450
- Publications: 5
- Evaluation reports: 4
- Publications in scientific Journals: 2
- Oral Presentation in national & International conferences: 4
- Website: 1
- Flyers: 2
- Movies: 2



Understanding Outcomes

Outcomes are the changes resulting from an activity. The main types of change from the perspective of stakeholders including unintended (unexpected) and intended (expected), positive and negative change.

2

Understand what changes

Increased capacity building, enriched services, increased know-how, improved professional skills, increased awareness, improved knowledge and skills etc.

According to the 4th principle of the guide of an SROI analysis, the materiality assessment method was used, to help us which results are important, so that they are included in the analysis.

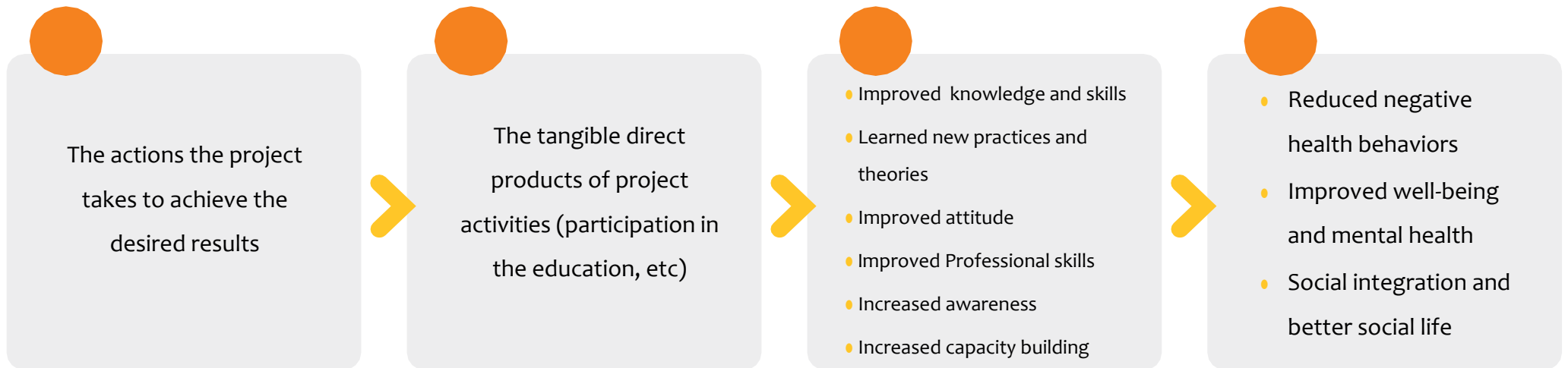
4

Only include what is material

How many experienced the change, according to the degree of importance and materiality.



Theory of change

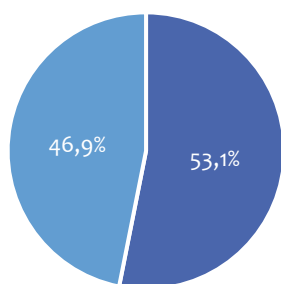




Outcomes for Trainees

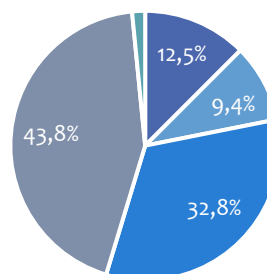
Outcomes for trainees, who participated training program were the focus of this research. The average age of the trainees was 38.81 years. Regarding their demographic data, 46.9% were women and 53.1% were men. The majority of the sample stated that they have obtained postgraduate studies as the highest level of education (N=28, 43.8%) with 15-20 years of experience (N=23, 35.9%).

