



7.9:1

SOCIAL RETURN

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

February 2026



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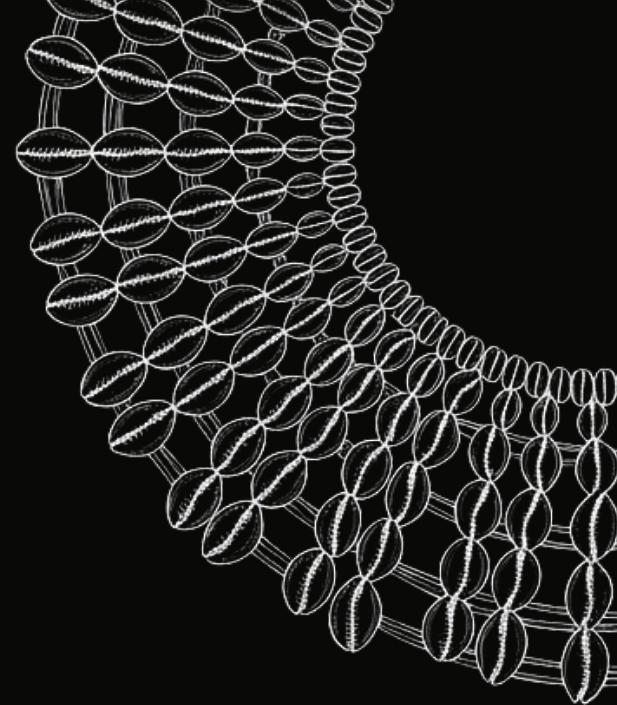
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Table of Contents

Executive Summary	2
Introduction	4
Background	5
Health Equity and Youth Development in PNG	5
Sport for Development	6
Study Methodology	6
Social Return on Investment (SROI)	6
Data Collection & Analysis	7
GSP Theory of Change	11
Assumptions of Change	11
Pathways of Change: Outcomes and Indicators	13
Adding Theory to Value	16
SROI of Grass Skirt Project: Preliminary Impact Map	16
Forecasting GSP's Social Value: 2026–2030	29
Sensitivity Analysis	32
Conclusion	32
Appendices	33



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.

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).

¹ Open 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.

- **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.

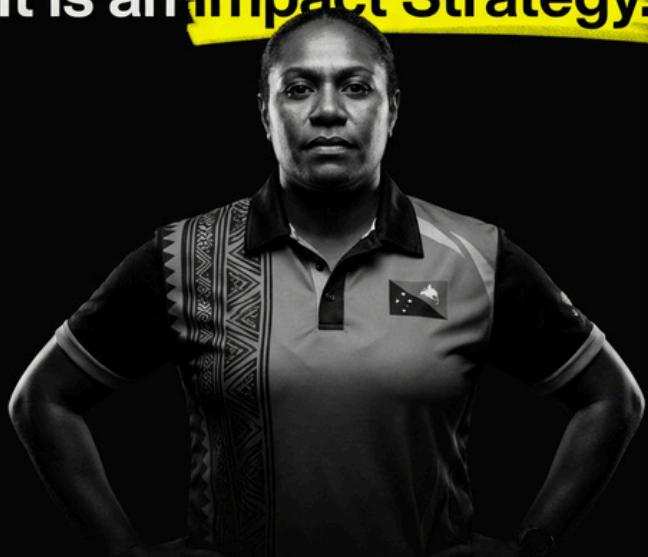
This SROI suggests three prominent insights:

- **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.



Localisation is Not a Principle. It is an **Impact Strategy**.



“Communities that co-funded teams created more value. Local ownership drives half the value.”

- **PNG-Led:** 10MS curriculum delivered by PNG facilitators.
- **Vendor Ecosystem:** High local employment and sourcing.
- **Sustainability:** Community co-investment reduces grant reliance.

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

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

³ National 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>.

⁴ Open 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.

⁵ Open 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/>

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

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

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.

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.

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

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

¹⁰ Schulenkorf, 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.

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

¹² Edwards, 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.

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.

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.

¹³ Social 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>.

