



SROI ANALYSIS 2021

AUTHOR

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İSTANBUL
BÜYÜKŞEHİR
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SPOR İSTANBUL SROI ANALYSIS 2021

-SPORTS AS A VALUE CREATION MODEL FOR SOCIETY-

Spor İstanbul Inc. of İstanbul Metropolitan Municipality is the biggest sports facilities and event management company in Turkey. More importantly than "being the biggest", Spor İstanbul (Sport İstanbul) defines itself as the preventive healthcare institution. As a consequence of this definition of operation field, Spor İstanbul has been focused on grass-root. Its prior aim is to make citizens of İstanbul much more physically active in a country which is 26% younger than Europe whereas number 1 in obesity.

ABOUT SPOR İSTANBUL

İstanbul Sports Events and Management Trade Inc. (Sport Istanbul) was established in 1989 as a subsidiary company of İstanbul Metropolitan Municipality. It has prioritized the use of sports facilities and active participation in sports activities in order to strengthen the physical and mental health, and to improve their abilities of the people of İstanbul. To operate the sports facilities of İstanbul Metropolitan Municipality; to organize national and international organizations such as technical, educational, sportive, touristic, competitions, festivals, exhibitions, tours, camps, conferences, seminars, courses in all branches of sports; research and training activities are among its priority activities.

Since its establishment, it has gained significant success and experience in sports facility management, organization and realization of national and international sports organizations.

With the aim of increasing the quality of social life, Spor İstanbul offers various opportunities for the residents of the city to do regular and conscious sports in modern conditions in all sports facilities. In addition, it takes important steps to establish a modern infrastructure for Turkish sports, to bring in new athletes and to provide opportunities for paralympic athletes.

SPOR İSTANBUL AT A GLANCE

Employees (Total)	Full Time Trainers	Part-time Trainers	Facilities	Sports Centers	Branches	Volunteers
2.544	595	35	63	11	26	8.000

ABOUT PHYSICAL ACTIVITY HABITS OF PEOPLE IN İSTANBUL

Spor İstanbul conducted "Physical Activity Research Surveys" with 5,066 participants throughout İstanbul in December 2021 in order to collect data by evaluating the opinions and suggestions of the people. The results of the survey show the big picture of people's tendencies regarding sports and physical exercise.

According to the survey results, 74,8% of participants stated that they don't exercise or do sports regularly, 25.2% of them stated that they do sports or exercise regularly at least once a week in the last 1 year.

Majority of survey participants are aware physical activity's importance for health. The rate of those who say to stay healthy/to maintain health is 40.4%, the rate of those who say solving health problems is 39.5%, and the rate of those who say they do physical activity to lose weight is 9.9%.

24.8% participants do sports activities at home, 28.7% of them prefer open areas, and 20.7% of participants prefer sports centers.



- "Our sport facilities may not be in each neighborhood, but we can be everywhere"-
i. Renay Onur, Spor İstanbul General Manager

When the reasons for not doing physical activity regularly are asked, the answer is "I don't have time" at the rate of 65.2%, while the rate of those who give the answer that "participation in physical activities is not welcomed by my family is 1,1%". The rate of those who gave the other answer is 8.9%. As the reason for this; pandemic, laziness/laziness/no habit, sickness, pregnancy etc. gave such answers.

People who cannot do physical activity regularly are asked which physical activity they would like to do if they had an opportunity 68.2% answered "Walking", 32.6% answered "Swimming" and 23.8% "Running".

What is SROI?

Social Return on Investment (SROI) is a framework for measuring and accounting for the value created or destroyed by our activities – where the concept of value is much broader than that which can be captured by market prices. SROI seeks to reduce inequality and environmental degradation and improve wellbeing by taking account of this broader value. (The Seven Principles of SROI, The SROI Network)

SOCIAL VALUE PRINCIPLES

- 1- Involve stakeholders
- 2- Understand what changes
- 3- Value the things that matter
- 4- Only include what is material
- 5- Do not over-claim
- 6- Be transparent
- 7- Verify the result
- 8- Be responsive

<https://www.socialvalueint.org/principles>

Ministry of Health, Directorate General for Health Improvement, <https://sggm.saglik.gov.tr/TR-76887/dunya-diyabet-gunu-2020.html>

<https://data.tuik.gov.tr/Bulten/Index?p=Turkiye-Saglik-Arastirmasi-2019-33661>

WHO European Regional Obesity Report 2022. Copenhagen: WHO Regional Office for Europe; 2022. Licence: CC BY-NC-SA 3.0 IGO.

Actually, people who don't do sports or exercise regularly are not happy with what they do in their spare time. 20.6% of respondents who answered the question "How satisfying is all of them for you when you think about what you do in your spare time" as level 5 (out of 10).

So, it is obvious that physical activity is not prioritized by huge number of people in İstanbul. Data about obesity and diabetes support that inactivity is common a problem.

According to data on the prevalence of diabetes published by the International Diabetes Federation (IDF) show that there are approximately 7 million diabetics between the ages of 20-79 in Turkey, and this figure corresponds to approximately 15% of the total adult population.

Similarly, obesity problem continues to threaten human health. According to the Turkey Health Research 2019 data, while the rate of obese individuals aged 15 and over was 19.6% in 2016, it increased to 21.1% in 2019 .

"Overweight and obesity have reached epidemic proportions in the WHO European Region, affecting almost 60% of adults. Children are also affected, with 7.9% of children younger than 5 years and one in three school-aged children living with overweight or obesity." As shown on the table (on page 6) Turkey is ranked as 1st country in obesity.

As mentioned before one of the most important questions in the Physical Activity Research was "When you think about your 1 year in general, do you do sports or physical exercise regularly (at least once a week)?" . Only 25,5% participant answered this question as "yes". It was 13,2% in 2020. This information points out the Spor İstanbul's main goal; increasing number of people who do physical exercise regularly that will significantly contribute to decrease obesity and the health risks related with obesity.



Source: WHO European Regional Obesity Report 2022

Source: <https://www.citieschangingdiabetes.com/>

cities changing diabetes istanbul

TURKEY
Obesity and diabetes are threatening society.
Turkey has the highest diabetes prevalence in Europe.

12% DIABETES PREVALENCE¹ **32%** OBESITY PREVALENCE²

Childhood obesity is increasing and threatening community health.
In 10 years, more than 3 million children will be overweight (and obese) in Turkey³

15% 2016 **23%** 2030

This programme will aim to identify the root causes of diabetes starting with childhood obesity in Istanbul, which is home to 20% of the country's population.

ISTANBUL
Drastic urbanisation has had an impact on various population health metrics

15.5 m CITY POPULATION⁴
99.9 % URBANISATION RATE⁴
15% DIABETES PREVALENCE⁵
32% OBESITY PREVALENCE⁶

CITIES CHANGING DIABETES PARTNERS IN ISTANBUL
Danish Consulate
Istanbul Metropolitan Municipality
Turkish Association for the Study of Obesity
Diabetic Children's Foundation

About Cities Changing Diabetes
Cities Changing Diabetes is a first-of-its-kind partnership programme initiated between Novo Nordisk, University College London and Steno Diabetes Center Copenhagen. The programme has been a part of raising urban diabetes as a growing global concern and is now working to help cities identify how they can integrate diabetes prevention into their city strategies in order to create long-term, sustainable change.
For more information: visit [CitiesChangingDiabetes.com](https://www.CitiesChangingDiabetes.com)

References:
1. International Diabetes Federation (IDF) Diabetes Atlas 9th edition, 2018.
2. WHO Country Report 2018.
3. World Obesity Atlas of Childhood Obesity, October 2019.
4. Turkish Statistical Institute (TUIK).
5. TURDEP # Report.
6. Turkish Ministry of Health.

CCD (Cities Changing Diabetes) shows current situation regarding obesity in İstanbul. The data about childhood obesity is terrifying. According to the data, it is expected that childhood obesity will be 23% in 8 years. Therefore, Spor İstanbul's free sports service for children (Sports Schools) is very critical for community health.

According to Harvard T.H. CHAN School of Public Health "Keeping active can help people stay at a healthy weight or lose weight. It can also lower the risk of heart disease, diabetes, stroke, high blood pressure, osteoporosis, and certain cancers, as well as reduce stress and boost mood. Inactive (sedentary) lifestyles do just the opposite."

Undoubtedly, sports create priceless health benefits. Besides these benefits, Spor İstanbul create value in various terms for its stakeholders.

This SROI Analysis report is about Spor İstanbul's value creation process; how stakeholders are affected by Spor İstanbul's activities, with all aspects, positive, negative, intended and unintended. Besides, this analysis results will helpful to identify the different ways of encouraging people to do physical exercise regularly.

ABOUT THE REPORT

This report includes the social impact measurement of the Spor İstanbul covering one year period, 2021, of its operations. The SROI (Social Return on Investment) analysis is used as a framework based on seven principles of the SROI that are reflected in the whole report. In accordance with these principles, all information about Spor İstanbul's social impact measurement is stated with transparency.

Purpose and Target Audience

This analysis targets two main audience groups; internal stakeholder (management level) and external stakeholders (local authority, sports sector, collaborating institutions like sports federations, members and potential members).

Purpose of the analysis is basically to understand the changes that stakeholders have experienced as a result of Spor İstanbul's activities. Understanding changes with all aspects, positive, negative, intended and unintended, will inform decisions in much better way to optimize the value of Spor İstanbul.

Purpose of the analysis regarding external stakeholders is to communicate outcomes of the company and collaborate to decrease negative outcomes and increase positive ones where possible.

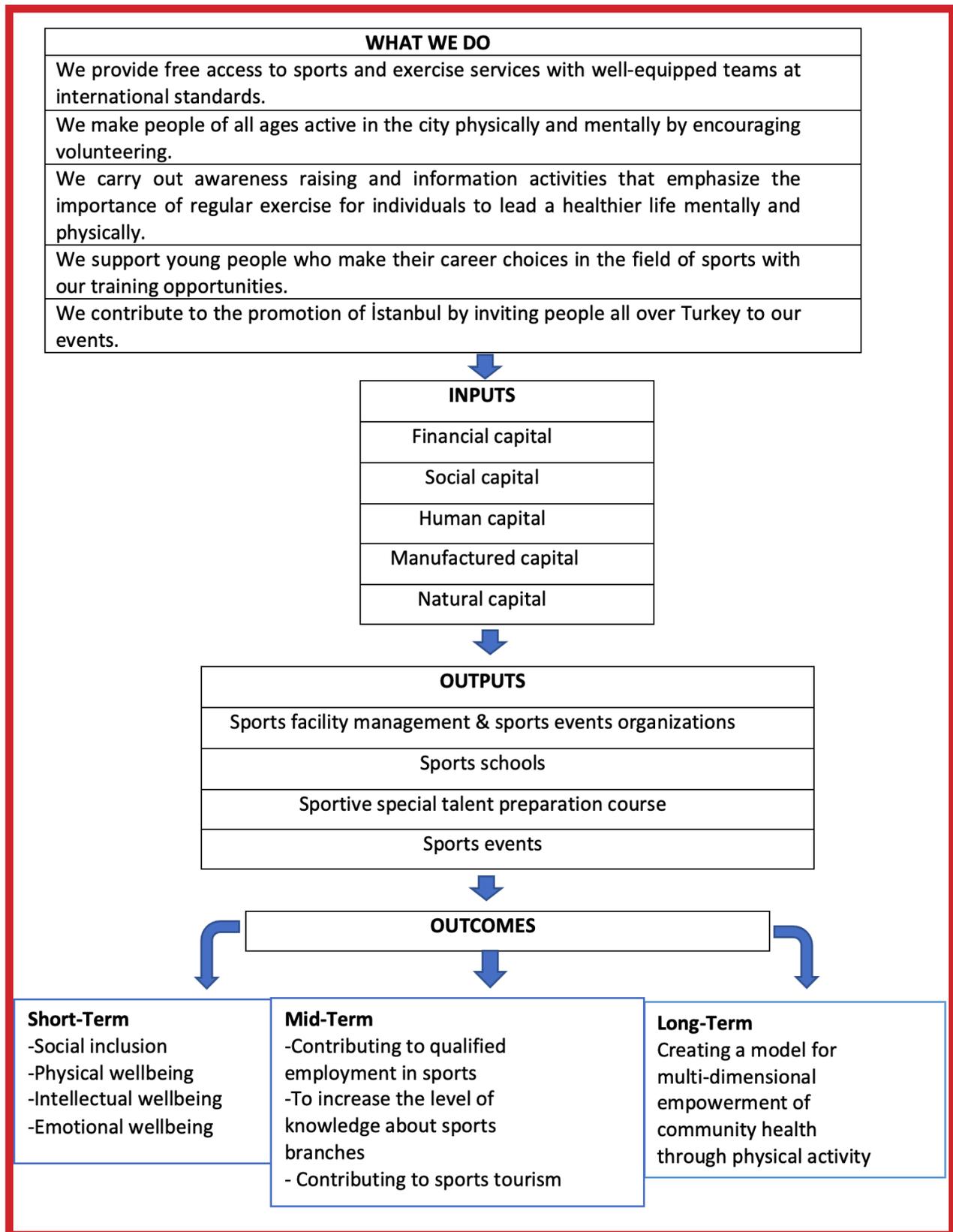
Scope & Boundaries

This is the first SROI Analysis of Spor İstanbul that covers one year – 2021 – period of its activities, outcomes and impact. So, the focus of the analysis is the main stakeholders who uses Spor İstanbul's services including volunteers. In order to manage impact and optimize value the first step is to understand what changes have occurred for those stakeholders. Understanding whether Spor İstanbul is able to create value for collaborating institutions is an important component of this analysis. If so, this reflects İstanbul residents directly. Value creation for collaborating institutions means better future collaborations to optimize impact. Therefore, this first social impact analysis' scope is limited with the main stakeholders who uses Spor İstanbul's services and collaborating institutions.

As mentioned, this report covers analysis of one typical year of Spor İstanbul (2021) which causes a limitation in terms of stakeholders. Spor İstanbul is a company that has been operating since 1989, so that each year's stakeholder group profile is different. Besides, in 2021 stakeholders were affected by pandemic preventive measures. Because of pandemic, Spor İstanbul could serve to 274.000 members. Under normal conditions Spor İstanbul serves to 600.000 members. So, there is limitation of reaching out more stakeholders who might have different profiles (segments). However, this situation is inevitable and natural. This limitation can be eliminated by collecting data year by year.

Type of SROI Analysis: Evaluative

THEORY OF CHANGE (ToC)

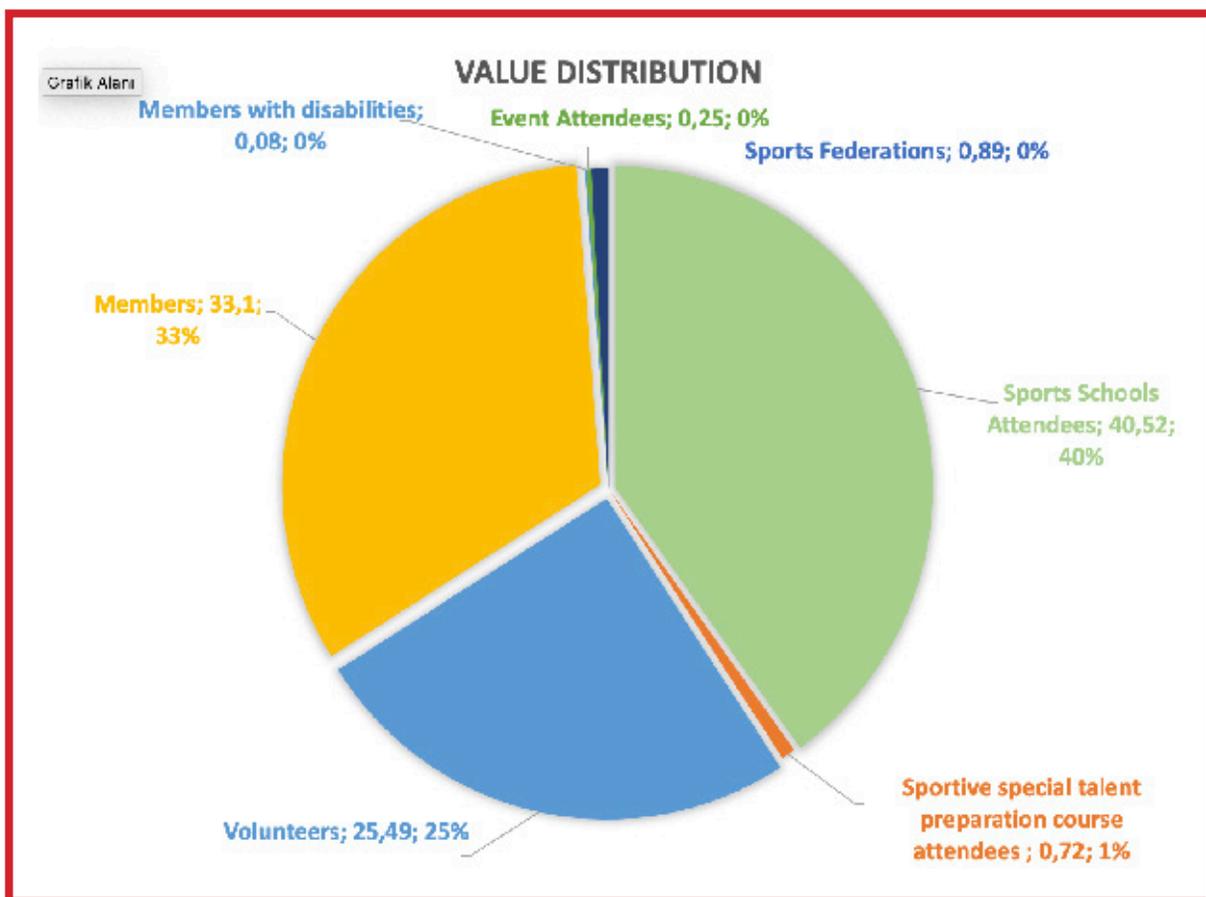


EXECUTIVE SUMMARY

Spor İstanbul has conducted the first and the only SROI Analysis to evaluate the company as a whole in Turkey. In this context, this analysis is the largest value assessment of Turkey.

Regardless of financial situation accessing sports services is the fundamental right of every citizen. Spor İstanbul focuses on attracting people to do regular physical exercise to contribute healthier society. Therefore, grassroots is its prior policy.

In order to optimize its value, Spor İstanbul focused on 7 different stakeholder groups who are service beneficiaries (Sports Schools Attendees, Sportive special talent preparation course attendees, Members, Members with disabilities, Event Attendees), volunteers and sports federations.



112 stakeholders were interviewed one-on-one and 1.018 stakeholders participated in written survey. According to stakeholder voice 29 well-defined outcomes are identified in total. 25 of them are positive, 4 of them are negative outcomes. The highest relative importance is 10 and the lowest one is 6. Negative outcomes' relative importance is not higher than positive ones but some are equally important to stakeholders.

There are no unintended and unexpected positive outcomes. The negative outcomes are unintended. It is determined that most of the negative outcomes are consequence of high demand for sports services. This information is crucial for Spor İstanbul because it indicates that their beneficiaries are happy with its service and ask for more. Additionally, Spor İstanbul has a chance to increase its value by minimizing negative outcomes.

"The only thing you won't regret doing in life is doing sports."
- Member of Spor İstanbul

When the value of the changes in all stakeholder groups was calculated in the analysis, the SROI ratio was calculated as 1:101,05. In other words, each TL 1 investment made in the Spor İstanbul delivers TL 101,05 of social value.

There is an important point that should be noted while interpreting the results of the analysis. Spor İstanbul's majority of members (including individuals with disability) and Sports Schools attended are underserved in sports field. Most of those stakeholders have very limited internet access. Even some of them have no device like smart phone. Therefore, their voice could not be involved in this analysis with the online survey.

Number of the survey participants who have low-income (under TL 4.000) is lower than number of stakeholders who have middle-income level and high-income level. 30% of stakeholders who took the survey have income under TL 4.000. This information indicates that the SROI ratio might be higher than that as the outcomes might be valuable to those stakeholders because of the reasons that are discussed under the heading of "WHY SO VALUABLE". It should not be forgotten that they also undoubtedly have experienced negative outcomes that would affect SROI ratio too.

"Each TL 1 investment made in the Spor İstanbul delivers TL 101,05 of social value in the eye of İstanbul citizens."



WHY SO VALUABLE?

As discussed in the "Value of Outcomes – Monetization" part (page 61) stated preference approach was used for the "translation" of relative importance of outcomes. The value is quite high in the eye of Spor İstanbul's stakeholders. Especially for Members, Volunteers and Sports School Attendees groups.

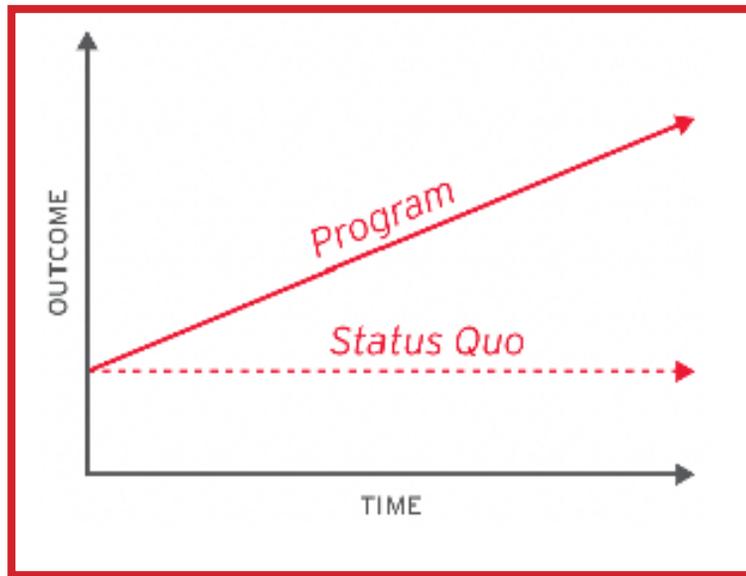
Stakeholder Group	Outcome	Relative Importance	Monetary Value (TL)
Sports Schools Attendees	Increase in self-confidence	9	451.074
	Physical empowerment	9	451.074
	Self-Discipline	9	451.074
	Demoralization	9	-451.074
Volunteers	Emotional wellbeing	8	515.395
	Increase in self-confidence	8	515.395
	New perspective	8	515.395
	Encouragement to do physical exercise	8	515.395
	Contribution to career	8	515.395
	Decrease in volunteering motivation	6	-387.515
Members	Physical wellbeing	9	252.739
	Social wellbeing	8	224.657
	Self-Discipline	9	252.739
	Negative experiences	9	-252.739

The outcomes these stakeholders have experienced are mostly related with life quality. None of them are tangible. It is known that what people do not have are the most valuable things to them. Obviously, outcomes of doing physical exercise/sports and volunteering outcomes provide what stakeholders need most. There might be two basic reasons behind this result;

1- Financial situation of stakeholders: According to Governorship of İstanbul Socio-Economic Analysis 2019-2020 Report average household income of citizens who live in districts that majority of Spor İstanbul's stakeholders live in is between TL 3.734 – TL 10.617. Even the highest amount is equal to poverty threshold. So, it can be interpreted as even if there are other ways of achieving those outcomes, access of those other ways is limited for stakeholders. Since their social life is limited, the outcomes that they have experienced is so valuable to them. Spor İstanbul provides free (or very low fee) for sports service that causes different aspects of well-being which stakeholders need.

2- Living conditions: As shown on the tables above most of the outcomes are related with different aspects of well-being. The basic reason why these outcomes are so valuable to stakeholders is quite clear. According to World Happiness Report , Turkey is ranked as 112 among 146 countries. Healthy life expectancy, social support and GDP per capita are the three most important factor that affects happiness of Turkish people. Spor İstanbul's service contributes to healthy life expectancy. So, what Spor İstanbul offers is not only physical activity but also emotional and social well-being which are so valuable to stakeholders. It can be interpreted as Spor İstanbul's service contributes stakeholders' happiness which people need badly, especially under pandemic conditions.

According to Liz Ruedy, there are six models for understanding impact . One of the impact models is transformative impact. "With transformative impact, we expect a positive change in the system over time compared to the static rate of the counterfactual." This model helps us to understand why the outcomes are so high for stakeholders. Actually, this model helps us to understand why the value of outcomes are so high. If Spor İstanbul would not exist, most of the stakeholders' situation would remain same. Especially for the ones whose level of income is under TL 4.000.



Transformative Impact

Turkey is a social state. Providing sports service to citizens is one of its fundamental duties. Spor İstanbul is a subsidiary company of İstanbul Metropolitan Municipality. As a public institution, this high SROI ratio is not a surprise for it because creating value for the citizens is public institutions' core job. This high ratio indicates that Spor İstanbul does its job well. In order to optimize the value this SROI Analysis will help to improve decision making processes.

PRINCIPLE 1: STAKEHOLDER INVOLVEMENT

Stakeholder Identification

Stakeholder identification is done based on four questions;

- Who has invested in Spor İstanbul? (Time, service, money)
- Who has been directly affected by activities of Spor İstanbul?
- Who has been indirectly affected by activities of Spor İstanbul?
- Who has affected activities of Spor İstanbul?

Answers of these four questions are helpful to identify all related stakeholder groups. The table below shows the identified stakeholder groups. Even though, this analysis is not focused on each stakeholder group, identifying them are important to be aware of who are affected by Spor İstanbul's activities and who affects the company in order to expand the scope of the analysis in the future. Regarding the excluded stakeholder groups, three of them (Employees, universities and Active Citizens Worldwide) should be included in the next phase of the analysis because there is potential mutual value creation which would be worth to identify.

Regarding the other stakeholder groups that are excluded from the analysis, being aware of they are important part of Spor İstanbul's operation but there is no material change for those stakeholders. They are public institutions and because of legal procedures they have to be party of event organizations or other operations of Spor İstanbul. There is no positive and/or negative value for them.

Stakeholder Group	Reason for Inclusion	Reason for Exclusion	Communication Method	Included Number	Total Number
Sports Schools Attendees (Service beneficiary)	Main beneficiary group of the services		Phone interview + written survey	*13 parents+13 children phone interview *198 written survey	23.000
Sportive special talent preparation course attendees (Service beneficiary)	Main beneficiary group of the services		Phone interview	14 phone interviews	17
Members (Service beneficiary)	Main beneficiary group of the services		Phone interview + written survey	*14 phone interviews *365 written survey	274.000
Members with disabilities (Service beneficiary)	Main beneficiary group of the services		Phone interview + written survey	*15 phone interviews *18 written survey	9.000
Families & Friends of Service beneficiaries		Not focused group for the first analysis. This group will be included in the second phase of analysis	N/A	N/A	N/A
Event Attendees	Main beneficiary group of the services		Phone interview + written survey	*21 phone interview *295 written survey	72.283
Families & Friends of Event Attendees		Not focused group for the first analysis. This group will be included in the second phase of analysis	N/A	N/A	N/A
Volunteers	Directly affected by Spor İstanbul's activities		Phone interview + written survey	*17 phone interview *142 written survey	4.013
Families & Friends of Volunteers		Not focused group for the first analysis. This group will be included in the second phase of analysis	N/A	N/A	N/A
Employees		Not focused group for the first analysis. This group will be included in the second phase of analysis	N/A	N/A	N/A
Sports Federations	Crucial partners to optimize value for service beneficiaries		Phone interview	*5 phone interview	7
Universities			N/A	N/A	N/A
Local Municipalities		No material change	N/A	N/A	N/A
İstanbul Governorate		No material change	N/A	N/A	N/A
Active Citizens Worldwide		No material change (yet)	N/A	N/A	N/A

Stakeholders Involvement in Identifying Other Stakeholders

Each stakeholder group was also included in stakeholder identification process by asking them two questions; (1) who might be affected by the changes that stakeholders have experienced and (2) who else might be affected by Spor İstanbul's operations. These two questions were asked during one-on-one interviews. The answers were same with the "Who has been indirectly affected by activities of Spor İstanbul?" which is question 3 that we asked ourselves to identify stakeholders.

So, it is identified that stakeholders' families, friends/relatives/colleagues are other stakeholder groups of Spor İstanbul. According to service beneficiaries, their families and friends learn about Spor İstanbul's services and want to get same service. This information is important for Spor İstanbul because this is kind of a word-of-mouth marketing. This does not mean that they are "new potential customers" because Spor İstanbul is non-profit company. However, it means something much more important. As shown on the Theory of Change schema Spor İstanbul's long term goal is "Creating a model for multi-dimensional empowerment of community health through physical activity". This is possible with more people who are physically active. So, this word-of-mouth marketing has potential to contribute increasing number of physically active people in İstanbul. Therefore, even this stakeholder group is not included in this analysis, they will be included in the next one.

For this analysis, these groups are not priority because the main aim of this analysis is to give better decisions to increase positive value for service beneficiaries who are the priority of Spor İstanbul. Actually, the more value for service beneficiaries means more value for their families, friends, relatives and colleagues indirectly.

Topics Including Stakeholder Voice

The questions that were asked to stakeholders were prepared with the aim of maximizing stakeholder participation in the analysis. The topics, in which stakeholder participation is ensured in accordance with the questions asked and the answers received, were as follows:

- The expected changes while joining the Spor İstanbul
- The type of investment made (time, service, money)
- Which activities they involved
- Positive and negative outcomes/changes
- Whether there are any persons/institutions that contributed to the outcome(s)
- Whether the outcomes would have happened anyway
- The importance level of the outcomes from the perspective of the stakeholder (weighting)
- Whether outcomes are sustainable or not (duration)
- The amount of changes that they have experienced (depth)
- Value of outcomes

One-on-one interviews were done with 112 stakeholders in total. The saturation point was achieved at between 11th-14th stakeholder in each group. However, in order to minimize the risk of missing an important outcome more interviews were arranged where possible. 25 stakeholders for each stakeholder group (except Sportive special talent preparation course attendees and sports federations since the total number is less than 25) was the target number for one-on-one interviews. However, even stakeholders accepted to conduct interview, not all of them participated.

A written survey was prepared based on the well-defined outcomes. 1.018 stakeholders conducted in and completed the survey. So, in total this analysis has been done with 1.130 stakeholders in total.

For the questions that are used for one-on-one interviews and written survey please see Annex A.

Segmentation

First part of the questionnaire is related with demographic information about stakeholders. Those questions were identified during the one-on-one interviews. Answers of the demographic questions are expected to help segmentation of the stakeholder group. As each stakeholder has experience different changes, that demographic information helps us to understand the reason behind experiencing different changes even though engaging same activity.

In order to understand the reasons behind the different levels of relative importance of different outcomes, different amount (depth) of different outcomes and different people have experienced different outcomes, it is important to be aware of the segments of stakeholders. Each stakeholder group were asked different baseline questions (please see Annex A) because they all engage in different activities and experience different changes that depends on various reasons. So that the segmentation could be done in a better way. Still, there are common questions related with stakeholders';

- Age
- Gender
- Income level
- Employment status
- Basic reason to join Spor İstanbul
- Education level
- Whether they do physical exercise/sports regularly
- For how long they have been engaged in Spor İstanbul's activities

Information related with these facts helps to understand the connection between a specific change and stakeholders who have experienced it and stakeholders who have not experienced it.

PRINCIPLE 2: UNDERSTAND WHAT CHANGES

INPUTS & OUTPUTS

The table below shows the inputs and outputs of stakeholder groups that are included in the analysis.

Stakeholder Group	Inputs	Monetary Value of Inputs	Outputs
Sports Schools Attendees	Money (TL)	*Membership fee TL 15 per person *Transportation cost: TL 10,96 per person	Attending sports sessions-2 days in a week
Sportive special talent preparation course attendees	Time & Money (TL)	Course fee: TL 900 per person Time: TL 119 per person	* Attending courses 6 days in a week * Being a sports volunteer in (average) 10 organizations
Volunteers	Time	Time: TL 119 per person	Supporting various tasks in 23 different event organizations
Members	Money (TL)	*Membership fee TL 73 per person *Transportation cost: TL 10,96 per person	Benefit from sports facilities (approx) 2 days in a week
Members with disabilities	Time	*No opportunity cost-TL 0	Benefit from sports facilities (approx) 2 days in a week
Event Attendees	Money (TL)	Average event fee TL 55 per person	Participating events
Sports Federations	Service	As the service fee amount was paid by Spor İstanbul, it is included in Spor İstanbul's investment amount	*Providing referee *Supporting event organizations
Spor İstanbul	Money (TL)	TL 1.300 per stakeholder	*63 sports facilities' management *Sports events organizations

Sports Schools Attendees: Stakeholders invest both their money and register for sports schools. Membership fee is TL 15 per stakeholder. Stakeholders cover transportation cost which is determined as public transportation cost which is TL 10,96. These two different costs are not occurred for each stakeholder. 141 stakeholders (survey participants) pay for registration fee bimonthly in a year ($141 \times TL 15 \times 6 = TL 12690$) and 105 stakeholders stated that they have transportation cost two days in a week. So, they cover transportation cost for 96 times in a year ($105 \times 10,96 TL \times 96 = TL 110.477$). The total investment amount is TL 123.167.

Sportive Special Talent Preparation Course Attendees: Course attendees invest their money. The fee of the course is TL 900. In addition to course fee stakeholders invest their time as being volunteer at Spor İstanbul's events. The average number of events that stakeholders worked voluntarily is 10. Their time has also monetary value. Since they are high school students or high school graduates their time monetary value is taken as daily minimum wage ((course fee TL 900 x 14) + (10 events x TL 119 x 14)). The total investment amount is TL 29.260.

Volunteers: Their investment type is time. Stakeholders' investment amount is decided into two groups; (1) Guide volunteers work for 4 days (2) other volunteers work for one day. Spor İstanbul organized 33 sports events in 2021. 23 of them were supported by volunteers. All volunteers who participated to survey are adults but have different education level. Minimum wage is an equal opportunity cost for each stakeholder. So, daily minimum wage (TL 119) is taken as their time value (Minimum wage/day-114 # of volunteers x TL 119 x 23 # of events + 45 # of guide volunteers x 4 x 119 x 23). The total investment amount is TL 804.678. As this amount is determined based on assumption, it is tested in sensitivity analysis by doubling the amount of investment in order to avoid over-claiming.

Members: Some of the stakeholders invest money (membership fee), some of them don't. 226 of stakeholders who participated in survey pay for membership (226 x average membership monthly fee 73 TL x 12). Stakeholders who use sports facilities for free invest their time. As they are main beneficiary, they have no opportunity cost for their time. 46 stakeholders stated that they have transportation cost (46 x 10,96 TL x 96 = TL 48.399). The total investment amount is TL 246.375.

Members With Disabilities: All members with disabilities benefit from sports facilities for free of charge. Even their investment type is time, they have no opportunity cost.

Event Attendees: Stakeholders' investment type is money. Each event registration fee is different. Average fee of all events in 2021 is TL 55 (average amount of event fee 55 TL X 316). The total investment amount is TL 17.380.

Sports Federations: Stakeholders' investment type is service. They collaborate with Spor İstanbul for sports events. They provide referee for related sport branches. The fee of their service is paid by Spor İstanbul. Since amount of service fee is confidential information, it is included in Spor İstanbul's total financial investment.

Spor İstanbul: Including all operation costs and service fee of sports federation, investment amount of for 1 stakeholder is calculated as TL 1.300 (Total budget of 2021: TL 414,087,782, Total number of stakeholders including employees:318,591 $414,087,782 / 318,591 = TL 1.300$). The number of stakeholders included in this analysis is 1.130. So, the total investment of Spor İstanbul is TL 1.469.000 (TL 1.300 x 1.130).

OUTCOMES

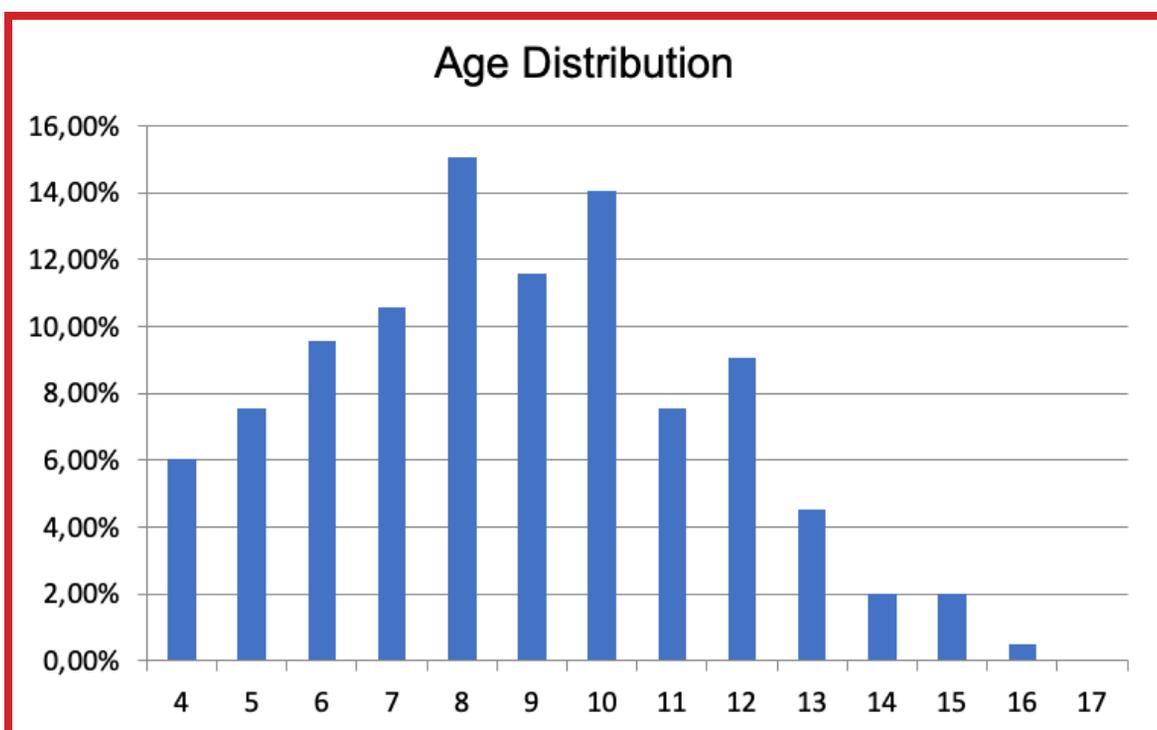
Risk of Double Counting: We can understand whether the well-defined outcomes are dependent or independent by considering if one well-defined outcome would occur anyway even the other outcome(s) would not occur. The change chain of each stakeholder group is shown separately. As seen on these schemas, well-defined outcomes are occurred as a consequence of different changes that are experienced by stakeholders.