Gender



■ Male ■ Female

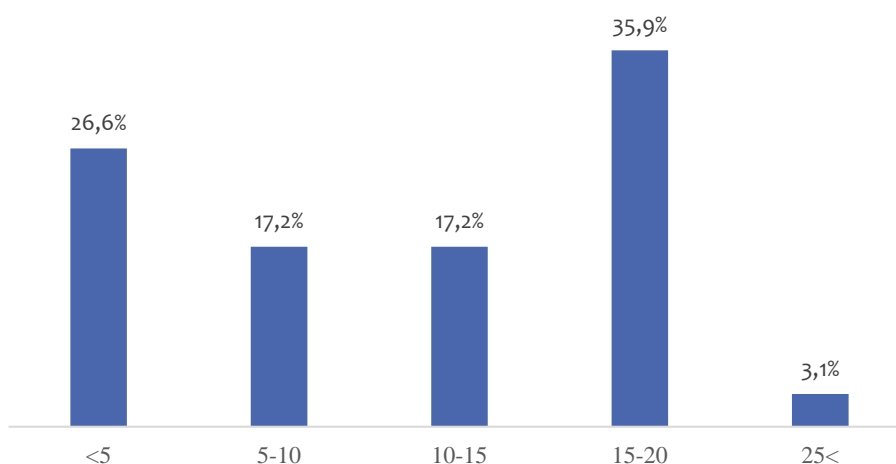
Educational background



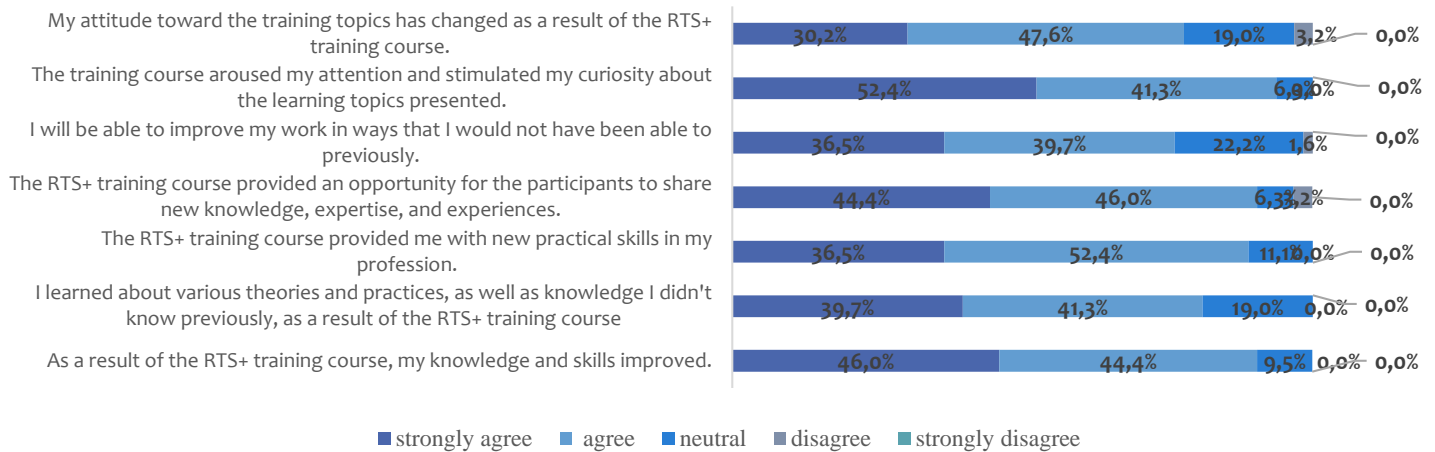
■ Secondary education
■ Bachelor
■ Other

■ Post-secondary non-tertiary education
■ Master

Work Experience

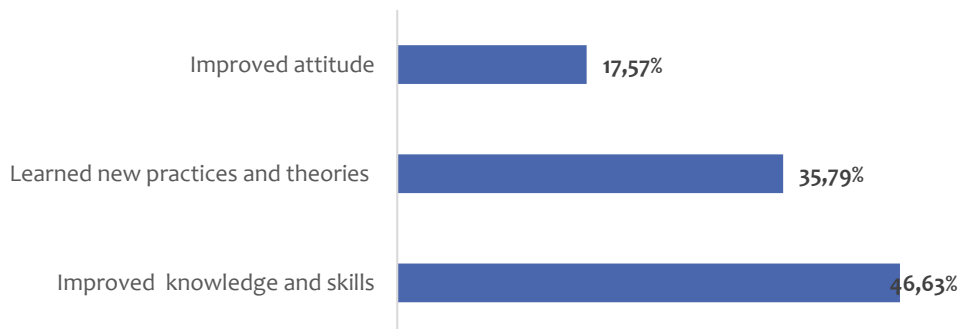


The figure below summarizes the results of the research according to the data available to us.