¹⁴ Improvement 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

¹⁵ Sport 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/nhqbuato/sroi-new-zealand-summary-report-6_17.pdf

¹⁶ Laureus 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>

¹⁷ AdaptDev Library. (n.d.). A Guide to Social Return on Investment. Retrieved December 23, 2025, from <https://docs.adaptdev.info/lib/IB6EPT5U>

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:

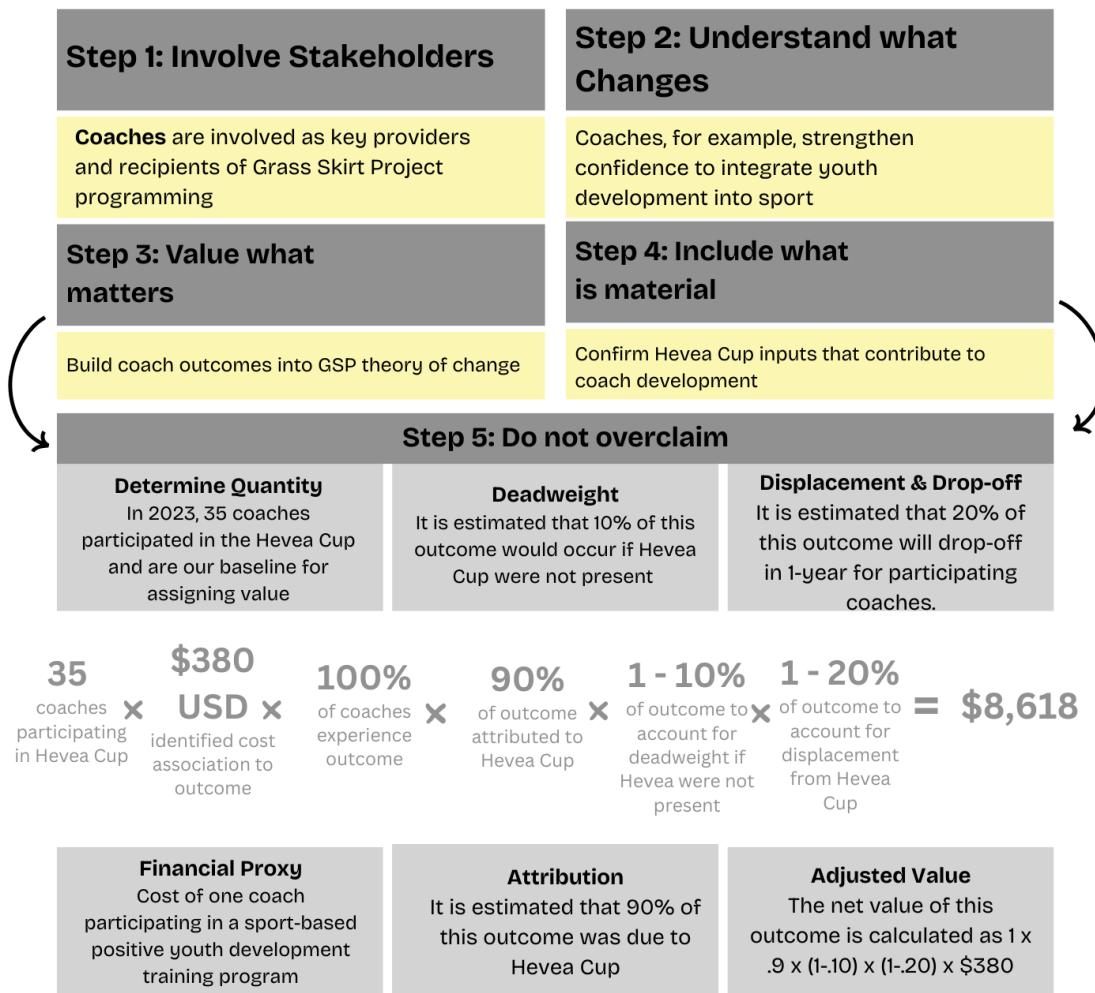


Figure 1. GSP SROI project methodology flowchart with examples*¹⁸

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

Data Collection Phases:

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.

¹⁸ Visual 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.

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	Reason for Inclusion in Study
10MS ¹⁹ 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.

¹⁹ We 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.

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

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.

