



SPIRIT OF 2012  
INVESTING IN HAPPINESS

inFocus



# FROM MOMENT TO MOVEMENT: FINAL REPORT

# CONTENTS

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FOREWORD	4
INTRODUCTION	5
RESEARCH METHODOLOGY	6
WHAT IS A 'MOMENT' AND A 'MOVEMENT'?	7
MOMENT TO MOVEMENT THEORY OF CHANGE	10
PART 1: THE IDEAL	11
PART 2: BARRIERS	21
PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS	24
WHAT NEXT FOR MOMENT TO MOVEMENT?	40

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## ACKNOWLEDGEMENTS

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- The Jo Cox Foundation
- Springboard Opportunities Ltd (Springboard)
- WOW – Women of the World
- More in Common Batley & Spen
- Greater Shankill Partnership
- London Sport
- Foundation Scotland
- Greater London Authority
- GM Moving
- Glack Community Association
- Roe Valley Residents Association
- Hull UK City of Culture 2017
- Active Communities
- University of Technology Sydney
- New Understandings (NU)



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**WHAT ARE THE DIFFERENT WAYS  
THAT COMMUNITY EVENTS  
(THE 'MOMENT')  
GENERATE LONGER-TERM IMPACT  
(THE MOVEMENT),  
AND WHAT FACTORS COULD  
AFFECT THIS IMPACT  
(BOTH BARRIERS AND FACILITATORS)**

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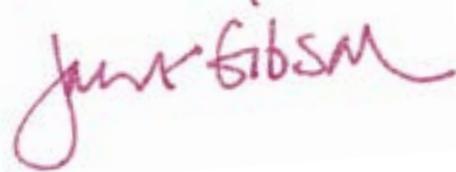
# FOREWORD

## FOREWORD JANE, LADY GIBSON CHAIR, SPIRIT OF 2012

**I am delighted to present this research, *Moment to Movement*, which explores and demonstrates how community events can best deliver long-term change for the better.**

Local events have immense value, not just for the joy that they bring and the memories they create, but also in bringing together groups of people, inspiring and galvanising further action. At the time of writing, we have been unable to take part in many of the collective activities that bring so much enjoyment which has only served to underline their importance. Now, as we think about how and when to come together again, I hope that the principles outlined in this report can support community organisers to deliver inclusive, engaging activities that continue to inspire.

My thanks in particular to staff at Springboard, the WOW Foundation and Jo Cox Foundation who have all worked extensively with InFocus to share their expertise and ideas throughout this piece of work. Their generosity, curiosity and ideas were an integral part of this process, and ensure the final research is fully rooted in practice.



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**“Local events have immense value, not just for the joy that they bring and the memories they create, but also in bringing together groups of people, inspiring and galvanising further action.”**



GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

inFocus

SPIRIT OF 2012

# INTRODUCTION

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

The purpose of this research is to understand how community events best inspire social action. Spirit of 2012 was born out of a large-scale event – the London Olympic and Paralympic Games – and the Spirit of 2012 theory of change sets out their belief that events can be the 'sparks' for wider social change.

This process does not happen automatically, however; and Spirit of 2012 engaged with inFocus Consulting Ltd (inFocus) in 2019 to explore how 'moments' (community events) lead to 'movements' (longer-term social action that connects back to the 'spirit' of the original event). The research also sought to determine the key components of events that make this more likely.

The objective of the research is to generate useful learning and practical recommendations that can support Spirit of 2012 grantees and the wider development sector to run more effective and impactful events. The research is also intended to help inform future strategy; to strengthen Spirit of 2012's understanding of what sorts of approaches can lead to increased quality of post-event social action.

Three Spirit of 2012 grantees with extensive experience of running and/or supporting community events were the main contributors and partners in the research: The Jo Cox Foundation; Springboard Opportunities Ltd (Springboard); and WOW – Women of the World. All three organisations were also chosen due to their experience of providing evidence of outcomes from the events.



# RESEARCH METHODOLOGY

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

The research followed a theory-based, qualitative approach. It used primary and secondary data to develop an evidence-based understanding of the different ways in which community events generate longer-term impact for people attending them and the host communities. The research also sought to define limitations and external factors that can affect the success of the events. Lastly, the research explored best practices in relation to the 'ingredients' that need to be in place for events to generate impact. The research involved three main activities prior to the development of this report:

**Literature review:** the research kicked off with a 'light', two-day literature review into how existing secondary research on how community events lead to longer-term action, and definitions of 'movements'.

**Development of Moment to Movement theory of change:** inFocus then ran two live workshops and one online workshop (webinar) with the three principle Spirit of 2012 grantees contributing to the research to define the theory of change shown on page 6. This then formed the basis for the development of related data collection tools.

**Field visits and telephone interviews:** inFocus engaged with 53 respondents in interviews and focus groups in three field visits (to Glack and Roe Valley in Northern Ireland and two visits to Batley in North Yorkshire). This included in-depth telephone interviews leading to further secondary research on the basis of respondent recommendations.

As the research focused primarily on the collection of qualitative data, this report is not intended to make definitive conclusions about the success of the events featured in the research. Rather, the focus was to generate more general learning about the type of outcomes that were taking place following community events and how this could be improved going forward.

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?



# WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

## DEFINING A 'MOMENT'

For the purposes of this research, a 'moment' is defined as an event taking place over one to two days with a focus on involving the local community (even if part of a national series of events). To be included in the research, the event also needed to be focused on addressing social issues and generating positive change for the communities in which it is based. The events could be run by salaried staff, volunteers or a combination of both.

The events included in this research could also be 'one-off' (run only once) or part of an ongoing series of activities, for example, an event that takes place annually or is supported by a monthly programme. The community events run by the three organisations that were the central focus of the research, The Jo Cox Foundation, Springboard and WOW, were all tied to ongoing activities in some way.

## DEFINING A 'MOVEMENT'

A 'movement' in the context of the research includes the following:

- People attending the event are involved in taking ongoing action afterwards that is associated directly with the same goals and values of the original event. This could be a more direct association with connections or recommendations from the event, or actions that they associate with the 'spirit' or 'ethos' of the event.
- This action could take place at different levels, with some people going on to take more individual, personal action, such as attending another community event, while others go on to start up their own initiatives that mirror the original event and engage other people.
- Actions taken by people attending events are driven by a shared belief that something needs to change in local communities / society or that the status quo needs to be maintained.

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

- Movements could also have different degrees of central control, with some movements growing more organically with a 'domino effect' as the movement builds and spreads, and some supported / guided by the organisation organising the event. This is distinct from several definitions of a 'movement' that include the 'formalisation' of the movement as a key step<sup>1</sup>, where there are higher levels of organisation and coalition-based strategies.
- While the movement could focus on a political cause it could equally be focused on social issues, without aims of political engagement or change.

## CHALLENGES WITH TERMINOLOGY

The meaning and use of the terms 'moment' and 'movement' were discussed and debated throughout the period of the research.

In relation to the term 'moment', some respondents identified with this more strongly as a driver for the community event (which as above would be the 'moment' in the context of this research), for example, the team at The Jo Cox Foundation in Batley identified 'moment' more closely with the event that led to the establishment of the charity – the murder of the MP Jo Cox in 2016.