The main changes that were judged to be important, and to avoid excessive claims in the measurement, the following results were calculated for the SROI index:

- **Improved knowledge and skills**
- **Learned new practices and theories**
- **Improved attitude**





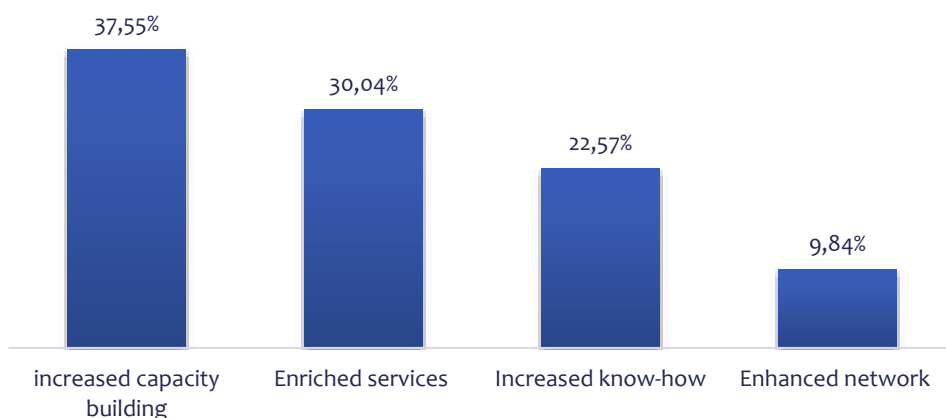
Outcomes for Organisations

The organizations that collaborated in the development of the project are an important source of increasing social value, as they were the central support mechanism in the implementation of the project. The results of the research are presented as follows:



The changes defined as significant according to the materiality assessment concern:

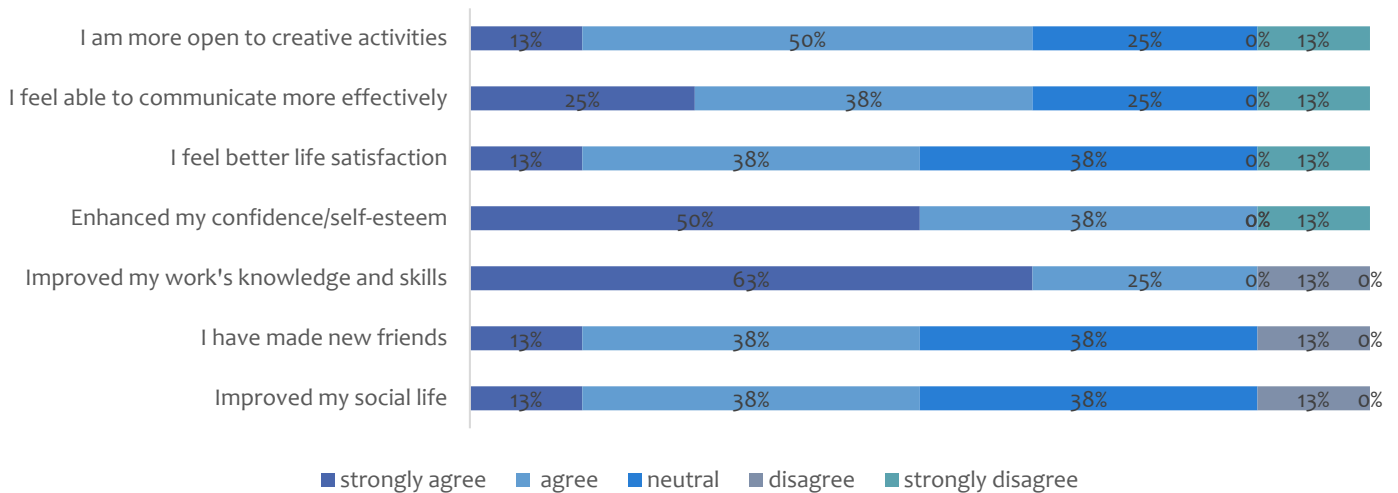
- **Increased capacity building**
- **Enriched services**
- **Increased know-how**
- **Enhanced network**