²⁰ Arvidson, 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>.

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

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,

²¹ These 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.

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

and government data to estimate the costs associated with the challenges GSP addresses. Where direct data was unavailable, we followed Kumar and Mallet (2025),²³ 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.

GSP THEORY OF CHANGE

ASSUMPTIONS 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.

²³ (n.d.). The Impact and Social Return on Investment (SROI) of Health Workforce Training in Fragile, Conflict-Affected Settings. Retrieved December 23, 2025, from <https://jphe.amegroups.org/article/view/10625>

"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.²⁴ 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

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

*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) 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.

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>

Table 2. Summary of Grass Skirt Project Pilot Programs

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

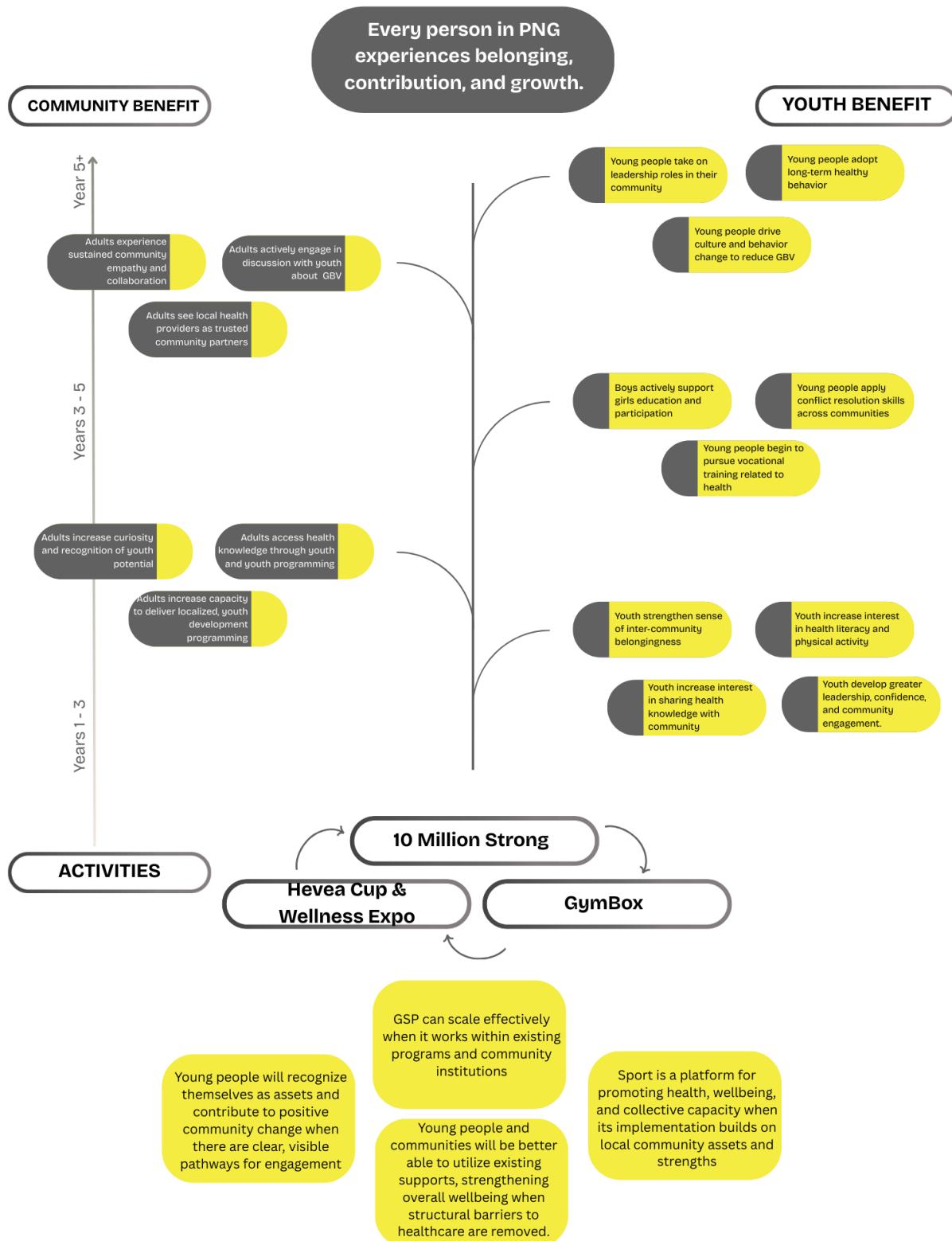


Figure 2. Grass Skirt Project Theory of Change

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 ²⁶ (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 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	Robust peer-reviewed Pacific sport valuation framework with validated methodology, adjusted for PNG PPP	Sport New Zealand (2022). Value of Sport: Youth participating 150+ minutes per week.	\$63,481
	360	Develop curiosity on health literacy topics	Identified self-induced participation	90%	10%	35%	0%	\$95	Regional WHO authority with documented Pacific Island health program	WHO Western Pacific Regional Office	\$18,006

²⁶ In 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.

		including sexual health and gender violence	workshops or discussions on health topics						delivery costs	(2023) Community Health Program me delivery costs.	
	360	Enhance their social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)	Increased awareness by coaches of teamwork during games or activities	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
	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%	30%	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	Identified self-induced participation in workshops or discussions on health topics	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
	240	Enhance social-emotional and life-skills (e.g., leadership, teamwork, goal-setting, problem-solving)	Increased awareness by coaches of teamwork during games or activities	80%	10%	20%	0%	\$280	Regional Oceania coaching standard with transparent certification costs for Pacific nations	OSEP (2024), Coaching Certification Program Fees.	\$5,644
	240	Cultivate early avenues into sporting development	Observation of player development opportunities by coaches	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 program fees.	\$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 nations	OSEP (2024). Coaching Certification Program 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 costs.	\$8,618
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