For another respondent, the 'moment' was related more to a point of personal realisation; feeling that something needs to change in a community.

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**"I hadn't quite understood (the term 'moment'). I had a 'moment' more as a dawning realisation or something that's happened... a circumstance or a, a realisation... a moment of realisation or when suddenly something clicks, and you get something."**

Participant, Moment to Movement Workshop

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Defining what is meant by a 'movement' also generated significant discussion, which is perhaps understandable as there is no consensus on what it means. This caused misunderstandings at several stages throughout the research as respondents often identified the term with actions related to political action and campaigning, and not with the more personal actions that people attending events could take afterwards. Other respondents also used the term more exclusively to relate to an explicit, named movement that everyone was aware they were part of, which is a more specific use than is the case with this research.

<sup>1</sup> Herbert Blumer, a scholar that studied social movement processes, originally identified four stages in a social movement's life cycle as: 'social ferment', 'popular excitement', 'formalisation' and 'institutionalisation' De la Porta, D. & Diani, M. (2006). Social movements: An introduction (2nd Ed).

# MOMENT TO MOVEMENT THEORY OF CHANGE DIAGRAM

## PART 1 : FROM MOMENT TO MOVEMENT: THE IDEAL

### THE EVENT (THE 'MOMENT')

The event engages with a wide range of people with different levels of engagement and motivations.

People enjoy the event and find it engaging.

They feel a part of something bigger, a connection to a wider community.

They feel an emotional connection with the goals and values of the event, finding a relevance to their own lives.

Participants gain the skills and knowledge they need to take action.



### THE SPARK

People attending events enjoy their experience and want it to continue in some way.

They reach a realisation / reflect that something needs to change or be prevented it from happening. They become more open and receptive to making changes.

Momentum is created, there is a feeling that activities should continue as a group.

They receive the support and confidence to make changes for themselves and others.



### ONGOING ACTION (THE 'MOVEMENT')

People become 'activists for change', taking action (at different levels) that links back to the same overarching goals and values of the event.

There will be a different range of actions taken following the event, from 'supporters' making more individual behavioural changes, through to 'activators' that engage more people in the movement, such as running their own events.

Some will feel part of a movement and feel a shared sense of purpose with others and this will help them to move towards a movement, with others not necessarily associating with the word 'movement'.



## PART 2 : BARRIERS

Losing momentum

Leadership vacuum

Competing priorities

Lack of support and resources

Confidence to take the first step

Unrealistic expectations

## PART 3: HOW TO MAKE IT HAPPEN: SEVEN GUIDING PRINCIPLES FOR TAKING MOMENTS TO MOVEMENTS

Set the right goal

Design purposeful events

Involve the community

Find the right team

Get the messaging right

Run a fantastic event

Make time for a debrief

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

# MOMENT TO MOVEMENT THEORY OF CHANGE

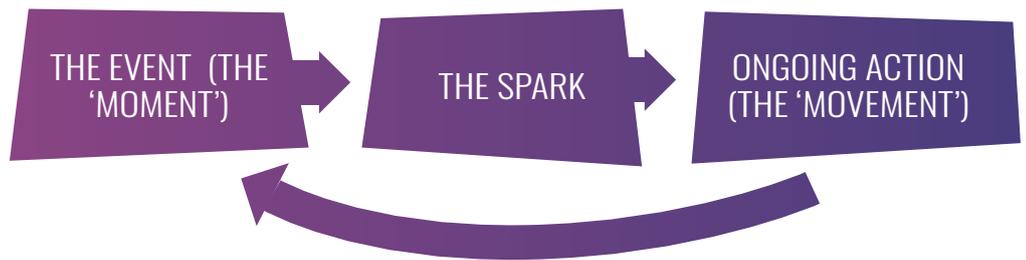
The Moment to Movement theory of change below was developed in a workshop with staff from Spirit of 2012, The Jo Cox Foundation, Springboard, and WOW – Women of the World, at the start of the research. This was then refined in a second workshop and webinar across 2019, with the final version based on the findings generated from the focus groups, interviews and literature review. This report is structured around the three different parts of the theory of change:

- **From moment to movement - the ideal** : In the first part of the theory of change, we look at an ideal flow for how a community event (the moment) can lead to people to becoming 'activists for change' taking longer-term action (the movement) that is linked back to the goals and values of the original event. There will be a different range of actions taken following the event. For some, referred to in this research as 'supporters', these changes will be more individual behavioural changes (such as connecting with a neighbour, or sharing knowledge or insights from the event). At the other end of the scale will be 'activators' who will take action that engages more people in the movement, such as running their own events.
- **Barriers** : There are a range of different barriers that could prevent community events leading to longer-term action (distinct from more general barriers and challenges to running events).
- **How to make it happen - seven guiding principles for taking moments to movements** : Finally, the following describes good practice principles identified by the participants in the research, and supplemented by the literature review, that would help to lead to the chain of outcomes in part 1 (whilst helping to address the barriers in part 2).



# PART 1: THE IDEAL

In the first part of the theory of change, we look at an ideal flow for how a community event (the moment) can lead to people taking longer-term action (the movement) which is linked back to the goals and values of the original event. In this section we go through each of the three areas in the chain below: the community event (the moment); the spark; and the movement, using examples from the Jo Cox Foundation, Springboard and WOW.



Some people who take ongoing action will then go on to take part in other events and initiatives which reinforce the action, effectively creating a series of moments.

**“ A series of moments – not dotted in a linear line – it’s a bit like a miniature explosion of activities and energy that is all contributing to a bigger picture. I think that’s important. It’s not some secret formulae where everything connects, everything’s attributable, and everything blends. It’s about having lots of things and saying we’ll create this big force of energy that can then deliver the bigger, broader change that you want to see on a macro level. ”**

Participant, first Moment to Movement Workshop



GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

inFocus

SPIRIT OF 2012

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

## THE EVENT (THE 'MOMENT')

We start with the people attending the community events and the more immediate benefits they experience from taking part:

**The event engages with a wide range of people with different levels of engagement and motivation.**

It was acknowledged across respondents in the research that people that attend events will be engaged to different degrees and will have different motivations for taking part.

In the theory of change workshop for the research, participants made a distinction between 'activators' at one end of a spectrum of people that might attend an event and 'supporters' on the other. 'Activators', likely to be smaller in number, are inclined to be more engaged in the event and the social issues it is looking to tackle at the outset, and more likely to go onto take action that involves engaging with other people after the event (e.g. running their own event). These 'activators' might also start out attending the first year of an annual event, and then move into supporting the organisation of the event (e.g. as a volunteer or performer) in subsequent years. This was apparent with several of the WOW interviewees. However, the workshop participants also identified the importance of engaging with 'supporters', who may not have come across the social issues addressed by the event and are less likely to go onto take the kind of action above, but still get emotionally engaged and inspired to take action to some extent (e.g. changes in individual behaviour or sharing key messaging from the event).

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**"...part of the movement building is for participants to feel inspired to take action through spontaneous encounters that they may not have actively sought out or known they were going to discover"**

WOW participant, Moment to Movement workshop

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It was not possible in the scope of the research to explore the ideal balance of 'activators' and 'supporters' and this could be interesting to explore in future (although would potentially be difficult to quantify).