Outcomes for project teamwork

Positive changes were also noted by the project team members of each partner involved in the project. They are summarized in the following figure.



To estimate the social value, the following changes were calculated:

- **Improved professional skills**
- **Increased know-how**
- **Developed new relationships with other professionals**



Outcome Indicators

Indicators

Indicators are used as the basis for measuring outcomes in the SROI methodology. We used the stakeholder engagement process in Phase one to understand the changes in stakeholders' behavior, mindset, and values as a result of this program, and identified different indicators on this basis. However, the outcome of each stakeholder may vary in degree, perception, expression, or frequency due to individual circumstances, and it is not possible to measure an outcome using a single indicator.

Duration

Duration is the length of time the outcome lasts, and each outcome has a different duration. This project objectively determines the duration of each outcome based on the subjective prediction of stakeholders.

Recording the duration of the results of an activity is important for its evaluation. Although a change may follow the person involved for a long time after the activity has been completed, there may not be sufficient evidence to determine the exact length of time. In this particular analysis, the duration of the results was obtained as an average from the corresponding question that the participants were asked to answer.

Financial proxies

During the previous stage, we used indicators to prove whether or not an outcome occurred. The next step is to put a price on each outcome using a financial proxy to define the financial value. It should be noted that this step prices the outcome and not the indicator, but indicators are also taken into consideration when choosing a financial proxy.

It should be emphasized that with "financial proxies" we do not consider whether the people involved can buy the corresponding products or services, but we use them because they are a simple way of assigning a monetary value to results that are not tradable.

Financial Proxy:

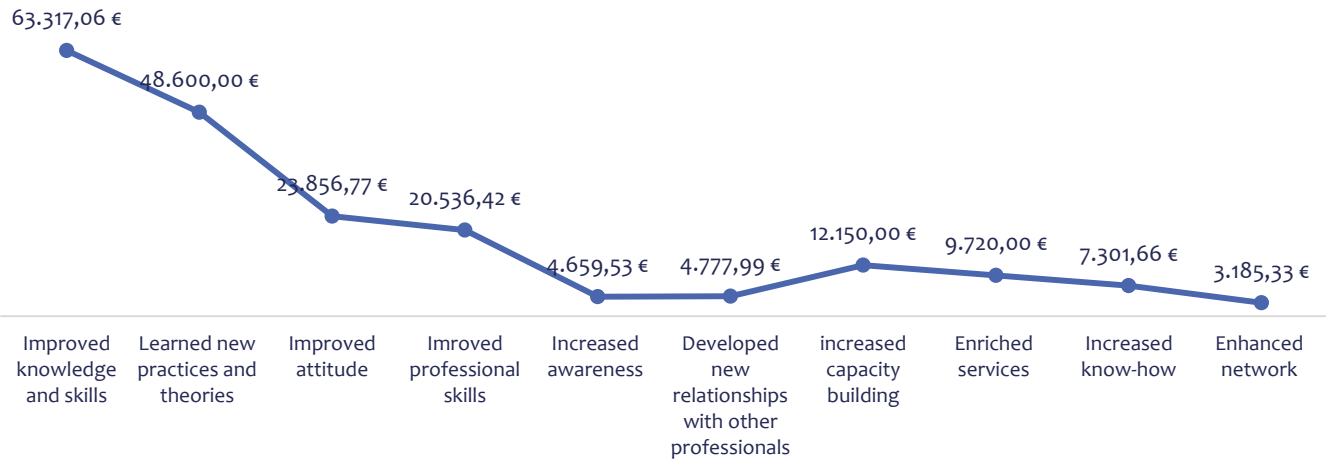
What is the value of this outcome to the stakeholder?