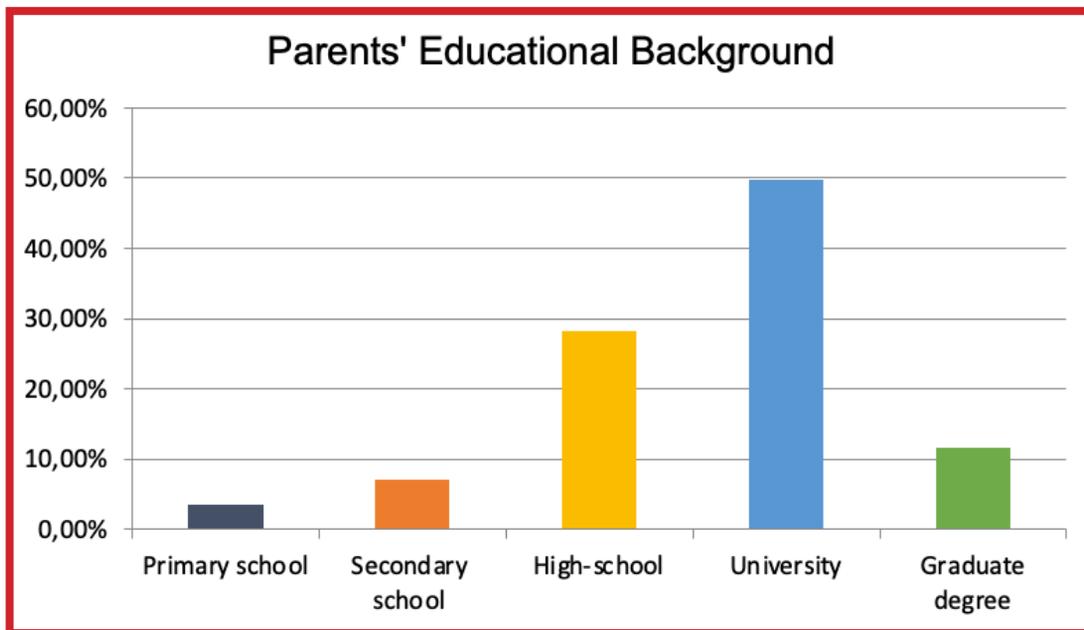
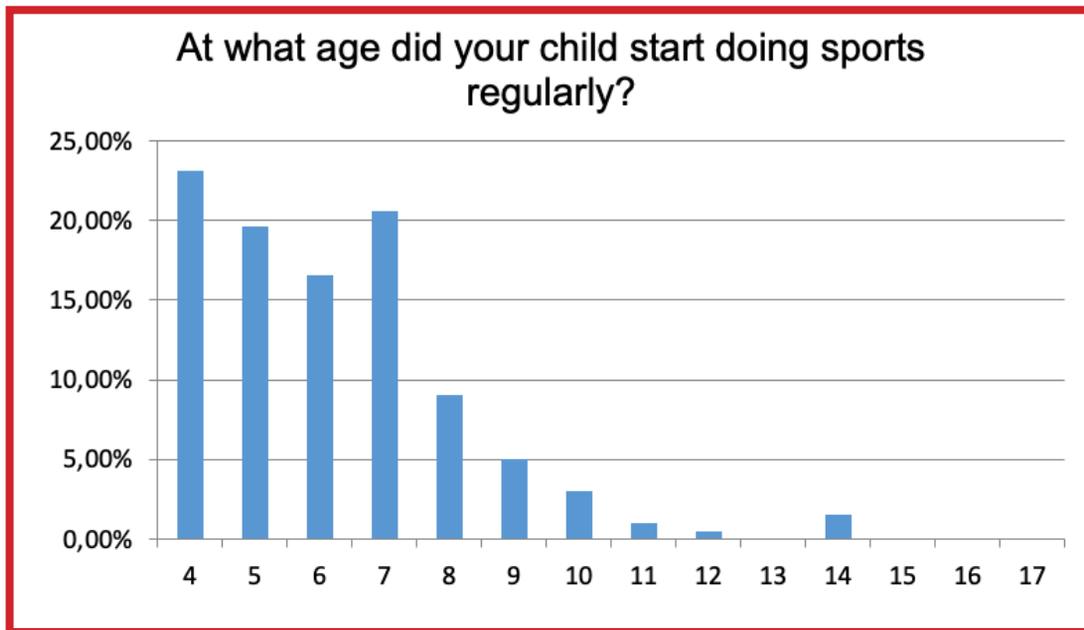
'Sportive special talent preparation course attendees' group has experienced two outcomes that might be questioned whether they are independent. 'Gaining knowledge and experience of sports organization' may be thought as it contributes to 'increase in self-confidence' of stakeholders. This was discussed with stakeholders during one-on-one interviews. It is quite clear that they are independent outcomes because 'Gaining knowledge and experience of sports organization' does not result in self-confidence for stakeholders. Another indicator of this is 57% of stakeholders have experienced 'Gaining knowledge and experience of sports organization' outcome while 43% of stakeholders have experienced 'increase in self-confidence'. However, it should not be ignored that these results may have contributed to each other.

Even if these outcomes are independent from each other, it should not be forgotten that double counting risk is always there. All those discussions are based on human beings' experiences, so double counting risk can be minimized but cannot be always eliminated 100%. Being objective and transparent are the most important points here.

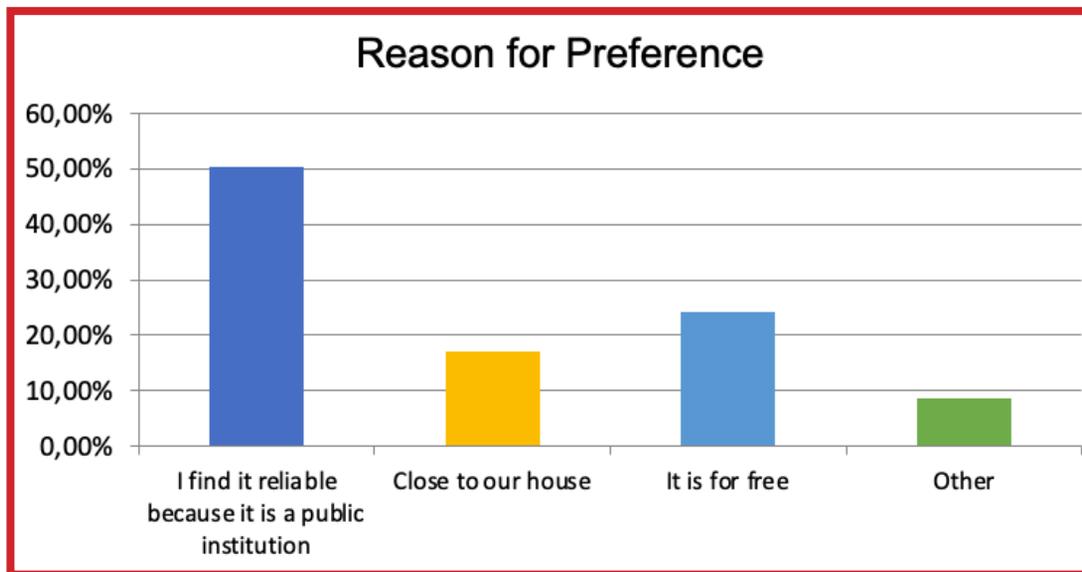
Sports Schools Attendees

One-on-one interviews was conducted with 13 parents and 13 children until reaching saturation point and 198 participants answered the written survey questions (please see Annex A for the questionnaire). During one-on-one interviews children were confirmed what their parents told their observations. Questionary was answered by the parents.



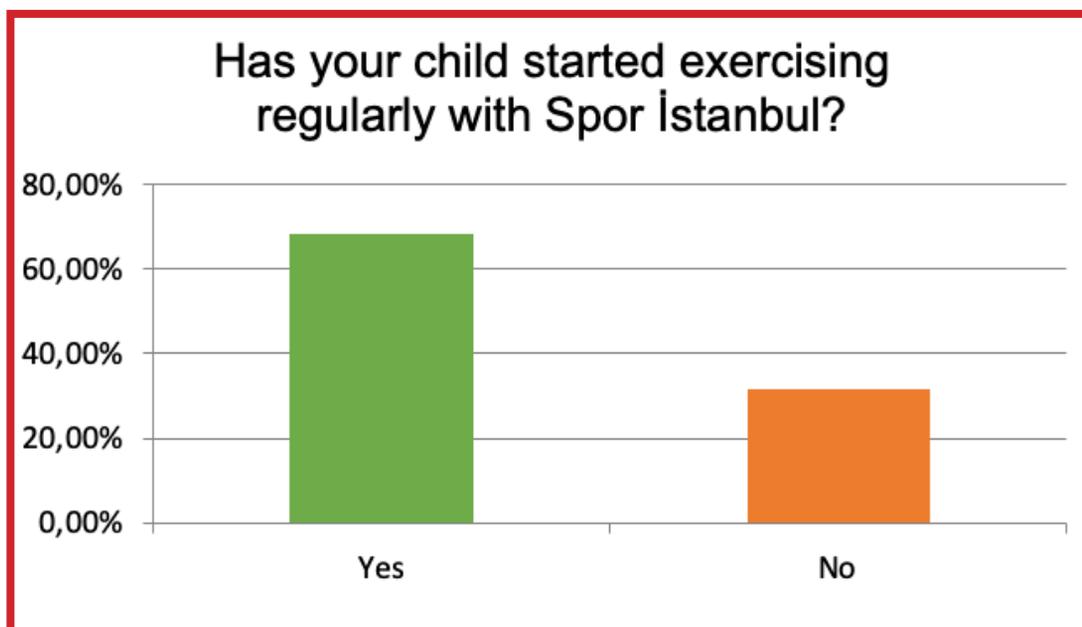


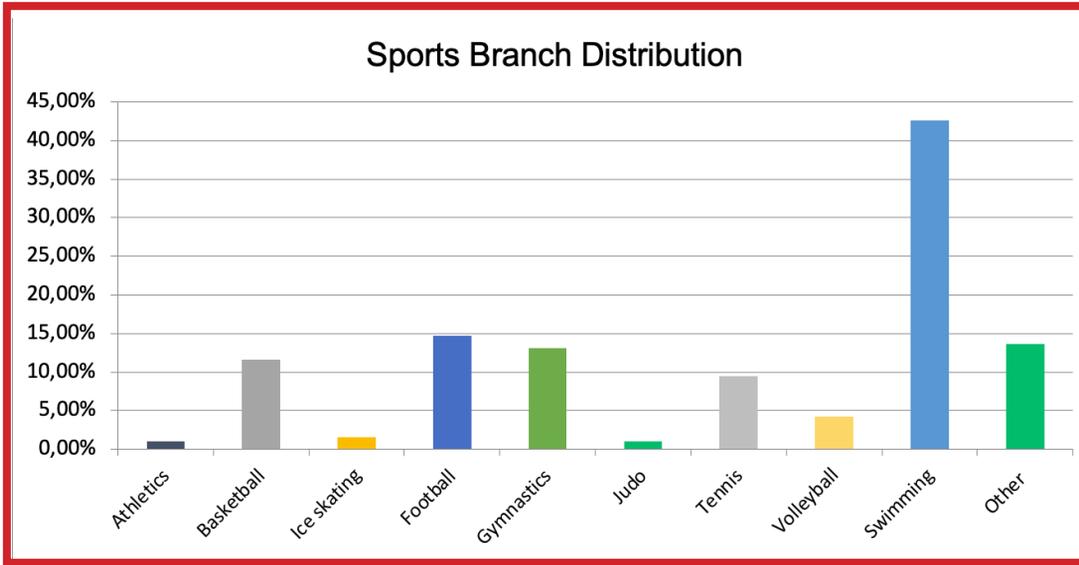
Spor İstanbul provides free sport schools for children age between 3-17 at over 40 facilities, in 18 branches . There is no doubt that doing sports has long-term positive impact on people’s lives. Especially, doing sports has a significant role in physical and mental improvement of children. Research on youth physical activity participation supports perceived competence and skill level as strong influences on participation .



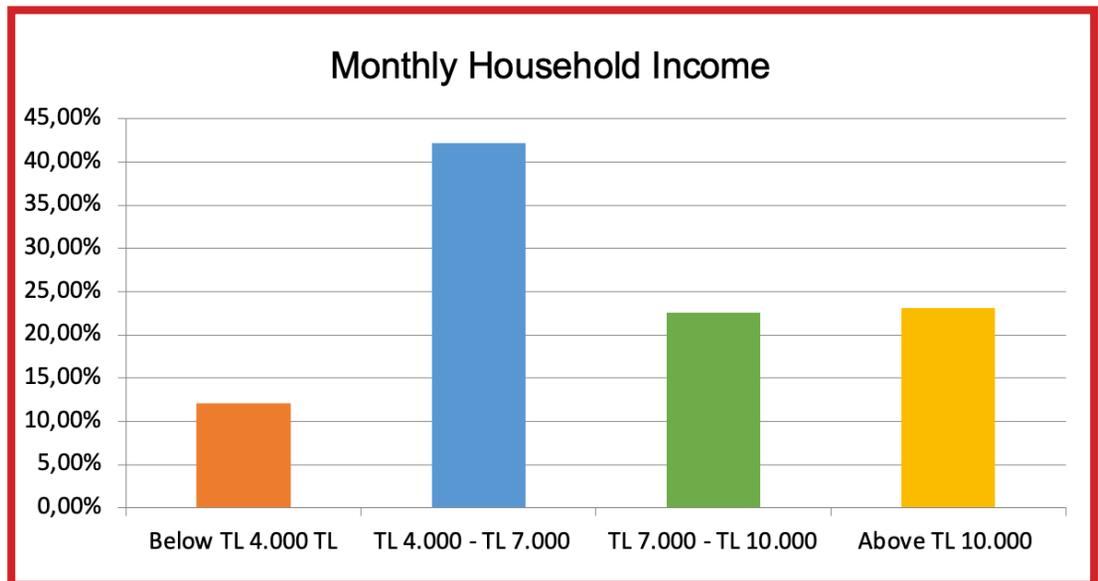
The American Academy of Pediatrics discuss benefits of organized sports for children . They also mention about positive effects of doing sports on children’s physical and social skills. Besides positive effects, the article discuss the risks: “When the demands of a sport exceed a child’s cognitive and physical development, the child may develop feelings of failure and frustration. Even with coaches available to teach rules and skills of a sport, children may not be ready to learn or understand what is being taught. Furthermore, many coaches are not equipped to deal with the needs or abilities of children” .

Spor İstanbul is aware of this risk and within the scope of this analysis, the participants were asked whether the trainers push the children too hard. Only 1 interview participant out of 198 (%0,5) thinks trainers pushed too hard and as a result their child put off from sports. 76% of stakeholders has started doing sports regularly with Spor İstanbul. So, we can say that 76% of children said “hello” to sports by attending Spor İstanbul’s sports school. Majority of them attended swimming (42%). Other branches that are preferred most by stakeholders are gymnastics (17%), soccer (14%), basketball (11%) and volleyball (5%).





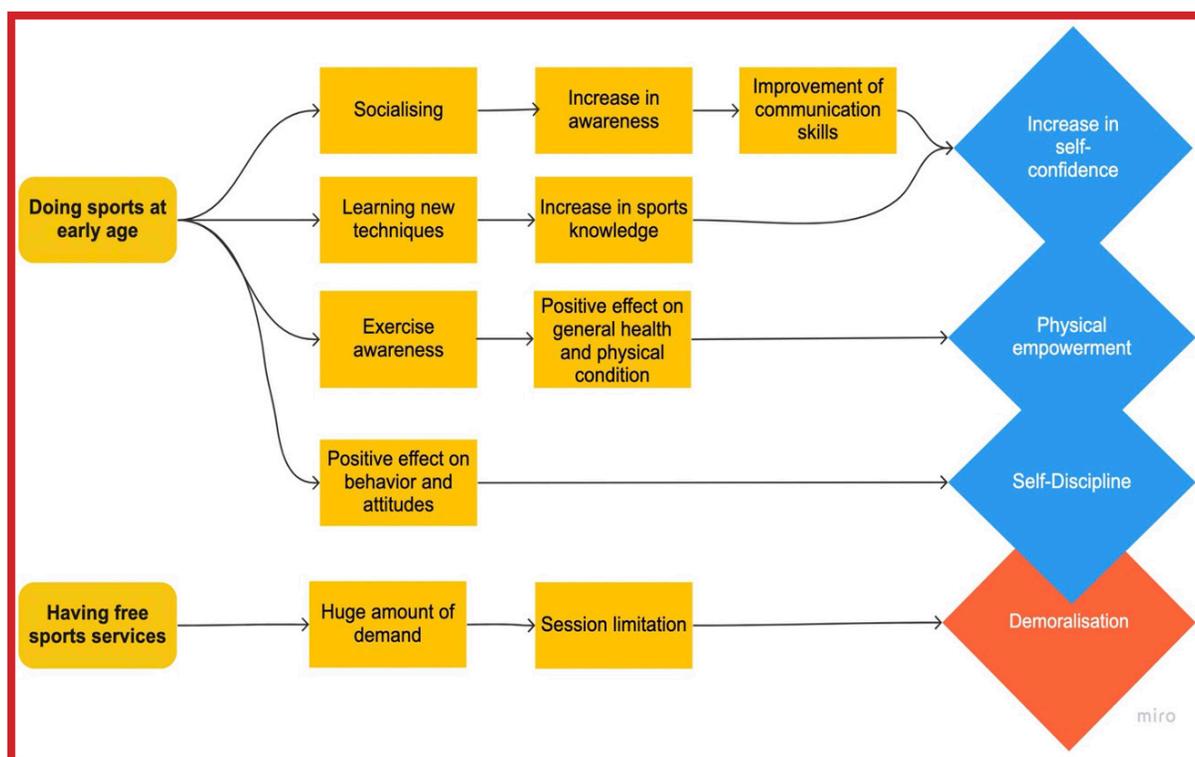
Majority of stakeholders (41%) has low-income level that is between 4,000 TL – 7,000 TL (450 USD-787 USD). 22% of stakeholders has income between 7,000 TL-10,000 TL (787 USD -1125 USD). These two income levels refer to higher than hunger threshold but lower than poverty threshold. 13% of stakeholders has very low-income level that is lower than TL 4.000, which is below hunger threshold. This information indicates that Spor İstanbul fulfill its function of providing access to sports service for children whose families cannot effort for such kind of service for their children.



*Minimum wage in 2021: TL 5.004 , TL 4.000 is the hunger threshold which means "the amount of income in order to provide a healthy, balanced and adequate nutrition for a family of four, monthly food expenditure" , and TL 10.000 is the poverty threshold which means "the amount of income in order to be able to effort food expenditure, clothing, housing (rent, electricity, water, fuel), transportation, education, other monthly expenses that must be made for health and similar needs" in 2021. 77% of stakeholders have income that is under poverty threshold.

There are 4 main changes that are experienced by stakeholders as shown on the "Chain of Change" scheme below. Three of them are positive and one of them is negative.

CHAIN OF CHANGE



Increase In Self-Confidence

186 of stakeholders out of 211 (88%) has experienced increased in self-confidence as a result of engaging sports school. The outcome is based on two main changes as a consequence of doing sports at early age; (1) socialising and (2) learning. "Training and exercise improve the quality of life and coping with stress and strengthen self-esteem and social skills". As discussed in the Physical Activity and Sports—Real Health Benefits: A Review with Insight into the Public Health of Sweden article, sports contribute for improvement of soft skills. As there are so many researches about sports contribution on improvement of self-confidence, this outcome is an expected and intended positive outcome. 93% of parents stated that they were expected this outcome as a result of the service they received from Spor İstanbul.

Indicators

Subjective	Objective
Being in an embracing environment that contributes to their communication skills	Have chance to socialize with new friends whose lives are not similar to each other
	Increase in their knowledge capacity by learning new things regarding sports

- "My son plays with children who are from our neighborhood or from his school. All those children have similar socio-economic status. At Spor İstanbul, he realizes that world does not consist of our neighborhood."
- "My daughter can experience different sport branches at Spor İstanbul."
- "My daughter feels comfortable at Spor İstanbul. There is embracing environment there. So, she can socialize there. She makes new friends easily."

Depth of Change: According to stakeholders' subjective evaluation the depth of outcome is 40% in average. Before joining Spor İstanbul, only one stakeholder expressed herself/himself at the level of 10, 21 stakeholders at the level 8 (12%) and 7 stakeholders at the level of 9 (7%). After joining Spor İstanbul, number of stakeholders who expressed themselves as at the level of 8 is increased to 43 (24%), level 9 is increased to 45 (25%) and level 10 is increased to 50 (28%).

Completeness: Only 12% of stakeholders has not experienced increased in self-confidence outcome as a result of engaging sports school of Spor İstanbul. The main reason for that is can be interpreted as the result of highly educated parents. 84% of those stakeholders' parents are highly educated and 19% of them have high level income. This information may indicate that stakeholders who has not experienced increase in self-confidence have already engaged in social and sportive activities and/or have experienced good relationship with their peers and family members. So that, their self-confidence is already high.

Physical Empowerment

89% of stakeholders (188 out of 211) have experienced physical empowerment outcome which is the most expected and intended outcome of doing physical exercise. The outcome is based on gaining exercise awareness. Undoubtedly that social environment of Spor İstanbul is attractive for children. During one-on-one interviews parents stated that their children did not want to attend sports school at the beginning, but in time they were the ones who waked up early and said "Let's go!". According to parents during lack down period stakeholders found sports videos on YouTube and continued to physical exercise.

63% of stakeholders' muscles got stronger and 60% has better body coordination. According to parents' observation, stakeholders got sick much less compare to before attending sports school that means immune system of children has affected positively.

Physical activities provided weight control for 28% of stakeholders. World Health Organization suggests doing regular physical activity for 60 minutes a day for children . The rate of being overweight and obese among 2nd grade primary school students in Turkey is 24,6% , and more than 3 million children expected to be obese or overweight in 10 years in Turkey. Therefore, Spor İstanbul's sports school service and grassroot perspective have crucial role against obesity problem in long term. Accessing sports and physical activity services is not just an entertainment or leisure matter. It is healthy generation matter, which has various economic consequences as well.

Subjective	Objective
Feeling of lower stress	Weight control
	Strengthening of body coordination
	Reduction of allergies
	Strengthening of the muscles
	Doing exercise apart from sports school sessions

- "My daughter was too slim. She gained weight."
- "Spending his energy in sports makes him less stressful. This reflects positively on his physical health."
- "His allergic reactions decreased significantly after attending sports school."

Depth of Change: According to stakeholders' subjective evaluation the depth of outcome is 30% in average. Only 3 stakeholders expressed themselves at the level of 10 and level of 9, 16 stakeholders at the level of 8 for their physical empowerment before joining Spor İstanbul. After joining sports school of Spor İstanbul number of stakeholders who expressed themselves as at the level of 8 is increased to 55 (30%), level 9 is increased to 44 (24%) and level 10 is increased to 43 (23%).

Completeness: Only 11% of stakeholders stated that they have not experienced physical empowerment outcome. This may be related with financial status with their parents. 34% of parents said that their children attended sportive activities before joining Spor İstanbul's sports school. So, it is highly possible that those stakeholders have not experienced physical empowerment as a result of activities other than Spor İstanbul.

Self-Discipline

83% of stakeholders (176 out of 211) have experienced self-discipline well-defined outcome. According to their parents their behaviors and attitudes are changed positively. Majority of stakeholders avoid time traps such as mobile phones, tv, video games, social media (46%) and they patiently obey community rules, such as learning to wait in line (52%). Additionally, parents mentioned about stakeholders' behaviors at home. Stakeholders are aware of their own responsibilities. "Our daughter prepares her own sports bag, takes shower after sessions, dries her hair without asking help. All these positive behaviors happened after sport school." said one of the parents.

Weighted average age of stakeholders is 9. "Most children by age 9 recognize basic social norms and appropriate behavior". Therefore, Spor İstanbul's free of charge sports service is crucial for children's development whose cannot effort for sports clubs.

Indicators

Subjective	Objective
Caring responsibilities much better	Avoding time traps (such as video games, social media, TV)
	Patiently obeying community rules, such as learning to wait in line
	Increase in self-care like having much healthier eating habits and better sleeping pattern

- "She does not spend her time in front of tv anymore."
- "My son learns social rules at Spor İstanbul. He realized that there are rules that have to be obeyed. So, he disciplined himself and it has reflected to his daily life."
- "He eats much less junk food after attending sports school."
- "She cares about her own responsibilities more. It is sports contribution."

Depth of Change: According to stakeholders' subjective evaluation the depth of outcome is 30% in average. Before joining Spor İstanbul, only one stakeholder expressed herself/himself at the level of 10, 8 stakeholders at the level 9, and 13 stakeholders at the level of 8. After joining Spor İstanbul, number of stakeholders who expressed themselves as at the level of 8 is increased to 51 (30%), level 9 is increased to 32 (19%) and level 10 is increased to 37 (22%).

Completeness: 17% of stakeholders (35 out of 211) have not experienced self-discipline outcome. This result may be connected with the beginning of doing sports regularly by joining Spor İstanbul. 59% of stakeholders started to do sports or physical exercise by joining private sports club (50%) or public facility (19%). So that, they have already gained self-discipline. Besides, stakeholders' families are highly educated (100%) which affects child raising positively. Stakeholders may have already gain self-discipline as a consequence of way of raising children.

Demoralization

59% of stakeholders (124 out of 211) have experienced demoralization negative outcome. Actually, this outcome is based on high demand for sports service. Spor İstanbul's tries to provide equal opportunity for every child to attend sport schools which cause some limitations. Because of huge amount of demand, stakeholders have to wait to registration for a long time (around 3 to 6 months). This waiting period causes demoralization for 46% of those stakeholders. Because of similar reason, which is not being able to attend the specific branch session that they want to, 37% of stakeholders have experienced demoralization.

This is tradeoff between "equal opportunity" and demoralization as a negative outcome. As long as the number of entities that provides affordable sports service with grassroot perspective do not increase, this negative outcome will remain because of too high demand. Therefore, this negative outcome can be acceptable as the "equal opportunity" is the priority for Spor İstanbul.

However, 20% of stakeholders have experienced this outcome because they disappointed with trainers. They think they could not get enough attention from the trainers. There may be connection between crowded group and paying attention to each stakeholder. In order to optimize value, Spor İstanbul can take a closer look at this reason that causes demoralization as well-defined negative outcome.

Indicators

Subjective	Objective
Missing their friends and social environment	Could not be able to attend the desired branch because of limited quota

- "My daughter wanted to attend swimming sessions. However, because we had to wait for months, she attended basketball sessions."
- "Especially in summer, it is hard to find a place in swimming sessions."

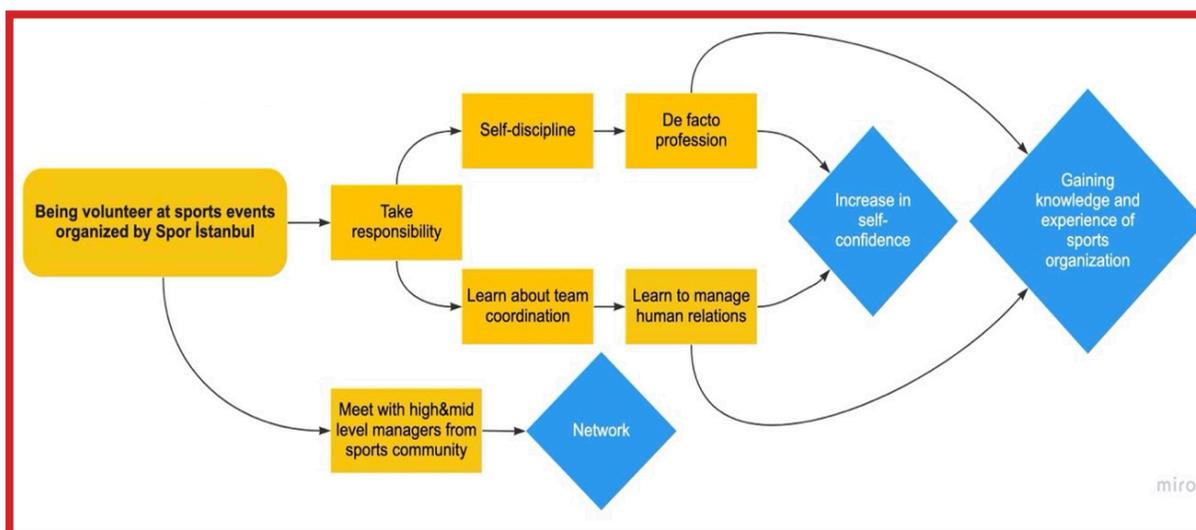
Depth of Change: Demoralization outcome's depth is 100%. The outcome is started and ended as a result of situation that happened in Spor İstanbul. Therefore, stakeholders were at level 0 while they attended sports school and they were at level 10 when they experienced the outcome.

Completeness: 41% of stakeholders (87 out of 211) have not experienced demoralization outcome. 64% of stakeholders continue to attend sports school of Spor İstanbul and 3% of them continue to do sports in another institution (3 stakeholders out of 87). 24% of those stakeholders has very low income. This information indicates 2 important points; (1) stakeholders understand and tolerate the consequences of high demand and (2) there is no alternative to Spor İstanbul for these stakeholders.

Sportive Special Talent Preparation Course Attendees

In 2021, 17 students attended the preparation course. One-on-one interviews were conducted with 14 stakeholders. There are so many alternatives for special talent preparation courses in İstanbul. The most important reason why participants chose Spor İstanbul's course is the price advantage. Spor İstanbul offers high quality course with low cost with 100% success rate in 2021. All participants, without exception, stated that their trainers' support motivated them and they believed themselves. According to stakeholders, trainer's relation with stakeholders is the most important factor of 100% success rate. The supportive relation between trainer and course attendees is the beginning point of value creation. The trainer tries to contribute attendees' improvements in soft skills too, so he encourages all attendees to be sports volunteer in Spor İstanbul's event organizations. The scheme below shows the chain of change and 3 well-defined outcomes as a consequence of being sports volunteer at sports events.

CHAIN OF CHANGE



Gaining Knowledge And Experience Of Sports Organization

8 of stakeholders stated that they have experience gaining knowledge and experience of sports organization. The course attendees plan to work in sports sector after university graduation. Actually, this will be their core job. Therefore, it is quite important to gain experience about organizing a sports event which is not taught in high school or universities.

According to stakeholders taking responsibility leads self-discipline. Stakeholders have experienced practicing their profession before university graduation which has increased their knowledge about the processes of organizing sports event. "There are so many details that should be consider for a perfect organization. I would not gain this knowledge if I would not take responsibility" said one of stakeholders. Another stakeholder mentioned that she wants to be sports manager so that what she did was her future job.

Indicators

Subjective	Objective
	Seeing that the smallest detail is important for running of a sports organization
	Increased their know-how capacity
	Learning how to make a plan and carry out that plan
	Learning the background of a sports organization

- "What I learn here regarding sports event are not taught at school"
- "I would not think that there are so many details at the backstage of a sports event."

Depth of Change: The depth of outcome is 70% in average. 3 of stakeholders expressed themselves at the level of 0 which means stakeholders had no experience/knowledge about sports organizations. Other 5 stakeholders expressed themselves at the level of 3 or 4. Those stakeholders had some experiences by being volunteer at sports federations organizations or summer camps. Stakeholders compared these two different volunteering experience in terms of the size of the organizations and multi-dimensional experience. So that, being volunteer and taking responsibility in various sports events their level of knowledge and experience increased to level 9 or 10.

Completeness: Even all stakeholders experience this outcome, for 9 of them it is not material. What matters for them is network and/or increase in self-confidence. The basic reason is network and increase in self-confidence are key outcomes for their future job.

Increase In Self-Confidence

6 of stakeholders stated that they have experienced increase in self-confidence well-defined outcome. According to stakeholders taking responsibility leads self-discipline and have experienced practicing their profession before university graduation which has increased their self-confidence. Besides, they have learnt working as a team and experienced managing human relations which increased their self-confidence as well. 4 of stakeholders stated that they feel one step further than their peers. 3 of stakeholders feels confidence of taking responsibility if there will be any sports events at their university. This statement can be interpreted as Spor İstanbul's contribution to "volunteering" as well.

Indicators

Subjective	Objective
Feeling comfortable because of being supported by the trainers and event team	Starting university education one step ahead compared to their peers
	Having chance to practice their future job
	Learning how to take action in which situation
	Experiencing that they can fulfill their responsibilities

- "I have experience which my peers do not have. It will contribute my university degree."
- "I exercised my future job. It was beyond being volunteer for me."
- "I feel that I can take a sports organization's responsibility."

Depth of Change: The depth of outcome is 40% in average. According to stakeholders, team spirit and supportive environment are the most important factor of the change. Half of stakeholders (3 of them), stated that being have to talk with people who they do not know has broken down communication barriers in their head. So, they are not shy anymore. Those stakeholders' self-confidence was not at level 0, but at level 2 or 3. One of stakeholders mentioned that he adapted so fast to new teams and work with that team so easily because of his self-confidence. "I had no doubt about my capabilities anymore" he said.

Completeness: 11 of stakeholders have not experienced increase in self-confidence outcome. Basic reason for that is those stakeholders are comfortable with taking responsibility and communicate with people who they do not know. Another common feature of those stakeholders is there is "achievement barrier" in their head. "If you work enough, you can achieve anything" one of them said.

Network

4 of stakeholders stated that they have experienced having network outcome. During sports event stakeholders have chance to meet with mid-level and/or high-level sports enterprises' managers. 4 of the stakeholders had taken that chance and met with people who contributed to their sports career in terms of giving advices and sharing experiences. So that, this outcome is quite important to stakeholders.

Indicators

Subjective	Objective
	Having connections with sports professionals
	Meeting with managers from sports federations

- "It was an important chance for me to meet with federation managers."
- "After each event, I had business cards of professionals in sports sector."

Depth of Change: The depth of outcome is 40% in average. 1 stakeholder expressed herself/himself at the level of 0 (the minimum) and 1 stakeholder expressed herself/himself at the level of 8 (the maximum). These 2 stakeholders' self-evaluation is two extreme points. Because the number of stakeholders is low these two extreme levels are included in weighted average of depth of change. In other words, there is no outlier because of small number of stakeholders.

Completeness: Each stakeholder had equal opportunity for networking. The reason why stakeholders who have not experienced this outcome is related with their high school type. Sports high school graduates have already access to this kind of networking. However, normal high school and religious vocational high school graduates have no chance to meet with sports professionals until being student of school of physical education and sports. As 3 of stakeholders are normal high school graduates and 1 of stakeholder is religious vocational high school graduate "network" outcome is expected for them. It is expected that "networking" is not occurred for other 13 stakeholders who are sports high school graduates as well.

Volunteers

Spor İstanbul has over 4.000 active volunteers who supports the event organizations throughout the year. 17 of volunteers were interviewed one-on-one and 142 volunteers participated survey. Survey participants' demographic information are given below.



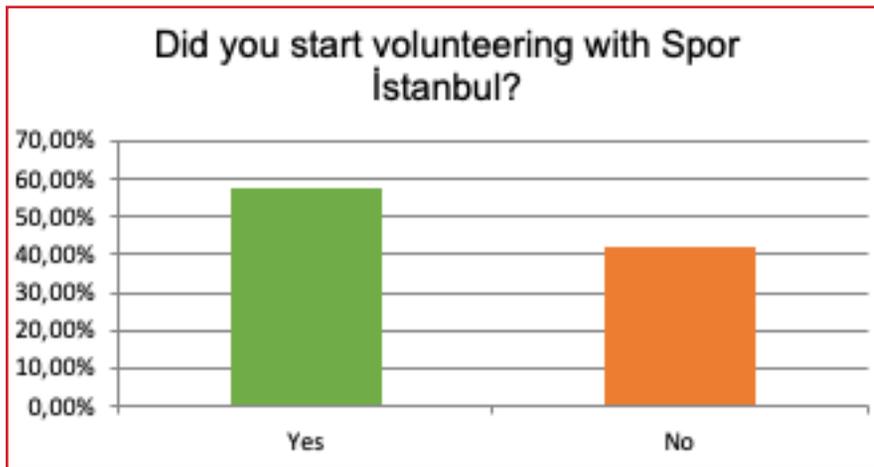
The three pillars of sports are;

1-Athletes

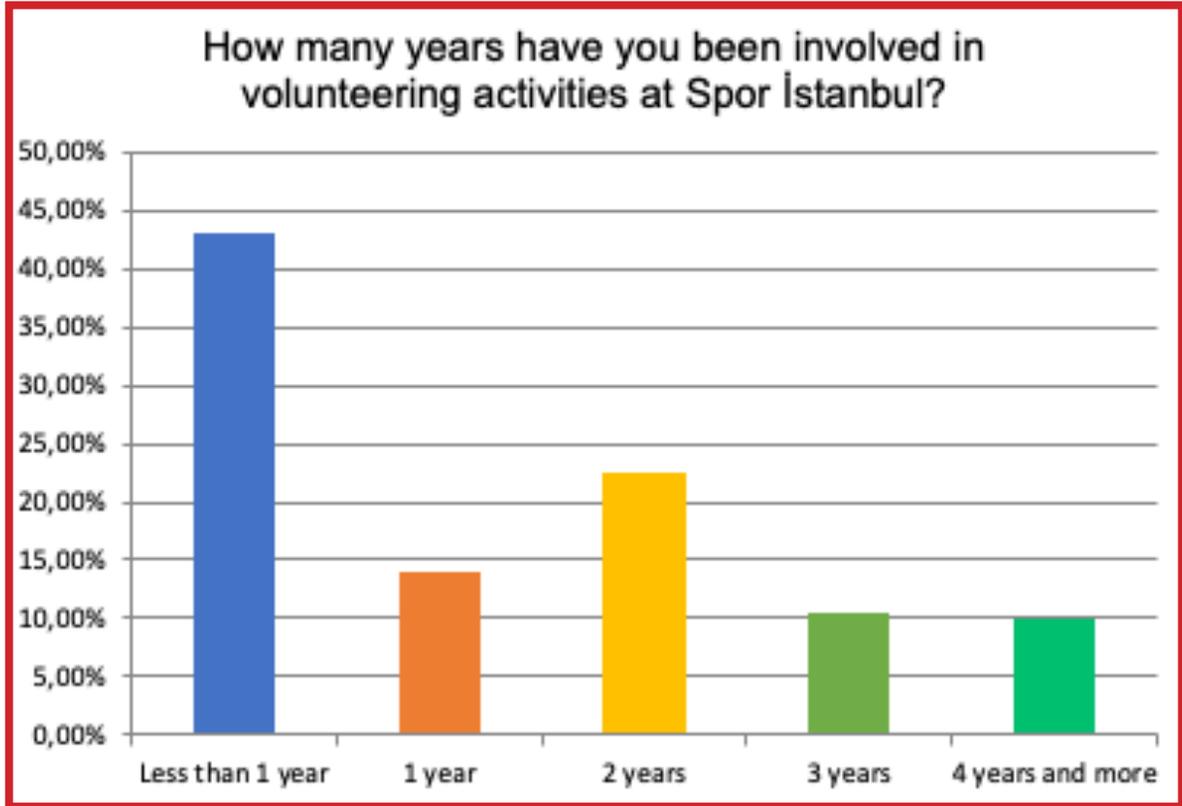
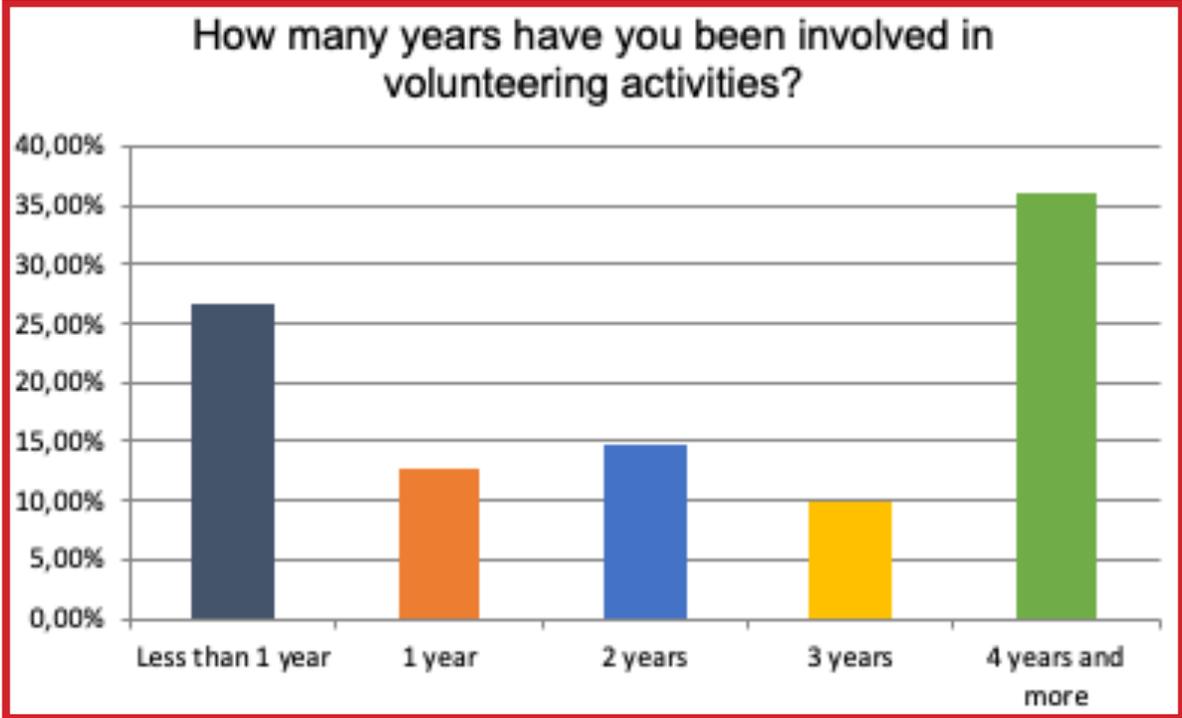
2-Spectators

3-Volunteers

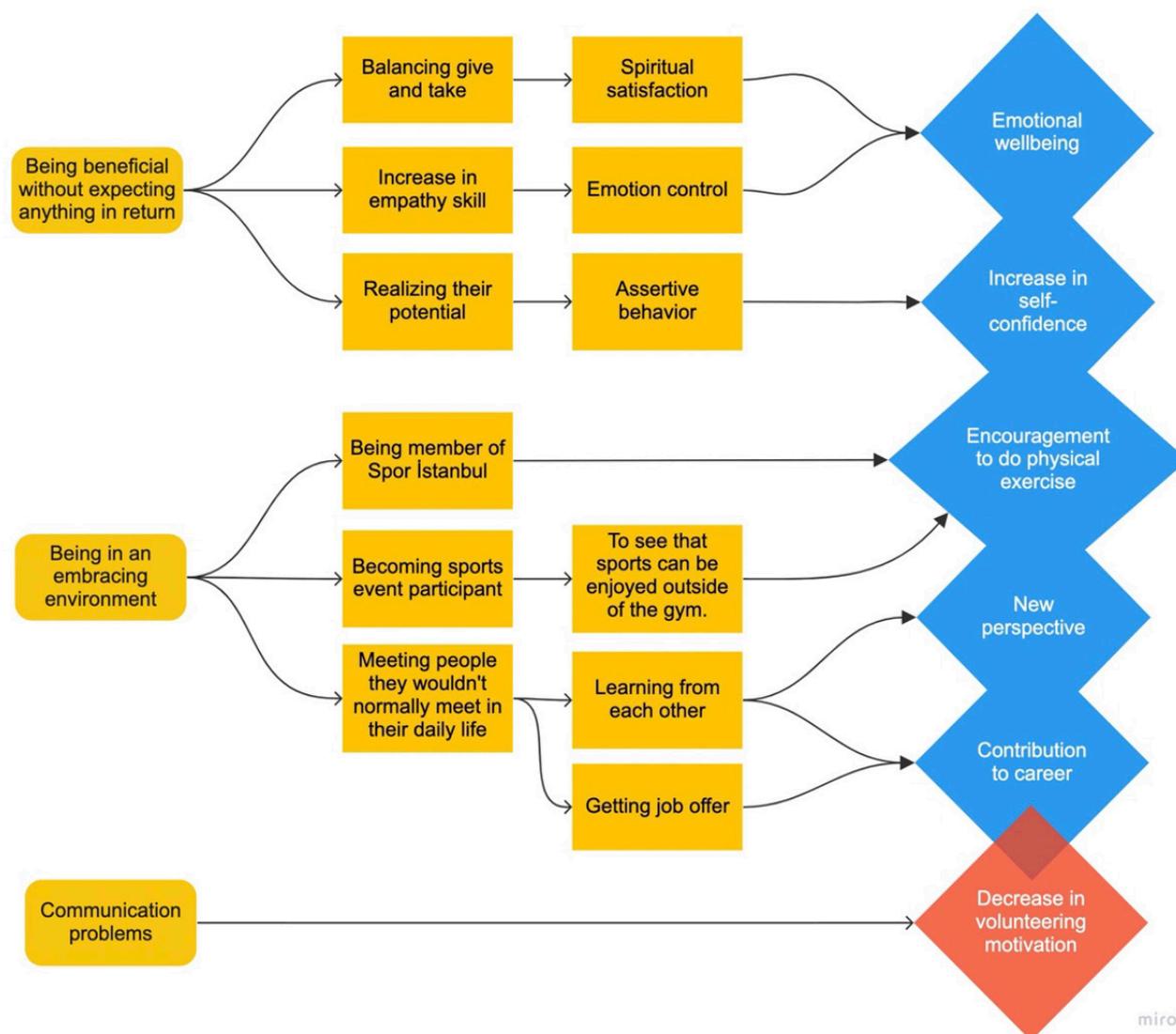
So, volunteers are integral part of Spor İstanbul. 58% of stakeholders (82 out of 142 survey participants) have started volunteering with Spor İstanbul. This result can be interpreted as Spor İstanbul has contribution to volunteering which is an important factor to decrease inequalities in any community. Spor İstanbul is not the first volunteering experience for 42% of stakeholders. 53% of them have "sports volunteer" experience, while 52% of them have volunteering experience other than sports.