It is also important to acknowledge that there is also a sub-category of 'supporters' that attend the event, have fun, and engage with activities, but do not go onto take action. They do, however, still support the event through their engagement and participation.

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

### People enjoy the event and find it engaging.

When people taking part in events were asked what the main outcomes from the events were, one of the most common responses was that they enjoyed themselves and had fun, for example, that they enjoyed the food, entertainment or company:

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**“I loved the Santa coming up because my wees were just also excited. They were so excited to see Santa, and that was special.”**

Attendee, Glack Christmas event, supported by Springboard

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Many of the organisers interviewed raised this as a critical factor in achieving the outcomes and social action intended from the event. They found that a ‘celebratory and joyous’ atmosphere enabled people to be more relaxed and receptive to taking part in learning:

**“I think it’s a mixture of celebration and action movement. They can talk about complex issues, but they can also have fun and be social. That social interaction helps relax them and the fun aspect gets people to be more open with each other.”**

Organiser, WOW Perth Festival

### People attending events feel a part of something bigger, a connection to a wider community.

The most common outcome for people attending events that emerged from the research was a greater connection with members of a community, or a connection with a wider cause.

Across the events supported by Springboard in Northern Ireland, many interviewees described socialising with people from their community for the first time who they were unlikely to meet elsewhere in a social setting. This was an opportunity to get ‘out of the house’ and feel less lonely and isolated, particularly for older people and residents of all ages who had moved to the area for the first time. In several cases, the events were rare opportunities for people to go out, have fun, and engage with the community in what could be described as rural and in isolated parts of Northern Ireland. The More in Common / Jo Cox Foundation team in Batley described a similar situation as their events filled a gap giving local people an opportunity to socialise where they did not have access to events.

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

Several times respondents described meeting up with neighbours that they had lived nearby, but not socialised with, for several years:

**“So, it was sort of just getting them all together and have them have a dinner at a table. A good thing because they don’t get that at home in front of the TV. They know their neighbour but it’s getting to know their neighbour and building confidence and trust between neighbours in conversations. They have lived there probably several years and don’t know each other.”**

Organiser, Springboard-supported community event

At one of the Great Get Together events in Chorlton people socialised together for the first time:

**“ On our street – it’s quite a big street – we’ve got very mixed housing, so from supported housing, rented flats to big family homes – and I wouldn’t say it’s easy to see other people. They are all set quite far back off the road. So, there was definitely a sense of, on our street of neighbours, not knowing each other, and I think some real sense on inequality on the street. There is a real mix of people in terms of cultural diversity and in terms of socio-economic mix. An opportunity to try and bring people together and breakdown perceived or real barriers. ”**

Organiser, Great Get Together in Chorlton



## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

For the organisers of, and people attending the WOW Festivals, there was a connection both to communities in the physical sense, with respondents in the interviews describing how they met and engaged with people from their communities for the first time, as well as a wider engagement with issues facing women and girls around the world.

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**“I was born and bred and raised in Norwich, and I feel really lucky to have had that time to talk to others in the community and working out how to reach people I couldn’t before.”**

Attendee and organiser, WOW Norwich Festival

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**People attending feel an emotional connection with the goals and values of the event, finding a relevance to their own lives.**

As described above, people attending WOW festivals interviewed for the research felt a strong emotional connection to the goals and values of the events. This included positive reporting of the ‘think-ins’ (planning meetings to engage the local community several months ahead of the event) which had a key role in ensuring festival topics were relevant.

**“ WOW gives the audiences / communities a lot of ownership over their festivals. After the event, they [communities] get to keep that ownership and I think that drives people to want to carry on. Everyone feels like they own a part of it as they have helped to plan it. They feel empowered by this ownership. ”**

Organiser, WOW Festival

The need to bring people together in communities, and acknowledge the inspiration and memory of Jo Cox, was a common element across all interviews with attendees and organisers in More in Common / Great Get Together events.

When interviewing the attendees and organisers of Springboard-supported community events in Northern Ireland, there was less of an explicit emotional connection with a particular cause or movement, which is perhaps not surprising as the different community events were not connected to a linked national or global initiative. There was, however, strong evidence that the events were relevant to the lives of those attending (who were often consulted in event planning) and the majority felt a stronger connection to the community as a result of the event (community cohesion being the main goal).

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

### People attending events gain the skills and knowledge they need to take action.

There were many incidences of attendees in events describing learning something new as a result. Several of those attending WOW festivals described being 'opened up' to new concepts and ideas, which generated discussion and encouraged them to think about how they could contribute.

**“ I think the programme generated the interest and brought the women together. I think the programme also pushed questions, raised ideas, and made people think, and that is what got people talking.”**

Attendee and organiser, WOW Perth Festival

People attending both the More in Common / Great Get Together and Springboard-supported events also reported learning more about their neighbours / community members as a result of taking part. As previously mentioned, this lack of knowledge about neighbours was often evident despite them living close by for many years.

In several cases, people attending events reported learning about where they could go to access additional services. For example, some attendees in the community events in Northern Ireland learned that they could access support from the local community centre, while for some of the people attending WOW Festivals it was about learning who they could turn to for advice / support to take forward their own projects.



## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

## THE SPARK

In the context of the theory of change, the 'spark' relates to people taking part in events moving towards ongoing action due to the following, often connected reasons:

**Enjoying the experience and wanting it to continue in some way.**

For many respondents who went on to take further action, particularly those taking steps to engage with their community, it was reported that they simply enjoyed taking part in the event and wanted it to continue. Respondents described attending other similar events to get the same enjoyment or continuing to interact with people whose company they enjoyed.

**Reaching a realisation or reflecting that something in themselves, their community or society needs to change or be prevented from happening. They become more open and receptive to making changes.**

For some people attending events, the realisation was straightforward. For example, that they lived near their neighbour and having not socialised with them, they realised that this socialising could be enjoyable. Others reflected that they could do more to take social action, either individually or as a group, for example, running their own community event. In line with the distinction between 'activators' and 'supporters' earlier in the report, for many, it was first time they had felt inspired to take action, while for others an existing idea may have been rekindled.

“ I’m thinking about last week and the visit to Limavady and there were definitely a lot of people in that room that were inspired by something. What came next was energy, they were energised, and it really took it to the next level for them. They were like, right, I really want to do something and inspire other people to effect change because I have seen what change looks like, so I’m going to go out and start. This energy was oozing out of them. ”

Participant, second Moment to Movement workshop

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

**Momentum is created and there is a feeling that activities should continue as a group.**

In several cases there was a feeling from people attending that they wanted to keep up the momentum generated from the event and continue to work together to drive social action.

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**“It was interesting at the ‘WOW what now’ meeting that everyone wanted to continue that feeling of WOW and activism in Norwich. One of the local radio hosts offered their email to offer a Norfolk’s woman’s hour. So, I think people feel encouraged to push for more connectivity and activism.”**

Attendee and organiser, WOW Norwich Festival

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**They receive the support and confidence to make changes for themselves and others.**

Several respondents in the research described taking part in the event giving them the confidence and / or inspiration to take action. Again, this varied, with some people feeling supported by people they met at the event which helped them to attend other events or ongoing activities in their community. Other people felt supported and inspired to start their own initiatives.