Also, in some cases we use the potential cost value saved. Finally, the lowest values were defined as the values of the proxies, in order to avoid their overestimation.

3

Value the things that matter

How much of the outcome did this stakeholder experience?



In order to follow the SROI principle of not over-claiming, we eliminated the predicted social impact of the **RTS+** project, which was not caused by the project evaluated here. The impact factors we considered are divided into four factors, the deadweight, displacement, attribution and drop off, explained below:

5

Do not overclaim

Application of Deadweight, Attribution, Displacement, Drop off parameters

Deadweight

Deadweight accounts for the extent to which the individual would have experienced an outcome anyway in the absence of the project.

A baseline is needed as the starting point against which changes resulting from the **RTS+** project can be measured and deadweight calculated.

This refers to an outcome occurring regardless of the existence of a project. This study's deadweight is assessed individually for each outcome by the stakeholders, based on the statistical results of the survey. We use the mean of the result of the survey to complete the calculation.

Considering the responses of the organizations and the project teamwork, the average deadweight was calculated at 10%, while no deadweight was calculated for trainees.

Deadweight

*How much
of the outcome did this
stakeholder experience?*

Attribution

This refers to the probability that stakeholders would have the same outcome due to the intervention of other factors, even without this project. Unlike deadweight, attribution takes into account intervention from other projects, while deadweight is the probability that the outcome would naturally occur.

Attribution (the proportion of the outcome that is attributable to an organization) is calculated as a percentage. It will never be possible to get a completely accurate assessment of attribution, but it is important to note that an activity from a specific service may not be the only factor contributing to an observed change in a stakeholder.

We use the average of the survey result to complete the calculation. The average of the Attribution parameter, as derived from the responses, was calculated at 10% for all categories of stakeholders.

Displacement

Displacement considers if there is a situation where a program might reduce a negative outcome in a certain location or for a certain demographic, but that outcome has actually been displaced to somewhere else and so has not been eliminated from society. In **RTS+** project, the majority of areas had no significant displacement. This factor represents the effects of the target project on other projects or stakeholder factors outside of the project. The SROI Guide also states that not every project contains this particular factor. In this project, outcomes of stakeholders are mostly enhancement of personal life quality or improving skills. Such enhancement does not result in negative results for others and hence displacement is set to be zero.

Attribution

How much of this outcome was a result of the project?

Drop off

Drop-Off is a measure which recognises that outcomes could tend to reduce over time.

Drop off:

How long will the impact of the change last?

While an outcome may have an impact over many years, the direct relationship between the program and the outcome over time is most likely to be reduced. However, to avoid over claiming, a conservative figure of 10% is weighted against all outcomes.

Calculating the SROI ratio

How to interpret?

The outcome of the SROI analysis is a story about the value of change created, relative to the investment. The SROI ratio is a shorthand for all of the value for all of the stakeholders. For example, a ratio of 3 : 1 indicates that an investment of € 1 delivers €3 of social value.

The project for the entire duration of its implementation was financed by **€ 383.325,00**

Inputs

€ 383.325

This generated a range of outcomes for stakeholders, which were estimated at a social value of **€ 935.969,00.**

Outcomes

€ 935.969

Outcomes of Stakeholders	Value created	
Trainees	691.781,23	68,54%
Organizations-Partners	164.862,09	16,33%
Project teamwork	152.720,16	15,13%
Present Value (PV)	1.009.363,48 €	
Discount rate	3.5%	
Net Present Value (NPV)	935.969,00 €	

Present Value of outcomes	935.969,00 €
Present Value of inputs	383.325 €
SROI	2,44 €



Trainees

- Improved knowledge and skills
- Learned new practices and theories
- Improved attitude