Hevea Cup Tournament Volunteers (Direct Beneficiary)	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
	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
	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 responsibility	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	OSEP (2024). Coaching Certification Programme Fees. Professional Fees.	\$6,237

		lities							PNG, providing most accurate professional development value for volunteer coaching roles.	onal development through sport coaching certification. https://oceaniaport.com/osep/	
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
	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 Program 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%	20%	0%	\$82	SPC is the authoritative Pacific regional organization with published program costs for health information	Pacific Community (SPC) (2023). Health Information	\$74,784

ary)									delivery across Pacific island contexts including PNG, providing most accurate comparable value.	Systems Strengthening Program me - Community Information Campaign Costs.	
	2,000	Develop curiosity on health literacy topics including sexual health and gender violence	Increased participation in health literacy activities	60%	5%	20%	0%	\$50	National PNG authority with established program costs ensuring cultural and contextual appropriateness	PNG National AIDS Council (2024). Community Health Education Program me.	\$45,600
	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%	35%	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.	Sport New Zealand (2022). The Value of Sport: Social Connection Benefits	\$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 Program me.	\$51,300
	Female Gymbox Participants	20	Increase exposure to health and wellness	Number of participants accessing	70%	10%	15%	0%	\$260	PNG market pricing data reflecting actual local gym	Hausples.com.pg (January)

		information	Gymbox regularly						membership costs	y 2025). Port Moresby gym membership rates.	
20	Strength in commitment to health and wellness	Number of participants accessing Gymbox regularly	70%	10%	15%	0%	\$350	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Pacific (2023). Non-Communicable Disease Prevention Program me.	\$3,748	
20	Strength in agency and self-belief to lead community-based projects	Increased recognition by operators of self-belief among participants	70%	10%	15%	0%	\$311	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	
20	Increase connection to gym users beyond immediate clan and peer group	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 Program me.	\$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	Strengthens commitment to health and wellness	Number of participants accessing Gymbox regularly	70%	10%	15%	0%	\$350	Regional WHO authority with documented Pacific Island health program delivery costs	WHO Pacific (2023). NCD Prevention Programme.	\$3,748
	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	Sport NZ (2022). Social capital from regular sport participation.	\$1,618
	20	Strengthens agency and self-belief to lead community-based projects	Increased recognition by operators of self-belief among participants	70%	10%	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	Increased recognition by Gymbox operators of diverse	70%	20%	15%	0%	\$250	International labour organization with Pacific youth employment	ILO Pacific (2023). Youth Employ	\$2,380