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**“Everybody was really supportive and us WOWsers had quite a lot of autonomy. Rather than being boxed in, we were encouraged to do our own thing and explore our own interests - that meant that when we came up with the idea to use the momentum from the event to start our own project, we felt like it was possible. Normally, we wait for other people to take initiative and lead. Engaging in activism as a WOWser was super fun, mostly because we saw that we were part of a community. Another thing - the scale, the scale was so big. We felt if they can do that, then surely, we can do something smaller and still have an impact.”**

WOWser (youth volunteer), WOW Norwich Festival.

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## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

inFocus

SPIRIT OF 2012

Page 19 of 41

# ONGOING ACTION (THE 'MOVEMENT')

Finally, in the Moment to Movement theory of change sitting behind the research, the final step in the outcome chain relates to people being supported and inspired to become 'activists for change' where:

**People become 'activists for change', taking action (at different levels) that links back to the same overarching goals and values of the event.**

As already mentioned in the previous sections of the theory of change, this action could take place at different levels in line with the distinction between 'activators' and 'supporters', with some participants taking actions on a more individual basis and others taking a more active role in setting up their own initiatives to engage others. For example, the More in Common / Great Get Together and Springboard supported events focused on social cohesion. A common step that an individual might take (based on the interviews from this research) to achieve this could include getting out more and engaging with their community:

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**"I think since the event has started to run I feel more community spirit. I didn't know the people who are pretty much my next-door neighbours. We have hardly ever spoken to each other before or if I would have even passed them on the street, I wouldn't have said anything. Now, I'm getting to know people and it's good to be able to put names to faces and know that there's people out there who have become more friendly with them. My daughter's friends, where they live, I never wanted to let her walk around there and now I can because I know another one's mommy. I can let her leave my house walk around the corner and the other mummies text me back when she's there. Whereas before that never would have happened because I don't know anyone."**

Attendee, Glack Christmas Event

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Other examples of individual actions coming out of the research include; people going on to participate in other activities run by the organisers (for example, young people engaging in a Great Get Together going on to join a youth theatre group in their community), forming ongoing friendships, or joining social groups.

There were also a range of examples of people attending events starting their own initiatives that addressed the same goals and incorporated the same values as the original events. There were many examples of initiatives emerging from WOW festivals including the 'Speakers Corner' in Bradford – a political and creative collective based in the city centre led by a collective of women and girls. The 'Perth Women's Collective' is another example – a monthly meeting to carry on conversations around gender equality, female empowerment and bringing together like-minded people:

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

“After the first year of the WOW Festival, people were really excited and feeling very motivated. Following WOW, we were asking: now what? We’ve had this festival and it was amazing - but where do we go with our enthusiasm? That’s what inspired the Perth Women’s Collective to begin. We started the monthly meet ups in the run up to the second festival: the idea behind this was having something carry on after the festival.”

Rebecca McClune  
Founder of the Perth Woman’s Collective  
[www.smallcitybigpersonality.co.uk](http://www.smallcitybigpersonality.co.uk)

There were also examples of communities coming together after ‘Great Get Together’ events:

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**“The immediate outcome was just the sense of reclaiming space and people seeing what’s possible when you have just a little bit of space that is open to anybody and you’ve not got cars moving through it, and people on a mission. People just step outside of their doors to really see how that can change the dynamic of the space. In each one, people were a bit blown away by how that shifts quickly. Then how that could inspire people to think ‘what could we do more regularly to recreate it.’”**

Local organiser, Great Get Together event

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Several participants in the research stressed the importance of engaging with both ‘activators’ and ‘supporters’ that would take both types of individual and more collective action to support a movement. The More in Common / Jo Cox Foundation team in Batley found that only a small percentage of people that attend events go on to plan their own event, and for the team in Batley it’s important to make sure there is a focus on triggering the small changes in people to create a movement.

**Some feel part of a movement and feel a shared sense of purpose with others and this will help them to move towards a movement, with others not necessarily associating with the word ‘movement’.**

People taking part in the events who went on to take action varied in the degree to which they felt they were part of a ‘movement’ and this generally corresponded to the degree to which the events they took part in were part of a national / global initiative. For example, people taking part in ‘WOW Festivals’ and ‘Great Get Together’ events overall, felt more connected with a ‘movement’ while this was less apparent for those taking part in the community events across Northern Ireland. As described in the first section of the report, this could partly be attributed to people’s interpretation of the term ‘movement’.

# PART 2: BARRIERS

## **BARRIERS TO MOMENTS LEADING TO MOVEMENTS**

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Participants in the research identified a range of barriers which could prevent community events leading to longer- term action (distinct from more general barriers and challenges to running events). These barriers are summarised in this section.

### **Losing momentum.**

Day to day life can take over after an event and without ongoing engagement and support to keep up momentum following the event, people may lose enthusiasm or simply not prioritise actions.

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**“How many times have you really enjoyed doing something for the first time but then life gets in the way and you aren’t able to do it anymore?”**

Interview respondent

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One respondent compared this to the drop-off in volunteer enthusiasm after the energy and excitement of big sporting events.

### **Leadership vacuum.**

Respondents identified a lack of leadership, co-ordination and communication as a possible challenge if the team or individuals running an event are no longer involved. This could be for a number of reasons, for example, some organisers could lose enthusiasm when they felt change wasn’t happening fast enough (see previous point), or the events could be run as part of an organiser’s job description without them understanding or fully committing to the role of the event in generating social change. In other cases, support for paid or voluntary organisation roles may not continue.

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**“I think the main problem with Norwich was that after it ended, the job post of the programme had closed, there was no one to run the social media. There is no one based in Norwich from WOW. There’s nothing for people to go on to or turn to if they have any questions. We need to find something that can anchor it within communities. We need to connect people and keep them connected.”**

Attendee/organiser, WOW Norwich festival

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GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A ‘MOMENT’ AND  
A ‘MOVEMENT’?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

### Competing priorities.

Similar to the loss of momentum above, are the competing priorities in people's lives after taking part in events, which may get in the way of their taking action. For example, despite engaging with their neighbours in a community event, some people might go back into their previous patterns of working or caring for family.

### Lack of support and resources.

Even if people leave an event inspired and motivated, without support and resources, or knowing where to find them, it can be difficult to take action, whether taking individual steps or starting new initiatives that will engage more people. Funding was raised as one of the main issues, mainly in relation to setting up new initiatives.

**“ People were really wanting to do another event but there is no funding. The desire is there, people really enjoyed it, but money is an issue, and time, people are busy. ”**

Attendee, WOW Festival

**“ You know, there's a massive amount of young people and other people that you would love to be getting involved but you can only do so much if you haven't got the money and resources. ”**

Organiser, Springboard-supported event.

Support may also be defined as help knowing where to go, or who to contact to take action following the event. Some people attending events wanted to attend more community events but did not know where to look to find them (or did not have the resources or support, e.g. with using the internet, to find details).

Finally, this could also relate to a lack of support for people attending events in building the skills they need to take action afterwards (if relevant), for example, to start their own initiative.