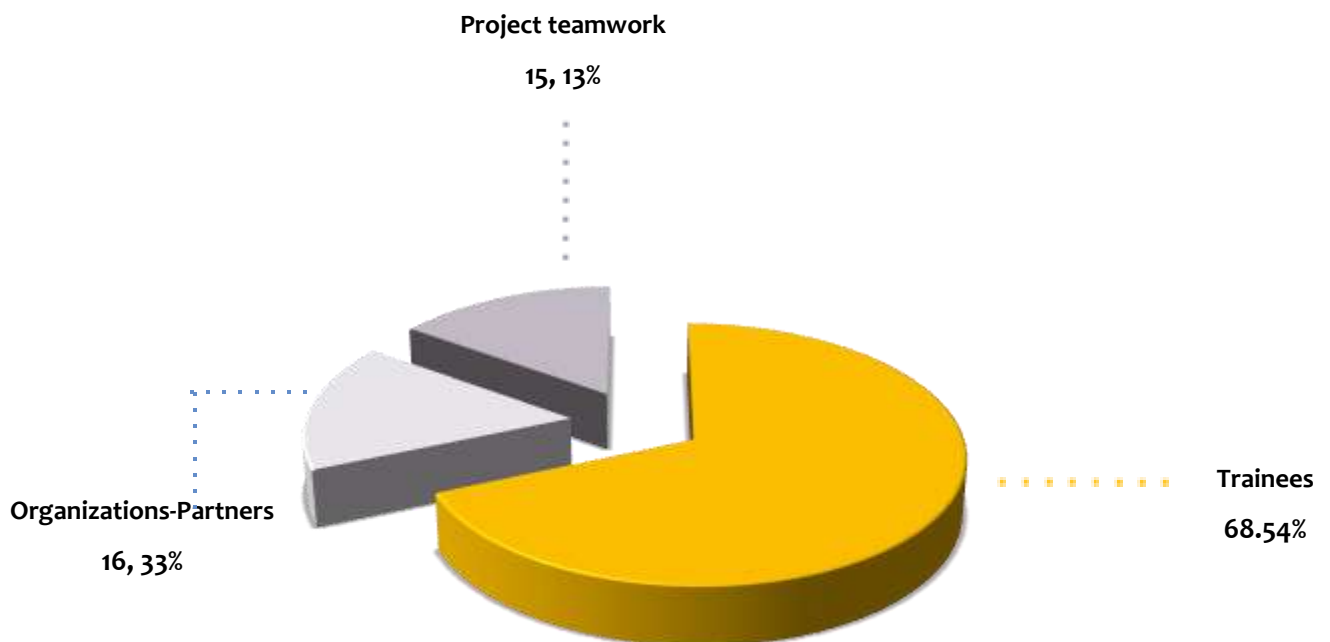
Organizations - Partners

- Increased capacity building
- Enriched Services
- Increased know-how
- Enhanced network



Project teamwork

- Improved Professional skills
- Increased know-how
- Developed new relationships with other professionals





“For every 1 euro invested in the **Reintegration Through Sport Plus project** **2,44** euros of social value was created”

Conclusions

The SROI analysis suggests that the project *Reintegration Through Sport Plus* is having a positive impact and delivering a return on investment of around €2.5 for every €1 invested over the almost three years of its implementation.

The current SROI calculated takes stakeholder involvement into account. Included are the results from the trainees in the Training Program during their participation, the organizations involved in the implementation of the project and the group of people who worked on it. The research shows that the greatest social value is created by the trainees by 68.54%.

Successful transfer of learning, knowledge and skill improvement can have a meaningful impact on a participant's life by changing the way they function or perceive themselves.

Limitation

SROI measures and accounts for a much broader concept of value, through measuring change in ways that are relevant to the people or organisations that experience or contribute to it. It is about value rather than money. There are however limitations with the methodology, many of which are being addressed by the SROI Network and will be overcome as SROI becomes more widely used with a more established evidence base.

One of the main perceived limitations of SROI, as with other types of evaluation, is that it is difficult to compare results between organisations. SROI should not be viewed as being all about the final financial ratio. This attracts skepticism and criticism and means many of its benefits are overlooked.

SROI is a process of understanding and valuing impact and should be used by organisations to understand where their impact is greatest and how they could improve what they do.

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