51 stakeholders (36%) have been volunteering more than 4 years and 38 stakeholders (27%) have been volunteering less than 1 year. 28 stakeholders out of 51 have joined Spor İstanbul's volunteer group in the last 2 years (16 of them joined in last one year), which means Spor İstanbul's social capital has significant potential to increase. Since 63% of stakeholders (majority of them are the most experienced ones) stated that there are volunteers joined Spor İstanbul who are encouraged by them, Spor İstanbul manage to create value for its volunteers. In order to keep the increase in the number of active volunteers, Spor İstanbul should optimize the value for them.



CHAIN OF CHANGE



Volunteers has experienced 6 well-defined outcomes, 1 of them is negative, which is unintended, are shown on the scheme above.

Emotional Wellbeing

123 stakeholders (77%) have experienced emotional wellbeing outcome. For majority of stakeholders (57%) this outcome is based on spiritual satisfaction which is based on having better giving and taking balance. Besides 26% of stakeholders stated that their empathy skills are increased so that they have better emotional control.

57% of these stakeholders are in business life, and only 10% of them are retired. People who are employed has two days (some of them have one day) weekend holiday. Although they only have two days to spare for themselves, they prefer to spend this time for volunteering. 59% of them have started volunteering with Spor İstanbul. Allen and Bartle discuss about the volunteers' motivation in their article, Sport event volunteers' engagement: management matters. The authors refer to Christian, Garza and Slaughter's article which points out "engagement involves a psychological connection and involvement of personal energies with task performance that has been related to work performance and well-being in paid employees". So that, this result can be interpreted as emotional wellbeing is an intrinsic motivation for volunteering and people might need it post-pandemic period.

Indicators

Subjective	Objective
Feeling of emotional satisfaction	To contribute to the city in which they live without expecting anything in return

- "It makes me feel good to do something for the city where I live in."
- "This city has been given us a lot. It is my turn."

Depth of Change: The depth of outcome is 20% in average. 19% of stakeholders expressed themselves at the level of 5 and 37% of stakeholders expressed themselves at the level of 7 or 8 before joining Spor İstanbul's volunteer group. This result shows that stakeholders are not in bad situation in terms of emotional wellbeing. Still, 20% increase in emotional wellbeing is material for stakeholders. After joining Spor İstanbul's volunteer group the number of stakeholders who expressed themselves at the level of 10 increased from 11% to 26%, and the number of stakeholders who expressed themselves at level of 9 increased from 6% to 20%.

Completeness: 36 stakeholders (23%) have not experienced this outcome. The common feature of 20% of stakeholders who have not experienced this outcome is being volunteer before joining Spor İstanbul. So even if emotional wellbeing is an outcome for them, obviously not occurred because of Spor İstanbul's volunteering activities.

Increase In Self-Confidence

105 stakeholders (66%) have experienced increase in self-confidence outcome. 46% of stakeholders stated that they have a space to realize their potential that makes them more assertive individuals. They are not shy anymore and they do not hesitate to take initiative when necessary. There might be relation between volunteering experience with this outcome. So that answers of stakeholders who have been volunteering more than 4 years and less than 1 year are compared. However, there is no significant difference between them. 47% of stakeholders who have been volunteering more than 4 years stated that they are able to realize their potential by volunteering, while 38% of stakeholders who have been volunteering less than 1 year stated the same change. Age could be another factor for experiencing this outcome. So, answers of stakeholders whose age is between 41-60+ and 15-25 are compared. In terms of realizing their potential younger stakeholders are almost half of senior stakeholders (11 young stakeholders and 24 senior stakeholders).

Subjective	Objective
Recognizing their capabilities	Using of versatile skills

- "I would not expect from myself but I manage it."
- "We contact so many different people during an event. We have managed communication with different kind of event attendees. Therefore, our different types of skills are improved."

Depth of Change: The depth of outcome is 20% in average. Before joining Spor İstanbul's volunteer group 19% of stakeholders expressed themselves at the level of 5, 18% of them expressed themselves at the level of 6 and 15% of them expressed themselves at the level of 7. After joining Spor İstanbul's volunteer group stakeholders who expressed themselves at the level of 8 increased from 13% to 28%, stakeholders who expressed themselves at the level of 9 increased from 8% to 23%, and stakeholders who expressed themselves at the level of 10 increased from 13% to 26%.

Completeness: 34% of stakeholders have not experienced this outcome. Stakeholders who are between age 41-59 (42%) and employed (66%), being volunteer are the majority of the group who have not experienced this outcome. For stakeholders who are between age 41-59 and employed ones this result may indicate that those stakeholders have already exposed to other factors that contributes their self-confidence. Actually, those stakeholders are employed and senior which means they have enough income to access activities that contributes to self-confidence.

New Perspective

70% of stakeholders (111 out of 159) have experienced this outcome as a result of being part of an embracing environment which leads meeting with new people and learning from each other. Some of the stakeholders mentioned that life is too short to learn everything by experiencing. So, learning from others is valuable to them. During one-on-one interviews stakeholders also mentioned that what those shared experience valuable is they would not meet those new people in their normal life. Each stakeholder has his/her own network but all people around them are similar to themselves which does not contributes their perspective.

Indicators

Subjective	Objective
	In each event meeting with new people
	Learning from each other's experiences

- "The events are opportunity for me to enlarge my horizon."
- "We cannot learn everything by experiencing it. Learning from others is so valuable. Being volunteer is an opportunity for me to learn from others."

Depth of Change: The depth of outcome is 10% in average. Before joining Spor İstanbul's volunteer group 18% of stakeholders expressed themselves at the level of 5, 19% of them expressed themselves at the level of 7 and 15% of them expressed themselves at the level of 8. After joining Spor İstanbul's volunteer group stakeholders who expressed themselves at the level of 8 increased to 23%, stakeholders who expressed themselves at the level of 9 increased from 12% to 19%, and stakeholders who expressed themselves at the level of 10 increased from 12% to 23%.

Completeness: 48 stakeholders out of 159 have not experienced this outcome. 60% of stakeholders who have not experienced this outcome, are volunteer in sports organizations other than Spor İstanbul. So, they might reach out same environment with similar variety in other sports events.

Encouragement To Do Physical Exercise

108 stakeholders out of 159 (68%) have experienced encouragement to do physical exercise. While volunteering, stakeholders either have become Spor İstanbul's member or event participant. Both ways, stakeholders engage in physical activity which is Spor İstanbul's short-term goal (ToC).

33% of stakeholders who have experienced this outcome have become member of Spor İstanbul, 35% of stakeholders have realized that sports organizations held in nature encouraged that doing sports is an enjoyable activity. This statement is quite important because Spor İstanbul's grassroot policy is directly related with this statement. This result shows that significant number of stakeholders think that sports can be done only in indoor facilities. This perception keeps them away from doing sports. Their outdoor experiences encourage them to get active physically.

Besides, this result indicates that volunteering increases Spor İstanbul's social capital. Volunteers are Spor İstanbul's social capital too which means its social capital feeds itself.

Indicators

Subjective	Objective
Recognizing the enjoyable aspect of sports outside the indoor area	To witness the joy of the event participants from doing sports

■ "We don't have to go to gyms to exercise. Outdoor events are enjoyable. Until being volunteer, I thought that exercise can be done only at gyms."

■ "It is so nice to become an event attendee and be volunteer in another event."

Depth of Change: The depth of outcome is 20% in average. Before joining Spor İstanbul's volunteer group 15% of stakeholders expressed themselves at the level of 5, 16% of them expressed themselves at the level of 6 and 12% of them expressed themselves at the level of 7. After joining Spor İstanbul's volunteer group stakeholders who expressed themselves at the level of 8 increased from 11% to 23%, stakeholders who expressed themselves at the level of 9 increased from 10% to 20%, and stakeholders who expressed themselves at the level of 10 increased from 15% to 29%.

Completeness: 51 stakeholders (32%) have not experienced this outcome. This is related with that those stakeholders are already physically. 53% of those stakeholders stated that they do physical exercise regularly. Majority of them (61%) dedicate themselves for physical exercise more than 150 minutes in a week.

Contribution To Career

66 stakeholders (42%) have experienced contribution to career outcome. Volunteering has contributed to stakeholders' career in two different ways; (1) improvement of social skills and (2) networking. 21% of stakeholders has found a new career opportunity as a result of meeting new people and 15% of stakeholders have found opportunity to have career at Spor İstanbul while volunteering. 25% of stakeholders stated that they have improved their social skills by volunteering which is based on meeting with new people and learning from their experiences. As consequence, their intellectual improvement and soft skills have contributed to their career.

Indicators

Subjective	Objective
	Positive effects of the skills gained volunteering on business life
	New career opportunities

- "I got job offer while volunteering."
- "Volunteering improved my different kinds of skills. Almost, all of them contributed my daily business life."

Depth of Change: The depth of outcome is 10% in average. Before joining Spor İstanbul's volunteer group 15% of stakeholders expressed themselves at the level of 5, 18% of them expressed themselves at the level of 7 and 17% of them expressed themselves at the level of 8. After joining Spor İstanbul's volunteer group stakeholders who expressed themselves at the level of 8 increased to 23%, stakeholders who expressed themselves at the level of 9 increased from 6% to 14%, and stakeholders who expressed themselves at the level of 10 increased from 15% to 20%.

Completeness: 93 stakeholders have not experienced this outcome. Actually, the number of stakeholders who have experienced this outcome is lower than the number of who have not, which is expected. The majority of stakeholders who have not experienced this change (59%) are employed but there is no evidence that whether they are happy with their current job and looking for a new opportunity. 24% of stakeholders stated that this outcome is unexpected for them.

It is interesting that 50% of stakeholders who have not experienced this change are the new commers of Spor İstanbul's volunteer group but experienced volunteers who have been volunteering more than 4 years. So, this result can be interpreted as if volunteering has contribution to people's career those stakeholders have already experienced it before joining Spor İstanbul.

Decrease in volunteering motivation

67 stakeholders have experienced this negative outcome. This outcome is based on different negative experiences. 16% percent of stakeholders are not happy with getting up too early for events. This is a factor of decreasing volunteering motivation but that is the requirement of the activity. There is trade-off between sleeping and volunteering for stakeholders.

31% of stakeholders' volunteering motivation decrease is related with communication between volunteers and Spor İstanbul staff. In some situations, volunteers need instant communication with staff. However, stakeholders stated that they cannot reach the staff as quick as they need.

15% of stakeholders think that there is confusion between responsibilities of volunteers and staff. Those stakeholders feel uncomfortable about working harder than staff.

So, in order to optimize value for volunteers Spor İstanbul need to work on communication between volunteers and staff (not the Volunteering Unit-according to survey stakeholders have not experienced significant negative situation while working with Volunteering Unit).

Indicators

Subjective	Objective
Expecting friendly behavior from Spor İstanbul staff	Not knowing what to do when can't reach the event team
Expecting effective support from Spor İstanbul staff during the organization	

■ "Sometimes I feel that maybe I would not be here because of staffs' behavior."

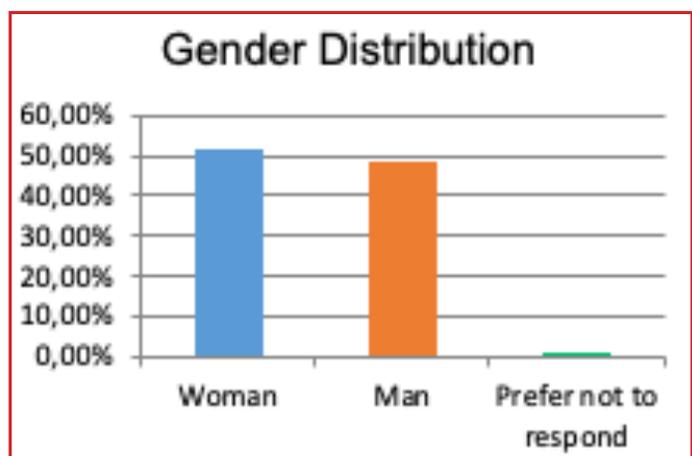
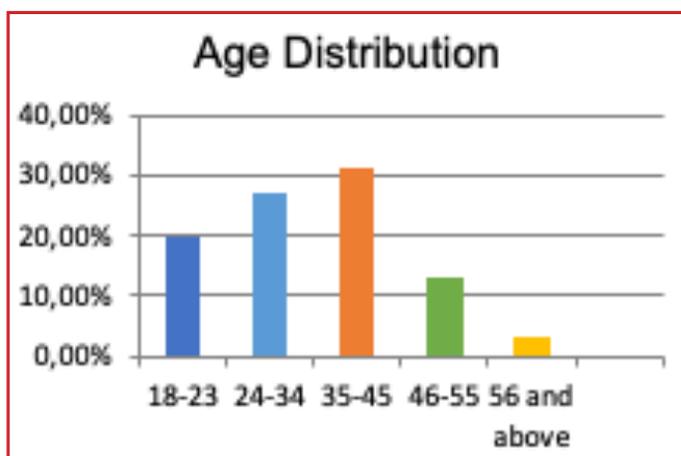
■ "During an event we need to ask event team for help to solve a problem. However, we cannot reach them as quickly as we need to."

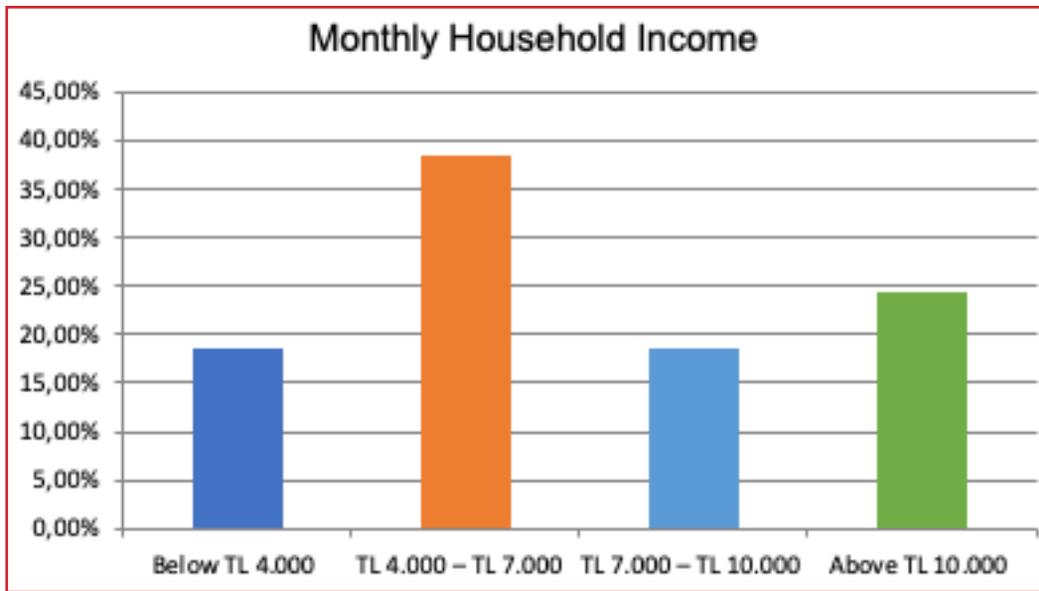
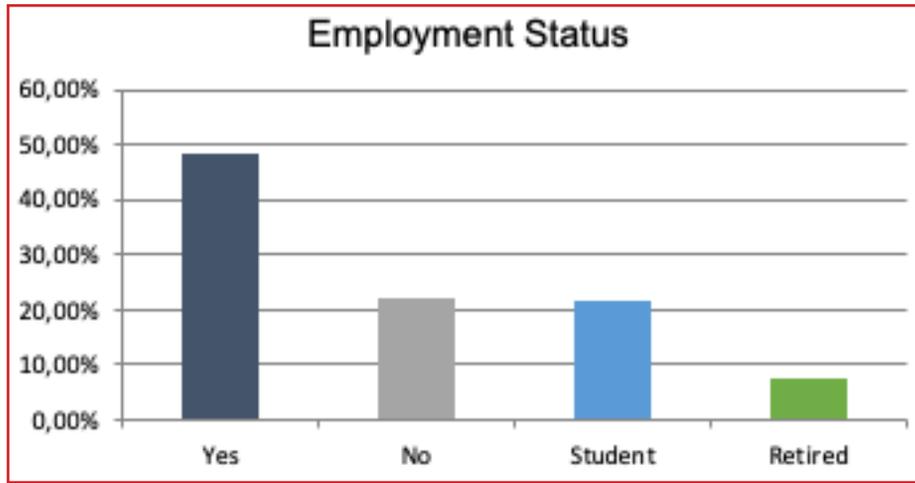
Depth of Change: The depth of outcome is 10% in average. According to this result, the amount of decrease in volunteering motivation is not high, but it may indicate potential problems in the future. According to survey results, 30% of stakeholders' volunteering motivation was at the top before being volunteer at Spor İstanbul. 33% of stakeholders stated that their volunteering motivation was decreased by 1 unit.

Completeness: More than half of stakeholders (58%) have not experienced this outcome. This result shows that those negative incidents does not happen in each event. In all circumstances there is an important point that should be considered by Spor İstanbul management. Volunteers are tolerant people in general. So, more of them may have experienced this negative outcome and may not express it. In order to avoid any potential risk of higher motivation decrease in future and optimize value for its stakeholders, communication problem seems to be priority for Spor İstanbul.

Members

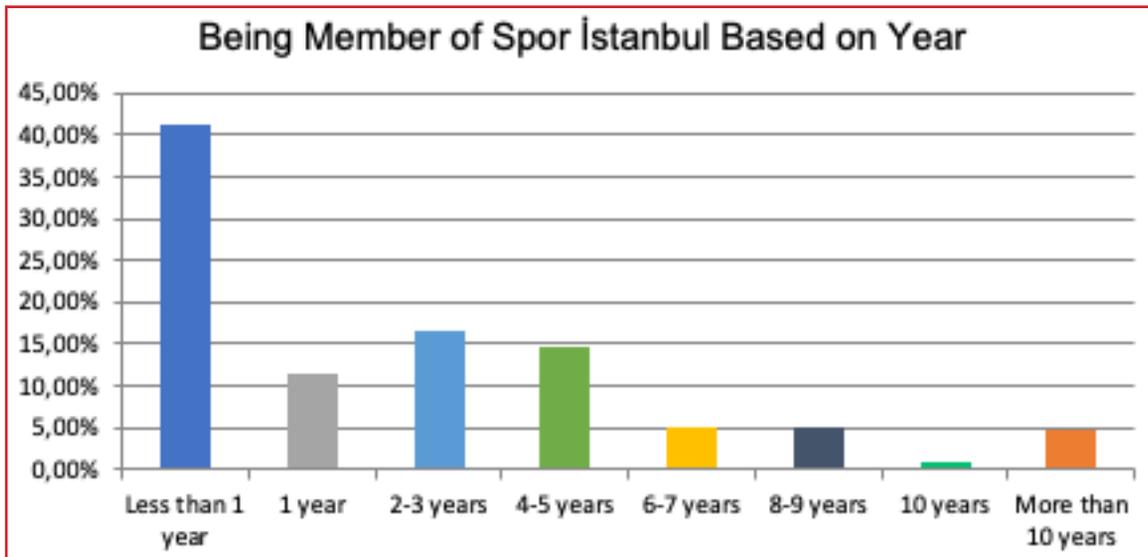
Spor İstanbul has over 274,000 members. One-on-one interviews were done with 14 members and 366 members participated in the survey. Survey participants' demographic information are given below.





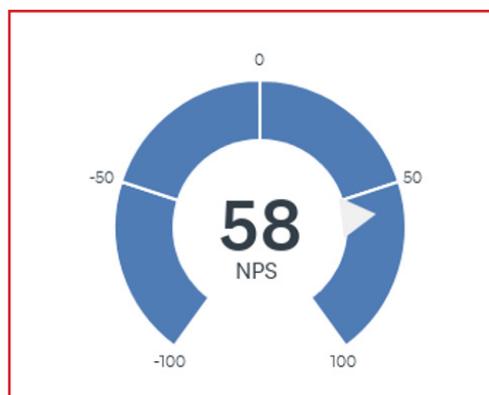
*Minimum wage in 2021: TL 5.004 , TL 4.000 is the hunger threshold which means "the amount of income in order to provide a healthy, balanced and adequate nutrition for a family of four, monthly food expenditure" , and TL 10.000 is the poverty threshold which means "the amount of income in order to be able to effort food expenditure, clothing, housing (rent, electricity, water, fuel), transportation, education, other monthly expenses that must be made for health and similar needs" in 2021. 76% of stakeholders have income that is under poverty threshold.

41% of them are new member of Spor İstanbul (less than 1 year), 17% of them have been member for 2-3 years, 15% of them have been member for 4-5 years, and 5% of stakeholders have been member for more than 10 years.



38% of new members are promoters which indicates they may continue to be member. So that, increase in Spor İstanbul's social capital is highly possible. 59% of those promoters pay for the membership, but still 32% of them stated that low fee amount is the prior reason to prefer Spor İstanbul. 35% of them have preferred Spor İstanbul because the sports facility is close to their home.

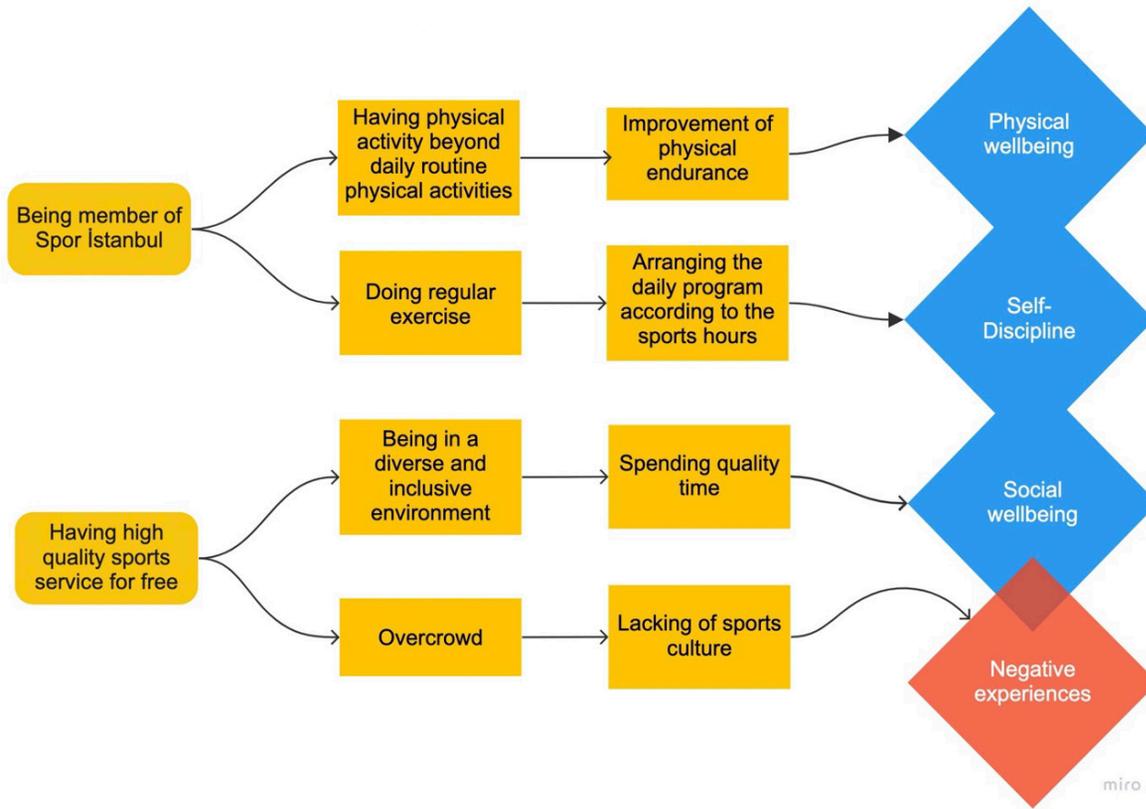
Spor İstanbul has 63 sports facilities which is the most important factor of providing equal access to sports service for each citizen either for free or with very low fee. These are the two basic reasons of all stakeholders stated why they have preferred Spor İstanbul. 30% of all stakeholders stated that they have preferred Spor İstanbul because it is close to their home, and 37% of stakeholders stated that they have preferred Spor İstanbul because it is free/with very low membership fee.



As Net Promoter Score confirms that most of the members are happy to use Spor İstanbul's facilities. However, as social capital is the most important capital type for Spor İstanbul, it should also consider the passives (7 or 8) and detractors (0 to 6).

Though, number of passives and detractors who have experienced negative outcome is higher than promoters (83% passives and detractors, and 75% promoters), percentage of promoters who have experienced negative outcome is too high to be ignored.

CHAIN OF CHANGE



Physical Wellbeing

88% of stakeholders (335 out of 379) have experienced physical wellbeing. This outcome is the most expected one. Stakeholders stated that doing exercise is beyond daily routine physical activities so that their physical endurance is improved that leads physical wellbeing. Majority of stakeholders (62%) stated that they feel much vigorous. 25% of stakeholders feel much healthier as a result of improvement of their immune system. Feeling less tired is another consequence of doing regular exercise according to 32% of stakeholders. 39% of stakeholders stated that their discomfort because of back pain, leg pain, and/or arm pain have been minimized or totally disappeared as a result of doing regular exercise. 47% of stakeholders stated that they have achieved weight management which is an important component of physical wellbeing. Eating healthier also may contribute to weight management as stated by 27% of stakeholders.

All these details about physical wellbeing indicates that Spor İstanbul's short term goal is achieved for its members. However, Spor İstanbul's goal is not only for its members, but also for the whole citizens of İstanbul. According to Spor İstanbul's Physical Activity Research 2020 results overweight ratio is 33,6%. Class 1 obesity ratio is 9,8%, class 2 obesity ratio is 2,3% and class 3 obesity ratio are 1,5%. In 2020, 13,1% of citizens stated that the do physical exercise to lose weight as the fourth priority. This ratio is 9,9% as the first priority and 19,3% as the second priority in 2021.

Indicators

Subjective	Objective
Feeling more rested	Healthier diet
Mood-boosing	Strengthening the immune system
	Being less sick

- "I used to get sick so often before exercising regularly."
- "I feel much more relaxed after physical exercise."
- "I feel that I have enough energy to complete the day."
- "When you do exercise, you automatically be careful with what you eat."

Depth of Change: The depth of outcome is 40% in average. Before being member of Spor İstanbul only 4% of stakeholders expressed themselves at the level of 8, 1% of them expressed themselves at the level of 9 and 2% of them expressed themselves at the level of 10. Majority of stakeholders (23%) expressed themselves at the level of 5 before being member of Spor İstanbul. After being member of Spor İstanbul stakeholders who expressed themselves at the level of 8 increased to 30%, stakeholders who expressed themselves at the level of 9 increased to 19%, and stakeholders who expressed themselves at the level of 10 increased from to 23%. This significant increase is experienced by the two main subgroups; the youngest group of stakeholders (age 18-23/38%) and the eldest stakeholders (age 56+/40%). Both groups' majorities are the new members of Spor İstanbul. Additionally, the main reason for being member of Spor İstanbul may explain this significant amount of change. The youngest members have preferred Spor İstanbul because of its low membership fee, and the eldest member group have preferred Spor İstanbul as it offers so many sports branches. Both groups' preference reasons indicates that Spor İstanbul has managed to provide the conditions they needed to start exercising.

Completeness: 12% of stakeholders (44 out of 379) have not experienced physical wellbeing outcome. 25 stakeholders (out of 44) stated that they have membership to another sports club or they do physical exercise on their own like taking a walk regularly. So that, stakeholders who stated that they have not experience this outcome, have already experience physical wellbeing by doing sports out of Spor İstanbul.

Self-Discipline

87% of stakeholders (329 out of 379) have experienced self-discipline outcome as a result of being member of Spor İstanbul. 65% of stakeholders think that "being member" provides motivation and be a driving force for people to use the sports facilities. This leads people to better planning for their daily life including "sports/exercise time". 38% of stakeholders stated that being member leads having "goal". During one-on-one interviews stakeholders who have experienced this outcome mentioned that without membership they do not set goal, so this discipline is gained with membership for them which reflects their daily life planning.

Indicators

Subjective	Objective
Being a member motivates them to exercise regularly	Arranging daily life according to sports time
	Exercising by setting goals

- "Once I register for membership, I feel that I have to go to sports facility regularly."
- "When you are a registered member, you organize your day accordingly. I plan my day much better."

Depth of Change: The depth of outcome is 30% in average. Before being member of Spor İstanbul only 9% of stakeholders expressed themselves at the level of 8, 2% of them expressed themselves at the level of 9 and 6% of them expressed themselves at the level of 10. Majority of stakeholders (19%) expressed themselves at the level of 5 before being member of Spor İstanbul. After being member of Spor İstanbul stakeholders who expressed themselves at the level of 8 increased to 23%, stakeholders who expressed themselves at the level of 9 increased to 25%, and stakeholders who expressed themselves at the level of 10 increased from to 23%. Especially, students have experienced significant amount of change by being member of Spor İstanbul. Before joining Spor İstanbul, 20% of stakeholders (students) expressed themselves at the level of 5 and this ratio has been decreased to 3% after joining Spor İstanbul. Before joining Spor İstanbul, 6% of stakeholders (students) expressed themselves at the level of 10, and this ratio has been increased to 19% after joining Spor İstanbul.

Completeness: 13% of stakeholders (50 out of 379) have not experienced this outcome. There is no significant difference between number of stakeholders who do not pay for membership and pay for membership. So, there is no evidence regarding "stakeholders who benefit from facilities for free do not set goals and discipline themselves to exercise regularly". There is significant difference between number of stakeholders who are employed (13%) and others (not employed: 5%, student: 11%, and retired: 7%). So, this result may indicate that, stakeholders who are employed are already have self-discipline because they already have worked on work-life balance. They are already good at planning their daily life than stakeholders who have more free time that should be organized.

Social Wellbeing

86% of stakeholders (325 out of 379) have experienced social wellbeing as a consequence of being Spor İstanbul member. The change is based on the Spor İstanbul's inclusiveness policy. Stakeholders are happy with diversity among members. They think this diversity enlarge their perspective. Combination of inclusive environment and sports leads spending quality time as 60% of stakeholders stated directly. Spending quality time which leads the well-defined outcome, social wellbeing, is stated by 65% of young stakeholders (age 18-23) and 65% of the eldest stakeholders. This result indicates that, all stakeholders, from the youngest to the oldest, need spaces where they can spend quality time. "Well-being is the absence of negative conditions and feelings, the result of adjustment and adaptation to a hazardous world." So that, either young or adult, people need safe spaces just life sports facilities for their well-being.

41% of stakeholders has found chance to discover their interests regarding sports branch. 36% of those stakeholders are the youngest members (age 18-23) of Spor İstanbul. Actually, this result indicates Spor İstanbul has played a significant role for young people who could not find a chance to access sports service enough to discover themselves during their childhood.

Indicators

Subjective	Objective
Being in a quality community	Making better use of time
	Being in a diverse and inclusive environment
	Figuring out their favorite sport

- "Spor İstanbul is not only a sports facility to me. People who do sports are good people, no matter what their financial situation is. So, I feel that I'm in a quality community."
- "The best way to use time well is to do sports."
- "Spor İstanbul offers so many different sports branches. So I had a chance to discover myself. Know, I know swimming is my favorite. "

Depth of Change: The depth of outcome is 20% in average. Before being member of Spor İstanbul only 10% of stakeholders expressed themselves at the level of 8, 4% of them expressed themselves at the level of 9 and 6% of them expressed themselves at the level of 10. After being Spor İstanbul's member stakeholders who expressed themselves at the level of 8 increased to 23%, stakeholders who expressed themselves at the level of 9 increased to 21%, and stakeholders who expressed themselves at the level of 10 increased to 25%.

Completeness: 12% (43) of stakeholders have not experienced social well-being outcome. 19% (17) of stakeholders who have not experienced this outcome has high income level and 20% of stakeholders have middle income level. So, this result indicates that those stakeholders have choices to experience social well-being. They are able to effort for different social activities and being member of social clubs.

Negative Experiences

76% of stakeholders (288 out of 379) have experienced negative outcomes. The negative experiences are various but all of them are based on one single reason; free sports service with high quality that increases demand tremendously. As a result, overcrowding is inevitable. This causes individuals with a sports culture to face uncomfortable situations. Majority of stakeholders (43%) stated that they cannot work out continually, because they have to wait to use sports equipment. 39% of stakeholders demotivate because of time limitation of entrance to facility. It is a trade-off for Spor İstanbul. While creating value for people who cannot effort for sport services, value is destroyed for members as a result of overcrowd. Therefore, in order to optimize value, Spor İstanbul should manage the overcrowd.

Indicators

Subjective	Objective
	Need to wait approx. 15 minutes to workout with gym equipment
	Witnessing improper behaviors during workouts

- "I benefit from gym part of facilities. Because of the crowd I can't work out without interruption."
- "I see misuse of swimming pool and changing room. Some people have a chat inside of the pool which causes interruption other people."
- "Some people are not careful with hygiene rules in the changing room."

Depth of Change: Negative experiences outcome's depth is 100%. The outcome is started and ended as a result of situation that happened in Spor İstanbul. Therefore, stakeholders were at level of 0 before using facilities and they were at level of 10 when they experienced the outcome. Actually, this negative outcome can be evaluated as binary; experiencing negative situations or not.

Completeness: 24% of stakeholders (91 out of 379) have not experienced negative situations while using facilities. This result might be related with the location of facility they use. However, looking at the distribution of the facilities that stakeholders use, it is noticed that there is no significant relation between the facility location and not experiencing negative issues because number of stakeholders who benefit from facilities' lactation in with high socioeconomic status and low socioeconomic status are almost equal. 40% of stakeholders who have been member of Spor İstanbul for less than 1 year stated that they have not experienced any negative situation. This ratio decreases as the year of membership increases. So, this information can be interpreted as negative situations are occurred as a result of overcrowd, however not too often. This does not mean that this negative outcome can be ignored. According to stakeholders (during one-on-one interviews), those problems can be minimized so that the value for them can be increased. They also stated that they are aware of those problems' core reason (overcrowd) so that they are willing to tolerate those negativities up to a certain point. This is the cost of having free sports service. These statements indicates that stakeholders are aware of the trade-off between overcrowd and free high-quality sports service.