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

### Confidence to take the first step.

It can be a big step for many people to take action after an event and lack of confidence may be a barrier to taking the first step. For example, an older person may find following up on the event to engage with neighbours a daunting prospect (particularly if they are used to living in isolation). Equally, someone inspired to start their own event may not feel they have the right skills to make it happen or fear the rejection which could be incurred if no one engages with it. This is often where support is needed, and where mentors and volunteers can make a difference.

### Unrealistic expectations.

For Nico Schulenkorf, Associate Professor of Sport Management at University of Technology, Sydney, a mismatch of expectations after a well-resourced, well run event can be a challenge:

“If the event is perhaps too big, and the expectation too high, they can't sustain it. What I mean by that is if we are bringing in a massive event to a smaller community, it's great for the day, but then we're relying on external people doing it all over again because the local community can't ever repeat anything of similar size, and so I think 'yes you are creating a great day' but longer term, for the next year, you are basically ruining it because everyone expects big things and then when you come with your little event it is not going to cut it for them.”



GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

# PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

This section lays out seven guiding principles identified by the participants in the research, and supplemented by the literature review, that would help to lead to the chain of outcomes in part 1 (while helping to address the barriers in part 2) of the Moment to Movement theory of change.

## PRINCIPLE 1: SET THE RIGHT GOAL-

The 'Set the right goal' principle looks at how to set the overall goal for the event (rather than the more specific outcomes for people attending events explored in the 'Design with outcomes in mind' principle) and the corresponding social issues that the event will aim to address.

### **Which issue should the event address?**

In many cases, the event will be part of a series of events or linked to ongoing activities, so the social issue that the event addresses will already be decided. If this isn't the case, however, or there is room to adapt at a local level, it is important to find an issue which is current and emotionally resonant with the community to whom the event is targeted. The 'Involve the Community' principle goes into more detail on how to engage with the community to identify relevant issues.

Several respondents in the research highlighted the importance of timing issues which lead to events being organised, and how this can inspire and motivate engagement.

For The Jo Cox Foundation, Jo Cox's murder in 2016 drove the establishment of the first Great Get Together events and her memory continues to inspire both these events and the local events run by the 'More in Common' volunteer group in Batley:

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

“One question I’ve always had is ‘how could you create all the amazing things we’ve done, particularly locally but also nationally as well, without the horrific starting point that we had?’...without Jo and Jo’s murder so much of this wouldn’t have happened. Now Jo would no doubt have gone on to do some very similar wonderful things locally as an MP, but how do you create this sense of family that we have, this sense of loyalty that we have with each other, this real sense of community [even] just amongst the volunteers, without the initial heart-breaking tragedy? Many of the issues that led to Jo’s murder are still there - the rise of right wing extremism, and indeed other forms of equally pernicious extremism, the division, the anger and frustration - those issues are still there.”

Kim Leadbeater, Ambassador, The Jo Cox Foundation and chair, More in Common volunteer group, West Yorkshire.

In Shankill, Northern Ireland, the Community Convention and Exhibition of Community Achievement that took place in 2002 was established to unite the Greater Shankill community after a period of conflict and displacement that took place two years earlier. One of the organisers of the event, Jackie Redpath, described how the event responded to a pressing need within the community:

**“I’m searching for the word here; it was desperately needed. You know, we were in a fairly awful situation, it caught something in the community. It was necessary to do it at the time and that was the right time to do it. If we had tried it a year before there would have been still too much antagonism about. If we had left it later, we would have ‘missed the bus’, the timing was critical in terms of the context that it was in, and that context is obviously in terms of the things that happened, particular to Belfast but there are equivalents elsewhere. Where there are awful things happening in the community in London or elsewhere, maybe being gang stuff or some particular events that happened. So, it was a timely response this situation.”**

Jackie Redpath, Greater Shankill Partnership

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

For communities in Perth, Bradford and Norwich, there was a significant appetite for the WOW Festivals prior to the events running in the three cities, particularly as people in all three cities identified cultural festivals as an uncommon occurrence. The timing was seen to be ideal for both the Norwich and Perth festivals:

“ I think they wanted to go to more rural areas in the UK, but there was definitely a real hunger for that in Norwich. As soon as it was announced, all of the city went bananas because it's so exciting to have such a big deal and big thing coming to somewhere like Norwich. I think it was ready to have that kind of platform. ”

Attendee/organiser, WOW Norwich Festival

“ What happened in Perth, it was timing. It was exactly the right thing at the right time. The 'Me Too' movement emerged around the first festival so there were already women sitting up and saying, 'we're tired'. The social consciousness was ready for it. ”

Attendee/organiser, WOW Perth Festival

**Goals should be ambitious but achievable and adaptable to a local level.**

The goals for the event; the long-term aims responding to the issues that the events address, should ideally be ambitious but achievable. For example, by identifying small steps people attending events can take that build to a wider more inspirational goal (such as getting to know a neighbour as a step towards social cohesion, or recycling more as a step towards protecting the environment). As described above, for many respondents connected with the 'WOW festivals' or 'Great Get Together' events, being connected to a national or global initiative provided a significant boost in motivation:

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**“It makes you feel like you're a part of a national community, if it only had one event, it wouldn't have the same impact.”**

WOWser, WOW Norwich Festival

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## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

“WOW has the potential to connect local and national groups and artists can connect with that network, that’s the strength of it, they understand that they are tapped into a network.”

Organiser, WOW Perth Festival

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“People came in January because they care about the foundation value and social outcomes from the Great Get Together.”

Organiser, Great Get Together event

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“We attached them all to the national series of events, we very much used that branding. Not everyone knows about the Great Get Together but to those that do, it makes sense to people, there’s enough there that it means something to people really.”

Organiser, Great Get Together event

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While linking to global or national goals and initiatives, event organisers stressed the importance of leaving space for adoption and interpretation from those attending events (identifying which aspects are essential for replicating the ethos of the events, and which are desirable), which will be explored further in the ‘Involve the Community’ principle.

## PRINCIPLE 2: DESIGN WITH OUTCOMES IN MIND

This principle looks more closely at the design of events and ensuring that they are focused on the actions that people are expected to take, and the outcomes that result as a consequence of attending.

### Defining actions and outcomes.

One of the most common pieces of advice to emerge from respondents to this research, was to ensure there is clarity on the outcomes anticipated from the event (that lead towards the goal), and the action expected from those attending events to work towards or achieve this goal. In relation to the wider sector, for three of the interviewees in their capacity of funding or supporting different events), this could be a major challenge, particularly with organisers who did not have experience or an interest in development programmes and working towards social outcomes:

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

“ The first thing is to have an understanding of what outcomes the event is contributing to in the first place. Frequently people put on events for events' sakes because they've got a bit of funding and they don't have anything else to do OR, they'll do a launch event but not really think why they're doing a launch event. They will put loads of work into it, but it doesn't actually have any particular benefit on the area of work they're looking at. It's really clearly defining the purpose of the event in the first instance which is our job to make sure that that is clear.”

Specialist Advisor, London Sport

This process may also involve consultation with the community, as covered in 'Involve the community' principle.

