MEASURING SUCCESS

**HOW CAN SPORT** impact communities? And how can you measure success? These are the two questions that I get asked the most.

We measure success on and off the field. Our WISER monitoring and evaluation (M&E) model records every game that we play from each Coaches Across Continents (CAC) education module and reports the number of local people we educate and children that are impacted. We measure behavior change over the duration of our three-year, Hat-Trick partnership and we use the On-Field M&E to help our community partners choose their self-directed pathway.

Off-Field we saw success by winning the Beyond Sport ‘Corporate of the Year’ Award in partnership with Chevrolet. We were also a selected pioneer partner with UNICEF for the International Safeguards for Children in Sport. And our partnership with the Peace One Day initiative resulted in hundreds of thousands of children playing our Conflict Resolution games on September 21st.

Our success in 2014 was a result of our remarkable staff. They devote their lives to working in developing countries and they do it with passion, intelligence and skill. They created opportunities for some incredible volunteers who joined our teams around the world.

With CAC, sport has incredible social impact. In 2015 we are launching our ASK for Choice program to impact more women around the world. We are continuing our Child Rights, Life Skills, Health and Wellness and Conflict Resolution programs and launching the world’s first Online Education program with Sport Session Planner.

Many thanks to all the wonderful community partners and local coaches around the world. You bring Sport for Social Impact to life. Our success is your success.

Nick Gates
Founder and Global Strategist
WE ENABLE communities to create lasting social change through sport.

MISSION, VISION, BELIEFS

MISSION

WE ENABLE communities to create lasting social change through sport.

VISION

WE ENVISION the day when all governments, municipalities, schools and communities have the skills to use sport as a social impact tool and make the choice to do so.

BELIEFS

WE BELIEVE IN:

» The capacity of communities to change

» The need to question tradition, religion and culture

» The opportunity for women to be treated as equals in sport and society

» The unifying nature of soccer

» The chance for children to laugh

» The ability for individuals, groups and communities to choose their future
COACHES ACROSS CONTINENTS uses sport as a vehicle to create Self-Directed Learners who can identify, address and solve problems specific to their communities. Our unique, adaptable curriculum empowers people to question harmful traditional, cultural, and religious practices; choose their own futures; and create change.

Coaches Across Continents is a global leader in the sport for social impact movement. We partner with local organizations to implement our award-winning ‘Hat-Trick Initiative’ that focuses on local social issues such as: female empowerment, including gender equity; conflict resolution, including social inclusion; health and wellness, including HIV behavior change; child rights and critical life skills.

2014 RESULTS

Countries: 26
Implementing Community Partner Programs: 74
Member Partner Programs: 1,099
Community Coaches: 3,157
Children Impacted: 280,396
JANUARY

COACHES ACROSS CONTINENTS

is innovative, sustainable and constantly evolving. For 2014, we refined our educational model to ensure that our Self-Directed Learning methodology was incorporated into every program. Through Self-Directed Learning we create critical thinkers who can identify, address and solve the problems specific to their communities.

BEFORE CAC TRAINING, only 2% of participants in Nepal knew what soccer for social development and impact was compared to 100% at the end.

YEAR-TO-DATE IMPACT NUMBERS

- Countries: 1
- Implementing Community Partner Programs: 3
- Member Partners: 35
- Community Coaches: 135
- Children Impacted: 2,839
STREET SOCCER MEXICO: MEXICO

Coaches Across Continents ran programs in Mexico for the first time in 2014. Our partnership with Street Soccer Mexico, developed in collaboration with One World Play Project and the Mexican Government, involved 44 community leaders who work with 15,842 children. The participants represented an inclusive sample of the communities they come from with people of different abilities, ages, genders, and cultures uniting on the field.

BEFORE CAC TRAINING, 32% of coaches had received training in child protection in sports, compared to 100% after the training.
In March, we presented at the Empower Conference in Doha, Qatar. This event brought together global leaders to demonstrate sport for social impact and engage Qatari youth in practical training. CAC also presented at other events such as Next Step (Dehli, India), Beyond Sport (Johannesburg, South Africa), the Ivy Sports Symposium (Princeton, USA) and the NSCAA Convention (Philadelphia, USA).

After our 2014 trainings in Haiti, 100% of the coaches from GOALS Haiti and The Sanneh Foundation knew games to teach young people about sexual health and how to protect themselves from sexually transmitted diseases including HIV/AIDS.