Members with Disabilities

Spor İstanbul serve over 9000 members with disabilities in İstanbul for free of charge. As sub-group of members, members with disabilities are included analysis. This group has two main subgroups as well;

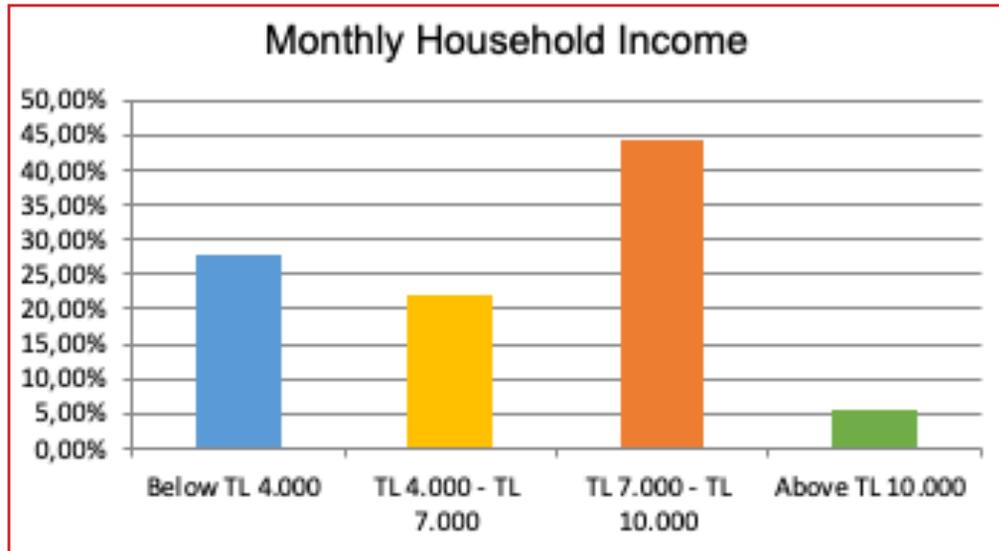
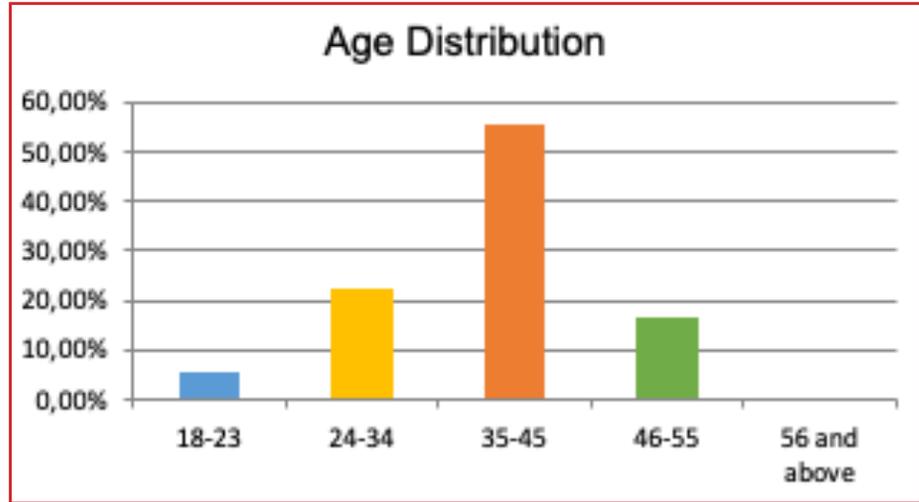
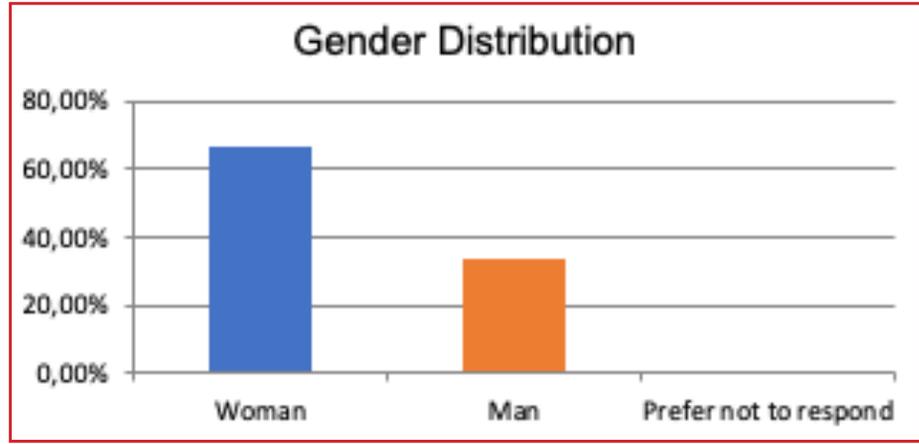
(1) Independent adults

Refers to stakeholders who benefit from sports facilities as medical advice.

(2) Dependent children

Refers to children with autism, down syndrome, mental retardation and similar kind of disabilities.

One-on-one interviews were done with 15 stakeholders and 18 stakeholders participated in survey. Survey participants' demographic information are given below.



*Minimum wage in 2021: TL 5.004 , TL 4.000 is the hunger threshold which means "the amount of income in order to provide a healthy, balanced and adequate nutrition for a family of four, monthly food expenditure" , and TL 10.000 is the poverty threshold which means "the amount of income in order to be able to effort food expenditure, clothing, housing (rent, electricity, water, fuel), transportation, education, other monthly expenses that must be made for health and similar needs" in 2021. 94% of stakeholders have income that is under poverty threshold.

Limitation: Total number of stakeholders is over 9000 and in order to make a much better analysis at least 100 stakeholders would be preferred. Members with Disabilities group's analysis has important limitations related with Principle 2: Understand what changes. First of all, risk of not capturing negative outcome(s) is quite high. Secondly, there is risk of not capturing all material outcomes. The second risk is minimized by interviews with 3 different NGOs that work in the same field.

The main reason for this limitation is stakeholders' socio-economic status.

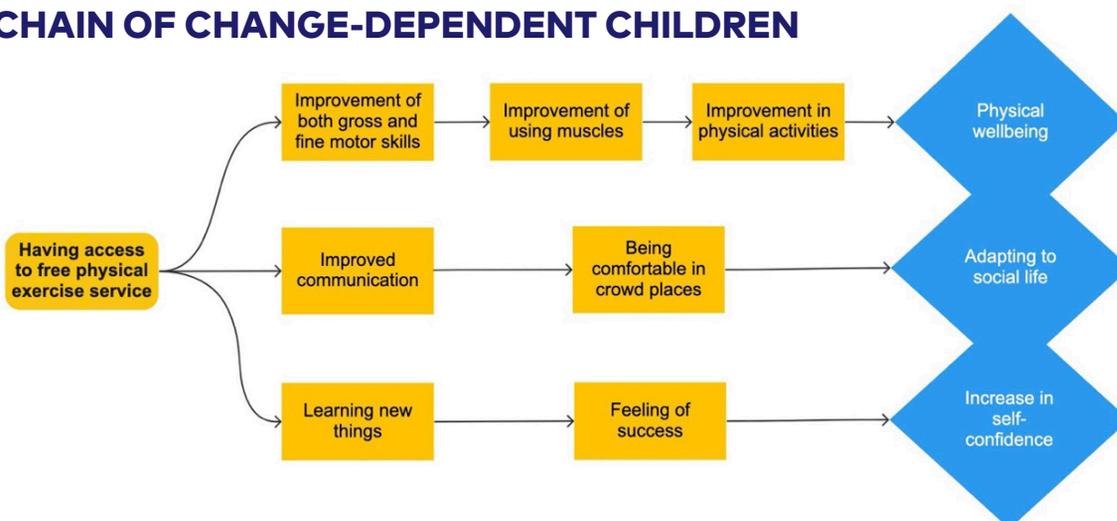
According to the information provided by Spor İstanbul vast majority of stakeholders cannot use smart phones which means they are not able to take the survey. This information is supported by the graph above (Monthly Household Income). It shows that the majority of the survey participants have high income level who can effort for smart phone and have internet access. Even if this stakeholder group has limitations, still was included in the analysis because it is better to be aware of changes and their relative importance to stakeholders than having no idea at all.

Spor İstanbul provides sports service for individuals with disabilities who cannot effort for sports club memberships or private sessions. This service means to stakeholders more than doing physical exercise or doing sports. It is directly about their improvement of their health conditions and positive contribution to quality of their lives.

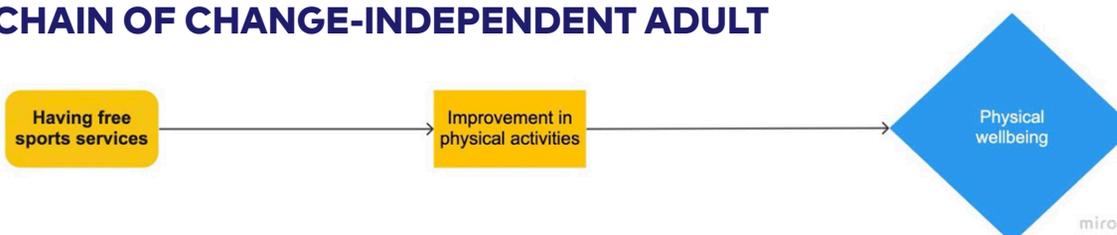
For independent individuals the chain of change is quite clear and straight forward. The well-defined outcome is physical well-being as expected.

For dependent children, families of stakeholders mentioned about more than one well-defined outcome. All of them are expected outcomes too.

CHAIN OF CHANGE-DEPENDENT CHILDREN



CHAIN OF CHANGE-INDEPENDENT ADULT



Physical Wellbeing

Physical outcome is occurred for both independent adults and dependent children segments. 10 stakeholders out of 33 are independent adults who have experience physical wellbeing. 100% of them have experienced this outcome. Actually, this is intended and expected because all stakeholders have become member as recommendation by their doctors to support their medical treatment.

57% dependent children (13 stakeholders out of 23) have experienced physical wellbeing as well. As physical exercise improves their both gross and fine motor skills their daily physical activities improve so that their physical wellbeing increases. Three different NGOs' experts whose fields are children with autism, down syndrome, mental retardation and similar kind of disabilities were interviewed and they were asked about the role of sports for children with autism, down syndrome, mental retardation. They all emphasized that there is no scientific evidence regarding sports' specific role in improvement of children's conditions. However, it is known that sports is an important supporting activity of special education for handicapped children.

"Unfortunately, many children with disabilities, particularly children with more significant disabilities such as physical, visual or intellectual disabilities or autism are excluded from participation in youth sports ... There may be limited sports programs (regular or special sports programs) available to serve the wide range of types and severities of disabilities." Besides, families of those children have to cope with financial situations to provide sports service for their children. Though 25% of survey participants' income level is below 4000 TL, which is under hunger threshold, according to Spor İstanbul's source the majority of members with disabilities have that income level Therefore, Spor İstanbul's free sports service for children with disabilities is crucial for them.

Indicators

Subjective	Objective
Being more comfortable with daily physical activities	Improvement of motor skills
	Strengthening muscles
	Improvement of posture
	Strengthening condition

- "I observe that my child is much more comfortable with physical activities such as climbing stairs."
- "Improvement of motor skills helps her to hold things, so she can paint now."
- "His posture improved. He does not hunch his back anymore."
- "Since my muscles are stronger, I do not suffer from back pain anymore."

Depth of Change: The depth of outcome is 50% in average. Before being member of Spor İstanbul 0% of stakeholders expressed themselves at the level of 8, 9 and 10. 13% of them expressed themselves at the level of 0, 25% of them expressed themselves at the level of 3 and 4. After being Spor İstanbul's member stakeholders who expressed themselves at the level of 8 increased to 44%, stakeholders who expressed themselves at the level of 9 increased to 22%, and stakeholders who expressed themselves at the level of 10 increased to 22%.

Completeness: 33% of stakeholders have not experienced this outcome. 75% of parents are not working and their age is between 35-45. So that they are quite experienced about mild exercises for their children which indicates they have already achieved physical wellbeing.

Adapting Social Life

52% of stakeholders (12 out of 23) have experienced adapting social life well-defined outcome. 33% of stakeholders stated that their children communicate with people around them much better after joining sports sessions at Spor İstanbul. 25% of parents stated that their children are eager to be in social environment which means stakeholders do not feel uncomfortable in crowded places any more. As a consequence, they adapt easily social life which valuable to their families. Sports sessions are part of their socialization progress and 67% of parents stated that stakeholders are keen on participating sessions. During one-on-one interviews parents talked about how their children are comfortable with taking public transport, eye contact with people who they don't know, being patient while they are at restaurant. Parents think that all those improvements are related with physical exercises. According to the manager of an NGO operating in the field of autism, directing children's energies to sports/physical activities has an important role in minimizing disruptive behaviors. The other NGO's trainer mentioned that physical activities balance those children's energy so that hyperactivity is minimized. He also mentioned about benefits of team sports like basketball. Children learn to follow the rules. This reflects their social life positively and they can match the pattern in a restaurant, in public transport etc. It should not be forgotten that these benefits are not proved scientifically. They are all based on trainers' and parents' observations.

Indicators

Subjective	Objective
Being comfortable with communicating with people	Minimized behavioral problems in public places
Being comfortable with taking public transport	

- "I observe that my daughter is positive towards people. She looks their eyes, and sometimes she smiles."
- "He feels more comfortable getting on the bus."
- "My son "joins us" while we are having lunch at a restaurant."

Depth of Change: The depth of outcome is 20% in average. Before being member of Spor İstanbul 11% of stakeholders expressed themselves at the level of 7, and 0% of them expressed themselves at the level of 8 and 9. Majority of stakeholders (22%) expressed themselves at the level of 3 and 4. After being Spor İstanbul's member stakeholders who expressed themselves at the level of 8 increased to 33%, and stakeholders who expressed themselves at the level of 10 increased to 22%.

Completeness: 48% of stakeholders (11 out of 23) have not experienced adapting social life outcome. 67% of parents' income level is under hunger threshold (under TL 4.000). As parents are financially disadvantaged, they may not effort for a good special education for their children. The NGOs that are working in this field mentioned that those children's education need to be holistic. Special education is essential for them. Physical exercise, music therapy, social communication practices and other kind of activities are supportive for children. There are different kind of "promising practices" . However, their effectiveness is not proved scientifically. So, there is no certain evidence to say why stakeholders do not experience adapting social life outcome (or vice versa). It can be predicted that stakeholders cannot benefit from different kind of supportive practices because of financial issues because 89% of stakeholders who have experienced that outcome have high income and benefit from different types of therapies like equine therapy.

Increase In Self-Confidence

52% of stakeholders (12 out of 23) have experienced "increase in self-confidence" well-defined outcome. This outcome is based on learning new things and feeling of success. All three NGOs' experts mentioned about the positive reflections of physical exercise on children's self-esteem and self-confidence. 50% of parents stated that stakeholders learn new things at Spor İstanbul which leads that they realize they are able to learn and do. Linda Bunker, author of *The Role of Play and Motor Skill Development in Building Children's Self-Confidence and Self-Esteem*, says "Children acquire self-confidence and self-esteem as a result of successful experiences, particularly in the motor domain." So, increase in self-confidence is intended and expected outcome for stakeholders.

Subjective	Objective
Being eager to go to the sports sessions	Being more independent from his/her parents (like not holding their hand while walking)
Being extrovert	Better self-expression

- "My son does not want to hold my hand on the street anymore. Mostly he walks in front of me."
- "When we have to go somewhere (like municipality) he could not wait me outside of the room. He was totally dependent on me. Now, he waits me. He sits on a bench and wait me until I'm done without any problem."
- "She is so eager to go to Spor İstanbul. I have never seen her to show any eagerness towards anything."

Depth of Change: The depth of outcome is 20% in average. Before being member of Spor İstanbul 13% of stakeholders expressed themselves at the level of 8, and 0% of them expressed themselves at the level of 9 and 10. Majority of stakeholders (38%) expressed themselves at the level of 5. After being Spor İstanbul's member stakeholders who expressed themselves at the level of 8 increased to 75%, and stakeholders who expressed themselves at the level of 10 increased to 13%.

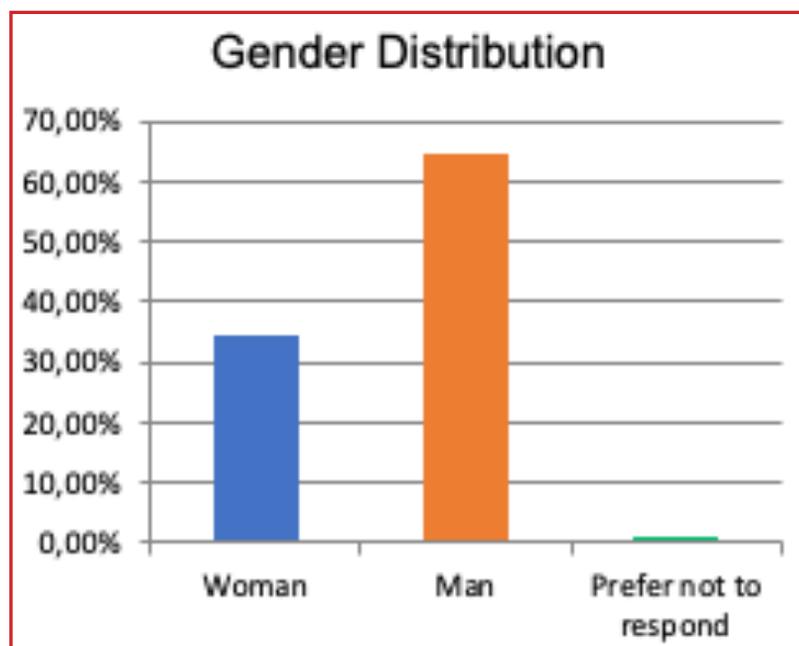
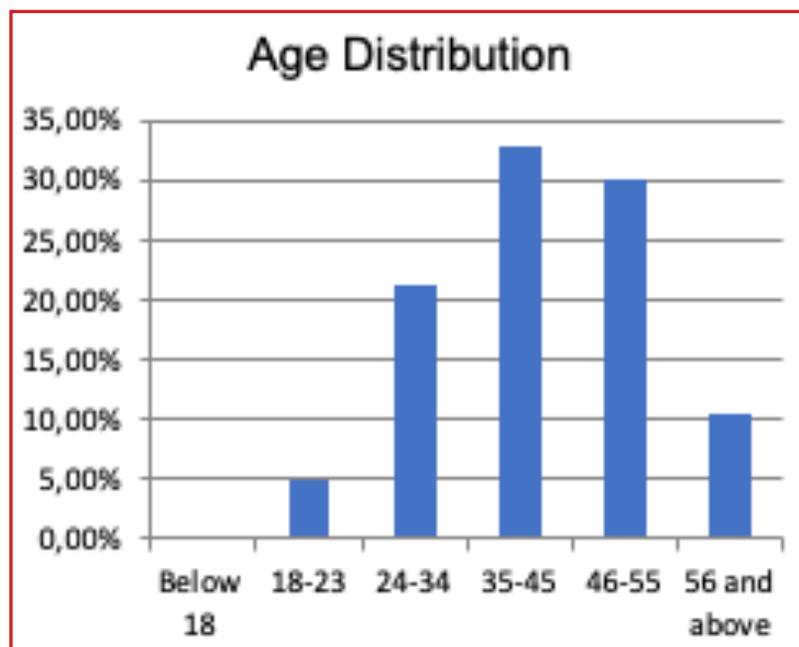
Completeness: 48% of stakeholders (11 out of 23) have not experienced "increase in self-confidence" outcome. 50% of parents have low-income level and 50% of them have high income level. So, there is no clue about relation between being able to effort for different kind of supportive therapies that could help for increasing self-confidence. 100% of parents do not work (75% of them unemployed and 25% of them are retired). This information may be interpreted as they have time to take care of their children to improve their self-confidence. However, there is no significant evidence regarding this interpretation.

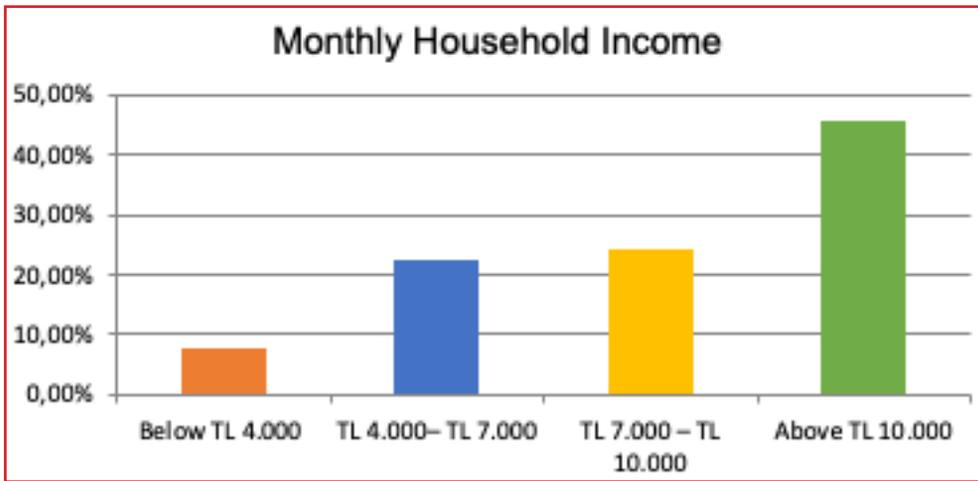
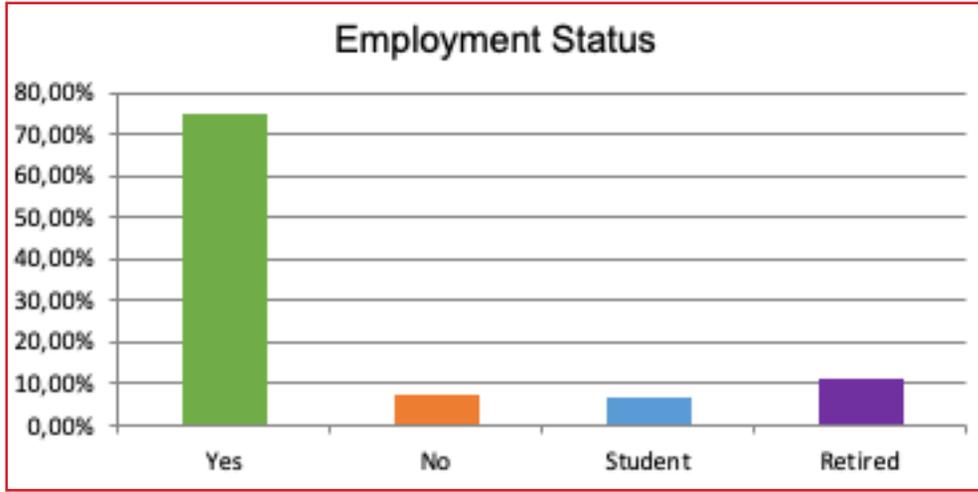
50% of stakeholders who have not experienced this outcome, have not experienced "adapting social life" outcome as well. This information indicates that almost half of stakeholders have not experienced those material outcomes. But still, they continue to join sports sessions. So, there might be different outcomes that they have not mentioned during the one-on-one interviews and "Others" part of the survey. Obviously, this stakeholder group should be evaluated deeper in the next assessment to optimize value.

Event Attendees

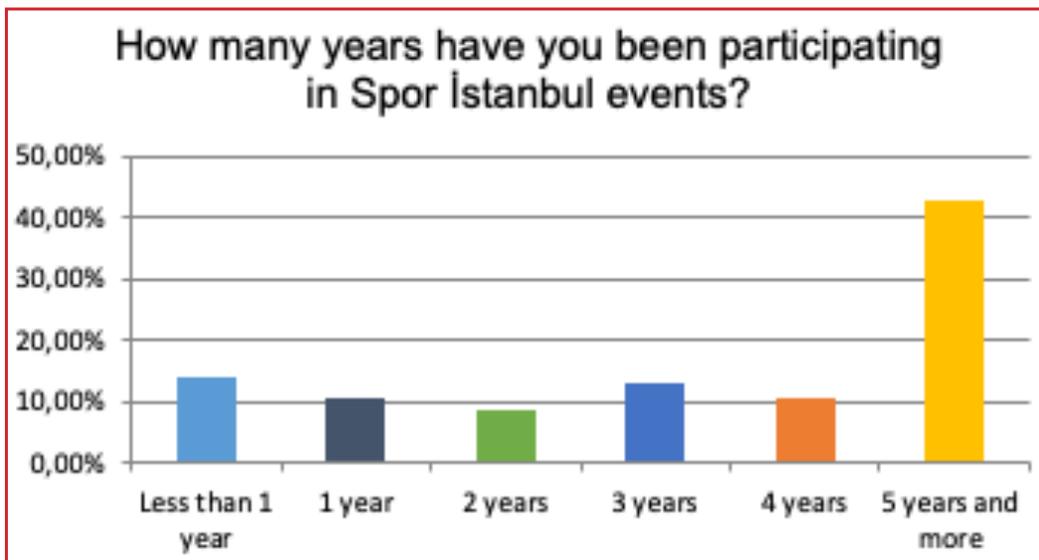
In 2021 Spor İstanbul organized 33 events with 121.575 participants including athletes and public participants in total. Both marathon and half-marathon are international organizations and hosted 3939 foreign athletes in 2021. The number of public participants (23.860) aligns with Spor İstanbul's grassroots policy. Still, as Spor İstanbul wants to increase this number, event attendees are included in the analysis to understand the value created for them and to optimize the value as next step.

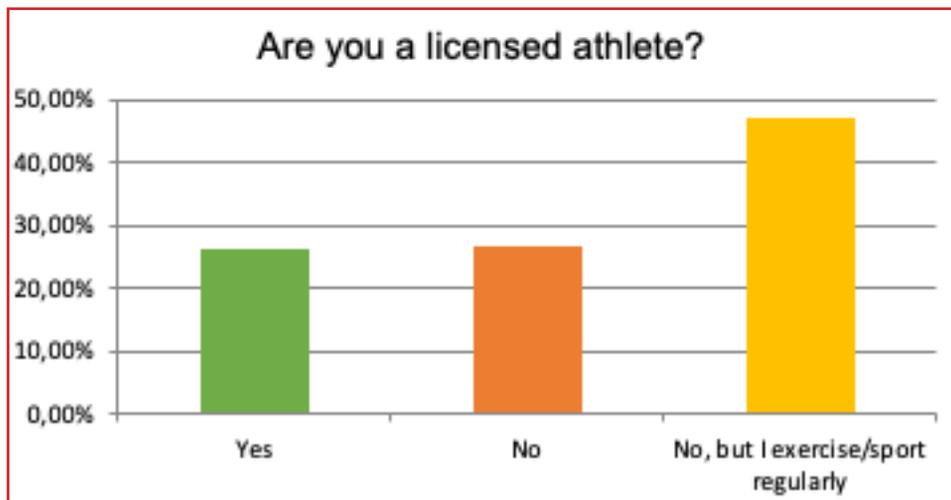
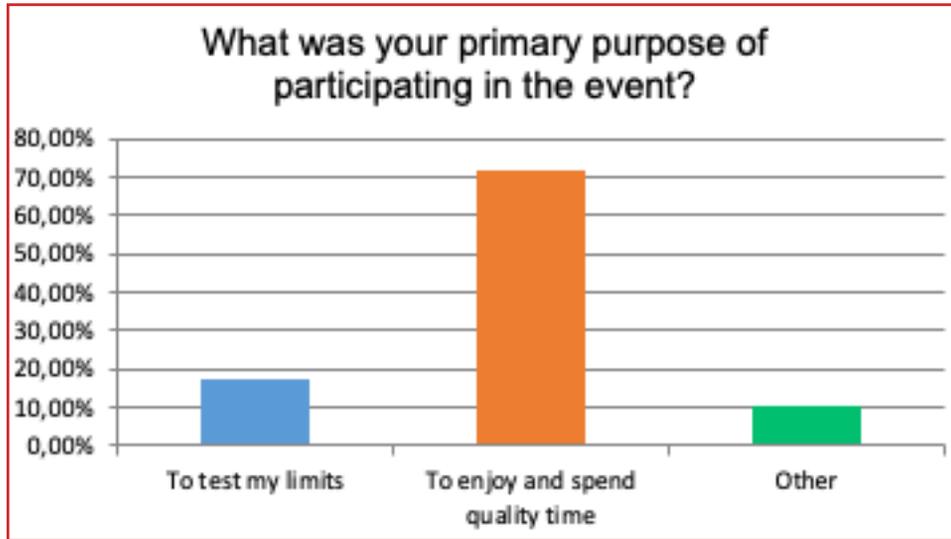
This analysis included only national event attendees. In the next analysis, foreign athletes are planned to include the analysis in order to optimize value for them. The number of survey participants is 295 and 21 stakeholders were interviewed one-on-one. So, in total 316 event attendees are included in the analysis.





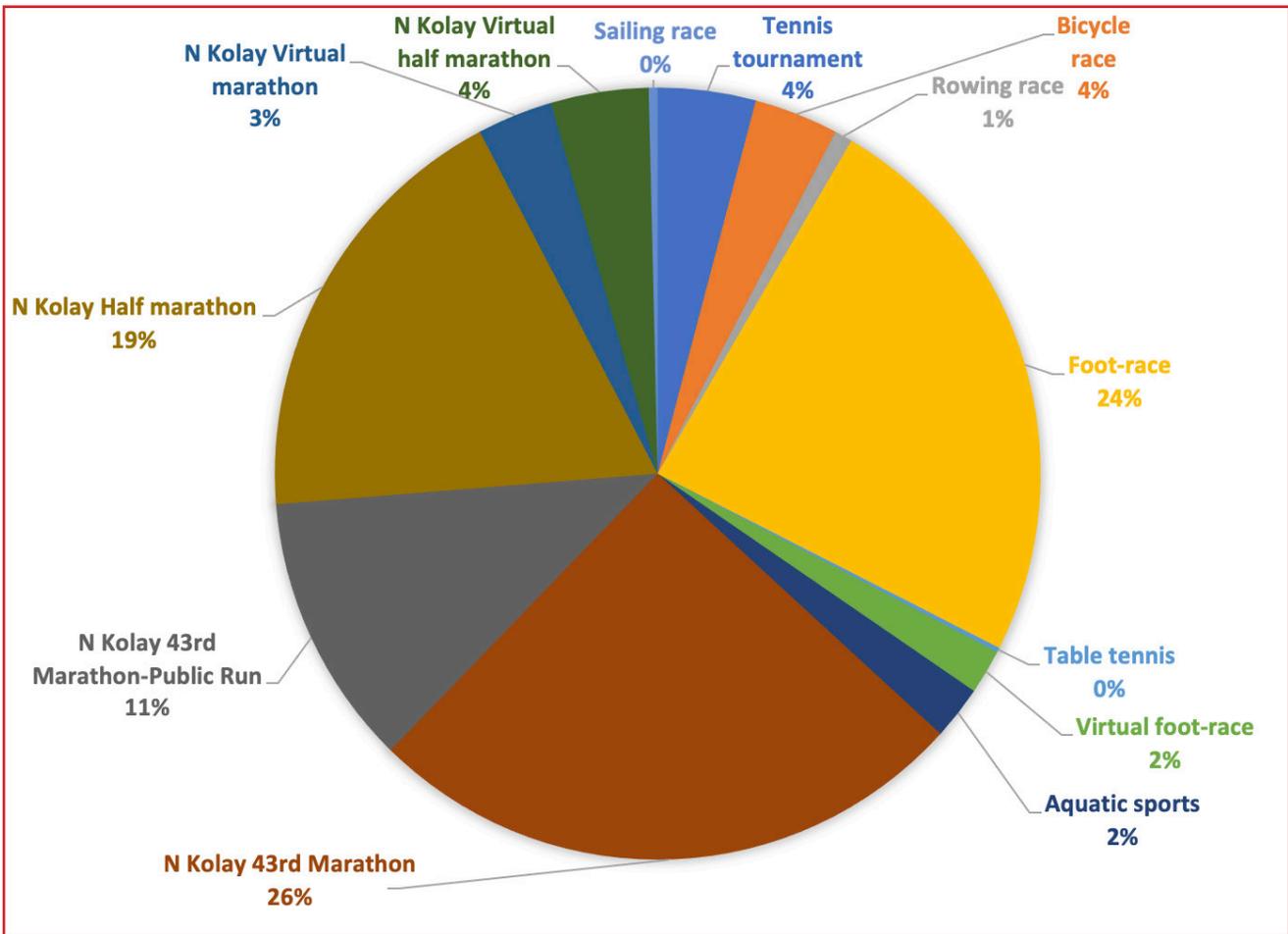
*Minimum wage in 2021: TL 5.004 , TL 4.000 is the hunger threshold which means "the amount of income in order to provide a healthy, balanced and adequate nutrition for a family of four, monthly food expenditure" , and TL 10.000 is the poverty threshold which means "the amount of income in order to be able to effort food expenditure, clothing, housing (rent, electricity, water, fuel), transportation, education, other monthly expenses that must be made for health and similar needs" in 2021. 55% of stakeholders have income that is under poverty threshold.



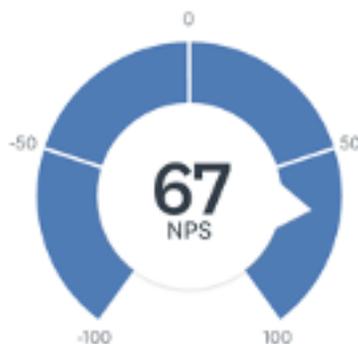


26% of stakeholders are public participants, 27% of stakeholders are athletes, and 47% of stakeholders are not athletes but do physical exercise regularly. Distribution of survey participants' attending preferences to events in 2021 given below.

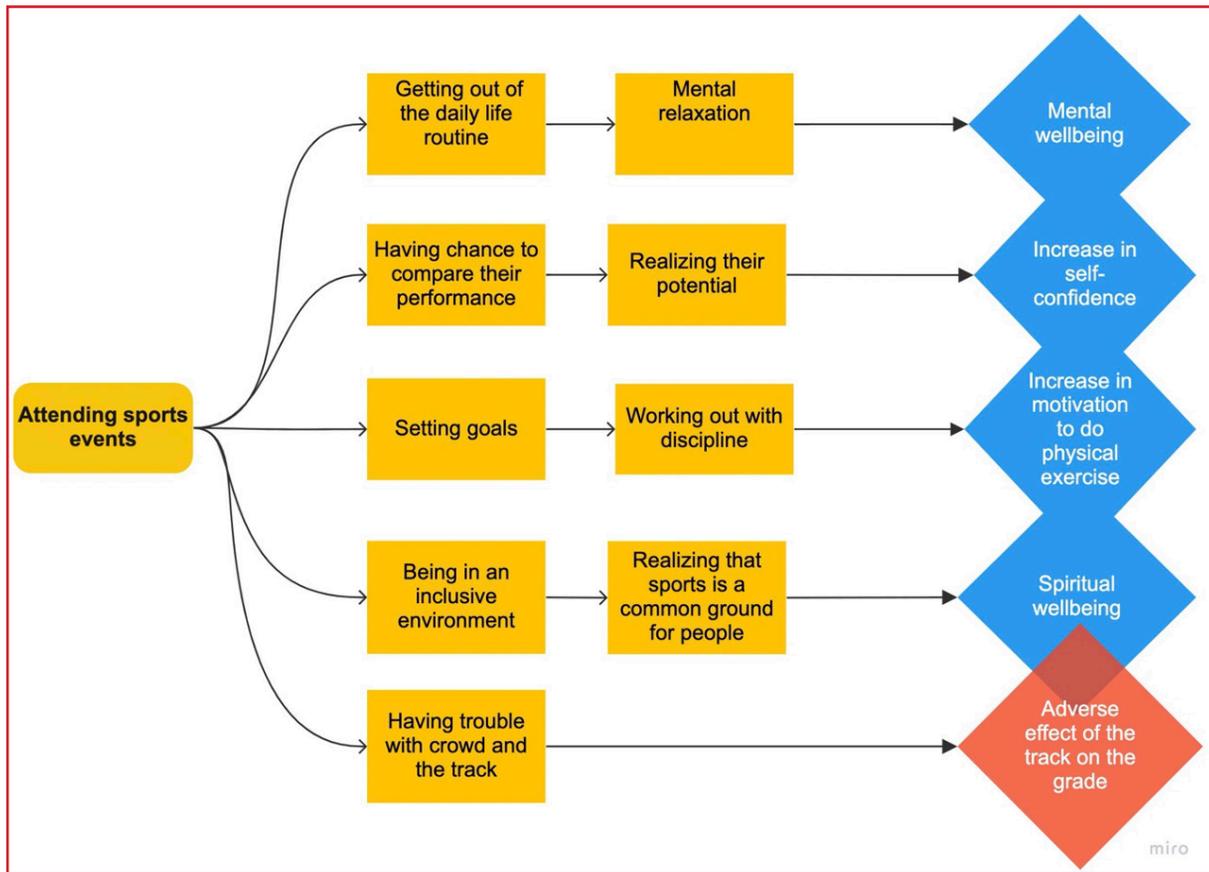
EVENT BRANCH	NUMBER OF PARTICIPANTS
Tennis tournament	22
Bicycle race	19
Rowing race	4
Foot-race	128
Table tennis	1
Virtual foot-race	10
Aquatic sports	12
N Kolay 43rd Marathon	136
N Kolay 43rd Marathon-Public Run	61
N Kolay Half marathon	99
N Kolay Virtual marathon	17
N Kolay Virtual half marathon	22
Sailing race	2



As seen on the diagram majority of survey participants attended marathon, half marathon and public run which is part of marathon. Events are categorized according to sports branch except running organizations. Actually, foot-race participant number is total number of attendees of running events that are organized throughout the year. As marathon, half marathon, virtual marathon and virtual half marathon events participants can be added to foot-race participants. However, marathon participants mentioned about a negative outcome which is specifically occurred during the marathon organization. Therefore, marathon and half marathon organizations are shown apart from foot-race organizations on the diagram. Regardless of event category 72% of stakeholders stated that they attended the events to spend pleasant and quality time. Net Promoter Score indicates that stakeholders are satisfied with the event organizations since 77% of those stakeholders are promoters. As shown on the chain of change scheme there are 4 positive well-defined outcome and 1 negative well-defined outcome have occurred for stakeholders.



CHAIN OF CHANGE



Increase In Self-Confidence

83% of stakeholders (262 out of 316) have experienced increase in self-confidence. 81% of stakeholders (238) stated that they find a chance to compare their performance with other event participants. So that they can realize their potential. 86% of those stakeholders are licensed athletes and 81% of them are not licensed athlete but do sports regularly. 22% of stakeholders stated that when they attend a sports event, they see that there are better athletes than themselves which leads getting rid of their ego. 19% of stakeholders are neither licensed athlete nor do sports regularly. Still, they stated that they have experienced this outcome. According to stakeholders, competition environment helps them to overcome their fear of competition. Even they are not athletes, they also realize their potential and accept it. This reflects stakeholders' self-confidence positively because they realize that competition is something enjoyable and "losing" is ok. Each person is talented in different fields, so they realize that they are good at another sports branch or other fields.

Indicators

Subjective	Objective
To overcome competitive anxiety	Realizing their potential
To get rid of ego	

■ "When I attend a sports event, I see that there are people whose performance are better than me. It's a good experience to get rid of my ego."

Depth of Change: The depth of outcome is 30% in average. Before attending sports event of Spor İstanbul 13% of stakeholders expressed themselves at the level of 8, 6% of them expressed themselves at the level of 9, 5% of them expressed themselves at the level of 10. Majority of stakeholders (22%) expressed themselves at the level of 6 and 7. After attending sports event of Spor İstanbul, stakeholders who expressed themselves at the level of 8 increased to 28%, stakeholders who expressed themselves at the level of 9 increased to 32% and stakeholders who expressed themselves at the level of 10 increased to 27%.

Completeness: 17% of stakeholders (54 out of 316) have not experienced this outcome. The vast majority of those stakeholders (91%) are not licensed athletes. This information indicates that as licensed athletes can find chance to compete in various sports organizations, they may have already achieved this outcome.