It is important to note that some events will not be organised with a social purpose in mind, for example, some events are set up as an opportunity for a community to simply come together and celebrate, or to enjoy a cultural or sporting event. This may have an ancillary benefit of bringing a community together, but it is not necessarily the focus of every event. The passage above describes events that set out, or have at least been funded, to have a social benefit.

### **Designing events to achieve actions and outcomes.**

Once the anticipated actions and outcomes for the event are set, the event can then be designed to focus on achieving these outcomes. Events can be designed in several ways to achieve this. Firstly, there can be a clear 'call to action' (see the 'Getting the message right' principle below) which is communicated to people attending the event. For example, this might be a specific request for them to talk to someone new at the event. At Alzheimer's Society events for example there is a focus on asking people attending events which steps (however small) they will take to become dementia friendly.

The set-up and programming of the event can also lend itself to driving particular actions and outcomes for people attending, for example, in relation to projects focused on community cohesion many research respondents highlighted the importance of including time and space for those attending to engage outside of the structured programme, for example, around food or refreshment tables, as this can be valuable for people starting to get to know each other and form relationships.

“People that were in the hall during the exhibition from various community groups were able to network and talk to each other, which hadn’t been happening because of the feud and the division around this. It was a very informal way of doing that instead of getting people into there and saying, “*we need to talk and sort this out*”. It sort of created other contexts for conversations to happen that they were much more informal and as such were much more powerful.”

Jackie Redpath, Greater Shankill Partnership

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A ‘MOMENT’ AND A ‘MOVEMENT’?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

### What happens next and where does the event fit?

In their 2013 article in the Journal of Policy Research in Tourism Leisure and Events<sup>2</sup>, Nico Schulenkorf and Daryl Adair explore the role of one-off ‘highlight events’ in relation to ongoing, regularised sport for development<sup>3</sup>. They emphasise the role of ‘highlight events’ as “an out of the ordinary peak moment... that is intended to renew interest among participants in regular, ongoing activities, but also to arouse interest



Figure 1: The sport-for-development pulse

among those who have yet to engage. The S4D (sport for development) pulse assumes that episodic special events provide an important boost (as implied by the graph in Figure 1) to keep participants ‘alive’; in other words, a specially convened highlight occasion can provide much needed excitement, animation, enthusiasm and vibrancy.”

A key consideration when designing events is whether or not the event fits in with longer-term activity; taking the most benefit from the ‘pulse’ and the boost that an event can provide to guide people into other activities. For example, this might involve referring people into other services run by the organisers of the event, which was referenced several times by the Springboard supported events in Northern Ireland. Several respondents also highlighted the importance of conducting research into whether other events and services with the same goals and values are available to people attending the event in the local area. Joining forces with other organisations running similar events at around the same time can also help with idea sharing, relieve pressure on organisers, and create a wider movement. For example, WOW works with various partners such as With and For Girls, who host one of their annual events at WOW in London which keeps up momentum and connects their existing activity with WOW.

<sup>2</sup> Nico Schulenkorf & Daryl Adair (2013): Temporality, transience and regularity in sport-for-development: synchronizing programs with events, Journal of Policy Research in Tourism, Leisure and Events, 5:1, 99-104-104 <http://dx.doi.org/10.1080/19407963.2012.678600>

<sup>3</sup> We define Sport for Development as ‘the intentional use of sport and physical activity as a tool to bring about positive change in the lives of people and communities’. [sported.org.uk/about-us/what-is-sport-for-development/](http://sported.org.uk/about-us/what-is-sport-for-development/)

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

There are many events however that are not connected to ongoing activities, and in these scenarios it is important to consider what comes next after the event and what support is both needed and feasible to support people attending the events to take action (whether more individual behaviour change in 'supporters' or 'activators' setting up their own initiatives). While clearly some initiatives appear spontaneously out of an event, it is important to consider how, and if, the 'conversation' can be kept going beyond the event. With organisations running events in different contexts towards different outcomes, it wasn't possible in the scope of this research to identify the ideal type or ratio of ongoing support, but the following is advised to consider:

- I. **Ongoing communication:** continuing to connect with people that attended the event through regular social media posts and face to face contact (e.g. face to face events), celebrating small wins, nudging and helping to reassure and encourage.
- II. **Follow-up events:** smaller events that connect the people attending the original event together, for example, the 'WOW What Now' events in 2019 explored the next steps for WOW in the cities where festivals took place, looking at how the momentum from the festivals could continue to drive longer-term change.
- III. **Training and professional development:** continuing to provide training and professional development support for the volunteers who were involved in running events, or for people that attended the events setting up their own initiatives. There were several examples from WOW festivals throughout the research where volunteers had been linked up with different training opportunities. Attendees from The Jo Cox Foundation in the Moment to Movement theory of change workshop also gave the example of training they ran for the Great Get Together organisers in April 2019. Many of the organisers reported feeling more connected to the national movement as they met organisers from all over the country who they had previously only connected with digitally and were able to share idea and learnings. They found that this ultimately re-enforced their commitment to the movement.
- IV. **Linking with mentors:** for younger attendees and volunteers in events, this may mean linking up with informal or formal 'mentors' who could support them to organise and run their initiative. This was the case for the 'Speaker's Corner' initiative inspired by the Bradford WOW Festival, where the younger volunteers (WOWsers) were supported and mentored by more experienced volunteers.
- V. **Funding opportunities:** Either funding, or helping people that attended events to fundraise themselves so they can plan and run their own initiatives.

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

Deciding on the type of support the project will provide at the outset of planning an event is critical, so that these activities can be planned and budgeted for:

“Often people feel that the event is the end-game and they plan on that basis, and if you are thinking well we'll use the event for something else, then you need to plan longer term to create energy, inspiration and movement. The post-event process needs to be part of the initial plan.”

Attendees, second Moment to Movement workshop.

Often this can be challenging as funding for an event may only cover staff positions until the event is completed (or soon after).

When determining support needs from the list above it is important to consider the degree to which the organisations behind the events want to then control the movement that results (and have some control over the quality of the ongoing action taking place).

## PRINCIPLE 3: INVOLVE THE COMMUNITY

In the third principle we look at the importance of involving the community in planning the event.

### Importance of authenticity.

For all three of the main organisations involved in this research, it was critical that the events they organised or supported reflected the needs of the communities in which the events took place, and all had established processes for consulting with the community.

**“I think because there was a breadth of activities going on, nothing was too pinned down to the Great Get Together that there was enough - there was a sense of it being quite organic and people have really acknowledged that. They've really felt like there was space to take ownership.”**

Organiser, Great Get Together event

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

All of the events involved consultation with communities some weeks or months before the event. For example, the WOW 'think-ins' are events which take place weeks before the festival and enable people to: 'have your say on what and who you would like to see represented, what ideas can be developed into the programme, what in your opinion are the most relevant topics for women today, and what can we build on from previous WOW London festivals'.

“WOW gives the audiences / communities a lot of ownership over their festivals. After the event, they [communities] get to keep that ownership and I think that drives people to want to carry on. Everyone feels like they own a part of it as they have helped to plan it. They feel empowered by this ownership.”