		new engagements and/or physical activity and strength gain	career and learning opportunities being explored or portrayed within the Gymbox setting						programs and documented service costs	ment Program me.	
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.	PNG Volunteering Resource Centre (2024). Volunteer Time Valuation Guidelines.	\$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
	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 well-being 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	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	Laureus Sport for Good Foundation (2019). Sport for	\$1,587

		their communities.	nings						targeting marginalized youth, making it applicable to PNG girls' leadership contexts.	Development SROI Study - Civic Engagement Component.	
7	Improve knowledge and behaviors related to healthy living.	Conversations revealed attitudes toward health, showing greater value placed on well-being and personal responsibility.	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 Program Costs	\$1,587	
7	Enhance their appreciation of physical activity as an essential component of a healthy life.	Girls description of increased interest in sports participation through 10MS	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 Program Costs.	\$995	
10MS Male Youth Participants	7	Increase self-esteem and confidence	Boys describe feeling "proud," "brave," or "able to speak up" in interviews or reflection sessions	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.	Girls can articulate examples of how they see themselves as leaders or role models	90%	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	90%	10%	10%	0%	\$290	UN agency with specialized Pacific GBV prevention programming and documented costs	UNFPA Pacific (2023). Youth Gender-Based Violence Prevention Program me.	\$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.	80%	10%	10%	0%	\$85	Regional WHO authority with documented Pacific Island health program delivery costs	UNICEF Pacific & WHO Pacific (2023). Youth Health Education Program ming.	\$385
	7	Enhance appreciation of physical activity as an essential component of a healthy life.	Boys description of increased interest in sports participation through 10MS	70%	10%	10%	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	GSP observed teacher-led student	80%	10%	20%	0%	\$480	UN education agency with Pacific teacher development programming	UNESCO Pacific (2023). Teacher	\$829

		address GBV, leadership, and community health in classrooms	projects or open dialogue on sensitive topics						and transparent costs	Professional Development Program me. GBV and health education training per teacher.	
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 well-being - 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 Program me.	\$1,372
10MS Community Members	100	Increase awareness of youth leadership and community contribution		65%	25%	30%	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

Table 3. Grass Skirt Project Pilot Impact Map

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

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	Impact Ratio
Hevea Cup	\$803,945.46	\$120,333	6.7:1
Gymbox	\$76,540.35	\$21,598	3.5:1
10MS	\$22,020.38	\$32,564	.68:1

Finally, in addition to the delivery-year SROI using direct program costs as the primary denominator (Hevea 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.

Portfolio-Level Forecast (Pilot)

Total Value	\$960,561.32
Cost of GSP Interventions	\$436,740

²⁷ Costs 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.

Impact Ratio	2.2:1
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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.

Program-Level Forecast (2026-2030)

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

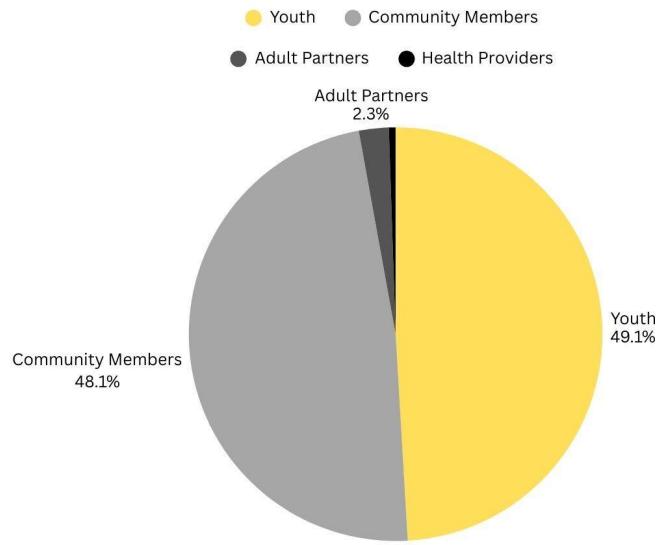


Figure 3. Value Accrued by GSP Stakeholders

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:

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%

Table 4. Forecast SROI Sensitivity Analysis

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:

- **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.



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