Mental Well-Being

88% of stakeholders (277 out of 316) have experienced mental well-being outcome. Only 5% of stakeholders who stated that they attended the events to spend pleasant and quality time have not experienced this outcome. So, almost all stakeholders have reached their goal- spending pleasant and quality time. 69% of stakeholders stated that they feel more energetic and 65% of stakeholders stated that they can get out of daily life routine that leads relaxation. 45% of stakeholders mentioned that as their mind is relaxed, they can think much more clearly. According to 57% of stakeholders they can allocate time for themselves by attending the events which is valuable to them.

Indicators

Subjective	Objective
Feeling energetic	Taking time for themselves
	Making healthier decisions because their mind is relaxed

- "I can think much more clearly when I attend sport events. It's good for my mental health."
- "That specific time period is just for myself. It's an opportunity to take a time for myself."
- "It makes me feel more cheerful and energetic."

Depth of Change: The depth of outcome is 30% in average. Before attending sports event of Spor İstanbul 7% of stakeholders expressed themselves at the level of 8, 2% of them expressed themselves at the level of 9, 5% of them expressed themselves at the level of 10. Majority of stakeholders (22%) expressed themselves at the level of 5 and 6. After attending sports event of Spor İstanbul, stakeholders who expressed themselves at the level of 8 increased to 29%, stakeholders who expressed themselves at the level of 9 increased to 25% and stakeholders who expressed themselves at the level of 10 increased to 32%.

Completeness: Only 12% of stakeholders (39 out of 316) have not experienced this outcome. 36% of them are marathon participants and 67% of them are employed. The basic reason might be that those stakeholders could suffer from stress and marathon organization is may not offer a peaceful and quiet environment. It is the most crowded sports event of the year. 52% of those stakeholders stated that they attended the events to spend pleasant and quality time. So that they have no intention of ranking. It is obvious that they are looking for having good time. As marathon is the biggest organization in Turkey, crowd is inevitable.

Increase In Motivation To Do Physical Exercise

87% of stakeholders (275 out of 316) have experienced increase in motivation to do physical exercise. During one-on-one interviews stakeholders mentioned that once they registered for an event, they set a goal and work out accordingly. This leads motivation to do physical exercise. So, for some people competitive environment is a good cause or motivation factor to engage in physical activity. Majority of stakeholders who have experienced this outcome are not licensed athletes (92% - 200 out of 218) as expected. This outcome is also an intended one as Spor İstanbul's grassroot policy. As 40% of stakeholders who are not licensed athlete but do exercise regularly attend Spor İstanbul's events more for than 5 years. This indicates that Spor İstanbul's events have an important role for an "physically active İstanbul".

Spor İstanbul's events are also valuable for licensed athletes as 81% of them stated that they find a chance to test their limits and motivate to set higher goals.

72% of stakeholders stated that those events help them to set goals and to work out accordingly. 58% of stakeholders stated that those sports events provide space that is suitable for their lifestyle. 33% of stakeholders who love outdoor sports events stated that they don't have to go to another city to attend such an activity.

Indicators

Subjective	Objective
Magnifying the goals	Having access to outdoor sporting events
	Exercising regularly and disciplined to prepare the event
	Experience a marathon from a different city via the virtual marathon

- "Each time I set a higher score goal for myself. So, each time I work harder."
- "I don't like go to gyms. Therefore, for physical exercises those events are important to me. Otherwise, I had to go other cities which I can effort once in a year."
- "Thanks to virtual marathon, I did not have to go to İstanbul. I really like that experience."

Depth of Change: The depth of outcome is 30% in average. Before attending sports event of Spor İstanbul 9% of stakeholders expressed themselves at the level of 8, 5% of them expressed themselves at the level of 9, 6% of them expressed themselves at the level of 10. Majority of stakeholders (23%) expressed themselves at the level of 5. After attending sports event of Spor İstanbul, stakeholders who expressed themselves at the level of 8 increased to 31%, stakeholders who expressed themselves at the level of 9 increased to 30% and stakeholders who expressed themselves at the level of 10 increased to 27%.

Completeness: 13% of stakeholders (41 out of 316) have not experienced this outcome. It might be expected that those stakeholders are licensed athletes, but only 3% of athletes have not experienced this outcome.

50% of stakeholders who have not experience this outcome do exercise less than 150 minutes in a week which means they do not do physical exercise regularly. 60% of them attend the sports events for joy. This information explains why they have not experienced the outcome clearly.

Spiritual Wellbeing

84% of stakeholders (267 out of 316) have experienced spiritual wellbeing outcome. The base of outcome is inclusive environment of sports events. Although Istanbul is a metropolitan city with high diversity, people live in districts that are similar to their socio-economic levels. So, people do not experience such kind of inclusive environment so often. 66% of stakeholders think that sports is a common ground for everybody. Stakeholders have observed that discrimination elements such as gender, religion, language and race have disappeared when it comes to sports. During sports events people do not focus on others' personal characteristics but focus on learning from each other. 54% of stakeholders stated that this diversity provides spiritual enrichment for them.

World Health Organization (WHO) defines health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. An important implication of this definition is that mental health is more than just the absence of mental disorders or disabilities. Mental health is a state of well-being in which an individual realizes his or her own abilities, can cope with normal stresses of life, can work productively and is able to make a contribution to his or her community." Chirico suggests that "Over the years, there was a general feeling by many members of WHO that the dimension of spiritual well-being was missing from the WHO definition of health ... By alleviating stressful feelings and promoting healing ones, spirituality can positively influence immune, cardiovascular (heart and blood vessels), hormonal, and nervous systems." There is no scientific evidence that there is positive relation between spiritual well-being and physical health. Still, it is valuable to stakeholders.

Indicators

Subjective	Objective
Because of the diversity of participants realizing that sports are the common ground for everyone	Being in a diverse and inclusive environment
	Sharing experience that brings spiritual richness

■ "There are so many people here. We have all different backgrounds and different philosophy of life. Still, we are here together. I realize that sport is a common ground for anybody."

■ "I met so many different people here. Each of us have unique life experiences and it incredibly valuable to listen their stories."

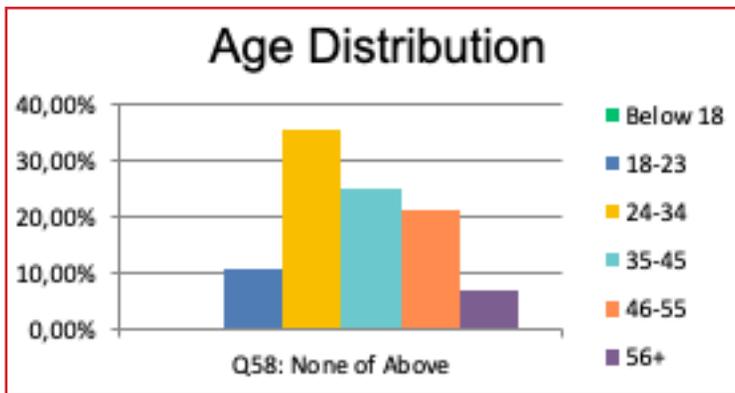
Depth of Change: The depth of outcome is 30% in average. Before attending sports event of Spor İstanbul 10% of stakeholders expressed themselves at the level of 8, 6% of them expressed themselves at the level of 9, 8% of them expressed themselves at the level of 10. Majority of stakeholders (22%) expressed themselves at the level of 5. After attending sports event of Spor İstanbul, stakeholders who expressed themselves at the level of 8 increased to 25%, stakeholders who expressed themselves at the level of 9 increased to 25% and stakeholders who expressed themselves at the level of 10 increased to 25%.

Completeness: 16% of stakeholders have not experienced this outcome. As shown on the graph below there might be relation with age of stakeholders. Young stakeholders may have chance to be in inclusive environments more than elder stakeholders, so they have not experienced this outcome as a consequence of attending sports events of Spor İstanbul.

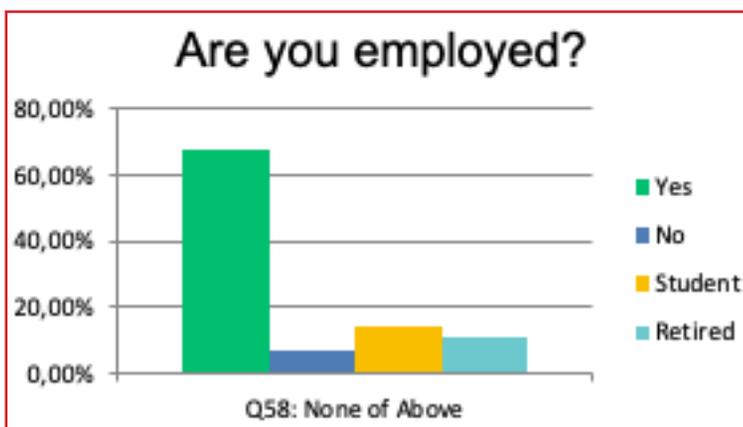
<https://www.who.int/data/gho/data/major-themes/health-and-well-being>

themselves at the level of 9, 8% of them expressed themselves at the level of 10. Majority of stakeholders (22%) expressed themselves at the level of 5. After attending sports event of Spor İstanbul, stakeholders who expressed themselves at the level of 8 increased to 25%, stakeholders who expressed themselves at the level of 9 increased to 25% and stakeholders who expressed themselves at the level of 10 increased to 25%.

Completeness: 16% of stakeholders have not experienced this outcome. As shown on the graph below there might be relation with age of stakeholders. Young stakeholders may have chance to be in inclusive environments more than elder stakeholders, so they have not experienced this outcome as a consequence of attending sports events of Spor İstanbul.



Stakeholders who are employed are the majority of this group (who have not experienced the outcome). This makes more sense than age related interpretation because retired, unemployed and students may spend time with people who are similar to themselves. However, employed stakeholders have more chance to be in inclusive environments.



Adverse Effect Of The Track On The Grade

69% of stakeholders (217 out of 316) have experienced this negative outcome. This negative outcome is occurred during foot-race organizations, especially, marathon and half marathon. Majority of stakeholders (59%) experienced negative effects of altitude difference, 54% of them stated that the running track is on a route that is highly affected by environmental effects that reflects their grade negatively, and 39% of stakeholders stated that they exerted extra effort due to disorder at the starting point. According to stakeholders all those negativities affect their grade.

As the foot-race events are outdoor events, the geographical features of the city may cause some disadvantages. Still, Spor İstanbul may work on new running routes if possible. The last negative point that is about disorder at the starting point can be managed in order to optimize value of the events.

Indicators

Subjective	Objective
	The crowd at the starting point causing extra effort
	The track is on a route that is highly affected by environmental effects

■ "The crowd at the very beginning of the race wasting my energy. I need it for the marathon."

■ "I don't if it is possible or not but the track could be chosen better. Some parts of it consist of steep, some parts are too windy. Those factors affect our score negatively."

Depth of Change: Negative outcome's depth is 100%. The outcome is started and ended as a result of situation that happened in Spor İstanbul's event. Therefore, stakeholders were at level of 0 before attending the event and they were at level of 10 when they experienced the outcome. Actually, this negative outcome can be evaluated as binary; experiencing negative situations or not.

Completeness: 31% of stakeholders who have not experienced this outcome are the attendees of other sports events. This information indicates that stakeholders are happy with the organization management.

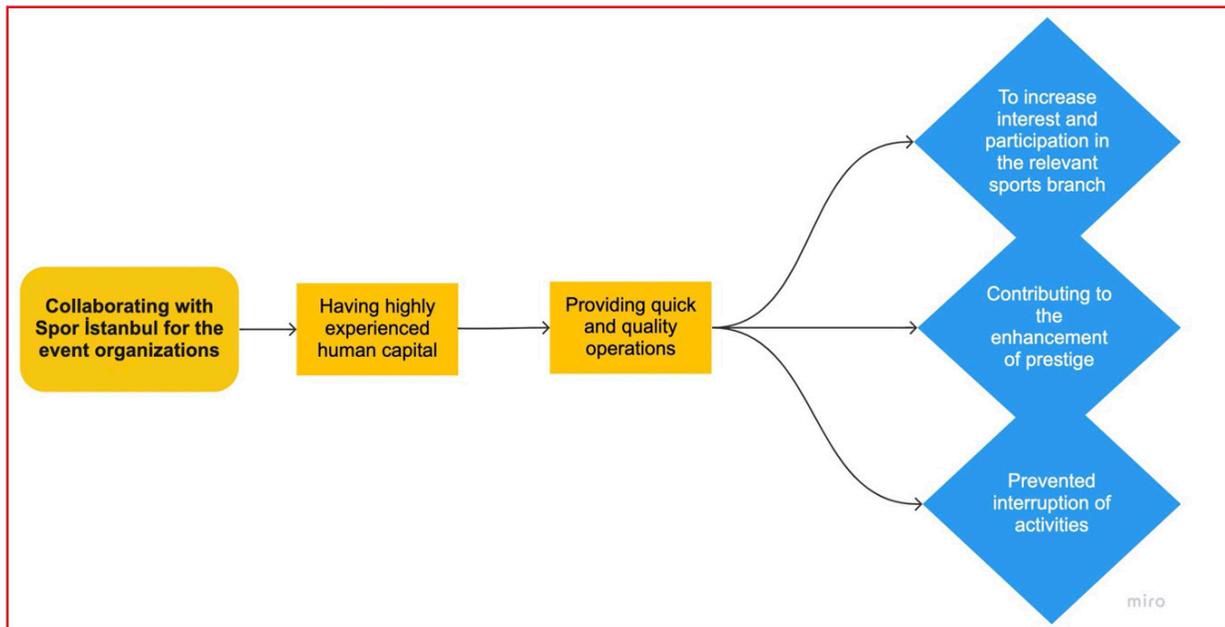
Sports Federations

Spor İstanbul and sports federations collaborate for event organizations. Those collaborations increase quality of events and create value for all parties. There are 7 sports federations (interviewed with 5 of them) that Spor İstanbul can collaborate with actively;

- Turkish Athletic Federation
- Turkish Swimming Federation
- Turkish Triathlon Federation
- Turkish Water Polo Federation
- Turkish Gymnastics Federation
- Turkish Cycling Federation
- Turkish Rowing Federation

Since Spor İstanbul collaborated with 3 federations for the sports events that were organized in 2021, Turkish Athletic Federation, Turkish Water Polo Federation and Turkish Triathlon Federation are included in analysis. However, during the one-on-one interviews other 2 federations, which are Turkish Rowing Federation and Turkish Gymnastics Federation, stated that they are willing to collaborate with Spor İstanbul in order to improve physical exercise/sports culture in Turkey. So, there is an opportunity to strengthen social capital by working with sports federation closer that would contribute to optimize Spor İstanbul's value.

CHAIN OF CHANGE



As a consequence of collaboration with Spor İstanbul, sports federations have experienced the 3 material outcomes;

- To increase interest and participation in the relevant sports branch
 - Depth of change: 35%
- Contributing to the enhancement of prestige
 - Depth of change: 10%
- Prevented interruption of activities
 - Depth of change: 100%

Spor İstanbul supports sports federations with its human capital and manufactured capital (sports facilities). According to stakeholders since Spor İstanbul is an affiliate of İstanbul Metropolitan Municipality, sports federations' organizations procedures are arranged easily and quickly. Besides, Spor İstanbul has highly experienced staff who manage the sports organization professionally. Both sports federations and Spor İstanbul work with grassroot policy. Sports federations also want to increase public participation and audience participation in sports organizations/events. At this point, Spor İstanbul plays a significant role. With its experience in sports organization and strong communication channels, it ensures that sports organizations are held with high participation of the public.

Additionally, during the pandemic period, Spor İstanbul allocated its facilities to the federations for training. So that, federations' teams could continue its training which was crucial for our national team.

PRINCIPLE 3: VALUE THE THINGS THAT MATTER

“Valuing the things that matter requires an explicit recognition of the relative value or worth of different changes or ‘outcomes’ that people experience (or are likely to experience) as a result of activities. Value is subjective in its very nature. Therefore, it is critical that Principle #3 is applied in conjunction with Principle #1 ‘Involve stakeholders’ so that we value outcomes from their perspective. Principle 3 also relates to valuing the inputs required to deliver the activities that are being accounted for.”

Relative Importance

Relative importance shows the non-monetary value of outcomes. In order to maximize social value, understanding relative importance of outcomes is crucial. “Value is inherently subjective, and therefore we must estimate this value as best we can through involving those who experience the value in the process of quantifying the relative importance.”

Stakeholders were asked to weight the outcomes by using scale of 1 to 10. The answers of the stakeholders were calculated by taking the weighted average.

The table below shows the relative importance of outcomes for each stakeholder group. All outcomes’ relative importance is between 7-10. Only Volunteers group’s negative outcome (Decrease in volunteering motivation) is evaluated as 6 by stakeholders.

Negative outcomes relative importance is quite high. For 2 stakeholder groups (Sports Schools Attendees and Members) negative outcomes are as important as positive outcomes. So, this situation is tested in the sensitivity analysis in order to see how SROI ratio changes if those problems will be more important.

Stakeholder Group	Outcome	Relative Importance
Sports Schools Attendees	Increase in self-confidence	9
	Physical empowerment	9
	Self-Discipline	9
	Demoralization	9
Sportive special talent preparation course attendees	Gaining knowledge and experience of sports organization	9
	Increase in self-confidence	10
	Network	9
Volunteers	Emotional wellbeing	8
	Increase in self-confidence	8
	New perspective	8
	Encouragement to do physical exercise	8
	Contribution to career	8
	Decrease in volunteering motivation	6
Members	Physical wellbeing	9
	Social wellbeing	8
	Self-Discipline	9
	Negative experiences	9
Members with disabilities	Physical wellbeing (dependents)	9
	Adapting to social life	8
	Increase in self-confidence	8
	Physical wellbeing (independents)	8
Event Attendees	Increase in self-confidence	9
	Mental wellbeing	9
	Increase in motivation to do physical exercise	9
	Spiritual wellbeing	8
	Adverse effect of the track on the grade	7
Sports Federations	To increase interest and participation in the relevant sports branch	10
	Contributing to the enhancement of prestige	10
	Prevented interruption of activities	9

Value of Outcomes - Monetization

Monetizing value of outcomes helps us to compare different changes and make better decision. Three different approaches were used to translate the relative importance into money language;

1-Revealed Preference: The revealed preferences approaches examine the way in which people reveal their preferences for goods or services through market production and consumption, and the prices that are therefore given to these goods (explicitly or implicitly). In order to value changes to outcomes for people, we can compare these to goods or services that could provide a similar change (substitute prices) .

Only "members with disabilities" group outcomes' financial proxies are determined with revealed preference approach. As Principle 1: Involve Stakeholders requires the voice of stakeholders in the analysis, financial proxies were identified for the most of the stakeholder groups. However, members with disabilities could not identify the financial proxy of outcomes for them. Stakeholders stated that those outcomes are priceless for them and valuable more than anything. They could not be able to evaluate the outcomes that are occurred as a result of engaging Spor İstanbul's activities only. Therefore, revealed preference approach is more appropriate than stated preference approach for this stakeholder group.

In order to identify the financial proxy of physical well-being (the anchoring point) 3 different institutions were consulted about the price of physical exercise trainers. The cost of a trainer is TL 8.000 for one month (6 days in a week). Base on this information;

- Independent children benefit from swimming sessions 2 days in a week (4 children in one session). So, if stakeholders would pay for the service, it would cost TL 667 for one month ($667 \times 12 =$ TL 8.004 for 1 year)
- Independent children also benefit from basic physical education in which trainers take care of the children one-on-one. There are 15 children in one session. So, if stakeholders would pay for the service, it would cost TL 533 per children for one month ($533 \times 12 =$ TL 6.396 for 1 year)

So, the physical well-being outcome could be achieved by same service out of Spor İstanbul by paying TL 14.400 in total for dependent children.

Independent adults could achieve the similar outcome by benefiting from sports services. There is one sports club that offers very similar service in terms of facility quality and sports branches. If stakeholders wanted achieved the same outcome they could benefit from the sports club (TL 4.120-1 year)

2- Cost Saving: The cost-based approaches consider the market trade-offs (or costs avoided) associated with maintaining a change in an outcome. For the sports federations cost saving approach was used. As a result of collaboration with Spor İstanbul, federations avoid costs that are occurred during the organization of sports events that they had to cover in order to achieve the same outcome. Therefore, the outcomes' financial proxies are determined as the costs that federations avoided. Each federation collaborated for different organizations that are specific to their own sport field. So, the amount of costs that they were avoided are different from each other.

1 of stakeholders avoided TL 164.000 costs in total as a result of collaboration with Spor İstanbul. During international organizations, Spor İstanbul hosts foreign athletes so that federations could achieve the "contributing to the enhancement of prestige" outcome by avoiding the cost of it.

2 of stakeholders have experienced "To increase interest and participation in the relevant sport branch" outcome. If they would achieve the same outcome without collaboration with Spor İstanbul one of them would cover TL 17.017.438 and the other stakeholder would cover TL 200.000 cost.

1 of the stakeholders achieved "Prevented interruption of activities" outcome as a result of collaboration with Spor İstanbul. During pandemic they had to cover TL 70.000 cost of facility rent to continue trainings. So, this collaboration provided avoiding TL 70.000 cost.

3- Stated Preference: As Peter Scholten says "value is in the eye of the stakeholders". For this analysis stakeholders are involved while translating the relative value in to money language. All stakeholder groups outcomes' (except sports federations and members with disability) financial proxy of outcomes is determined by stakeholders with this approach.

During one-on-one interviews Value Game was applied and each stakeholder group make a list of things that are important and meaningful to have them. Then they placed the well-defined outcomes in the sequence of products.

That list gave us an insight of what kind of products are meaningful for stakeholders. So, the list of products on the survey is based on stakeholders' voice. The weighted average of monetary value was used as financial proxy of the outcomes. The list of financial proxies of outcomes are given in Annex B for each stakeholder group. As seen on the list there are house and car options. Car option was not chosen by stakeholders, but house was chosen by three stakeholder groups (Members, Sports Schools Attendees and Volunteers) as financial proxy of related outcome and included in weighted average. While determining the financial proxy for the house option an assumption was made which is a house cannot be bought in one year by stakeholders (bearing in mind that household income of stakeholders). Since this analysis covers 1 specific year (2021), the financial proxy for house option was taken as the amount of mortgage payments per year. The average of three different bank's loan offer (with the lowest interest rate: 1,29%-2,99%) for 10 years and 1 year cost of mortgage payments was used as financial proxy.

Anchoring is used with the monetization approaches in the analysis. As the relative importance of outcomes are identified, in order to determine anchoring point, each outcome's weighted average value was determined. The lowest monetary value of outcomes is used as anchoring point in order to avoid over valuation. Only for the Sports Federation group anchoring was not used. Each federation engage in very specific activities with Spor İstanbul. So, each of them has specific "avoiding cost" value.

Since the time period of analysis is 2021, all financial proxies are determined accordingly. Because of high inflation, 2022 prices of products and services are doubled.

PRINCIPLE 4: ONLY INCLUDE WHAT IS MATERIAL

Two screening is done to well-defined outcomes in order to understand whether the outcomes are material or not; (1) Relevance test and (2) Significance test. The results of tests are compared with the threshold of Spor İstanbul and decided as material or not.

Sports Schools Attendees

The relevance tests and significance tests of the outcomes shows that they are material. All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders who have experienced them and value of outcomes are significantly high.

Deadweight ratios are high which means stakeholders could have experienced more than half of the same outcomes anyway. This is expected and acceptable. Even higher ratios could be expected since the outcomes can be achieved by engaging in social activities, art and culture activities alongside sports activities.

As Spor İstanbul's policy regarding reaching out as much as children who cannot effort sports services in order to developing sports culture and contribute children's personal developments the most important significance criteria is number of stakeholders and value of the outcomes.

Relevance Criteria	Yes	No	Description
Policy based performance	•		Increasing self-confidence of children via sports is part of Spor İstanbul's policy. It is one of the most important outcomes of engaging in sports activities. As Spor İstanbul's policy is based on grassroots, this outcome is based on its policy.
Stakeholder behavior and concerns	•		Increase in self-confidence of children is concern of parents.
Societal norms		•	"Self-confident children" is not a societal norm.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		It is known that children who engage in sports activities have experienced increase in self-confidence
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	186	TL 601.062	59%	35%
Conclusion	High	High	High	Medium

Physical empowerment

Relevance Criteria	Yes	No	Description
Policy based performance	•		Physical empowerment is a directly intended and expected outcome. It is part of Spor İstanbul's policy. Since Spor İstanbul's policy is based on grassroots, this outcome is based on its policy.
Stakeholder behavior and concerns	•		According to parents, this outcome is their prior reason why they take their children to Spor İstanbul. So, it is related with stakeholder concerns and behavior.
Societal norms		•	Physical empowerment of children is not a societal norm.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		It is known that children who engage in sports activities have experienced physical empowerment.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	188	TL 601.062	56%	20%
Conclusion	High	High	High	Low

Self-Discipline

Relevance Criteria	Yes	No	Description
Policy based performance	•		Self-discipline outcome is one of the positive consequences of engaging in sports activities. Since Spor İstanbul's policy is based on benefits of sports, this outcome is related with its policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome is occurred as a result of attending sports school of Spor İstanbul.
Societal norms		•	Gaining self-discipline of children is an outcome that is wanted by society but not a norm.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		It is known that children who engage in sports activities have experienced self-discipline.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	176	TL 601.062	45%	31%
Conclusion	High	High	Medium	Medium

Demoralization

Relevance Criteria	Yes	No	Description
Policy based performance		•	Demoralization of children is not a part of Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of attending sports school of Spor İstanbul.
Societal norms		•	Demoralization of children is not a societal norm.

Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.	
Peer based norms		•	Children may demoralize when their courses are over. This outcome may occur for any children at any institution.	
Conclusion		•		
Significance criteria				
	Quantity		Value	Deadweight
	124		TL -601.062	56%
Conclusion	High		High	Low

Sportive Special Talent Preparation Course Attendees

The relevance tests and significance tests of the outcomes shows that they are material. All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders who have experienced them and value of outcomes are significantly high.

Deadweight ratios are low which means (1) similar courses would provide much less of same outcomes and (2) experiencing same outcomes by other ways are limited for stakeholders. Compare to the total number of stakeholders, number stakeholders who have experienced each outcome can be evaluated as significant. Only "network" is experienced by few stakeholders but still value of it is high.

Gaining Knowledge And Experience Of Sport Organization

Relevance Criteria	Yes	No	Description
Policy based performance	•		Course attendees are important to Spor İstanbul because they will be sports sector professionals in near future. So, their development is included in Spor İstanbul's policy. Some of them will be sports manager. So, gaining knowledge and experience of sport organization is an intended outcome.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome is occurred as a result of attending Spor İstanbul's course.
Societal norms		•	This outcome is not relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.

Peer based norms	•		Spor İstanbul organized 33 events in 2021. So, it offers many opportunities to gain knowledge and experience of sport organization. This outcome is occurred as a result of taking responsibility in those events. Obviously, having opportunity of taking responsibility more than one time causes this outcome for their peers.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	8	TL 142.181	25%	25%
Conclusion	Medium	High	Low	Low

Increase in self-confidence

Relevance Criteria	Yes	No	Description
Policy based performance	•		As stakeholders are the candidates of sports professional Spor İstanbul cares about their self-confidence too. Their trainer's support has played significant role in the occurrence of this outcome. So, it is relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		As stakeholders are candidates of sports professional, self-confident managers and trainers are important for society because it will affect their children. So, this outcome is relevant to social norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		This outcome is relevant to peer-based norms. However, it shouldn't be ignored that the most important factor is the trainer. His supportive behaviors increased stakeholders' self-confidence.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	6	TL 157.821	35%	25%
Conclusion	Medium	High	Low	Low

Network				
Relevance Criteria	Yes	No	Description	
Policy based performance	•		Course attendees will be sports sector professionals in near future. So, their development is included in Spor İstanbul's policy that covers offering network opportunity.	
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.	
Societal norms		•	Stakeholders' networking capacity is not relevant to societal norms.	
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.	
Peer based norms	•		Every sports organization, especially international ones, offers networking opportunity. So, stakeholders peers have equal opportunity to take similar chance. More important than that networking is important for every sports professional candidate.	
Conclusion	•			
Significance criteria	Quantity	Value	Deadweight	Attribution
	4	TL 142.181	25%	25%
Conclusion	Low	High	Low	Low

Volunteers

The relevance tests and significance tests of the outcomes shows that they are material.

All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders who have experienced them and value of outcomes are significantly high.

Deadweight ratios are high which is expected and acceptable. Even higher ratios could be expected since the outcomes can be achieved by engaging in volunteering activities at an NGO or engaging in social activities, art and culture activities.

As Spor İstanbul's policy regarding reaching out as much as volunteers to contribute volunteering culture and sports culture, the most important significance criteria is number of stakeholders and value of the outcomes.

Emotional wellbeing

Relevance Criteria	Yes	No	Description
Policy based performance		•	Volunteers' emotional wellbeing is an expected outcome but not a part of Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities. Doing good without expecting return is important for stakeholders.
Societal norms		•	Volunteering activities are important for society but emotional wellbeing outcome is not relevant to societal norm.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		Majority of volunteers (in sports field or in an NGO) state that they have experience emotional wellbeing as a result of being volunteer. So it is relevant to peer based norms.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	123	TL 1.442.117	65%	48%
Conclusion	High	High	High	High

Increase in self-confidence

Relevance Criteria	Yes	No	Description
Policy based performance		•	Increase in self-confidence is an expected outcome. It is known that volunteering contributes self-confidence. Still, it is not relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Self-confident individuals are something desired by society. So, it can be evaluated as the outcome is relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.

Peer based norms	•		It is known that any volunteering activity contributes to individuals' self-confidence.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	105	TL 1.442.117	64%	42%
Conclusion	High	High	High	High

New perspective

Relevance Criteria	Yes	No	Description
Policy based performance		•	New perspective outcome is an expected outcome but not an intended one. Stakeholders who take the opportunity to benefit from others' experiences gain new perspective. Still, it is not relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Individuals who gain new perspective contributes to society directly or indirectly. Therefore, it can be evaluated as the outcome is relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		Volunteering activities provides meeting with new people which contributes to individuals' perspectives. Therefore, the outcome is relevant to peer-based norms.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	111	TL 1.442.117	60%	44%
Conclusion	High	High	High	High

Encouragement to do physical exercise

Relevance Criteria	Yes	No	Description
Policy based performance	•		This outcome is directly related with Spor İstanbul's grassroots policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Physical exercise leads health society. Therefore, this outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms		•	There is no significant alternative for sports volunteering other than Spor İstanbul's events. Therefore, it is hard to evaluate this outcome as relevant to peer-based norms.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	108	TL 1.442.117	60%	40%
Conclusion	High	High	High	High

Contribution to career

Relevance Criteria	Yes	No	Description
Policy based performance		•	Even if this outcome is expected, it is not an intended one. Contribution to career outcome is not relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms		•	Contribution to career is an important change for individuals but the outcome is not relevant to societal norm.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms		•	There is no significant alternative for sports volunteering other than Spor İstanbul's events. Therefore, it is hard to evaluate this outcome as relevant to peer-based norms.

Conclusion		•		
Significance criteria				
	Quantity	Value	Deadweight	Attribution
	66	TL 1.442.117	57%	47%
Conclusion	Medium	High	High	High
Decrease in volunteering motivation				
Relevance Criteria	Yes	No	Description	
Policy based performance		•	This negative outcome is not relevant to Spor İstanbul policy. Vice versa, Spor İstanbul policy covers increase motivation of volunteers.	
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.	
Societal norms		•	As the outcome is negative, the outcome is not relevant to societal norms. However, volunteering activities are important to society. So, the opposite of this outcome would be relevant.	
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.	
Peer based norms	•		Stakeholders who have volunteering experience in different fields stated that this outcome is occurred as a result of related institutions' staff behavior. Therefore, any volunteer can experience this negative outcome if the institution's staff misbehave.	
Conclusion		•		
Significance criteria				
	Quantity	Value	Deadweight	Attribution
	67	TL -1.084.298	58%	36%
Conclusion	Medium	High	High	Medium

Members

The relevance tests and significance tests of the outcomes shows that they are material. All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders who have experienced them and value of outcomes are significantly high. Deadweight ratios are high which is expected and acceptable. Even higher ratios could be expected since the outcomes can be achieved by engaging in social activities, art and culture activities alongside sports activities. So, there are alternative ways of experiencing these outcomes. Still, they are highly valuable to them.

As Spor İstanbul's policy regarding reaching out as much as citizens who cannot effort sports services in order to developing sports culture and contribute their life quality, the most important significance criteria is number of stakeholders and value of the outcomes.

Physical wellbeing

Relevance Criteria	Yes	No	Description
Policy based performance	•		Physical wellbeing is directly relevant to Spor İstanbul's policy. This outcome is both intended and expected.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		This outcome is related with people's physical health which means healthy society. Therefore, it is relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		This outcome is directly related with doing physical exercise. People do physical exercise in order to increase their physical wellbeing.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	335	TL 467.277	44%	13%
Conclusion	High	High	Medium	Low

Social wellbeing

Relevance Criteria	Yes	No	Description
Policy based performance	•		Social wellbeing is a consequence of being in a sportive environment and having quality time. It is directly relevant to Spor İstanbul's policy. The outcome is both intended and expected.

Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Individuals' social wellbeing reflects society positively. It affects collective social wellbeing. Therefore, this outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		People who do physical exercise mention about social wellbeing as a consequence of being in a sportive environment and spending quality time.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	325	TL 415.357	58%	23%
Conclusion	High	High	High	Low

Self-Discipline

Relevance Criteria	Yes	No	Description
Policy based performance		•	The outcome is expected but not an intended one. It is not relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms		•	Individuals' self-discipline is not relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		Doing sports contributes people's life in terms of being more disciplined. So, this outcome can be evaluated as peer-based norms.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	329	TL 467.277	54%	25%
Conclusion	High	High	High	Low

Negative experiences

Relevance Criteria	Yes	No	Description
Policy based performance		•	This outcome is occurred as a consequence of high demand which causes crowd in facilities. Providing sports service to all citizens of İstanbul is Spor İstanbul's policy but negative experiences related with crowd is not nor relevant with its policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		This negative outcome could be minimized by increasing individuals' sports culture. Therefore, this negative outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		People experience similar negative outcome in crowd places where majority of people are lack of sports culture. Therefore, this outcome can be evaluated as relevant to peer-based norms.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	288	TL – 467.277	47%	10%
Conclusion	High	High	Medium	Low

Members with Disabilities

The relevance tests and significance tests of the outcomes shows that they are material. All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders (comparing to number of stakeholders who participated survey and one-on-one interviews) who have experienced them and value of outcomes are significantly high.

Deadweight ratios are high which is expected and acceptable. As the outcomes are directly related with doing physical exercise, approximately half of the outcomes would be achieved by engaging sports activities.

As members with disabilities is the group that could be reached out very limited, the rigorous level is low but still important to have an insight for deeper analysis next time.

Revealed preference approach was used for monetary valuation for this stakeholder group. The monetary value is high/medium compare to main beneficiaries' socio-economic level.

Physical wellbeing (dependents & independents)

Relevance Criteria	Yes	No	Description
Policy based performance	•		This outcome is directly related with Spor İstanbul's policy for both dependent children and independent adults.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Physical wellbeing of individuals with disabilities is an important element that increases their participation in daily life and decreases their isolation from society. Therefore, this outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		According to NGOs that are working in this field specifically stated that children with disabilities experience this outcome as a consequence of sportive activities.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	13	TL 14.400 (For dependent children)	40%	25%
	10	TL 4.120 (For independent adults)	41%	20%
Conclusion	High (relatively to number of interview and survey participants)	High (For dependent children)	Medium	Low
		Medium (For dependent children)		Low

Adapting to social life

Relevance Criteria	Yes	No	Description
Policy based performance	•		This outcome is directly relevant to Spor İstanbul's policy as it provides free sports services for those stakeholders to contribute their life improvement.

Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		This outcome provides increase stakeholders participation in daily life and decreases their isolation from society. Therefore, this outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		According to NGOs that are working in this field specifically stated that children with disabilities experience this outcome as a consequence of sportive activities.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	12	TL 12.800	56%	25%
Conclusion	High (relatively to number of interview and survey participants)	High	High	Low

Increase in self-confidence

Relevance Criteria	Yes	No	Description
Policy based performance	•		This outcome is directly relevant to Spor İstanbul's policy as it provides free sports services for those stakeholders to contribute their life improvement.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		This outcome provides increase stakeholders participation in daily life and decreases their isolation from society. Therefore, this outcome can be evaluated as relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		According to NGOs that are working in this field specifically stated that children with disabilities experience this outcome as a consequence of sportive activities.

Conclusion	•				
Significance criteria	Quantity		Value	Deadweight	Attribution
	12		TL 12.800	50%	40%
Conclusion	High (relatively to number of interview and survey participants)		High	High	Medium

Event Attendees

The relevance tests and significance tests of the outcomes shows that they are material. All outcomes are relevant with at least one criteria. As second step of deciding on whether outcomes are material or not, in significant test it is clear that outcomes are significant in terms of number of stakeholders who have experienced them. Value of outcomes are medium to stakeholders that indicates they are still significant.

Deadweight ratios are high which is expected and acceptable. Even higher ratios could be expected since the outcomes can be achieved by engaging in social activities, art and culture activities alongside sports activities.

As Spor İstanbul's policy regarding reaching out as much as citizens to developing sports culture and encourage them to be physically active, the most important significance criteria is number of stakeholders and value of the outcomes.

Increase in self-confidence			
Relevance Criteria	Yes	No	Description
Policy based performance	•		Spor İstanbul policy covers to provide contribution to improvement of citizens' lives. Since this outcome is related with stakeholders' quality of life, it can be evaluated as relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Self-confident individuals are something desired by society. So, it can be evaluated as the outcome is relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		In general sports events like Spor İstanbul's organizations are non-competitive competitions. That kind of organizations contributes attendees' self-confidence.

			Therefore, this outcome can be evaluated as relevant to peer-based norms.	
Conclusion	•			
Significance criteria	Quantity	Value	Deadweight	Attribution
	262	TL 3.955	65%	49%
Conclusion	High	Medium	High	Medium
Mental wellbeing				
Relevance Criteria	Yes	No	Description	
Policy based performance	•		Spor İstanbul policy covers to provide contribution to improvement of citizens' lives. Since this outcome is related with stakeholders' quality of life, it can be evaluated as relevant to Spor İstanbul's policy.	
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.	
Societal norms	•		Individuals' mental wellbeing reflects society positively. Therefore, this outcome can be evaluated as relevant to societal norms.	
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.	
Peer based norms	•		In general sports events like Spor İstanbul's organizations are non-competitive competitions. That kind of organizations contributes attendees' mental wellbeing. Therefore, this outcome can be evaluated as relevant to peer-based norms.	
Conclusion	•			
Significance criteria	Quantity	Value	Deadweight	Attribution
	277	TL 3.955	56%	46%
Conclusion	High	Medium	High	Medium

Increase in motivation to do physical exercise

Relevance Criteria	Yes	No	Description
Policy based performance	•		Encouraging for doing physical exercise is Spor İstanbul's core policy. Therefore, this outcome is intended and relevant to its policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms		•	There is no relation with individuals' motivation of doing physical exercise and societal norms. Therefore, it is not relevant to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms		•	It can be expected that non-competitive competitions may encourage individuals to do physical exercise regularly. However, there is no clue about whether stakeholders' peers do regular exercise as a result of attending a sports event.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	275	TL 3.955	63%	50%
Conclusion	High	Medium	High	High

Spiritual wellbeing

Relevance Criteria	Yes	No	Description
Policy based performance	•		Spor İstanbul policy covers to provide contribution to improvement of citizens' lives. Since this outcome is related with stakeholders' quality of life, it can be evaluated as relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of engaging in Spor İstanbul's activities.
Societal norms	•		Individuals' spiritual wellbeing reflects society positively. Therefore, this outcome can be evaluated as relevant to societal norms.

Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms		•	In general sports events like Spor İstanbul's organizations are non-competitive competitions. That kind of organizations contributes attendees' spiritual wellbeing. Therefore, this outcome can be evaluated as relevant to peer-based norms.
Conclusion		•	

Significance criteria	Quantity	Value	Deadweight	Attribution
	267	TL 3.955	65%	50%
Conclusion	High	Medium	High	High

Adverse effect of the track on the grade

Relevance Criteria	Yes	No	Description
Policy based performance		•	Affecting marathon attendees' degree negatively is not relevant to Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of attending the Spor İstanbul's organization.
Societal norms		•	This outcome has no direct or indirect relevance to societal norms.
Direct short term financial Impacts		•	There is no short term direct financial impact of this outcome.
Peer based norms	•		It is highly possible that any sports event attendees experience this outcome since the negativity is based on physical conditions of the route track.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	217	TL -3.469	61%	0%
Conclusion	High	Medium	High	Low

Sports Federations

Sports federations have experienced outcomes that are specific to their sports branch and organizations. Therefore, value of outcomes is the prior criteria for significance rather than number of stakeholders.

Deadweight ratios are high for two outcomes that is expected because there are other public institutions that sports federations can collaborate with. Still, those other ways of achieving the same outcome provide half of the outcomes. As discussed in the "PRINCIPLE 5: DO NOT OVER CLAIM" part in the report, experience of Spor İstanbul is the most unique factor.

To increase interest and participation in the relevant sport branch					
Relevance Criteria	Yes	No	Description		
Policy based performance	•		This outcome is directly related with Spor İstanbul's grassroots policy.		
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome has occurred as a result of collaboration with Spor İstanbul.		
Societal norms	•		The events are organized for society. Therefore, increasing their interest towards sports events is relevant to societal norms.		
Direct short term financial Impacts	•		Spor İstanbul used its own budget to achieve this outcome.		
Peer based norms		•	It is not possible to conduct a peer assessment because there is no other institution like Spor İstanbul.		
Conclusion	•				
Significance criteria	Quantity		Value	Deadweight	Attribution
	1		TL 17.017.438	50%	75%
	1		TL 200.000		
Conclusion	High (relatively to number of interview and survey participants)		High	High	High
Contributing to the enhancement of prestige					
Relevance Criteria	Yes	No	Description		
Policy based performance	•		This outcome is directly related with Spor İstanbul's representing the country policy.		

Stakeholder behavior and concerns	•		Stakeholder stated that this outcome has occurred as a result of collaboration with Spor İstanbul.
Societal norms		•	This outcome has no direct or indirect relevance to societal norms.
Direct short term financial Impacts	•		Spor İstanbul used its own budget to achieve this outcome.
Peer based norms		•	It is not possible to conduct a peer assessment because there is no other institution like Spor İstanbul.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	1	TL 164.000	0%	0%
Conclusion	Medium	High	Low	Low

Prevented interruption of activities

Relevance Criteria	Yes	No	Description
Policy based performance	•		Supporting athletes (especially national team) is part of Spor İstanbul's policy.
Stakeholder behavior and concerns	•		Stakeholder stated that this outcome has occurred as a result of collaboration with Spor İstanbul.
Societal norms		•	This outcome has no direct or indirect relevance to societal norms.
Direct short term financial Impacts	•		Spor İstanbul used its own facilities to achieve this outcome.
Peer based norms		•	It is not possible to conduct a peer assessment because there is no other institution like Spor İstanbul.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	1	TL 70.000	50%	0%
Conclusion	Medium	High	High	Low

PRINCIPLE 5: DO NOT OVER CLAIM

"The principle of Do Not Over Claim means understanding and capturing your impact, meaning the outcomes that were caused by your intervention". In order avoid over claiming information regarding counterfactual (deadweight), attribution, and displacement has been collected from stakeholders.

For each outcome stakeholders were asked;

■ "How likely is it that this outcome would have happened anyway?" – (related to deadweight)

■ "Who else contributes to this outcome?" - (related to attribution)

In order to understand whether displacement is occurred or not, any stakeholder group was tried to identified that are adversely affected in another area or in another way.

Rigorous

For this analysis low level of rigorous is good enough to inform decision. Stakeholder approach is used to understand what would have happened in the absence of Spor İstanbul. Spor İstanbul's activities' irreversibility is low and there is no trade-off, which is discussed in the Displacement part.

Additionally, Spor İstanbul regularly make research about its stakeholders' views regarding Spor İstanbul services. The result of this analysis will be an additional document for decision making process.

Sports Schools Attendees		
Outcome	Deadweight (%)	Attribution (%)
Increase in self-confidence	59%	35%
Physical empowerment	56%	20%
Self-Discipline	45%	31%
Demoralization	56%	20%

Deadweight Discussion

All outcomes' deadweight ratios are so close to each other. This result expected because all outcomes are consequence of engaging in sportive activities. According to the stakeholders there are 3 ways of experiencing same outcomes;

1- Private sports clubs: 34% of stakeholders think that if their children would attend sports courses of private sports club, they can experience "increase in self-confidence" outcome. 63% of those stakeholders (who think private sports clubs are an alternative) have high income level (above TL 10.000). Only 9% of stakeholders whose income level is below TL 4.000 TL think private sports clubs can be other way of achieving same outcome.

51% of stakeholders think that if Spor İstanbul would not exist, their children's physical empowerment could be achieved by attending private sports club. 71% of those stakeholders (who think private sports clubs are an alternative) have high income level (above TL 10.000). 13% of stakeholders whose income level is below TL 4.000 TL think private sports clubs can be other way of achieving same outcome.

other way of achieving same outcome.

31% of stakeholders think that if Spor İstanbul would not exist, their children's self-discipline could be achieved by attending private sports club. 45% of those stakeholders (who think private sports clubs are an alternative) have high income level (above TL 10.000). 10% of stakeholders whose income level is below TL 4.000 TL think private sports clubs can be other way of achieving same outcome.

35% of stakeholders think that if Spor İstanbul would not exist, their children could experience demoralization by attending private sports club too. At the end of the course period, they would demoralize because of similar reasons. 32% of those stakeholders (who think private sports clubs are an alternative) have high income level (above TL 10.000). 20% of stakeholders whose income level is below TL 4.000 TL think private sports clubs can be other way of achieving same outcome.

2- Benefiting from local municipalities' sports facilities: Another way of experiencing same outcome is to benefit from local municipalities' sports facilities. Since each local municipality has no similar sports facilities, this is an option for less stakeholders.

26% of stakeholders think that if their children would benefit from sports courses of local municipalities' sports facilities, they can experience "increase in self-confidence" outcome.

42% of stakeholders think that if Spor İstanbul would not exist, their children's physical empowerment could benefit from sports courses of local municipalities' sports facilities.

32% of stakeholders think that if Spor İstanbul would not exist, their children's self-discipline could be achieved by benefiting from sports courses of local municipalities' sports facilities.

39% of stakeholders think that if Spor İstanbul would not exist, their children could experience demoralization negative outcome anyway by benefiting from local municipalities' sports facilities.

3- Attending courses where they could gain skills (such as music, art): Except physical empowerment, other outcomes may have been experienced by attending different activities such as music or art. Any new skill contributes to children personal development.

37% of stakeholders think that if their children would benefit from attending different activities other than sports, they can experience "increase in self-confidence" outcome.

33% of stakeholders think that if Spor İstanbul would not exist, their children's self-discipline could be achieved by attending different activities other than sports.

23% of stakeholders think that if Spor İstanbul would not exist, their children could experience demoralization by attending different activities other than sports anyway.

Physical education lesson at schools could be thought as an alternative way of experiencing those outcomes (except the negative one). Only 2% of stakeholders think that it is enough to gain those positive outcomes.

Attribution Discussion

Even if attribution levels are not so high, still there are other factors that contributed to the outcomes. According to the stakeholders they contributed to the outcomes as parents specially to increase in self-confidence and self-discipline outcomes. Besides, they think that teachers are an important contributor to those outcomes. 70% of stakeholders think that teachers of children have contributed to increase in self-confidence and self-discipline outcomes. Besides, 90% of stakeholders think that they have also contribution to the outcomes as parents.

Sportive special talent preparation course attendees		
Outcome	Deadweight (%)	Attribution (%)
Gaining knowledge and experience of sports organization	25%	25%
Increase in self-confidence	35%	25%
Network	25%	25%

Deadweight Discussion

Deadweight ratios are not high. The basic reason for this is those outcomes are based on being volunteer at Spor İstanbul's organizations. Similarly, sports federations organized events and they also offer volunteering opportunities for young people. However, according to stakeholders, Spor İstanbul organizes many events with larger scale in a year. So, stakeholders can gain knowledge and experience of different kinds of sports organizations.

Attribution Discussion

There are two main actors who contributed to the outcomes that they have experienced. First one is stakeholders' families as they helped to pay for the course fee. So that they could attend Spor İstanbul's course and took the opportunity of being volunteer at the sports event. Secondly, their high school teachers contributed to the outcomes especially to increase in self-confidence in addition to their family.

Volunteers		
Outcome	Deadweight (%)	Attribution (%)
Emotional wellbeing	65%	48%
Increase in self-confidence	64%	42%
New perspective	60%	44%
Encouragement to do physical exercise	60%	40%
Contribution to career	57%	47%
Decrease in volunteering motivation	58%	36%

Deadweight Discussion

Deadweight ratios are quite high for volunteers. This result is expected as outcomes could have happened by engaging volunteering activities.

66% of stakeholders think that if Spor İstanbul would not exist, emotional wellbeing and increase in self-confidence could be achieved by being volunteer in an NGO. 52% of stakeholders think that emotional wellbeing outcome and 56% of stakeholders think that increase in self-confidence outcome can be achieved by being volunteer at an institution in the sports field.

69% of stakeholders think that if Spor İstanbul would not exist, new perspective outcome could be achieved by being volunteer in an NGO. 58% of stakeholders think that the same outcome can be achieved by being volunteer at an institution in the sports field.

58% of stakeholders think that if Spor İstanbul would not exist, encouragement to do physical exercise outcome could be achieved by being volunteer at an institution in the sports field.

65 % of of stakeholders think that if Spor İstanbul would not exist, contribution to career outcome could be achieved by being volunteer at an institution in the sports field. 55% of stakeholders think that that the same outcome can be achieved by being volunteer in an NGO.

50% of stakeholders think that their volunteering motivation could decrease if they would be volunteer in an NGO or an institution in the sports field because of similar reasons.

Attribution Discussion

According to stakeholders (more than 50%), their friends who have volunteering experience and sports habit, family members contributed to those positive outcomes. 76% of stakeholders stated that their friends who have volunteering experience has significant role.

51% of stakeholders think that decrease in volunteering motivation is contributed by other institutions where stakeholders engage in volunteering activities. This result indicates that volunteering activities are managed not as good as they it should be.

Members		
Outcome	Deadweight (%)	Attribution (%)
Physical wellbeing	44%	13%
Social wellbeing	58%	23%
Self-Discipline	54%	25%
Negative experiences	47%	10%

Deadweight Discussion

According to stakeholders, they would have experienced the same changes at a rate of approximately 50% anyway. If Spor İstanbul would not exist, the alternative ways are being a member of any sports club (for 56% of stakeholders) and exercising by themselves by watching workout videos at home (for 50% of stakeholders). Besides, according to 26% of stakeholders, local municipalities' sports facilities could be another option.

38% of stakeholders think that self-discipline outcome could be achieved by attending other kind of activities such as dance, music, painting, etc. 46% of stakeholders stated that they could have experienced social wellbeing by the same way.

61% of stakeholders think that they would have same negative experiences if they would be member of any sports club. Besides, 36% of stakeholders stated that same negative experiences would have happened at local municipalities' sports facilities.

Attribution Discussion

Attribution ratios are quiet low which is expected since stakeholders are adult and the outcomes are occurred as a result of Spor İstanbul's service. Social wellbeing and self-discipline are the most contributed outcomes by other people/institutions. 25% of stakeholders stated that wellbeing services that are provided by the company they work for contributed to the social wellbeing outcome. 17% of stakeholders think that other sports clubs that they are member of also contributed to this outcome as well. 65% of stakeholders stated that their family members and friends are the contributors to self-discipline outcome. They encourage and motivate the stakeholders to do sports/exercise regularly.

Members with disabilities		
Outcome	Deadweight (%)	Attribution (%)
Physical wellbeing (dependents)	40%	25%
Adapting to social life	56%	25%
Increase in self-confidence	50%	40%
Physical wellbeing (independents)	41%	20%

Deadweight Discussion

Deadweight ratios are high for the outcomes of members with disabilities. According to stakeholders (independent adults) who have experienced physical wellbeing stated that if Spor İstanbul would not exist, the alternative ways are being a member of any sports club (for 50% of stakeholders) and benefiting from local municipalities' sports facilities (for 17% of stakeholders). 63% of stakeholders (dependent children) who have experienced same outcome stated that the exercises at the rehabilitation center could provide physical wellbeing outcome too.

According to 44% of stakeholders adapting to social life and increase in self-confidence outcomes could have been happened by special education. 40% of stakeholders think that rehabilitation center could be another alternative and 30% of stakeholders think that different types of therapies like equine therapy could be helpful for achieving those outcomes.

Attribution Discussion

Attribution ratios of outcomes are low except increase in self-confidence outcome. According to 80% of stakeholders special education has an important role and 60% of stakeholders think that rehabilitation center also contributed to this outcome.

100% of stakeholders think that rehabilitation center also contributed to physical wellbeing, even if it is not a significant contribution.

60% of stakeholders stated that special education and rehabilitation center has contribution on adapting to social life.

Event Attendees		
Outcome	Deadweight (%)	Attribution (%)
Increase in self-confidence	65%	49%
Mental wellbeing	56%	46%
Increase in motivation to do physical exercise	63%	50%
Spiritual wellbeing	65%	50%
Adverse effect of the track on the grade	61%	0%

Deadweight Discussion

Deadweight ratios of outcomes are quite high. This result is expected because each event is a one-time organization. 73% of stakeholders stated that mental wellbeing outcome could be achieved by attending any kind of sports organization. 38% of stakeholders think that attending sports clubs and/or sports federations' organizations could be alternative to experience this outcome. 49% of stakeholders stated that increase in self-confidence could be achieved by attending any kind of social activity if Spor İstanbul would not exist. Other sports events that are organized in other cities could be alternative for 41% of stakeholders.

73% of stakeholders thinks that if Spor İstanbul would not exist they could have experienced increase in motivation to do physical exercise by attending any kind of sports event. 36% of them stated that other sports events that are organized in other cities could be alternative.

70% of stakeholders think that spiritual wellbeing could be achieved by attending any kind of social activity if Spor İstanbul would not exist. 56% of stakeholders stated that they would have achieved this outcome by attending any kind of social activity.

48% of stakeholders (marathon attendees) think that the major reason of the negative outcome is the crowd at the starting point and 36% of stakeholders think that this negativity would have happened any sports event.

Attribution Discussion

Attribution ratios of outcomes are around 50% that means half of the outcome occurred depending on external contributions. According to stakeholders, family members, their friends and sports clubs/federations that organizes sports events are the major contributors to those outcomes. More than 70% of stakeholders think that their family members/friends contributed to the outcomes that they have experienced. Approximately 40% of stakeholders stated that sports clubs/federations also contributed to those outcomes by organizing sport events for public.

Sports Federations		
Outcome	Deadweight (%)	Attribution (%)
To increase interest and participation in the relevant sports branch	50%	75%
Contributing to the enhancement of prestige	0%	0%
Prevented interruption of activities	50%	0%

Deadweight Discussion

Sports federations could achieve the half of the same outcomes with sponsorships or with the help of governorship. However, there is no alternative of Spor İstanbul's experienced team.

Attribution discussion

According to stakeholders, Provincial Directorate of Youth and Sports had a significant contribution to "to increase interest and participation in the relevant sports branch" outcome.

Displacement

In order to understand whether displacement is applicable to Spor İstanbul, first stakeholders' opinion was asked; "Did Spor İstanbul influence your use of similar services?" and stakeholders were asked about other people around them too. The answer was quite clear "no", which expected because Spor İstanbul is the only institution that serves to disadvantaged citizens in İstanbul.

Secondly, answer of the two questions below were scrutinized;

■ Has your activity replaced other activity that would have resulted in some of this outcome?

■ Has your activity just moved outputs around, rather than created a net change?

Spor İstanbul's operations are towards an underserved group. But as it is municipality's institution any citizen has right to benefit from its service. Obviously, Spor İstanbul's services do not prevent people who do not use its services from doing physical exercise or doing sports.

PRINCIPLE 6: BE TRANSPARENT

Every social impact assessment includes subjective decisions. which is inevitable. This analysis includes judgments and assumptions too. Even though those judgments are tested in sensitivity analysis, still we cannot talk about absolute value.

Spor İstanbul has large number of stakeholders. In order to involve stakeholder voice in the analysis the written survey was sent to all stakeholder groups. However, participation was lower than expected. Even if one-on-one interviews were reached at saturation point successfully, written survey participation was expected more than 1254 in total. Especially members with disabilities participation were too low. Actually, the low participation in this group was expected because of the stakeholder profile. This situation causes an important risk of missing unintended negative outcomes for stakeholders. Therefore, this group will be included in the future analysis by using different method like face-to-face interviews (when covid-19 risk will be over).

Because this analysis focuses on the 8 main stakeholder groups, there is risk of missing material outcomes that have experienced by other stakeholders such as families/ friends of service beneficiaries, families/friends of event attendees, families/friends of volunteers and universities. Similarly, the most important point is risk of missing unintended negative outcomes for these stakeholders. Therefore, these stakeholders will be focused in the next analysis. Readers of this report should be aware that this analysis does not include value (both positive and negative) created for those stakeholder groups. In order to manage the impact well, Spor İstanbul needs to understand what has changed for stakeholders one step at a time.

PRINCIPLE 7: VERIFY THE RESULTS

Verification step is important in order to minimize impact washing risk. Before submitting the analysis report for assurance to Social Value International (SVI), the results should be discussed with stakeholders.

“Sports Federations” stakeholder groups were easy to discuss the results because number of stakeholders was low and easy to organize an online meeting for a discussion. However, this situation was not valid for other stakeholder groups. The main reason of result discussion could not be achieved is very low number of participations just like happened in written survey participation. It is known that some stakeholders have limited access to internet and devices (smart phones). So, it could not be possible to have an online meeting for the discussion with them. This situation causes an important risk of right representation of a stakeholder group. So, Spor İstanbul have made a plan to solve this problem. It has still chance to discuss the results with them because the analysis will continue with wider context.

Spor İstanbul’s team is delivered Social Value and SROI Analysis training in 2022. Trainees have capacity to transform information to all facilities around İstanbul. So, they have capability to make discussion about the results with stakeholders. By this way, they make better decisions to optimize the company’s value.

Besides, the General Manager of Spor İstanbul organizes meetings to get feedback from stakeholders of Spor İstanbul. The results of this analysis will be discussed during those meetings.

For Spor İstanbul verification process is a continues process and a kind of tool to optimize its value.

SENSITIVITY ANALYSIS

Estimations and/or subjectivity are inevitable for any social impact analysis. So, it is important to discuss these estimations and/or assumptions and test the implications on the SROI calculation of different scenarios changing significant factors.

Sensitivity analysis aim is to test which assumptions have the greatest effect on Spor İstanbul. For an SROI Analysis the standard requirement is to check changes to:

- estimates of deadweight, attribution and drop-off;
- financial proxies;
- the quantity of the outcome; and
- the value of inputs, where you have valued non-financial inputs.
- the duration of outcomes

For the monetization of the relative importance of outcomes, revealed preference approach was used for 1 stakeholder group, stated preference approach was used for 5 stakeholder groups, and cost saving approached was used for 1 stakeholder group. Since value of outcomes that are determined by using stated preference approach contains assumptions, they also should be tested. So, monetary value is halved for sensitivity analysis for those 5 stakeholder groups.

Volunteers’ input value is doubled because it contains assumption. Other stakeholder groups’ inputs are not changed for the test because there is no assumption on monetary value of inputs. Causality and duration are tested at the highest possibility level of causality and the lowest level of duration for positive outcomes and lowest level of causality for negative outcomes.

Stakeholder Groups	Outcome (The Change)	Description	Deadweight Rate	Attribution Rate	Drop Off Rate	Duration
Sports Schools Attendees	Increase in self-confidence	Financial proxy is taken as TL 225.537 (half of TL 451.074)	90%	75%	50%	2
	Physical empowerment	For all positive outcomes, deadweight increased to 90% which is the highest possible ratio for stakeholders. For the negative outcome deadweight was decreased to the lowest ratio. Since all outcomes are related with doing physical exercise, it is assumed that those outcomes can be achieved by attending private sports clubs. As most of the stakeholders cannot effort for private sports clubs, they may benefit from local public institutions. Attribution ratio is increased to 75% since children have physical education class at school. 75% of attribution ratio is based on an assumption that those classes are done properly. The SROI ratio is higher than 1:1 after these changes.	90%	75%	0%	1
	Self-Discipline		90%	75%	0%	1
	Demoralisation		25%	-	-	-
When the changes of the rates were applied simultaneously for all outcomes, the SROI ratio is 55,62						
Sportive special talent preparation course attendees	Gaining knowledge and experience of sports organization	Financial proxy is taken as TL 78.911 (half of TL 157.821)	50%	50%	0%	1
	Increase in self-confidence	For all outcomes, deadweight and attribution are doubled to test whether those changes are sensitive. Since the outcomes are directly related with taking responsibility at sports organizations events of Spor İstanbul, those outcomes cannot be experienced by attending similar course. So, it can be assumed that stakeholders may experience similar outcomes by being volunteer not only at sports events but also at other social organizations.	70%	50%	0%	1
	Network		50%	50%	0%	1

		<p>Attribution ratio is also doubled based on assumption of having good trainers at high school and their contribution is higher than stakeholders stated.</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>				
When the changes of the rates were applied simultaneously for all outcomes, the SROI ratio is 100,43						
Volunteers	Emotional wellbeing	<p>For volunteers group input value increased from TL 804.678 to TL 1.609.356 and SROI ratio is tested by increasing deadweight to the highest possible ratio. Attribution ratio is tested with the highest possible ratio as well.</p> <p>Financial proxy is taken as TL 257.698 (half of TL 515.395)</p>	90%	90%	-	-
	Increase in self-confidence		90%	90%	0%	1
	New perspective		90%	90%	0%	1
	Encouragement to do physical exercise		90%	90%	0%	1
	Contribution to career	90%	90%	0%	1	
	Decrease in volunteering motivation	<p>Volunteering activities deadweight ratio could be thought as 100%. However, as this is sports volunteering and sports volunteering alternatives are too limited deadweight ratio is increased to 90%.</p> <p>Also, it is assumed that third actors' contribution to changes is higher than stakeholders stated.</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>	10%	10%	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 55,50						
Members	Physical wellbeing	<p>Financial proxy is taken as TL 126.370 (half of TL 252.739)</p>	90%	50%	0%	1
	Social wellbeing		90%	50%	-	-
	Self-Discipline	<p>For all positive outcomes, deadweight increased to 90% which is the highest possible ratio for stakeholders. For the negative outcome deadweight was decreased to the lowest ratio.</p> <p>Since all outcomes are related with doing physical exercise, it is assumed that those outcomes can be achieved by attending private sports clubs or. As most of the stakeholders cannot effort for private sports clubs, they may benefit from local public institutions.</p>	90%	50%	0%	1
	Negative experiences		10%	-	-	-

		<p>Attribution ratio is increased to 50%. According to stakeholders third actors' contribution are not so high. However, in order to test sensitivity of the changes, attribution ratios are doubled.</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>				
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 59,23						
Members with disabilities	Physical wellbeing (dependents)	<p>For all outcomes, deadweight increased to 90% which is the highest possible ratio for stakeholders. It is assumed that NGOs activities could be other way of experiencing same outcomes. Actually, number of NGOs who work for children with disabilities are limited (additionally their facilities' capacities are limited) this assumption is not so realistic but in order to test the sensitivity of changes deadweight ratio is increased to 90%.</p> <p>Attribution ratio is doubled for all changes. It might be possible that stakeholders may underestimated the contribution of special education. In order to eliminate that risk the ratio is increased to 50%.</p> <p>For independent adults, the contribution of physiotherapy might have higher contribution to the related change. So, attribution ratio is increased to 90%.</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>	90%	50%	-	-
	Adapting to social life		90%	50%	-	-
	Increase in self-confidence		90%	80%	0%	1
	Physical wellbeing (independents)		90%	90%	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,98						
Event Attendees	Increase in self-confidence	<p>Financial proxy is taken as TL 1978 (half of TL 3955), deadweight ratio increased to 90% which is the highest possible ratio for stakeholders.</p> <p>The positive changes (except increase in motivation to do</p>	90%	90%	0%	1
	Mental wellbeing		90%	90%	-	-
	Increase in motivation to do physical exercise		90%	90%	0%	1

	Spiritual wellbeing	physical exercise) can be experienced by attending other social activities such as music, theatre, art, etc.	90%	90%	-	-
	Adverse effect of the track on the grade	Most of the event attendees are mentally and physically healthy people. So, assuming that they have social life and supportive environment attribution ratio is increased to 90% to test whether those outcomes are sensitive. The SROI ratio is higher than 1:1 after these changes.	10%	-	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,70						
Sports Federations	To increase interest and participation in the relevant sports branch	For all outcomes, deadweight increased to 90% which is the highest possible ratio for stakeholders. It is assumed that sports federation may collaborate with sponsors that can cover the costs of their organizations.	90%	90%	-	-
	Contributing to the enhancement of prestige	However, the highly experienced staff of Spor İstanbul has no alternative for federations. That is the basic reason of not testing the sensitivity with 100% deadweight ratio.	50%	-	0%	1
	Prevented interruption of activities	Attribution for the first outcome (To increase interest and participation in the relevant sports branch) is increased to 90% because the contribution of third actors like sports media and public institutions could have more contribution than the federations assume. The SROI ratio is higher than 1:1 after these changes.	90%	-	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,26						

The SROI ratio was also tested with adjusted proxy values for the depth of outcomes in order to avoid over-claiming. For this test, relative importance of outcomes' are ignored and the depth of outcomes are considered.

Stakeholder Groups	Outcome (The Change)	Description	Deadweight Rate	Attribution Rate	Drop Off Rate	Duration
Sports Schools Attendees	Increase in self-confidence	Financial proxy was halved (TL 225.537), and then proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as; *Increase in self-confidence: TL 90,215 *Physical empowerment: TL 67.661 *Self-Discipline: TL 67.661 *Demoralisation: The negative outcome's value was kept same, TL -225.537 The SROI ratio is higher than 1:1 after these changes.	90%	90%	50%	2
	Physical empowerment		90%	90%	0%	1
	Self-Discipline		90%	90%	0%	1
	Demoralisation		0%	0%	-	-
When the changes of the rates were applied simultaneously for all outcomes, the SROI ratio is 50,31						
Sportive special talent preparation course attendees	Gaining knowledge and experience of sports organization	Financial proxy was halved (TL 78.911) and then proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as; *Gaining knowledge and experience of sports organization: TL 55.238 *Increase in self-confidence: TL 31.564 *Network: TL 31.564 The SROI ratio is higher than 1:1 after these changes.	90%	90%	0%	1
	Increase in self-confidence		90%	90%	0%	1
	Network		90%	90%	0%	1
When the changes of the rates were applied simultaneously for all outcomes, the SROI ratio is 100,33						
Volunteers	Emotional wellbeing	For volunteers group input value was increased from TL 804.678 to TL 1.609.356. Financial proxy was halved (TL 257.698) then proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as; *Emotional wellbeing: TL 51540 * Increase in self-confidence: TL 51540 * New perspective: TL 25.770 * Encouragement to do physical exercise: TL 51540	90%	90%	-	-
	Increase in self-confidence		90%	90%	0%	1
	New perspective		90%	90%	0%	1
	Encouragement to do physical exercise		90%	90%	0%	1
	Contribution to career		90%	90%	0%	1
	Decrease in volunteering motivation		0%	0%	-	-

		<p>* Contribution to career: TL 25.770</p> <p>* Decrease in volunteering motivation: The negative outcome's value was kept same, TL -387.515</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>				
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 50,79						
Members	Physical wellbeing	<p>Financial proxy was halved (TL 126.370) and then proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as;</p> <p>* Physical wellbeing: TL 50.548</p> <p>* Social wellbeing: TL 25.274</p> <p>* Self-Discipline: TL 37.911</p> <p>* Negative experiences: The negative outcome's value was kept same, TL -252.7729</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>	90%	90%	0%	1
	Social wellbeing		90%	90%	-	-
	Self-Discipline		90%	90%	0%	1
	Negative experiences		0%	0%	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 41,03						
Members with disabilities	Physical wellbeing (dependents)	<p>The proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as;</p> <p>* Physical wellbeing (dependents): TL 7.200</p> <p>* Adapting to social life: TL 2.560</p> <p>* Increase in self-confidence: TL 2.560</p> <p>* Physical wellbeing (independents): TL 2.060</p> <p>The SROI ratio is higher than 1:1 after these changes.</p>	90%	90%	-	-
	Adapting to social life		90%	90%	-	-
	Increase in self-confidence		90%	90%	0%	1
	Physical wellbeing (independents)		90%	90%	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,97						
Event Attendees	Increase in self-confidence	<p>Financial proxy was halved (TL 1978), and then proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as;</p> <p>* Increase in self-confidence: TL 1.286</p> <p>* Mental wellbeing: TL 1.088</p> <p>* Increase in motivation to do physical exercise: TL 1.246</p> <p>* Spiritual wellbeing: TL 1.286</p> <p>* Adverse effect of the track on the grade: The negative</p>	90%	90%	0%	1
	Mental wellbeing		90%	90%	-	-
	Increase in motivation to do physical exercise		90%	90%	0%	1
	Spiritual wellbeing		90%	90%	-	-
	Adverse effect of the track on the grade		0%	-	-	-

		outcome's value was kept same, TL -3.469 The SROI ratio is higher than 1:1 after these changes.				
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,53						
Sports Federations	To increase interest and participation in the relevant sports branch	The proxy values were adjusted for the depth of outcome. So, the financial proxies of outcomes were taken as; * To increase interest and participation in the relevant sports branch:	90%	90%	-	-
	Contributing to the enhancement of prestige	(a) TL 3.403.488 (b) TL 100.000	90%	90%	0%	1
	Prevented interruption of activities	*Contributing to the enhancement of prestige: TL 16.400 * Prevented interruption of activities: TL 70.00 (Remained same as the depth of change is 100%) The SROI ratio is higher than 1:1 after these changes.	90%	90%	-	-
When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 100,18						

A SHORT DISCUSSION – PRINCIPLE 8: BE RESPONSIVE

The new Principle of Social Value, Principle 8: Be Responsive, has been published on July 2022 that show us a way to close the loop, meaning impact management. Even if this report is assured for 7 Principles, Spor İstanbul focuses on 'optimizing value' which means 'being responsive'. This high ratio tells us a lot of things such as İstanbul citizens more space to engage in activities that will improve their mental wellbeing and social wellbeing, children need better sports education etc. More importantly, the high ratio does not tell us one thing which is 'you can stop here, you already create high value for your stakeholders.' Value creation is a dynamic and an endless process. So, the next step for İstanbul is continue to gathering data from its stakeholders regarding value of its services. Some limitations still will be there, for sure, but in order to optimize the value Spor İstanbul will be informed by the results of this analysis and accordingly it will make decision on its strategy, tactics, and operations.

ANNEX

A. INTERVIEW QUESTION

SPORTS SCHOOL

GENERAL INFORMATION

The purpose of this section is to obtain general information about your approach to sports and your use of Spor Istanbul services as both your child and his/her family.

* **2. What was the main reason why you chose Spor Istanbul for your daughter/son to do sports?**

- I find it reliable because it is a public institution
- Close to our home
- It is free
- Other (Please specify)

* **3. How old is your daughter/son?**

* **4. How old was your daughter/son when she/he started to do sports regularly?**

* **5. Did your daughter/son start doing sports regularly with Spor Istanbul?**

- Yes
- No

* **6. With which institution did your daughter/son start doing sports regularly?**

- Private sports school
- Sports club
- Public institution
- Other (please specify)

* **7. Does your daughter/son continue to do sports in Spor Istanbul?**

- Yes, continues in Spor Istanbul
- No, continues in another institution
- No, quit doing sports

* **8. In which institution does he/she continue to do sports?**

- At a sports club
- In a premise belonging to another public institution
- In a private sports school
- Other (please specify)

While answering the questions after this question, please consider the period when your child attended Spor Istanbul.

* **9. What was the reason for your daughter/son to quit sports?**

- Didn't like/didn't want to
- As their parents, we couldn't make the time
- Due to Covid-19
- The instructors pushed him/her too hard, he/she alienated from the sport
- His/her instructors were not interested enough, he/she did not see the benefit
- Other (Please specify)

* **10. How many days a week does your daughter/son come to do sports in Spor Istanbul?**

* **11. Which branch does your daughter/son do sports?**

- Athletics
- Basketball
- Ice Skating
- Football
- Gymnastics
- Judo
- Tennis
- Volleyball
- Swimming
- Other (Please specify)

* **12. Which facility does your daughter/son benefit from?**

* **13. Do you exercise regularly, as a parent, too?**

- Yes
- No
- Used to be yes, lately no

* **14. What were the factors that caused you to stop exercising regularly? You can tick more than one option**

- Covid-19
- Workload
- The bustle of everyday life
- Material reasons
- Low motivation
- No particular reason, I have moved away from exercise over time

***15. Is exercising for you as an adult individual a leisure activity, or is it an activity that should be taken seriously?**

- It is a leisure activity
- It is an activity that should be taken seriously

***16. When you bring your daughter/son to Spor Istanbul, if possible, would you exercise while you wait?**

- Yes, I am already evaluating my time by exercising at Spor Istanbul while I am waiting for my child
- Yes, I would participate in these programs if the exercise programs for adults are compatible with my child's sports hours
- No
- Maybe

***17. Please rate the topics in your daily life according to the list below in order of priority?**

- Children (0=Lowest priority, 6=Highest priority)
- Household chores/Working life (0=Lowest priority, 6=Highest priority)
- (If you are continuing your education life) School/study (0=Lowest priority, 6=Highest priority)
- Travel (0=Lowest priority, 6=Highest priority)
- Cultural activities such as reading books / cinema/ theater/concert (0=Lowest priority, 6=Highest priority)
- Physical exercise (0=Lowest priority, 6=Highest priority)

***18. Taking your daughter/son to Sports Schools to do sports, if we think about it from the point of view of your child, is it a leisure activity or is it an activity that should be taken seriously?**

- It is a leisure activity
- It is an activity that should be taken seriously

***19. Would you agree with the opinion that enrolling children in sports is an investment in their health?**

- Yes
- No

***20. Would you agree with the view that enrolling children in sports is to invest in making them become performance athletes in the future?**

- Yes
- No

***21. Which of the following types of expenses apply to you for your child to play sports? You can tick more than one option.**

- Membership fee
- Sports clothes (such as tracksuits, shoes)
- Cost of the road
- None of the above

***22. Do you think that the expenses incurred for your child to play sports in Spor Istanbul are worth it, and that these expenses pay for the service you receive?**

- Absolutely yes
- Yes
- Neither yes or no
- No
- Absolutely not

***23. How much time per week do you, as a parent, spend for your child to play sports?**

- Less than 1 hour
- 1-2 hours
- 3-4 hours
- 5 hours
- Other (please specify)

***24. Your monthly household income**

- Less than 4.000 TL
- Between 4.000 TL dec 7.000 TL
- 7.000 TL - 10.000 TL
- Over 10.000 TL

***25. Your education status**

- Graduate of Primary School
- Graduate of Secondary School
- High School Graduate
- University
- Post- Graduate

CHANGES

The purpose of this section is to determine the changes that your child has experienced as a result of his participation in Spor Istanbul. In this section, if the mentioned change has not occurred as a result of your child's participation in Spor Istanbul, you can select the "None" option.