Attendee, WOW Norwich Festival

For each of the organisations, the consultation with the community was a chance to ensure that the views of the community were understood and reflected. For the More in Common team in Batley it is important to ensure that the organisation running the event is not seen to have an ulterior or party political agenda:

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**“I think that we have proved ourselves to many people locally. The two words I use a lot are 'agendas' and 'egos' and I think what we've done as a group is prove to lots of people that we have no agenda than just doing something really good and creating something positive from something so unbelievably horrific. There is however also still work to do in this regard.”**

Kim Leadbeater, Ambassador, The Jo Cox Foundation and chair, More In Common volunteer group, West Yorkshire

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### **Community involvement takes time.**

One common piece of feedback from contributors was that getting genuine community involvement takes time, patience and resources, and it is important to get out into the community early to make connections and build relationships. This was also the case for Jackie Redpath, one of the organisers of the Greater Shankill Community Convention and Exhibition of Community Achievement, who, reflecting back to 2002, reported that months of careful planning was needed to get communities, despite being recently in conflict, ready for the event:

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

---

**“We had 5-6 months of preparation for the event, which was a critical point, that we built up [to the event]. I do believe that we got everyone into the room that we know wanted to be there or needed to be there and we were successful in that regard. But a lot of that was done through the levels of preparation that went into it – the event didn’t just happen”.**

Jackie Redpath, Greater Shankill Partnership

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### **Finding the right role for community engagement.**

Contributors to the research also reflected on the importance of finding the right role for community members in planning for the event, and making sure this was balanced with the right skills and expertise to put on a strong event. There is a need in this case to balance the requirement to authentically reflect the needs of the community with the practicalities of running a high-quality event.

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**“I think there’s a very fine line to tread around the co-design and co-creation of the programme. Ultimately, we live in a world where we believe that artists have a critical role in public life. Artists help us find common sense in confusion, they help us tell stories that we’re too afraid to tell, tell us things we didn’t know in the first place. What we found was it was about getting a balance of the community to come up with the story, to come from the places, the buildings, the ideas. It was then handing those stories, ideas, buildings, places, to artists to turn them into pieces of spectacles, circus shows, music, games, poems and festivals.**

**We don’t live in a world where every one of the 250,000 people who live in Hull is an artist. Every one of them is creative in contributing to telling a story and unlocking the heritage of a place. But fundamentally what you needed was a whole range of artists, local, national, regional, and international to take those community assets and turn them into things that will then reach a broader audience, to give access to the overall project. If you were building a house, you’d trust the architect to know what would and wouldn’t work. Yes, you contribute ideas and thoughts for the process, but you don’t pay an architect to then design the house yourself, the same way you don’t hire a plumber and say I’ve already fixed the shower. Artists have a fundamental role in making this happen, but a large part of it is community involvement and creation. It’s about roles and responsibilities and making sure that everybody can contribute to that kind of act of telling a story.”**

Phil Batty, Director of Public Engagement, Hull UK City of Culture 2017

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## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

### **Celebrating the community.**

Several of the organisations and individuals interviewed highlighted the importance of the event celebrating communities. As part of the Hull UK City of Culture 2017 events, the 'Made in Hull' event spent seven days telling Hull's story; the past, present and future of the city through the eyes of its residents, focusing on the future of Hull on the final day. Organisers felt that this helped to set the tone for the events over the rest of the year and create a sense of authenticity and trust with audiences. Similarly, the Greater Shankill Community Convention; bringing together communities across Shankill following a period of conflict in 2000, was preceded by an 'Exhibition of Community Achievement', for local groups to display positive aspects about their communities. The organisers felt that this helped to set a positive tone and foundation for the Community Convention which followed.

## **PRINCIPLE 4: FINDING THE RIGHT TEAM**

The fourth principle involves putting together the team that will run your event, which will help to move from moment to movement.

### **Finding community connectors.**

There was a strong emphasis amongst the contributors regarding the importance of finding individuals to support running the event who are already connected to, and trusted by, the communities in which the events are based. These 'connectors' and leaders are able to effectively engage and speak to members of the community to gain input for event planning and encourage them to take part.

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**"We're lucky in this borough with the staff that we've got, who have been in the community working at grass roots, and the communities for quite a long time. Even though our team is tiny, most of us have been in the borough for a long time and particularly one team member has done a lot of community engagement. It's always building on what's going on before and developing those connections with people on the borough. It's a long-term piece of work, that's for sure. In the borough we also have quite a number of individuals that have been around for quite a lot of time delivering sport and physical activities and they're like pied pipers. Where they go, big crowds of young people follow them."**

Commissioning Manager, Active Communities

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## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

---

**“There was an older man walking home from the shop and he walked past a Great Get Together event. The organisers invited him in, but he wasn’t sure about it and he said to the organisers that he could only take part for five minutes then had to get back, although in reality he didn’t have anything to get back to. He was just nervous and didn’t know what he was getting himself into and having that person there to say “no, this is for you” was so important. He didn’t feel included, didn’t know how he could get involved, and it just required that one person to open the door.”**

Participant, second Moment to Movement workshop

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The More in Common team in Batley highlighted the importance of ‘connectors’ as many people will attend an event because they see people they know, or people like them and this leads to a feeling of safety. They may well then meet with other people who they do not know, people from a different background as their confidence builds.

### **Finding the ‘do-ers’.**

It was highlighted that the success of events, and subsequent movements, comes down to forming a strong group of volunteers from diverse backgrounds and with different skills. There is a need for leaders and ‘activators’ who are able to inspire and motivate, but also for those involved in the event who will ‘quietly get work done in the background’. If the event runs on an annual basis or leads to longer-term action as part of a movement, volunteers within this core team will often progress, becoming performers or organisers in future years.

**“ [One of our organising team] has her spreadsheets and she’s really good about keeping track of that. But she’ll even go down and scrub the floors. I think that’s important. Everybody is not scared to do their jobs. Everybody is equal. ”**

Organiser of Springboard-supported event in Northern Ireland.



GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

Page 36 of 41

## PRINCIPLE 5: GETTING THE MESSAGE RIGHT

Communication and branding are also important in supporting an event to lead to longer-term action.

**Language reflects goals, values and calls to action.**

Many respondents to this research highlighted the importance of the language used, in written and verbal communication, and the importance of appropriately reflecting the goals and values of an event. For example, gently encouraging people attending an event to interact with each other and engage in discussion with someone new over lunch during an event focused on community cohesion.

“It is important to have everyone understand the meaning, the value, the desired outcomes, the roles they are playing, the reason why they are doing these events.”

Youth Activist, Northern Ireland



**Language appeals to the audience**

The language used should be easy to understand and appealing to the event's target audiences. It is important to consider how the language used will impact people given their background and experience (which is where community 'connectors' can be so important – see 'Finding the right team' principle above). The More in Common team in Batley gave the example of an event which used corporate branding and terminology that was inappropriate for the community with whom they were looking to work. Another example given by a member of the Spirit of 2012 team was of

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

inFocus

SPIRIT OF 2012

avoiding using the term 'sport' when communicating sports events to people who might be wary of engaging in physical activity (instead focusing on the social side or entertainment and then gently encouraging people to get involved once they attend).