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<thead>
<tr>
<th>Year-to-Date Impact Numbers</th>
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<tbody>
<tr>
<td>Countries: 6</td>
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<tr>
<td>Implementing Community Partner Programs: 8</td>
</tr>
<tr>
<td>Member Partners: 93</td>
</tr>
<tr>
<td>Community Coaches: 396</td>
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<tr>
<td>Children Impacted: 37,435</td>
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UGANDAN REFUGEES

UGANDA IS HOME TO ONE of the largest populations of refugees and internally displaced people in Africa. CAC partnered with Soccer Without Borders (SWB) to run programs in Kampala that impacted over 800 young people – both refugees and local Ugandans.

BY THE END OF THE PROGRAM with SWB, 98% of the participants knew a soccer game to create a safe space for young people to learn, regardless of their differences such as gender; race; and sexual orientation.
In 2014, CAC introduced our Child Protection Policy and Child Rights Curriculum. The policy includes an interactive discussion about local child rights issues and ensures that every participant agrees to always protect children in their care. As a result, UNICEF named CAC as a Pioneer Organization for the International Safeguards for Children in Sport.

“I WILL FIGHT FOR MY RIGHTS, I promise to always protect, and never abuse children” – from the young leaders of TYSA, Kenya.

3,157 educators in 26 countries impacting 280,396 children signed the CAC Child Rights and Protection Policy.

YEAR-TO-DATE IMPACT NUMBERS

- Countries: 12
- Implementing Community Partner Programs: 23
- Member Partners: 363
- Community Coaches: 1,009
- Children Impacted: 70,478
Coaches Across Continents returned to Brazil in 2014 to work with Futebol Social and ACER in São Paulo, Brasilia, and Rio de Janeiro. This coincided with the 2014 FIFA World Cup and even HRH Prince Harry participated in one of the programs. Jonathan Hannay, Secretary General of ACER, said: “The best thing about Coaches Across Continents is working with people who are just as engaged in promoting change as we are.”

Alongside ACER, CAC created a curriculum for the São Paulo Youth Offenders system. Themes include: violence, gender, social ascension through sport, being in prison and having your freedom removed, cheating/rules, drug dealing, drug addiction, HIV, conflict resolution, and creating a culture of peace.
FOOTBALL FOR HOPE, PEACE AND UNITY: RWANDA

Football for Hope Peace and Unity (FHPU) was founded by Eric Eugene Murangwa, who survived the 1994 Rwandan genocide due to the protection he received from members of his soccer team. CAC partnered with FHPU to run four sport for social impact programs across Rwanda that trained 299 coaches to become Self-Directed Learners who in turn educate 29,862 children. Murangwa stated that the programs “help us to learn the best way to use soccer as a tool for change. We very much value our working partnership with Coaches Across Continents.”

99% OF COACHES in Rwanda now know a soccer game to teach young people about how best to resolve conflict, compared to 33% prior to the CAC training.
CASE STUDY / ASIA

AUGUST

INDOCHINA STARFISH FOUNDATION: CAMBODIA

2014 was the second year of CAC’s partnership with IndoChina Starfish Foundation (ISF) in Phnom Penh, Cambodia. Working with ISF’s school and 92 community leaders, these programs reached severely underserved areas of the country. ISF’s Leo Brogan stated that CAC’s “visits have had a major impact on our soccer coaching staff, not only at ISF, but throughout Cambodia. The CAC partnership has lifted the profile of all ISF’s programs and given our soccer program credibility.”

BY THE END OF 2014, 100% of new ISF coaches implemented games of soccer for social impact, compared to 25% at the beginning of the year.

YEAR-TO-DATE IMPACT NUMBERS

<table>
<thead>
<tr>
<th>Countries:</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Community Partner Programs:</td>
<td>47</td>
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<tr>
<td>Member Partners:</td>
<td>826</td>
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<tr>
<td>Community Coaches:</td>
<td>2,134</td>
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<tr>
<td>Children Impacted:</td>
<td>160,091</td>
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SEPTEMBER 21ST is the International Day of Peace. CAC coordinated the 'One Day One Goal' Peace Day initiative in 44 countries in partnership with Peace One Day. Local communities implemented the customized packet of games designed by CAC. These games address how to peacefully resolve conflict and eradicate stereotypes, stigma and discrimination.

30% OF ALL OF THE GAMES played at the 2014 CAC programs were Conflict Resolution games.

SEPTEMBER PEACE DAY

YEAR-TO-DATE IMPACT NUMBERS

- Countries: 20
- Implementing Community Partner Programs: 52
- Member Partners: 912
- Community Coaches: 2,295
- Children Impacted: 174,155
OCTOBER

CHEVROLET / BEYOND SPORT WIN

AT THE BEYOND SPORT AWARDS 2014, our partnership with Chevrolet and their ‘What Do You #PlayFor?’ campaign won the ‘Corporate of the Year’ category. CAC enables Chevrolet to combine their cause marketing strategy with their social impact objectives. Together we ran programs in Indonesia, USA, and South Africa. Chevrolet Chief Marketing Officer, Tim Mahoney, said: “Through our partnerships with Coaches Across Continents and One World Play Project, we’ve seen how the power of play can create hope, optimism and possibilities in communities around the world.”