INCREASE IN SELF-CONFIDENCE

***26. Which of the following changes have you observed that indicate an increase in self-confidence since your daughter/son started playing sports in Spor Istanbul? You can select more than one option that suits you.**

- As she/he saw that she/he could, her/his confidence in herself/himself increased
- As she/he saw that she/he could, her/his desire to participate in competitions increased
- She/ he made new friends, socialized and, accordingly, her/ his communication strengthened
- The strengthening of er/hhis communication led to a decrease in her/ his timidity
- Other (Please specify)
- None

***27. How many points would you like to express the importance of your daughter/son's increased self-confidence for you with her/ his participation in Spor Istanbul? (Lowest 1 point, highest 10 points)**

***28. At what point was the increase in self-confidence that you observed before your daughter/son joined Spor Istanbul? (0 is the lowest, 10 is the highest)**

***29. At what point did the self-confidence increase you observed reach after your daughter/son joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***30. How much do you think your daughter/son would have experienced the same self-confidence increase change in different ways if she/he hadn't joined Spor Istanbul?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***31. What were the different ways to achieve the same change for you? What other ways could your child's self-confidence increase be achieved if it were not for Spor Istanbul?**

- She/he could benefit from a private sports school/club
- She/ he could go to courses where she/he would gain other skills besides sports (such as painting, music, dance)
- Local municipalities could benefit from sports facilities
- Other (Please specify)

***32. Are there any people/institutions that contribute to the increase in self-confidence of your daughter/son, other than Spor Istanbul?**

- Yes
- No

***33. Who else(s) contributed to this change besides Spor Istanbul? You can tick more than one option.**

- As the family, us
- School teachers
- Teachers in other courses she/ he attended
- Friends
- Parents of friends
- Other (Please specify)

***34. How much do other people contribute?**

- All of it
- Most of all
- Half of it
- Less than half of it
- None of it

***35. What was the most important element that provided your daughter/son with an increase in self-confidence?**

- Spor Istanbul provides a social environment
- Apart from Spor Istanbul, she/he has strong social relations with the people around her/ him
- Encouragement by their instructors in Spor Istanbul
- Encouragement by people around her/ him, except for "Spor Istanbul"
- Participation in courses and competitions organized by other institutions
- Other (Please specify)

***36. If your daughter/son leave (or left) Spor Istanbul, how long would the increase in self-confidence she/ he achieved be permanent?**

- The effect of the change disappears immediately
- The effect of the change does not disappear immediately, but decreases over time
- Even if she/ he leave "Spor Istanbul", the effect of the change will be permanent

***37. Did you expect your daughter/son's self-confidence to increase as a result of the service she received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***38. Which item/experience in the list below do you match the value/importance for you of the change in self-confidence that your child experiences depending on the service they receive from Spor Istanbul with the following table? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- Mcbook
- 4-Person ticket to the Harbiye Open-Air Concert
- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

PHYSICAL EMPOWERMENT

***39. Since your daughter/son started playing sports in Spor Istanbul, which of the following changes have you observed that indicate an increase in physical strength? You can select more than one option that suits you.**

- She/he keeps her/his balance better, falls less
- Muscles have strengthened
- Her/his allergic reactions have decreased, her/his resistance has strengthened
- Body coordination is strengthened
- Weight control was achieved
- Depending on other reasons (please specify)
- None

***40. If we want to express the importance of your daughter/son's increased physical strength with the participation of Spor Istanbul for you, how many points will you express? (Lowest 1 point, highest 10 points)**

***41. At what point was the increase in physical strength that you observed before your daughter/son joined Spor Istanbul? (0 is the lowest, 10 is the highest)**

***42. At what point did the increase in physical strength that you observed reach after your daughter/son joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***43. How much do you think your daughter/son would have experienced the same increase in physical strength in different ways even if she/he hadn't attended Spor Istanbul?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***44. What were the different ways to achieve the same change for you? In what other ways could your child have increased physical strength if it were not for Spor Istanbul?**

- She/ he could benefit from a private sports school/club
- A physical education lesson at school would be enough
- Local municipalities could benefit from sports facilities
- Other (Please specify)

***45. Are there any people/institutions that contribute to the increase in physical strength of your daughter/son, other than Spor Istanbul?**

- Yes
- No

***46. Who else(s) contributed to this change besides Spor Istanbul? You can tick more than one option.**

- As family, us
- School teachers
- Teachers in other courses she/he attended
- Friends
- Parents of friends
- Other (please specify)

***47. How much did other people contribute?**

- All of it
- Most of it
- Half of it
- Less than half of it
- None of it

***48. What was the most important element that ensured the increase in physical strength of your daughter/son?**

- Regular use of Spor Istanbul's facilities
- The correct orientation of Spor Istanbul instructors
- In addition to Spor Istanbul, he also participates in other sports clubs
- Other (please specify)

***49. If your daughter/son left (or left) Spor Istanbul, how long would the increase in physical strength she achieved be permanent?**

- The effect of the change disappears immediately
- The effect of the change does not disappear immediately, but decreases over time
- Even if the sport leaves Istanbul, the effect of the change will be permanent

***50. Were you expecting an increase in physical strength as a result of the service your daughter/son received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***38. Which item/experience in the list below do you match the value/importance for you of the change in self-confidence that your child experiences depending on the service they receive from Spor Istanbul with the following table? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- Mcbook
- 4-Person ticket to the Harbiye Open-Air Concert
- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

SELF-DISCIPLINE

***52. Since your daughter/son started doing sports in Spor Istanbul, which of the following changes have you observed that indicate that she is more disciplined? You can select more than one option that suits you.**

- Patient compliance with community boards, such as learning to wait in line
- Stay away from time traps (such as phone, social media, computer game)
- Paying attention to sleep and nutrition without the need to warn
- Being regular in your life at home too
- Be aware of your own responsibilities (such as preparing your own things, checking your bag the day before)
- Depending on other reasons (please specify)
- None of them

***53 Express the importance of an increasingly disciplined life for you with the participation of your daughter/son in Spor Istanbul, how many points would you express? (Lowest 1 point, highest 10 points)**

***54. At what point was the increase in discipline that you observed before your daughter/son joined Spor Istanbul? (0 is the lowest, 10 is the highest)**

***55. At what point did the increase in discipline you observed reach after your daughter/son joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***56. How much do you think your daughter/son would have experienced the increase in the same discipline in different ways if she/he hadn't joined Spor Istanbul?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***57. What were the different ways to achieve the same change for you? If it were not for Spor Istanbul, what other ways could your child's increase in discipline have been achieved?**

- She/ he could benefit from a private sports school/club
- She/he would go to courses where he would gain other skills besides sports (such as painting, music, dance)
- Local municipalities could benefit from sports facilities
- Other (please specify)

***58. Are there any people/institutions that contribute to the increase in discipline of your daughter/son, other than Spor Istanbul?**

- Yes
- No

***59. Who else(s) contributed to this change besides Spor Istanbul? You can tick more than one option.**

- As family, us
- School teachers
- Teachers in other courses she/he attended
- Friends
- Parents of friends
- Other (please specify)

***60. How much did other people contribute?**

- All of it
- Most of all
- Half of it
- Less than half of it
- None of it

***61. What was the most important factor in your daughter/son's increase in discipline?**

- Home life
- Correct guidance of Spor Istanbul trainers
- In addition to Spor Istanbul, other sports activities
- School environment
- Other (please specify)

***62. If your daughter/son left (or left) Spor Istanbul, how long would the increase in discipline she /he achieved be permanent?**

- The effect of the change disappears immediately
- The effect of the change does not disappear immediately, but decreases over time
- Even if the sport leaves Istanbul, the effect of the change will be permanent

***63. Were you expecting an increase in discipline as a result of the service your daughter/son received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***64. Which item/experience in the list below do you match the value/importance for you of the change increase in self-discipline that your child experiences depending on the service they receive from Spor Istanbul with the following table? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- MacBook
- 4-Person ticket to the Harbiye Open-Air Concert
- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

NEGATIVE CHANGES / DEMORALIZATION

***65. Which of the following demoralizing changes have you observed since your daughter/son started playing sports in Spor Istanbul? You can select more than one option that suits you.**

- Participation in Spor Istanbul is limited to 3 years
- Waiting a long time to register for the course
- No place in the branch she/ he wants
- Not getting enough attention from her/his instructor
- Depending on other reasons (please specify)
- None

***66. If we want to express the importance of your daughter/son's demoralization due to her/ his participation in Spor Istanbul for you, how many points will you express? (Lowest 1 point, highest 10 points)**

***67. If your daughter/son had not attended Spor Istanbul, how much do you think she/he would have experienced the same demoralization change in similar sports courses?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***53 Express the importance of an increasingly disciplined life for you with the participation of your daughter/son in Spor Istanbul, how many points would you express? (Lowest 1 point, highest 10 points)**

***54. At what point was the increase in discipline that you observed before your daughter/son joined Spor Istanbul? (0 is the lowest, 10 is the highest)**

***55. At what point did the increase in discipline you observed reach after your daughter/son joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***56. How much do you think your daughter/son would have experienced the increase in the same discipline in different ways if she/he hadn't joined Spor Istanbul?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***57. What were the different ways to achieve the same change for you? If it were not for Spor Istanbul, what other ways could your child's increase in discipline have been achieved?**

- She/ he could benefit from a private sports school/club
- She/he would go to courses where he would gain other skills besides sports (such as painting, music, dance)
- Local municipalities could benefit from sports facilities
- Other (please specify)

***58. Are there any people/institutions that contribute to the increase in discipline of your daughter/son, other than Spor Istanbul?**

- Yes
- No

***59. Who else(s) contributed to this change besides Spor Istanbul? You can tick more than one option.**

- As family, us
- School teachers
- Teachers in other courses she/he attended
- Friends
- Parents of friends
- Other (please specify)

***60. How much did other people contribute?**

- All of it
- Most of all
- Half of it
- Less than half of it
- None of it

***61. What was the most important factor in your daughter/son's increase in discipline?**

- Home life
- Correct guidance of Spor Istanbul trainers
- In addition to Spor Istanbul, other sports activities
- School environment
- Other (please specify)

***62. If your daughter/son left (or left) Spor Istanbul, how long would the increase in discipline she / he achieved be permanent?**

- The effect of the change disappears immediately
- The effect of the change does not disappear immediately, but decreases over time
- Even if the sport leaves Istanbul, the effect of the change will be permanent

***63. Were you expecting an increase in discipline as a result of the service your daughter/son received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***64. Which item/experience in the list below do you match the value/importance for you of the change increase in self-discipline that your child experiences depending on the service they receive from Spor Istanbul with the following table? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- MacBook
- 4-Person ticket to the Harbiye Open-Air Concert
- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

NEGATIVE CHANGES / DEMORALIZATION

***65. Which of the following demoralizing changes have you observed since your daughter/son started playing sports in Spor Istanbul? You can select more than one option that suits you.**

- Participation in Spor Istanbul is limited to 3 years
- Waiting a long time to register for the course
- No place in the branch she/ he wants
- Not getting enough attention from her/his instructor
- Depending on other reasons (please specify)
- None

***66. If we want to express the importance of your daughter/son's demoralization due to her/ his participation in Spor Istanbul for you, how many points will you express? (Lowest 1 point, highest 10 points)**

***67. If your daughter/son had not attended Spor Istanbul, how much do you think she/he would have experienced the same demoralization change in similar sports courses?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***68. Were there different ways to experience the same change? What other ways could you have faced situations that could have caused your child's morale to deteriorate if it wasn't for Istanbul Sports Center?**

- She/he could have been demoralized after his time was over due to her/ his long-term participation in a private sports school/club
- She/he may not have found the fun environment she/he was waiting for in courses where she/ he would gain other skills other than sports (such as painting, music, dance)
- Local municipalities could also be demoralized when they expire due to long-term participation in sports facilities
- Other (Please specify)

***69. Are there any other people/institutions besides Spor Istanbul that cause your daughter/son to be demoralized?**

- Yes
- No

***70. Who else(s) contributed to this change besides Spor Istanbul?**

- As family, us
- School teachers
- Teachers in other courses she/he attended
- Friends
- Parents of friends
- Other (please specify)

***71. How much other persons/institutions contributed in this negative change?**

- All of it
- Most of all
- Half of it
- Less than half of it
- None of it

***72. What was the most important factor that caused your daughter/son's morale to deteriorate?**

- Inability to attend Spor Istanbul regularly for one semester and continue when it expires
- The fact that there is no organization where she/he can do other sports other than Spor Istanbul
- As the family, we have limited time to take to sports
- Other (please specify)

***73. If your daughter/son leaves (or left) Spor Istanbul, how long would the demoralization she /he experienced last?**

- The effect of the change disappears immediately
- The effect of the change does not disappear immediately, but decreases over time
- Even if the sport leaves Istanbul, the effect of the change will be permanent

***74. Did you expect your daughter/son to experience a negative change in morale as a result of the service she received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***75. Which item/experience in the list below do you match the value/importance for you of the change in increase in demoralization that your child experiences depending on the service they receive from Spor Istanbul with the following table? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- MacBook
- 4-Person ticket to the Harbiye Open-Air Concert
- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

CHANGES-OTHER

***76. Have you experienced any other changes, positive or negative, other than the changes in the survey?**

- Yes
- No

***77. Please indicate the change you have experienced**

***78. In order to better understand the change, you are experiencing, please briefly explain the situation before joining Spor Istanbul**

***79. How many points do you express the importance of change for you? (Lowest 1 point, highest 10 points)**

***80. At what point was the change you observed before your daughter/son joined Spor Istanbul? (0 is the lowest, 10 is the highest)**

***81. At what point did the change you observed reach after your daughter/son joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***82. How much do you think your daughter/son would have experienced the same change in different ways if she/he hadn't joined Spor Istanbul?**

- She/he'd experience it all
- She/he'd experience significant part of it
- She/he'd experience half of it
- She/he'd experience less than half of it
- She/he'd experience none of it

***83. What were the different ways to achieve the same change for you? In what other ways could the same change be achieved for your child if it were not for Spor Istanbul?**

***84. Are there any other people/institutions that contribute to your daughter/son experiencing this change, other than Spor Istanbul?**

- Yes
- No

***85. Who else(s) contributed to this change besides Spor Istanbul?**

- As family, us
- School teachers
- Teachers in other courses she/he attended
- Friends
- Parents of friends
- Other (please specify)

***86. What is the share of other persons in this change?**

- The entire change was due to this person/institution
- In its obvious part, this person/institution has a share
- Half of this person/institution has a share
- Less than half of this person/institution has a share

***87. What was the most important element that enabled your daughter/son to experience this change?**

- Regular participation in Spor Istanbul
- Participating in other sports activities in addition to Spor Istanbul
- As the family, our exercise regularly
- School environment
- Friends environment
- Other (please specify)

***88. If your daughter/son leave (or left) Spor Istanbul, how long would the permanence of the change she /he achieved be?**

- The effect of the change would disappear immediately
- The effect of the change would not disappear immediately but would decrease over time
- Even if she/he left "Spor Istanbul", the effect of the change would be permanent

***89. Were you expecting the change that your daughter/son experienced as a result of the service she/he received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the development of our children is too valuable for you and your families to compare with anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of the service you receive ONLY from Spor Istanbul is.

***90. Which item/experience in the list below do you match the value/importance of the change your child has experienced depending on the service they receive from Spor Istanbul for you? Please select only 1 option.**

- Sportswear (tracksuits and shoes)
- Bluetooth headset (middle class)
- Laptop (android)
- MacBook
- 4-Person ticket to the Harbiye Open-Air Concert

- 15 Days holiday on the island of Maldives
- 7 Days holiday on the Mediterranean/Aegean coast
- Black Sea tour
- Tour of Southeastern Anatolia
- European tour
- Far east tour
- Mid-range car
- House in the Aegean region
- 3+1 houses in Istanbul

VOLUNTEERS

GENERAL INFORMATION

2-Age

- 18-23
- 24-34
- 35-45
- 46-55
- 56 and over

3-Gender

- Female
- Male
- I do not want to specify

4-Are you employed?

- Yes
- No
- Student
- Retired

5. Did you start volunteering with Spor Istanbul?

- Yes
- No

6. What organization(s) have you volunteered before or still? You can select more than one option.

- Sports NGO/Platform
- NGO/Platform that operates in a different field from the sports arena
- Social responsibility projects of my organization
- Other (please specify)

7. How many years have you been volunteering?

- Less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years or more

8. How many years have you been volunteering in Spor Istanbul?

- Less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years or more

9. Do you think there's a difference between "sport volunteer" and "volunteerism"?

- Yes, there is a clear difference
- No, it's no different
- Yes, but no significant difference

10. Please specify how it is different for you.

11. Are there any volunteers at Sport Istanbul attracted by you and/or encouraged by you?

- Yes
- No

12. Are you a Guide Volunteer?

- Yes
- No

13. Do you exercise regularly?

- Yes
- No
- I wasn't doing it before, but I started doing it when I volunteered in the sports field.

14. How much exercise do you spend per week?

- Less than 2.5 hours (150 min.)
- 2.5 hours (150 min.)
- More than 2.5 hours (150 min.)

15. Are there any individuals beginning to exercise/sport with your encouragement?

- Yes
- No

16. Do you think that Sports Istanbul should provide a training program for volunteers?

- Yes
- No

17. What do you think this education should be in which field? You can check more than one option.

- There should be education for emotion control such as dealing with stress.
- There should be education for the management of human relations.
- There should be education for volunteering.
- Other (please specify)

18. Do you agree with the statement "Community relations (Voluntary Unit) answers my questions quickly and guides me correctly"?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Which of the changes did you experience that points out the increase in emotional wellbeing to as a volunteer in Sports Istanbul? You can check more than one option.

- I better understand the balance of give and take.
- My empathy skills have increased
- I felt the moral satisfaction of serving a non-rewarding purpose
- I've got better control of emotions.
- Other (please specify)
- None

20. If we asked the importance of the increase in emotional wellbeing as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

21. How was the emotional well-being before you joined Spor Istanbul? (Lowest 1, highest10)

22. How was the emotional well-being after you joined Spor Istanbul? (Lowest 1, highest10)

23. If you didn't join Spor Istanbul, how different would be the increase in emotional well-being in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

24. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be the increase in emotional wellbeing? You can check more than one option.

- Volunteering at any NGO
- Reaching out to the needy on its own, without depending on an organization
- Volunteering at any organization involved in sport
- Other (please specify)

25. Are there any people/institutions other than Spor Istanbul that contribute to the increase in emotional wellbeing?

- Yes
- No

26. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- My family
- My friends with volunteer experience
- Other (please specify)

27. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

28. What was the most important factor that provide the increase in emotional wellbeing?

- Spor Istanbul's approach to volunteerism
- The Spor Istanbul team that is in direct contact with volunteers
- Approaches of other institutions I volunteer for
- Other (please specify)

29. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

30. Were you expecting the change of increase in emotional wellbeing as a result of your participation in Spor Istanbul?

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor Istanbul is for you.

31. If we asked the value/importance of the change of the emotional well-being increase you lived in relation to the service provided to you by Spor Istanbul, which one of these items/experiences down below would you pair it with?

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on Maldives island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in Aegean region
- 2+1 houses in Istanbul
- Detached house with garden in Istanbul

32. Which of the changes did you experience that points out the increase in self-confidence in relation to your services as a user of Sports Istanbul facilities? You can check more than one option.

- I can fulfill my potential
- I became a more sociable person.
- I got rid of the shyness.
- Other (please specify)
- None

33. If we asked the importance of the increase in self-confidence as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

34. How was your self-confidence before you joined Spor Istanbul? (Lowest 1, highest10)

35. How was your self-confidence after you joined Spor Istanbul? (Lowest 1, highest10)

36. If you didn't join Spor Istanbul, how different would be the increase in self-confidence in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

37. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be the increase in self-confidence? You can check more than one option.

- Volunteering at any NGO
- Reaching out to the needy on its own, without depending on an organization
- Volunteering at any organization involved in sport
- Other (please specify)

38. Are there any people/institutions other than Spor Istanbul that contribute to the increase in self-confidence?

- Yes
- No

39. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- My family
- My friends with volunteer experience
- Other (please specify)

40. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

41. What was the most important factor that provide the increase in self-confidence?

- Spor Istanbul's approach to volunteerism
- The Spor Istanbul team that is in direct contact with volunteers
- Approaches of other institutions I volunteer for
- Other (please specify)

42. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

43. Were you expecting the change of increase in self-confidence as a result of your participation in Spor Istanbul?

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor Istanbul is for you.

44. If we asked the value/importance of the change in your self-confidence increase in relation to the service provided to you by Spor Istanbul, which one of these items/experiences down below would you pair it with?

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on maldives island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in Aegean region
- 2+1 houses in Istanbul
- Detached house with garden in Istanbul

45. Which of the changes did you experience that points out the increase in new perspective in relation to your services as a user of Sports Istanbul facilities? You can check more than one option.

- To be in an environment of diversity
- Meeting with people who have never met or had the chance to meet during the ordinary course of life, and finding opportunities to exchange ideas
- Having the opportunity to learn from others' experiences
- Learning the background of a sports organization and changing perspective towards it
- Other (please specify)
- None

46. If we asked the importance of the increase in new perspective as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

47. How was your new perspective before you joined Spor Istanbul? (Lowest 1, highest10)

48. How was your new perspective after you joined Spor Istanbul? (Lowest 1, highest10)

49. If you didn't join Spor Istanbul, how different would be the increase in new perspective in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

50. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be the increase in new perspective? You can check more than one option.

- Volunteering at any NGO
- Reaching out to the needy on its own, without depending on an organization
- Volunteering at any organization involved in sport
- Other (please specify)

51. Are there any people/institutions other than Spor Istanbul that contribute to the increase in new perspective?

- Yes
- No

52. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- My family
- My friends with volunteer experience
- Other (please specify)

53. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

54. What was the most important factor that provide the increase in new perspective?

- Spor Istanbul's approach to volunteerism
- Spor Istanbul has an inclusive, diverse structure
- The Spor Istanbul team that is in direct contact with volunteers
- Approaches of other institutions I volunteer for
- Other (please specify)

55. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

56. Were you expecting the change of increase in new perspective as a result of your participation in Spor Istanbul?

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor Istanbul is for you.

57. If we asked the value/importance of the change in the expanding of horizon you had live in relation to the service provided to you by Spor Istanbul, which one of these items/experiences down below would you pair it with?

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on Maldives island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in Aegean region
- 2+1 houses in Istanbul
- Detached house with garden in Istanbul

ENCOURAGEMENT TO DO PHYSICAL EXERCISE

58. Which of the changes have you experienced that indicate a change in motivation to play sports based on your participation in volunteering activities in Spor Istanbul? You can select more than one option that suits you.

- I became a member of Spor Istanbul, which I joined for volunteering
- I started participating in sports events where I took part as a volunteer
- I have seen that sports can also be done in a pleasant way outside the gym
- Sports organizations held in nature have shown that playing sports is a pleasant activity and encouraged me as well
- Other (please specify)
- None

59. How many points would you like to express the importance of changing your motivation to play sports with your participation in Spor Istanbul for you? (Lowest 1 point, Highest 10 points)

60. At what point was the change in motivation to play sports before joining Spor Istanbul? (Lowest 0 points, Highest 10 points)

61. At what point has the change in motivation to play sports reached after joining Spor Istanbul? (Lowest 1 point, Highest 10 points)

62. How much do you think you would have experienced the change in motivation to do the same sport in different ways even if you hadn't participated in Spor Istanbul?

- I'd experience it all
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

63. What were the different ways to achieve the same change for you? If it were not for Spor Istanbul, in what other ways could the change in motivation to play sports be achieved? You can tick more than one option.

- Volunteering in any NGO
- To take part in organizations that combine philanthropy and sports
- To become a volunteer in any institution operating in the field of sports
- Other (please specify)

64. Are there any people/institutions that contribute to you experiencing the change in motivation to play sports, other than Spor Istanbul?

- Yes
- No

65. Who else(s) contributed to this change besides Spor Istanbul? You can tick more than one option.

- My family
- My friends with volunteering experience
- My friends who have a sports habit
- Other (please specify)

66. How much other people/institutions contributed?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

67. What was the most important element that provided the change in motivation to play sports?

- Spor Istanbul's approach to volunteerism
- Spor Istanbul has an inclusive, diverse structure
- Spor Istanbul's team is in one-on-one contact with volunteers
- Approaches of other institutions where I volunteer
- Other (please specify)

68. If you lost contact with Spor Istanbul, how long would the change in motivation to play sports that you experienced be permanent?

- The effect of the change would disappear immediately
- The effect of the change would not disappear immediately but would decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

69. Were you expecting to experience a change in motivation to play sports as a result of your participation in volunteering activities in Spor Istanbul?

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor Istanbul is for you.

70. Depending on the service you receive from Spor Istanbul, which item/experience in the list below do you match the value/importance of the change in motivation for playing sports that you experience with for you? Please select only 1 option.

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on Maldives Island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in Aegean region
- 2+1 houses in Istanbul
- Detached house with garden in Istanbul

CONTRIBUTION TO CAREER

71. Which of the changes have you experienced that indicate the change in contributing to your career due to your volunteering activities in Spor İstanbul? You can select multiple options that suit you.

- The skills I gained while volunteering helped me advance my career
- The people I met while volunteering offered me new job opportunities
- I had the opportunity to have a career in Spor İstanbul while volunteering
- Other (please specify)
- None

72. How many points do you express the importance of contributing to your career with your participation in Spor İstanbul? (Lowest 1 point, Highest 10 points)

73. Where was the change in career contribution before joining Spor İstanbul? (Lowest 0 points, Highest 10 points)

74. Where did the change in career contribution come to after joining Spor İstanbul? (Lowest 1 point, Highest 10 points)

75. Even if you did not participate in Spor İstanbul, how much do you think you would have had in different ways to contribute to the same career?

- I'd experience it all
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

76. What were the different ways to achieve the same change for you? If Spor İstanbul wouldn't exist, what other ways would you be changing your contribution to your career? You can select multiple options.

- Volunteering in any NGO
- Joining a different social networking group (such as a club membership)
- To become a volunteer in any institution operating in the field of sports
- Other (please specify)

77. Are there other people/institutions that contribute to your career, other than Spor İstanbul?

- Yes
- No

78. Who else(s) have contributed to this change besides Spor İstanbul? You can select multiple options.

- Family
- My own social network outside of Spor İstanbul
- Other (please specify)

79. How much other people/institutions contributed?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

80. What was the most important factor that led to the change in career contribution?

- Spor İstanbul's approach to volunteering
- Spor İstanbul has an inclusive, diverse structure
- Spor İstanbul's team in one-on-one contact with volunteers
- Approaches of other institutions I volunteer with
- Other (please specify)

81. If you were cut off from Spor İstanbul, how long would the change in contribution to your career last?

- The effect of change disappears immediately
- The effect of change does not disappear immediately, but decreases over time
- Even if I leave Spor İstanbul, the effect of change will be permanent

82. Did you expect to experience the change of contributing to your career as a result of your participation in volunteering activities in Spor İstanbul?

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor İstanbul is for you.

83. Depending on the service you receive from Spor İstanbul, what item/experience do you match the value/importance of the change in contribution to your career with the list below?

Please select only 1 option.

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on Maldives Island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in Aegean region
- 2+1 houses in İstanbul
- Detached house with garden in İstanbul

DECREASE IN VOLUNTEERING MOTIVATION

84. Which of the changes have you experienced that indicate a decrease in volunteering motivation due to your volunteering activities in Spor İstanbul? You can select multiple options that suit you.

- Due to the task given, I have to be in the field very early, I lose sleepless
- I can't reach the Spor İstanbul official who will intervene when I encounter situations outside my authority while volunteering
- While volunteering (during the organization), I don't see enough support from the Spor İstanbul staff
- I don't see enough support from Community Relations (Volunteer Unit) when I volunteer (during the event)
- I can't reach the Community Relations (Volunteer Unit) quickly in case of need
- I can't find the friendly face I expect from the Spor İstanbul staff

- I get the feeling that the decisiveness of the differences between the tasks of the Spor Istanbul staff and the tasks of the volunteer causes confusion
- Other (please specify)
- None

85. If we want to express the importance of avoiding the change in the decrease in the motivation of volunteering with your participation in Spor Istanbul for you, how many points will you express? (Lowest 1 point, Highest 10 points)

86. At what point was the change in the decrease in the motivation for volunteering before joining Spor Istanbul? (Lowest 0 points, Highest 10 points)

87. At what point did the change in the decrease in the motivation for volunteering after joining Spor Istanbul come to? (Lowest 1 point, Highest 10 points)

88. Even if you hadn't joined Spor Istanbul, how much of the same volunteering motivation would you have had in different ways?

- I'd experience it all
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

89. What were the different ways for you to experience the same change? If it wasn't for Spor Istanbul, what other ways would the decrease in volunteering motivation cause a change? You can select multiple options.

- Volunteering in any NGO
- Try to reach those in need, individually
- To become a volunteer in any institution operating in the field of sports
- Other (please specify)

90. Are there people/institutions outside of Spor Istanbul that cause you to experience the decrease in volunteering motivation?

- Yes
- No

91. Who else(s) caused this change besides Spor Istanbul? You can select multiple options.

- My family
- Friends
- Other institutions I volunteer for
- Other (please specify)

92. How much does other persons/institutions share?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

93. What was the most important factor that caused the change in volunteer motivation?

- Spor Istanbul's approach to volunteering
- Approaches of Spor Istanbul staff
- Spor Istanbul's team in one-on-one contact with volunteers
- Other volunteers

- o Approaches of other institutions I volunteer with
- o Other (please specify)

94. If your contact with Spor İstanbul was cut off, how long would it take for the change to decrease your motivation for volunteering?

- o The effect of change would disappear immediately (my motivation would rise immediately)
- o The effect of change would not disappear immediately, but decreases over time (over time my motivation increases)
- o Even if I leave Spor İstanbul, the effect of change would be permanent (my motivation does not increase)

95. Did you expect to experience the change in volunteer motivation as a result of your participation in volunteering activities in Spor İstanbul?

- o Yes
- o No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor İstanbul is for you.

96. Depending on the service you receive from Spor İstanbul, what item/experience do you match the value/importance of avoiding the decrease in volunteering motivation you experience with the list below? Please select only 1 option.

- o Running shoes
- o Effective Communication Skills Training
- o Cappadocia trip
- o Blue cruise tour
- o 15 days holiday on Maldives Island
- o Running watch
- o iPhone (the latest model)
- o Laptop (android)
- o 10,000 TL cash for general needs
- o Motorcycle (Honda brand)
- o Caravan
- o Mid-range car
- o Mini Cooper
- o Cuba tour
- o Europe/Northern Europe tour
- o House in aegean region
- o 2+1 houses in İstanbul
- o Detached house with garden in İstanbul

CHANGES-OTHER

***97. Have you experienced any other changes, positive or negative, other than the changes in the survey?**

- o Yes
- o No

***98. Please indicate the change you have experienced**

***99. In order to better understand the change, you are experiencing, please briefly explain the situation before joining Spor İstanbul**

***100. How many points do you express the importance of change for you? (Lowest 1 point, highest 10 points)**

***101. At what point was the change you experienced before joining Spor Istanbul? (0 is the lowest, 10 is the highest)**

***102. At what point is the change you have experienced after you have joined Spor Istanbul? (1 is the lowest, 10 is the highest)**

***103. How much do you think you would have experienced the same change in different ways if you hadn't joined Spor Istanbul?**

- I'd experience it all
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

***104. What were the different ways to achieve the same change for you? In what other ways could the same change could be achieved for you if Spor Istanbul would not exist?**

***105. Are there people/institutions that contribute to the change that you experienced, other than Spor Istanbul?**

- Yes
- No

***106. Who else(s) contributed to this change besides Spor Istanbul?**

- Family
- My own social network outside Spor Istanbul
- Other (please specify)

***107. How much other people/institutions contribute?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

***108. What was the most important factor that made the change you experienced?**

- Spor Istanbul's approach to volunteering
- Spor Istanbul has an inclusive, diverse structure
- Spor Istanbul's team in one-on-one contact with volunteers
- Approaches of other institutions I volunteer with
- Other (please specify)

***109. If you would stop contacting Spor Istanbul, how long would the change you experienced be permanent?**

- The effect of change would disappear immediately
- The effect of change would not disappear immediately, but it would decrease over time
- Even if I leave Spor Istanbul, the effect of change will be permanent

***110. Did you expect to experience the change you experienced as a result of your participation in volunteering activities in Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

When it comes to volunteering and creating a benefit without waiting for a response, we know that the changes you have experienced are too valuable to be compared to anything, and we completely agree with you. The purpose of this part of the study is to understand how important the change (taking into account the amount of change) experienced as a result of your voluntary participation in Spor Istanbul is for you.

111. Depending on the service you receive from Spor İstanbul, what item/experience do you match the value/importance of the change you experience for you in the list below? Please select only 1 option.

- Running shoes
- Effective Communication Skills Training
- Cappadocia trip
- Blue cruise tour
- 15 days holiday on Maldives Island
- Running watch
- iPhone (the latest model)
- Laptop (android)
- 10,000 TL cash for general needs
- Motorcycle (Honda brand)
- Caravan
- Mid-range car
- Mini Cooper
- Cuba tour
- Europe/Northern Europe tour
- House in aegean region
- 2+1 houses in Istanbul
- Detached house with garden in Istanbul

MEMBERS

General Information

The purpose of this section is to obtain general information about both you and your views as members benefiting from Spor Istanbul facilities.

* 2. Age

- 18-23
- 24-34
- 35-45
- 46-55
- 56 and over

* 3. Gender

- Woman
- Man
- I don't want to specify

* 4. Are you employed?

- Yes
- No
- Student
- Retired

***5. Your Income**

- Less than TL 4.000
- Between TL 4.000 - TL 7.000
- Between TL 7.000 – TL 10.000
- More than TL 10.000

*** 6. Which facility do you use?**

*** 7. What is the most important reason for you to choose Spor Istanbul?**

- Close to my house
- Free/reasonable membership fee
- Clean facilities
- Easy access to sports in the branch I want Other (please specify)

*** 8. How many years have you been a member of Spor Istanbul?**

- Less than 1 year
- 1 year
- 2-3 years
- 4-5 years
- 6-7 years
- 8-9 years
- 10 years
- More than 10 years

*** 9. Are you a paid member?**

- Yes
- No

***10. Apart from the membership fee, does being a member of Spor Istanbul cause any other expenses for you?**

- Yes
- No

*** 11. Please explain briefly**

*** 12. Before you became a member of Spor Istanbul, were you a member of another gym/club?**

- Yes
- No
-

*** 13. Sports In addition to the exercises you do in Istanbul, do you exercise in another sports club or by your own means?**

- Yes, I am a member of another sports club
- Yes, I exercise on my own, such as walking
- No

*** 14. How much time per week do you allocate for sports/exercise?**

- Under 2.5 hours (150 minutes)
- Over 2.5 hours (150 minutes)
- I don't know exactly in terms of hours/minutes, but I exercise at least 5 days a week

**15. Would you recommend being a member of Spor Istanbul to your friends or colleagues? (1= I would never suggest
10 = I would definitely recommend)**

CHANGES

The purpose of this section is to identify the changes you have experienced as a result of the service you receive as a member of Spor Istanbul. In this section, if the mentioned change did not occur as a result of Spor Istanbul membership, you can select the "None" option.

INCREASE IN PHYSICAL WELL-BEING

*** 16. Which of the changes that point to an increase in physical well-being have you experienced as a result of the service you received as a member of Spor Istanbul? You can tick more than one option that suits you.**

- I started to eat healthier
- It allowed me to go beyond daily activities I feel more vigorous
- I feel less tired
- My immune system is stronger
- I get less sick
- My physical problems caused by inactivity disappeared (such as back/arm/leg pain)
- Provided weight control Other (please specify)
- None

*** If we want to express the importance for you of increasing your physical well-being as a result of your participation in 17. Sports Istanbul, how many points would you express? (The lowest 1 point, the highest 10 points)**

*** 18. What was your physical well-being before you joined Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 19. What is your physical well-being after joining Spor Istanbul? (The lowest 1 point, the highest 10 points)**

*** 20. If you had not participated in Spor Istanbul, how much would you experience the same increase in physical well-being in different ways?**

- I'd experience it all
- I'd experience the most of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 21. What were the different ways of achieving the same changes for you? If there were no sports in Istanbul, in what other ways could physical well-being be increased? You can tick more than one option.**

- I could be a member of any sports facility
- I could benefit from the sports facilities of the local municipality I could get dietitian support
- I could exercise at home by watching videos
- Other (please specify)

*** 22. Apart from Spor Istanbul, are there any other people/institutions that have contributed to your increase in physical well-being?**

- Yes
- No

*** 23. Who else(s) contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being program)
- Another gym/club I am a member of
- Sports facilities of the local municipality
- Other (please specify)

*** 24. How much is the contribution of other people?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 25. What was the most important factor that increased physical well-being?**

- Ensuring the continuity of sports thanks to the fact that Spor Istanbul membership does not strain the budget
- Correct guidance of Spor Istanbul trainers
- Sports/exercise events I attended outside of Sports Istanbul
- Other (please specify)

*** 26. If your contact with Spor Istanbul was cut off, how long would your physical well-being change last?**

- The effect of the change disappears immediately.
- The effect of the change does not disappear immediately, but decreases over time.
- Even if I leave Spor Istanbul, the effect of the change will be permanent.

*** 27. Did you expect an increase in your physical well-being as a result of the service you received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to creating benefits for your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) experienced as a result of ONLY being a member of Spor Istanbul is for you.

*** 28. With which item/experience in the list below would you match the value/importance of the change in physical well-being you experience depending on the service you receive from Spor Istanbul? Please tick only 1 option.**

- 1 year sports club membership
- 1 week nature camp
- 1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)
- Blue cruise tour
- Diving course
- 1year natural gas and electricity bills (1000 TL x 12)
- 1 year rent (3000 TL x 12)
- Europe/Northern Europe tour
- Far East tour
- Car-VW Polo
- Car-BMW X3
- House in the Mediterranean Region
- Istanbul 3+1 house (Pendik/Kadıköy)

SELF-DISCIPLINE

*** 29. Which of the changes that point to being more disciplined have you experienced regarding the service you have received as a member of Spor Istanbul? You can tick more than one option that suits you.**

- Being a member encourages going regularly
- Ensuring working by setting goals
- Ensuring regularity of daily schedule
- Maintaining order according to life priorities
- Due to other reasons (please specify)
- None

***30. If we want to express the importance of being more disciplined for you with your participation in Spor Istanbul, how many points would you express? (The lowest 1 point, the highest 10 points)**

*** 31. At what point was the change to be disciplined before joining Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 32. At what point did the change to be disciplined come after joining Spor Istanbul? (The lowest 1 point, the highest 10 points)**

*** Even if you weren't a member of 33. Spor Istanbul, how much do you think you would experience the same "self-disciplined" change in different ways?**

- I'd experience it all
- I'd experience the most of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 34. What were the different ways of achieving the same change for you? If there was no Sports Istanbul, in what other ways could you experience the change of being disciplined? You can tick more than one option.**

- Any sports club membership
- I could use the sports facilities of the local municipalities
- With the participation of a course/program in any field other than sports (such as painting, music, dance)
- Other (please specify)

*** 35. Are there any people/institutions that contribute to the change in being disciplined, apart from Spor Istanbul?**

- Yes
- No

*** 36. Who else(s) contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being program)
- Other gym/club I am a member of
- Sports facilities of the local municipality
- Other (please specify)

*** 37. How much is the contribution of other people/institutions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

38. What was the most important factor that led to the change of being disciplined?

- Membership conditions of Spor Istanbul
- Facility usage rules of Spor Istanbul
- Sports/exercise events I participated in other than Spor Istanbul
- Other (please specify)

*** 39. If you lost contact with Spor Istanbul, how long would the change in "being disciplined" last?**

- The effect of the change disappears immediately.
- The effect of the change does not disappear immediately, but decreases over time.
- Even if I leave Spor Istanbul, the effect of the change will be permanent.

*** 40. Did you expect a change in "being disciplined" as a result of your membership in Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to creating benefits for your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) experienced as a result of ONLY being a member of Spor Istanbul is for you.

*** 41. With which item/experience in the list below would you match the value/importance of the change in physical well-being you experience depending on the service you receive from Spor Istanbul? Please tick only 1 option.**

- 1 year sports club membership
- 1 week nature camp
- 1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)
- Blue cruise tour
- Diving course
- 1year natural gas and electricity bills (1000 TL x 12)
- 1 year rent (3000 TL x 12)
- Europe/Northern Europe tour
- Far East tour
- Car-VW Polo
- Car-BMW X3
- House in the Mediterranean Region
- Istanbul 3+1 house (Pendik/Kadıköy)

SOCIAL WELL-BEING

***42. Which of the changes have you experienced that point to an increase in social well-being based on the service you received as a member of Spor Istanbul? You can tick more than one option that suits you.**

- I discovered the sport I love/interest in
- I decided to become a coach in my favorite sport.
- I'm in a quality community
- I use my time well
- It contributes to my personal development as it is a diverse environment.
- Due to other reasons (please specify)
- None

***43. If we want to express the importance for you of increasing social well-being with your participation in Spor Istanbul, how many points would you express? (The lowest 1 point, the highest 10 points)**

*** 44. At what point was the change in increasing social well-being before joining Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 45. At what point did the change in increasing social well-being come after joining Spor Istanbul? (The lowest 1 point, the highest 10 points)**

*** 46 Even if you did not participate in Spor Istanbul, how much do you think you would experience the same "increasing social well-being" change in different ways?**

- I'd experience it all
- I'd experience the most of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 47. What were the different ways of achieving the same change for you? If there were no sports in Istanbul, in what other ways could social well-being and change be achieved? You can tick more than one option.**

- With any sports club membership
- I could use the sports facilities of the local municipalities
- With the participation of a course/program in any field other than sports (such as painting, music, dance)
- Other (please specify)

*** 48. Are there any persons/institutions that contribute to the change in increasing social well-being, apart from Spor Istanbul?**

- Yes
- No

*** 49. Who else(s) contributed to this change other than Spor Istanbul? You can tick more than one option.**

- Family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being program)
- Other gym/club I am a member of
- Sports facilities of the local municipality Other (please specify)

***50. What is the contribution of other people?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 51. What was the most important factor that contributed to the increase in social well-being? o Spor Istanbul's inclusive and diverse member profile**

- The quality social environment provided by Spor Istanbul
- Sports/exercise events I attended outside of Sports Istanbul
- Other (please specify)

*** 52. If your contact with Spor Istanbul was cut off, how long would the change in social well-being you experience last?**

- The effect of the change disappears immediately.
- The effect of the change does not disappear immediately, but decreases over time.
- Even if I leave Spor Istanbul, the effect of the change will be permanent.

*** 53. Did you expect an increase in your social well-being as a result of the service you received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to creating benefits for your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) experienced as a result of ONLY being a member of Spor Istanbul is for you.