### **Avoiding jargon and contentious language.**

The WOW team highlights the importance of using clear, jargon-free language to communicate with their audiences:

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**“Words are used so often they become meaningless, and one of our core principles in WOW is not to use jargon and really think about what something means.”**

WOW staff member

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Several respondents also highlighted the importance of being aware that language can carry its own politics that might mean something different for some people, than to others. One respondent gave the example of the term 'feminist', which may potentially carry a more positive or negative connotation depending on the recipient. Flexibility with the use of language is therefore important to be as inclusive as possible.

### **Branding.**

Strong branding which reflects the values of the event was also highlighted as a key success factor. It was deemed important to create a shared identity; from the communication leading up to the event to the t-shirts and merchandise sold on the day of the event.

Attendees and organisers of events that included the branding for national initiatives had mixed feedback regarding the values of the branding for their events, with some finding it opened doors and attracted support and others not recognising the brand or finding it critical.

**“ We were able to create a successful local event because we were a national organisation and that has weight. We had national media. We had people travelling from everywhere for it. They heard about it because of national media coverage. I think that words spread further because it was a national event. If it had been local, it wouldn't have made the same impact. ”**

Attendee and organiser, WOW Perth Festival

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND A 'MOVEMENT'?

MOMENT TO MOVEMENT THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE IT HAPPEN – SEVEN GUIDING PRINCIPLES FOR ENSURING MOMENTS LEAD TO MOVEMENTS

WHAT NEXT FOR MOMENT TO MOVEMENT?

inFocus

SPIRIT OF 2012

## PRINCIPLE 6: RUN A FANTASTIC EVENT

It is critical for creating movements that people attending have a good experience of the event that constitutes the 'moment'.

### Running an efficient event.

The perception of the people attending events may well impact on their motivation to take action in the aftermath of an event, for example, it can be very hard to change negative perceptions if the event is running late or they generally have a negative experience. Using tried and tested methodology for running events, and ensuring organisers are experienced in running events, can help to address this.

### The importance of fun.

As described earlier in the report, people enjoying the event and having fun is a key factor in inspiring a call to action:

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**“Events should be a joyous and celebratory entry point into the movement, in taking part people won't know they are part of a movement as they are doing something that just makes sense and is fun and is relevant to them.”**

Participant, Moment to Movement workshop

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### Creating the right environment.

It is important to create a space in which those attending feel safe, comfortable and unpressured, with room to engage in discussion around the event's agenda.

**“The core purpose is really creating spaces where people can gather in their diversity, feel inclusive and feel equal. For people to have conversations and time together without a set agenda, (so very much) enabling people to meet people in a place and providing something that eases that process whether that is food or games or bikes or drama or singing, those are just the ingredients that make it easier for people to come together and play together. There's other stuff layered into it, so in June it was providing opportunities to encourage people to see what a car-free space looks like, that wasn't the core intention.”**

Organiser, Great Get Together event

## GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

Respondents advised that an important step in creating the right environment is ensuring that staff and volunteers express the goals and values of the event in their attitudes and behaviour.

## PRINCIPLE 7: MAKE TIME FOR A DEBRIEF

The final principle relates to the immediate aftermath of the event and bringing people attending the event and organisers together to reflect and consider next steps. Some respondents suggested the debrief should ideally happen in the immediate aftermath of the event, while others felt there is a benefit in holding the debrief some months later.

### **Debrief: Straight after the event.**

Several of the respondents highlighted the importance of providing a space to debrief for organisers, volunteers and / or attendees in the days following the event, either online or in person. This is an opportunity to explore what worked and what didn't, share ideas and address issues together. For the More in Common team in Batley, the debrief session starts the planning for the next event and activities. Participants in the moment to movement workshops described how the debriefs can help to 'catch' the energy before it disappears.

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**"Bringing the organisers and participants together directly after the event for a short space of time to celebrate all their hard work and to evaluate and if things haven't gone so well, to kind of gauge where people are at... if people are thinking 'oh I thought I'd be comfortable giving a speech in city council, but actually I wasn't'. Creating a space for that debrief so that the organisers and the rest of the group can hear that and know that that's something to bear in mind for next time."**

Youth Activist, Northern Ireland

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### **Debrief: several months later.**

For other respondents there was value in running the debrief several months after the event, to 're-fuse' the emotion from the original event and reinvigorate those that attended. For example, one year after the community events in Limavady, Northern Ireland, the organisers brought together people to watch videos of the events, which they found helped to reinforce how far they had come.

GO TO:

FOREWORD

INTRODUCTION

RESEARCH METHODOLOGY

WHAT IS A 'MOMENT' AND  
A 'MOVEMENT'?

MOMENT TO MOVEMENT  
THEORY OF CHANGE

PART 1: THE IDEAL

PART 2: BARRIERS

PART 3: HOW TO MAKE  
IT HAPPEN – SEVEN  
GUIDING PRINCIPLES FOR  
ENSURING MOMENTS LEAD  
TO MOVEMENTS

WHAT NEXT FOR MOMENT  
TO MOVEMENT?

# WHAT NEXT FOR MOMENT TO MOVEMENT?

In reflecting back on the theory of change below and the findings in this report, there is evidence that community events that were designed and run with some or all of the principles below generated longer-term action and 'movements' that those attending linked back to the event, even if not everyone associated their actions with a specific, named, 'movement'. The actions taken by people after the events varied in scope, from 'supporters' taking more individual steps such as engaging more with a neighbour, to 'activators' that were inspired to start their own initiatives and engage with others, aligning with the same goals and values as the event. The motivations for these actions varied, for example, in some cases it came from people simply enjoying taking action during the event (such as getting to know someone from their community). In other cases, it could come from people getting inspired by their experience of taking part, or the example of other individuals at the event, to start their own initiatives.

The research identified a range of barriers for people taking action after the event, such as a losing momentum or a lack of financial resources, that could adversely affect these actions, and over which the event organisers had varying degrees of control.

There was wide agreement from the respondents on the seven principles for organising events that emerged from the research. Of these principles, the most often cited by respondents were the need for the organisers of community events to think through what goals and outcomes their event is working towards, and what is needed after the event to support those attending to move towards these outcomes. For many of the organisations that took part in the research this was more straightforward as the events were linked to longer-term activities or the event was part of a series of annual events, but for others this involved thinking carefully through what kind of support was needed to support people to take action (particularly where this involved more entrepreneurial social action where people set up their own initiatives).

The next steps in the research will involve the development of both written and online (eLearning) materials to take event organisers through how to practically apply the seven principles. The literature review for this research highlighted a lack of resources in this area (of how community events can be designed and run to lead to longer term social action) and throughout the research here was a lot of interest from respondents in using and sharing the resulting learning materials, which lays a strong foundation for the adoption of the seven principles.



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Spirit of 2012 is the London 2012 legacy fund. Spirit awards grants for inclusive arts, sports and volunteering activities in communities that bring people together to improve their wellbeing. The National Lottery Community Fund founded Spirit in 2013 with a £47million endowment to continue and recreate the spirit of pride, positivity and community that inspired people across the UK during the London 2012 Games. Spirit of 2012's grantholders range from national to small, hyper-local organisations.

For more information visit [www.spiritof2012.org.uk](http://www.spiritof2012.org.uk)

Registered charity number: 1155110

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