8.8 MILLION PEOPLE have viewed the Chevrolet films shot at the Coaches Across Continents partner projects.

YEAR-TO-DATE IMPACT NUMBERS

- Countries: 23
- Implementing Community Partner Programs: 58
- Member Partners: 969
- Community Coaches: 2,556
- Children Impacted: 202,955

8.8 MILLION PEOPLE
THE COMMUNITY IMPACT COACH (CIC) INITIATIVE was expanded in 2014. CAC selects coaches who have participated in past trainings and offers them the opportunity to travel with our team to facilitate different programs. Colombian CIC Mauro worked with us in Peru and invented games to address the issues of gang violence, child rights, and equality. CIC Charles Otieno from Kenya said: "Being a Community Impact Coach allowed me to bring hope to my players, friends, family and my community at large because they see me as their role model and source of information."

IN 2014, 28 CICS worked in 12 countries and used the SDL education model to impact 132,027 children.
CAC MEASURES OUR SUCCESS
in engaging leaders to become Self-Directed Learners and create locally owned sustainability. We train knowledgeable, skilled individuals who are critical thinkers capable of driving change and educating their entire community. Empowering youth and adult leaders, individuals, and organizations yields profound, tangible results that carry over to future generations. Research has shown that developing local leadership is a cost-effective strategy to generate long-term behavior change and community development. CAC’s quantitative and qualitative Monitoring and Evaluation (WISER) provides key insights that improve communication at all levels, enables adaptation to local needs, and informs future programs, thus ensuring the continual improvement of the quality of services delivered to our partners.

94% OF CAC PARTICIPANTS knew a soccer game to teach young people about the roles of women and girls on the soccer field, at home and in the community compared to just 13% prior to the training.

YEAR-TO-DATE IMPACT NUMBERS

- Countries: 26
- Implementing Community Partner Programs: 74
- Member Partners: 1,099
- Community Coaches: 3,157
- Children Impacted: 280,396
OVER 90% of all funds go directly to impact the communities we serve in 26 countries.
BOARD OF DIRECTORS
- Steve Bowsher
- Bill Gates
- Seamus Malin

COACH ADVISORY BOARD
- Dr. Judith Gates
- Tracy Noonan
- Dr. Andrew Old
- Dave Parnaby
- Tim Wheaton

BUSINESS ADVISORY BOARD
- Christian Aviza
- Paul Baverstock
- Graham Bradford
- Alicia Johnson
- Ciaran McArdle

PARTNERS
- Chevrolet
- Sport Session Planner
- Street Football World
- WW
- Xara
- Beyond Sport
- Taiji Brand Group
- UNICEF
- Hogan Lovells
WHAT’S NEW/2015

ON-FIELD

‘ASK FOR CHOICE’ CURRICULUM: we have developed a new, innovative Female Empowerment module to be launched in March 2015 for International Women’s Day.

GREATER GLOBAL IMPACT: In 2015 we will be working in 29 countries with over 82 implementing community partners and more than 1,100 member partners. We expect to educate more than 3,400 coaches who will impact over 325,000 children.

SUSTAINABLE DEVELOPMENT GOALS: as we have done for the Millennium Development Goals, we will implement global sport for social impact programs that address the objectives of the UN’s post-2015 Development Agenda – building on our incredible achievements in the areas of female empowerment and gender equality, peaceful and inclusive societies, child rights, and healthy lives.

COMMUNITY IMPACT COACH (CIC) INITIATIVE: the number of CICs working with the CAC team around the world will increase, impacting 75% of programs up from 50% in 2014.

OFF-FIELD

CORPORATE PARTNERSHIP DEVELOPMENT: we will continue to build mutually beneficial partnerships that combine economic goals and marketing strategies with social impact objectives. We will help move CSR/Cause Marketing campaigns from event-based impact to locally-owned sustainability.

ONLINE SELF-DIRECTED LEARNING: in 2015, with Sport Session Planner, we will launch the world’s first online sport for social impact education program for coaches in nine countries.

INFLUENCE POLICY: with Hogan Lovells and the Clinton Global Initiative, we will use our M&E data, gathered over the past seven years, to bring policy to life regarding Women’s Rights and Sport.

DEEPER MONITORING AND EVALUATION: we will enhance our existing, extensive M&E methodology to deliver even more informative and transparent impact measurement, analysis, and reporting.

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