*** 54. With which item/experience that listed below would you match the value/importance of the change in social well-being you experienced depending on the service you received from Spor Istanbul? Please tick only 1 option.**

- 1 year sports club membership
- 1 week nature camp
- 1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)
- Blue cruise tour
- Diving course
- 1-year natural gas and electricity bills (1000 TL x 12)
- 1year rent (3000TLx12)
- Europe/Northern Europe tour
- Far East tour
- Car-VW Polo
- Car-BMW X3
- House in the Mediterranean
- Istanbul 3+1 house (Pendik/Kadıköy)

NEGATIVE EXPERIENCES

*** 55. As a user of Spor Istanbul facilities, which of the changes have you experienced that point to the situations that created a negative experience regarding the service you received? You can tick more than one option that suits you.**

- Facility users do not have a sports culture
- Improper use of sports fields
- Unable to work out uninterrupted due to overcrowding
- Experiencing stress due to the =me limit at the entrance to the facility
- Frequently encountering behaviors that disturb the environment
- Other reasons (please specify)
- None

*** 56. If we want to express the importance of avoiding negative experiences while doing sports/ exercise as a member of Spor İstanbul, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 57. If you had not participated in Spor Istanbul, how many times would you have experienced similar negative experiences in different ways while doing sports/exercise?**

- I'd experience it all
- I'd experience the most of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 58. In what different ways would you experience the same negative experiences? If there were no Sports Istanbul, in what other ways would you have negative experiences while doing sports/exercise? You can tick more than one option.**

- Any sports club membership
- While benefiting from the sports facilities of local municipalities
- Course/program in any field other than sports (such as painting, music, dance)
- Other (please specify)

*** 59. Are there any other people/institutions other than Spor Istanbul that cause you to have negative experiences while doing sports/exercise?**

- Yes
- No

*** 60. Who else had a share in this negativity other than Spor Istanbul? You can mark multiple options.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being program)
- Other gym/club I am a member of
- Sports facilities of the local municipality
- Other (please specify)

*** 61. What is the share of other people/institutions in this negative change?**

- All of the change occurred because of this person/institution.
- In the prominent part, this person/institution has a share.
- This person/institution has a share in half
- Less than half of this person/institution has a share

*** 62. What was the most important factor in your negative experiences while doing sports/exercise?**

- Member profile of Spor Istanbul
- Failure of Spor Istanbul officials to warn when necessary
- Lack of sports culture
- Other (please specify)

*** 63. If your Spor Istanbul membership ends, how long would your negative experiences last?**

- The effect of the change disappears immediately.
- The effect of the change does not disappear immediately, but decreases over time.
- Even if I leave Spor Istanbul, the effect of the change will be permanent.

*** 64. Did you expect to have a negative experience while doing sports/exercise as a result of the service you received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to creating benefits for your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) experienced as a result of ONLY being a member of Spor Istanbul is for you.

*** 65. Depending on the service you receive from Spor Istanbul, which item/experience would you match with the value/importance of avoiding negative experiences while doing sports/ exercise? Please tick only 1 option.**

- 1 year sports club membership
- 1 week nature camp
- 1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)
- Blue cruise tour
- Diving course
- 1-year natural gas and electricity bills (1000 TL x 12)
- 1year rent (3000TLx12)
- Europe/Northern Europe tour
- Far East tour
- Car-VW Polo
- Car-BMW X3
- House in the Mediterranean
- Istanbul 3+1 house (Pendik/Kadıköy)

CHANGES-OTHER

*** 66. Different from the changes in the survey, did you experience any other positive or negative changes?**

- Yes
- No

*** 67. Please indicate the change you experienced**

*** 68. In order to better understand the change you have experienced, please briefly describe the situation before you joined Spor Istanbul.**

*** 69. If we want to express the importance of change for you, how many points would you express? (The lowest 1 point, the highest 10 points)**

*** 70. At what point was the change you experienced before joining Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 71. At what point did the change you experience after you joined Spor Istanbul? (The lowest 1 point, the highest 10 points)**

*** 72. How much would you experience the same change in different ways, even if you did not attend Spor Istanbul?**

- I'd experience it all
- I'd experience the most of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 73. What were the different ways of achieving the same change for you? If there was no Sports Istanbul, in what other ways could the same change be achieved? You can tick more than one option.**

- With any sports club membership
- Making use of the sports facilities of local municipalities
- Course/program in any field other than sports (such as painting, music, dance)
- Other (please specify)

*** 74. Apart from Spor Istanbul, are there any other people/institutions that contributed to this change?**

- Yes
- No

*** 75. Who else(s) contributed to this change other than Spor Istanbul? You can tick more than one option.**

- Family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being program)
- Other gym/club I am a member of
- Sports facilities of the local municipality
- Other (please specify)

*** 76. How much is the contribution of other people/institutions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 77. What was the most important factor that enabled you to experience this change?**

- Opportunities offered by Spor Istanbul
- Sports/exercise events I attended outside of Sports Istanbul
- Other (please specify)

*** 78. If you leave Spor Istanbul, what will be the permanence of the change you have achieved?**

- The effect of the change disappears immediately.
- The effect of the change does not disappear immediately, but decreases over time.
- Even if the sport leaves Istanbul, the effect of the change will be permanent.

*** 79. Did you expect the change you experienced as a result of the service you received from Spor Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to creating benefits for your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) experienced as a result of ONLY being a member of Spor Istanbul is for you.

*** 80. With which item/experience in the list below would you match the value/importance of the change you experienced depending on the service you received from Spor Istanbul? Please tick only 1 option.**

- 1 year sports club membership
- 1 week nature camp
- 1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)
- Blue cruise tour
- Diving course
- 1-year natural gas and electricity bills (1000 TL x 12)
- 1year rent(3000TLx12)
- Europe/Northern Europe tour
- Far East tour
- Car-VW Polo
- Car-BMW X3
- House in the Mediterranean
- Istanbul 3+1 house (Pendik/Kadıköy)

MEMBERS WITH DISABILITIES

General Information

The purpose of this section is to obtain general information about both you and your views as members benefiting from Spor Istanbul facilities.

2-Age

- 18-23
- 24-34
- 35-45
- 46-55
- 56 and over

3-Gender

- Woman
- Man
- I do not want to specify

4-Do you have a job?

- Yes
- No
- Student
- Retired

5- Monthly household income

- TL 4.000 or lower
- TL 4.000 - TL 7.000
- TL 7.000 - TL 10.000
- TL 10.000 or more

6. Which facilities do you benefit from?

7. Are you benefiting from Spor İstanbul facilities for yourself or your children?

- Myself
- My children

8. Are you a licensed athlete?

- Yes
- No

9. Were you exercising regularly before the doctor's advice?

- I started exercising for my discomfort with doctor's advice but, before that, I was exercising regularly.
- No, I was not exercising regularly until the doctor advised me.

10. Are you able to regularly perform the exercise program that you started with the doctor's advice?

- Yes
- No

11. Do you find Spor İstanbul facilities suitable/safe for use by disabled individuals?

- Yes
- No

12. Why do you not find them suitable/safe for use by disabled individuals?

- The facilities do not have the necessary order for every type of disability.
- Not all facilities are suitable for disabled individuals. For this reason, I have to go to the facility in the far distance.
- Other (please specify)

13. Would you recommend Spor İstanbul to your friends or colleagues?

(I would never recommend=1, I would definitely recommend=10)

CHANGES

IF YOU ARE NOT BENEFITING FROM SPORTS ISTANBUL FOR YOURSELF THEN CHECK "NONE".

PHYSICAL WELL-BEING (Independent adults)

14. Increased physical strength in relation to your service as a user of the Sports İstanbul facilities which of the following changes have you had? Check the multiple options that apply to you.

- It made it easier to move around, I am walking more easily, traveling more and my daily life became easier.
- It helped strengthen my muscles.
- It eliminated my balance issues.
- My pain has gone/gone down.
- I don't need to use my painkillers anymore.
- Although it doesn't cure my condition completely, I can prevent it from getting worse with regular exercise.
- Other (please specify)
- None

15. If we asked the importance of increasing physical strength as a result of your joining Spor Istanbul, how many points would you rate it? (Lowest 1, highest10)

16. How was your physical strength before you joined Spor Istanbul? (Lowest 1, highest10)

17. How was your physical strength after you joined Spor Istanbul? (Lowest 1, highest10)

18. If you didn't join Spor Istanbul, how different would be the experience in your change of physical wellbeing in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

19. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would you take to increase your physical strength? You can check more than one option.

- I could subscribe to any sports facility.
- I could benefit the sports facilities of local municipality.
- I could have the same result as physical therapy.
- Other (please specify)

20. Are there any people/institutions other than Spor Istanbul that contribute to your increase in physical strength?

- Yes
- No

21. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- My doctor
- Physical therapy center
- Exercises that I do with my own means.
- Other (please specify)

22. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

23. What was the most important factor that provide the increase in your physical strength?

- Spor Istanbul has exercise program that suitable for the type of disability
- Proper guidance from the trainers of Spor Istanbul
- Rehabilitation center
- Other (please specify)

24. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

25. Were you expecting the change of physical strength as a result of your participation in Spor Istanbul?

- Yes
- No

PHYSICAL WELL-BEING (Dependent children)

IF YOU ARE NOT BENEFITING FROM SPORTS ISTANBUL FOR YOUR CHILD THEN CHECK "NONE".

26. Which of the changes did you experience that points out the increase in strength of your child in relation to your services as a user of Sports Istanbul facilities? You can check more than one option.

- Improved motor skills
- Muscle growth
- Improvement of posture.
- Strengthening of his condition.
- No difficulty in movement
- Other (please specify)
- None

27. If we asked the importance of the increase in physical strength of your child as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

28. How was the physical strength of your child before you joined Spor Istanbul? (Lowest 1, highest10)

29. How was the physical strength of your child after you joined Spor Istanbul? (Lowest 1, highest10)

30. If you didn't join Spor Istanbul, how different would be the physical strength of your child in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

31. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be the physical strength of your child? You can check more than one option.

- I could subscribe to any sports facility.
- I could benefit from the sports facilities of the local municipality.
- We could benefit from the exercise in rehabilitation centers
- Other (please specify)

32. Are there any people/institutions other than Spor Istanbul that contribute to the increase in physical strength of your child?

- Yes
- No

33. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- Our doctor
- School teachers
- Rehabilitation center
- The exercises I had him do on my own means.
- Different therapy methods
- Other (please specify)

34. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

35. What was the most important factor that provide the physical strength of your child?

- Spor Istanbul's exercise program suitable for the type of obstacle.
- The correct guidance of the trainers of Spor Istanbul.
- Rehabilitation center
- Different therapy methods
- Other (please specify)

36. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

37. Were you expecting the change of physical strength of your child as a result of your participation in Spor Istanbul?

- Yes
- No

ADAPTING TO SOCIAL LIFE

IF YOU ARE NOT BENEFITING FROM SPORTS ISTANBUL FOR YOUR CHILD THEN CHECK "NONE".

38. Which of the changes did you experience that points out the adaptation of your child to social life in relation to your services as a user of Sports Istanbul facilities? You can check more than one option.

- It is easier for him to communicate than before.
- It's increasing the desire to get involved in people.
- He/she use public transportation.
- Learning how to act in public
- Willingness to go to sports
- Significant reduction in behavioral problems
- Other (please specify)

39. If we asked the importance of the change in adaptation of your child to social life as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

40. How was the adaptation of your child to social life before you joined Spor Istanbul? (Lowest 1, highest10)

41. How was the adaptation of your child to social life after you joined Spor Istanbul? (Lowest 1, highest10)

42. If you didn't join Spor Istanbul, how different would be the experience in adaptation of your child to social life in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

43. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be the adaptation of your child to social life? You can check more than one option.

- With different therapies like horse therapy.
- I could benefit from the sports facilities of the local municipality.
- In rehabilitation center
- With special education
- Other (please specify)

44. Are there any people/institutions other than Spor Istanbul that contribute to adaptation of your child to social life?

- Yes
- No

45. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- Special education
- Rehabilitation center
- Different therapy methods
- Other (please specify)

46. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

47. What was the most important factor that provide the adaptation of your child to social life?

- Spor Istanbul's exercise program suitable for the type of obstacle.
- The correct guidance of the trainers of Spor Istanbul.
- Having fun and regular environment when we go to Spor Istanbul
- Special education
- Other (please specify)

48. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

49. Were you expecting the change of adaptation of your child to social life as a result of your participation in Spor Istanbul?

- Yes
- No

INCREASE IN SELF-CONFIDENCE

IF YOU ARE NOT BENEFITING FROM SPORTS ISTANBUL FOR YOUR CHILD THEN CHECK "NONE".

50. Which of the changes did you experience that points out the increase in your child's confidence in relation to your services as a user of Sports Istanbul facilities? You can check more than one option

- Learning something new about sports
- They see that they can learn and do it by themselves
- Discovering they are not dependent
- Starting to become more outgoing
- They started trying to express themselves
- Other (please specify)
- None

51. If we asked the importance of the increase in your child's confidence as a result of your joining Spor Istanbul, how many points would you rate it. (Lowest 1, highest10)

52. How was your child's confidence before you joined Spor Istanbul? (Lowest 1, highest10)

53. How was your child's confidence after you joined Spor Istanbul? (Lowest 1, highest10)

54. If you didn't join Spor Istanbul, how different would be the experience in your child's confidence in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

55. What were different ways to achieve the same change for you? If not for Spor Istanbul, what other ways would be your child's confidence increase? You can check more than one option.

- With different therapies like horse therapy.
- I could benefit from the sports facilities of the local municipality.
- In rehabilitation center
- With special education
- Other (please specify)

56. Are there any people/institutions other than Spor Istanbul that contribute to your child's confidence?

- Yes
- No

57. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- Special education
- Rehabilitation center
- Different therapy methods
- Other (please specify)

58. How much is the contribution of others?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

59. What was the most important factor that provide the perception increase of your child?

- Spor Istanbul's exercise program suitable for the type of obstacle.
- The correct guidance of the trainers of Spor Istanbul.
- Having fun and regular environment when we go to Spor Istanbul
- Special education
- Other (please specify)

60. If you no longer have contact with Spor Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

61. Were you expecting the change of your child's confidence as a result of your participation in Spor Istanbul?

- Yes
- No

CHANGES-OTHER

62. Different from the changes in the survey, did you experience any other positive or negative changes?

- Yes
- No

63. Please specify the change you experienced.

64. In order to better understand the change that you have experienced, please briefly explain your situation prior to joining Istanbul in Sport.

65. If we asked the importance of this change, how many points would you rate it? (Lowest 1, highest 10)

66. How was this change before you joined Spor Istanbul? (Lowest 1, highest 10)

67. How was this change after you joined Spor Istanbul? (Lowest 1, highest 10)

68. If you didn't join Spor Istanbul, how different would be the experience in this change in different ways?

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

69. What were different ways to experience this change for you? If not for Spor Istanbul, what other ways would you take to experience this change? You can check more than one option.

- By becoming a member of any sports facility
- By benefiting from the local city sports facilities
- By benefiting from the rehabilitation center's exercises
- Other (please specify)

70. Are there any people/institutions other than Spor Istanbul that contribute to this change?

- Yes
- No

71. Who contributed to this change other than Spor Istanbul? You can check more than one option.

- My doctor
- Rehabilitation center
- Various therapy methods
- Other (please specify)

72. How much is the contribution of other persons/institutions?

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

73. What was the most important factor that provide the change you experienced?

- Spor Istanbul has exercise program that suitable for the type of disability
- Proper guidance from the trainers of Spor Istanbul
- Rehabilitation center
- Various therapy methods
- Other (please specify)

74. If you no longer have contact with Sport Istanbul, how long would the changes last?

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

75. Did you expect the change you experience as a result of your participation in sports Istanbul?

- Yes
- No

EVENT ATTENDEES

General Information

The purpose of this section is to obtain general information about both you and your views as a participant of Spor Istanbul events.

*** 2. Age**

- Under 18
- 18-23,
- 24-34
- 35-45
- 46-55
- 56 and over

*** 3. Gender**

- Woman
- Man
- I do not want to specify

*** 4. Are you employed?**

- Yes
- No
- Student
- Retired

*** 5. Are you a licensed athlete?**

- Yes
- No
- No but I regularly exercise/work out

*** 6. How much time per week do you spare to sports/exercise?**

- Under 2.5 hours (150 minutes)
- Above 2.5 hours (150 minutes)
- I don't know about the time but I work out at least 5 times a week

*** 7. Your income as a household**

- Under TL 4.000
- Between TL 4.000 – TL 7.000
- Between TL 7.000– TL 10.000
- Above TL 10.000

*** 8. Which events did you participate in in 2021? You can tick more than one option**

*** 9. What was your primary purpose in participating in the event?**

- I wanted to test myself
- Having pleasant and quality time
- Other (please specify)

*** 10. For how many years you have been participating in Spor Istanbul events?**

- Less than 1 year
- For 1 year
- For 2 years
- For 3 years
- For 4 years
- 5 years and more

*** 11. I think prices for the events are...**

- Expensive but I can afford them
- Expensive, I cannot attend other events I would like to
- Affordable

*** 12. Does participating in Sports Istanbul events cause any other expenses for you?**

- Yes
- No

*** 13. Please briefly describe the type of expense it causes and its approximate amount.**

*** 14. If you have participated in Marathon and/or Semi-Marathon events; do you think audience support is needed?**

- Yes
- No
- I have not participated in Marathon and/or Half-Marathon events

*** 15. Do you find the energy stations sufficient?**

- Yes
- No

*** 16. Do you agree with the view that the end point of the 15K runners and the 42K runners should be different in the marathon?**

- Yes
- No

*** 17. Do you agree with the view that the Public Run and the Marathon should be held separately?**

- Yes
- No

*** 18. Would you recommend to your friends or colleagues to participate in Spor Istanbul events? (I would never recommend=1, I would definitely recommend=10)**

CHANGES

MENTAL WELL-BEING

*** 19. Which of the changes that point to an increase in mental well-being have you experienced regarding the service you received as a Spor Istanbul event participant? You can tick more than one option that suits you.**

- Activities allow me to get out of everyday life, thereby releasing tension
- I spare time to myself
- I feel energetic
- Commemorative medals create a sense of achievement
- I can take clear and healthy decisions due to the ease in my mind
- Other (please specify)
- None

*** 20. If we want to express the importance for you of increasing your mental well-being as a result of your participation in the activities, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 21. On what level was your mental well-being before participating in activities? (Lowest 0 points, Highest 10 points)**

*** 22. To what level has your mental well-being come to after participating in activities? (The lowest 1 point, the highest 10 points)**

*** 23. Even if you did not participate in the activities, how much do you think you would experience the same mental well-being enhancement in different ways?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 24. What were the different ways of achieving the same enhancement for you? Without Spor Istanbul, in what other ways could you increase your mental well-being? You can tick more than one option.**

- By participating in any other sports event
- By participating in the municipality's sports events
- By participating in the sport clubs/federations' sports events
- Other (please specify)

*** 25. Are there any people/organisations other than Spor Istanbul that contributed to your mental well-being increase?**

- Yes
- No

*** 26. Who else has contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being programs)
- Sport clubs/federations
- Municipalities
- Other (please specify)

*** 27. How significant were these people's contributions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 28. What was the most important factor that contributed to enhancement in your mental well-being?**

- Spor Istanbul organizing many events throughout the year
- The wide variety of events that Spor Istanbul organizes
- The events occurring in accessible locations

There are institutions that organize different sports events outside of Istanbul, other than Spor Istanbul

- Other (please specify)

*** 29. At the end of the activity, how long was the permanence of the mental well-being change you experienced?**

- The effect of the change disappeared immediately
- The effect of the change did not disappear immediately but decreased over time
- It was permanent

*** 30. Did you expect an increase in your mental well-being as a result of your participation in Sports Istanbul events?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

*** 31. With which item/experience in the list below would you match the value/importance of the change in mental well-being you experienced due to the service you received from Spor Istanbul? Please tick only 1 option.**

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

INCREASE IN SELF-CONFIDENCE

*** 32. Which of the changes have you experienced that indicate an increase in self-confidence regarding the service you received as a Spor Istanbul event participant? You can tick more than one option that suits you.**

- I realize my potential by having the opportunity to test my limits
- It helps me get rid of my ego
- It helps me overcome my fear of competition
- Other (please specify)
- None

*** 33. If we want to express the importance for you of increasing your self-confidence as a result of your participation in the activities, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 34. On what level was your self-confidence before participating in the events of Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 35. To what level has your self-confidence come to after participating in activities? (The lowest 1 point, the highest 10 points)**

*** 36. Even if you did not participate in the activities, how much do you think you would experience the same increase in your self-confidence in different ways?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 37. What were the different ways of achieving the same enhancement for you? Without Spor Istanbul, in what other ways could you increase your self-confidence? You can tick more than one option.**

- By participating in any other sports event
- By participating any social event
- By participating in the federations' sports events
- By participating in other sports events that are organized outside Istanbul
- Other (please specify)

*** 38. Are there any people/organisations other than Spor Istanbul that contributed to the increase in your self-confidence?**

- Yes
- No

*** 39. Who else has contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being programs)
- Sport clubs/federations
- Municipalities
- Other (please specify)

*** 40. How significant were these people's contributions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 41. What was the most important factor that contributed to the increase in your self-confidence?**

- Spor Istanbul organizing many events throughout the year
- The wide variety of events that Spor Istanbul organizes
- The events occurring in accessible locations

There are institutions that organize different sports events outside of Istanbul, other than Spor Istanbul

- Other (please specify)

*** 42. At the end of the activity, how long was the permanence of the self-confidence change you experienced?**

- The effect of the change disappeared immediately
- The effect of the change did not disappear immediately but decreased over time
- It was permanent

*** 43. Did you expect an increase in your self-confidence as a result of your participation in Sports Istanbul events?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

*** 44. With which item/experience in the list below would you match the value/importance of the change in self-confidence you experienced due to the service you received from Spor Istanbul?**

Please tick only 1 option

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

INCREASE IN MOTIVATION TO DO PHYSICAL EXERCISE

45. Which of the changes have you experienced that indicate an increase in motivation regarding the service you received as a Spor Istanbul event participant? You can tick more than one option that suits you.

- I realize my potential and set greater goals by having the opportunity to test my limits
- I find a space to spend quality time in line with my life-style
- I do not need to get out of the town to have access to outdoor sports events
- I regularly work out with discipline to get ready
- (IF YOU ATTENDED THE VIRTUAL MARATHON)
- I was not deprived of the marathon experience because I was in a different city.
- Other (please specify)
- None

***46. If we want to express the importance for you of increasing your motivation as a result of your participation in the activities, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 47. On what level was your motivation before participating in the events of Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 48. To what level has your motivation come to after participating in activities? (The lowest 1 point, the highest 10 points)**

*** 49. Even if you did not participate in the activities, how much do you think you would experience the same increase in your motivation in different ways?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 50. What were the different ways of achieving the same enhancement for you? Without Spor Istanbul, in what other ways could you increase your motivation? You can tick more than one option.**

- By participating in any other sports event
- By participating any social event
- By participating in the federations' sports events
- By participating in other sports events that are organized outside Istanbul
- Other (please specify)

*** 51. Are there any people/organisations other than Spor Istanbul that contributed to the increase in your motivation?**

- Yes
- No

*** 52. Who else has contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being programs)
- Sport clubs/federations
- Municipalities
- Other (please specify)

*** 53. How significant were these people's contributions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 54. What was the most important factor that contributed to the increase in your motivation?**

- Spor Istanbul organizing many events throughout the year
- The wide variety of events that Spor Istanbul organizes
- The events occurring in accessible locations
- There are institutions that organize different sports events outside of Istanbul, other than Spor Istanbul
- Other (please specify)

*** 55. At the end of the activity, how long was the permanence of the motivation change you experienced?**

- The effect of the change disappeared immediately
- The effect of the change did not disappear immediately but decreased over time
- It was permanent

*** 56. Did you expect an increase in your motivation to work out as a result of your participation in Sports Istanbul events?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

*** 57. With which item/experience in the list below would you match the value/importance of the change in motivation you experienced due to the service you received from Spor Istanbul? Please tick only 1 option.**

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

SPIRITUAL WELL-BEING

*** 58. Which of the changes that indicate spiritual wellbeing have you experienced in reference to the service you received as a Spor Istanbul event participant? You can tick more than one option that suits you.**

- Having people with different profiles (age, occupation, etc.) as the event participants
- The diversity of the participants making one realize that sport is the common ground for everyone
- Experience sharing provides spiritual enrichment through diversity
- Other (please specify)
- None

*** 59. If we want to express the importance for you of the change in your spiritual wellbeing as a result of your participation in the activities, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 60. On what level was your spiritual wellbeing before participating in the events of Spor Istanbul? (Lowest 0 points, Highest 10 points)**

*** 61. To what level has your spiritual wellbeing come to after participating in activities? (The lowest 1 point, the highest 10 points)**

*** 62. Even if you did not participate in the activities, how much do you think you would experience the same change in your spiritual wellbeing in different ways?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 63. What were the different ways of achieving the same enhancement for you? Without Spor Istanbul, in what other ways could you change your spiritual nourishment? You can tick more than one option.**

- By participating in any other sports event
- By participating any social event
- By participating in the federations' sports events
- By participating in other sports events that are organized outside Istanbul
- Other (please specify)

*** 64. Are there any people/organisations other than Spor Istanbul that contributed to the change in your spiritual wellbeing?**

- Yes
- No

*** 65. Who else has contributed to this change other than Spor Istanbul? You can tick more than one option.**

- My family/friends
- Opportunities provided by my workplace (such as sports, dietitian, well-being programs)
- Sport clubs/federations
- Municipalities
- Other (please specify)

*** 66. How significant were these people's contributions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

*** 67. What was the most important factor that contributed to the change in your spiritual wellbeing?**

- Spor Istanbul organizing many events throughout the year
- The wide variety of events that Spor Istanbul organizes
- The events occurring in accessible locations
- There are institutions that organize different sports events outside of Istanbul, other than Spor Istanbul
- Other (please specify)

*** 68. At the end of the activity, how long was the permanence of the spiritual wellbeing change you experienced?**

- The effect of the change disappeared immediately
- The effect of the change did not disappear immediately but decreased over time
- It was permanent

*** 69. Did you expect a change in your spiritual wellbeing as a result of your participation in Sports Istanbul events?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

*** 70. With which item/experience in the list below would you match the value/importance of the change in spiritual wellbeing you experienced due to the service you received from Spor Istanbul? Please tick only 1 option.,**

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

ADVERSE EFFECT OF THE TRACK ON THE GRADE

*** 71. Which of the situations did you experience that indicated that the track, which was determined as a participant in the marathon and/or half marathon organized by Spor Istanbul, negatively affected the grade? You can tick more than one option that suits you.**

- Having an altitude difference
- The course is on a route that is highly affected by environmental effects (such as noise, wind)
- Going and returning the same road
- Making extra effort due to confusion at the starting point
- Other (please specify)
- None

*** 72. If we want to express the importance for you of avoiding the negative impact of the track determined as a marathon participant, how many points would you give? (The lowest 1 point, the highest 10 points)**

*** 73. How many steps (amount) does the determined track have a negative effect on your ranking? (The lowest 1 point, the highest 10 points)**

*** 74. How much do you think you would experience if your ranking was adversely affected by the track in marathons/semi-marathons other than the marathons and/or half-marathons organized by Spor Istanbul?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

*** 75. What was the most important factor that caused the course to negatively affect your rating?**

- The ramp at Barbaros Bulvarı
- The course has very windy stages
- Making extra effort due to the crowd at the starting point
- Other (please specify)

*** 76. Did you expect to experience the situation that your ranking would be negatively affected due to the track?,**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

*** 77. With which item/experience in the list below would you match the value/importance of avoiding the negative impact of the track that would affect your ranking as a participant in the marathon and/or semi-marathon organized by Spor Istanbul?**

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

CHANGES-OTHER

***78. Different from the changes in the survey, did you experience any other positive or negative changes?**

- Yes
- No

***79. Please specify the change you experienced.**

***80. In order to better understand the change that you have experienced, please briefly explain your situation prior to joining Istanbul in Sport.**

***81. If we asked the importance of this change, how many points would you rate it? (Lowest 1, highest10)**

***82. How was this change before participating in the events of Spor Istanbul? (Lowest 1, highest10)**

***83. How was this change after participating in the events of Spor Istanbul? (Lowest 1, highest10)**

***84. If you didn't participate in the events of Spor Istanbul, how much do you think you would experience the same change in different ways?**

- I'd experience it fully
- I'd experience significant part of it
- I'd experience half of it
- I'd experience less than half of it
- I'd experience none of it

***85. What were different ways to experience this change for you? Without Sports Istanbul, in what other ways could you experience the same change? You can check more than one option.**

- By joining any sports organization
- Joining another social network group (as club membership)
- Participating in the races organized by federations
- Other (please specify)

***86. Are there any people/institutions other than Spor Istanbul that contribute to this change?**

- Yes
- No

***87. Who else contributed to this change other than Spor Istanbul? You can check more than one option.**

- My family/friends
- My friends who participated in Sports Istanbul events
- My own social network outside of Spor Istanbul
- Other (please specify)

***88. How much is the contribution of other persons/institutions?**

- The change was all through this person/organization.
- That person/organization contributed to significant part of the change.
- That person/organization contributed to half of the change.
- That person/organization contributed to less than half of the change.

***89. What was the most important factor that provide the change you experienced?**

- Spor Istanbul organizing many events throughout the year
- The wide variety of events that Spor Istanbul organizes
- The events occurring in accessible locations
- There are institutions that organize different sports events outside of Istanbul, other than Spor Istanbul
- Other (please specify)

***90. If you no longer have contact with Sport Istanbul, how long would the changes last?**

- The impact of change disappears immediately
- The impact of change doesn't disappear immediately, but it does decrease over time
- Even though I left Spor Istanbul, the impact of change would be permanent

***91. Did you expect the change you experience as a result of your participation in sports Istanbul?**

- Yes
- No

VALUATION OF THE CHANGE

We know that the changes you experience are incomparably valuable when it comes to enhance your health and life, and we totally agree with you. The purpose of this part of the study is to understand how important the change (considering the amount of change) is for you as a result of participating in the events of ONLY Spor Istanbul.

***92. With which item/experience in the list below would you match the value/importance of the change you experienced depending on the service you received from Spor Istanbul to you? Please tick only 1 option.**

- Sneakers
- Track suit
- 1 year sports club membership
- Laptop MacBook Air / Android
- iPad
- Smart Watch
- Professional camera
- A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)
- Plain ticket for participating the New York Marathon
- Far East tour
- Motorcycle Yamaha/Honda
- Car-VW Gold
- 2+1 apartment in Istanbul
- A detached house in Istanbul

One-on-One Interview Questions

■ How have you involved in the Spor İstanbul's activities / collaborate with Spor İstanbul? What was the problem and the solution that you expected?

■ What did you contribute to involve in the Spor İstanbul's activities / collaborate with Spor İstanbul (and how much)?

■ What activity/activities did you experience?

■ What changes have you experienced? What do you do differently as a result?

■ So, what happened next? / Tell me more / Why is that important to you?

■ What was the situation before you join the course / collaborate with Spor İstanbul (0-10 scale)

■ What is the situation now? (1-10 scale)

■ Were all the changes positive? If not, what were the negative changes?

■ Were all the changes expected or was there anything that you didn't expect that changed?

■ Do you think anyone else has experienced any changes as a result?

■ What would have happened to you if you hadn't involved in Spor İstanbul's activities/ collaborate with Spor İstanbul? Would you have experienced same change? If yes, how much of it?

■ Did anyone else contribute to the change? How much?

■ Did you have to give up anything to take part in the activity?

■ Were you getting similar support from somewhere else?

■ How long did the change last for? Imagine you leave the Spor İstanbul and we are 2 years or 5 years from now, do you think you'll still be experiencing the change?

■ How important was this change to you? (1-10 scale)

■ **Value Game:**

a. Imagine that you get (3 to 5) presents for your birthday/new year. Those presents should be for yourself and should be the things that are meaningful and important for you.

b. Please match the list of the things that are important to you and the changes you have experienced.

B. FINANCIAL PROXIES

SPORTS SCHOOL		
Things that are important to have to stakeholders	Monetary Value (TL)	Source
Sportswear (tracksuits and shoes)	TL 600	www.morhipo.com www.boyner.com.tr
Bluetooth headset (middle class)	TL 1033	www.vatanbilgisayar.com www.teknosa.com www.mediamarkt.com.tr
Laptop (android)	TL 4.600	www.vatanbilgisayar.com www.teknosa.com www.mediamarkt.com.tr
Mcbook	TL 10.295	www.apple.com.tr
4-Person ticket to the Harbiye Open-Air Concert	TL 1.100	www.biletix.com
15 Days holiday on the island of Maldives	TL 53.902	https://tr.hotels.com/
7 Days holiday on the Mediterranean/Aegean coast	TL 24.420	www.etstur.com www.jollytur.com
Black Sea tour	TL 2300	www.tatilsepeti.com

Tour of Southeastern Anatolia	TL 2.059	www.tatilsepeti.com www.jollytur.com
European tour	TL 4.188	www.etstur.com www.gruppall.com
Far east tour	TL 14.111	www.tatilsepeti.com www.mngturizm.com
Mid-range car	TL 212.918	https://turkiye.toyota.com.tr/ www.renault.com.tr
House in the Aegean region	TL 1.600.000	www.sahibinden.com www.hepsimlak.com
3+1 houses in Istanbul	TL 1.663.333	www.sahibinden.com www.hepsimlak.com

VOLUNTEERS

Things that are important to have to stakeholders	Monetary Value (TL)	Source
Running shoes	TL 1556	www.adidas.com.tr www.nike.com/ www.underarmour.com.tr
Effective Communication Skills Training	TL 1489	www.istanbulegitimler.com
Cappadocia trip	TL 3258	www.tatilsepeti.com www.jollytur.com
Blue cruise tour	TL 3.455	www.setur.com.tr www.tatilbudur.com
15 days holiday on Maldives island	TL 53.902	https://tr.hotels.com/
Running watch	TL 3.172	www.amazon.com
iPhone (the latest model)	TL 11.042	www.apple.com.tr
Laptop (android)	TL 4.600	www.vatanbilgisayar.com www.teknosa.com www.mediamarkt.com.tr
10,000 TL cash for general needs	TL 10.000	Stakeholders
Motorcycle (Honda brand)	TL 600.700	www.honda.com.tr
Caravan	TL 201.913	www.sahibinden.com
Mid-range car	TL 212.918	https://turkiye.toyota.com.tr/ www.renault.com.tr
Mini Cooper	TL 429.625	www.mini.com.tr
Cuba tour	TL 13.251	www.tatilbudur.com www.jollytur.com
Europe/Northern Europe tour	TL 4.188	www.etstur.com www.gruppall.com
House in Aegean region	TL 1.600.000	www.sahibinden.com www.hepsimlak.com
2+1 houses in Istanbul	TL 1.543.399	www.sahibinden.com www.hepsimlak.com
Detached house with garden in Istanbul	TL 6.304.541	www.sahibinden.com www.hepsimlak.com

MEMBERS

Things that are important to have to stakeholders	Monetary Value (TL)	Source
1 year sports club membership	TL 1.896	http://mostlifeclub.com www.enkaspor.com
1 week nature camp	TL 120	www.dogadakiler.com
1 week holiday in the Aegean region (Datça/Çeşme/Bodrum)	TL 10.030	www.etstur.com www.jollytur.com
Blue cruise tour	TL 3.455	www.setur.com.tr www.tatilbudur.com
Diving course	TL 1.707	www.dogadayiz.net

		www.aquaclub.net www.deepistdiving.com
1year natural gas and electricity bills (1000 TL x 12)	TL 12.000	Stakeholders
1 year rent (3000 TL x 12)	TL 36.000	Stakeholders
Europe/Northern Europe tour	TL 4.188	www.etstur.com www.gruppall.com
Far East tour	TL 14.111	www.tatilsepeti.com www.mngturizm.com
Car-VW Polo	TL 288.460	https://binekarac.vw.com.tr
Car-BMW X3	TL 1.304.045	www.bmw.com.tr
House in the Mediterranean Region	TL 1.206.087	www.sahibinden.com www.hepsimlak.com
Istanbul 3+1 house (Pendik/Kadıköy)	TL 1.663.333	www.sahibinden.com www.hepsimlak.com

EVENT ATTENDEES

Things that are important to have to stakeholders	Monetary Value (TL)	Source
Sneakers	TL 1.556	www.adidas.com.tr www.nike.com/ www.underarmour.com.tr
Track suit	TL 2287	www.adidas.com.tr www.nike.com/ www.underarmour.com.tr
1-year sports club membership	TL 1896	http://mostlifeclub.com www.enkaspor.com
Laptop MacBook Air / Android	TL 4.600	www.vatanbilgisayar.com www.teknosa.com www.mediamarkt.com.tr
iPad	TL 6.294	www.apple.com.tr
Smart Watch	TL 3.172	www.amazon.com
Professional camera	TL 12.273	www.novafotograf.com www.akelektronik.com
A one-week trip to Aegan region (Fethiye/Çeşme/Bodrum)	TL 10.030	www.etstur.com www.jollytur.com
Plain ticket for participating the New York Marathon	TL 6.524	www.thy.com
Far East tour	TL 14.111	www.tatilsepeti.com www.mngturizm.com
Motorcycle Yamaha/Honda	TL 168.558	www.yamaha-motor.eu www.honda.com.tr
Car-VW Golf	TL 345.117	https://binekarac.vw.com.tr/
2+1 apartment in Istanbul	TL 1.543.399	www.sahibinden.com www.hepsimlak.com
A detached house in Istanbul	TL 6.304.541	www.sahibinden.com www.hepsimlak.com

The average amount of one year mortgage	Source of three different banks offer for mortgage
For a flat: TL 547.932 (TL 45.661 x 12)	https://www.yapikredi.com.tr/kredi/konut-kredisi/ https://www.ing.com.tr/tr/sizin-icin/krediler/konut-kredisi
For a detached house: TL 2.160.000 (TL 180.000 x 12)	https://www.halkbank.com.tr/tr/bireysel/krediler/konut-kredileri/hesapli-evim-konut.html

C. SROI CALCULATION

Calculation Of The Impact

The formula is given below to calculate impact by including deadweight, attribution, drop off, and displacement.

Impact = (outcome quantity x financial proxy) * (1 – deadweight) * (1 – attribution)

- Impact in year 1: This is the same as the impact calculated at the end of the project.
- Impact in year 2: impact = year 1 – drop off %
- Impact in year 3: impact = year 2 – drop off %
- Impact in year 4: impact = year 3 – drop off %
- Impact in year 5: impact = year 4 – drop off %

Calculating Social Return on Investment

In this stage, the Net Present Value (NPV) is calculated first. The NPV and SROI rate is calculated in accordance with the formulas below.

NPV = present value of benefits (PV)* – value of investment

***PV = value of impact in year 1 / (1+r) + value of impact in year 2 / (1+r)² + value of impact in year 3 / (1+r)³ + value of impact in year 4 / (1+r)⁴ + value of impact in year 5 / (1+r)⁵**

r = discount rate (The official data from the Central Bank of Turkey is used)

SROI RATIO = Present Value / Value of Inputs

Net SROI RATIO= Net Present Value / Value of Inputs

The source of the formulas' is The SROI Network guide book . When the related values are inserted in the formula, the SROI ratio is calculated as 1:101,05.

Contents

Sheet	Description
Guidance	General and column specific guidance to using the SROI Value Map and Value Map (non-SROI) sheets.
Scope	This sheet is for providing information on your activities and the analysis.
SROI Value Map	<p>This sheet is designed to help you develop your SROI analysis. The SROI Value Map sheet is to be used where the analysis uses financial valuation of outcomes (i.e. a conventional SROI analysis).</p> <p>If your analysis does not use financial valuation of outcomes, please use the "Value Map (non-SROI)" sheet.</p>
Value Map (non-SROI)	<p>This sheet is designed to help you develop your Social Value (non-SROI) analysis. The Value Map (non-SROI) sheet is to be used where the analysis does not use financial valuation of outcomes (i.e. relative importance of outcomes is expressed using a weighting).</p> <p>If your analysis uses financial valuation of outcomes, please use the "SROI Value Map" tab.</p>
Glossary	A glossary of social value terms.
Change log	This sheet logs the updates made to the value map spreadsheet.

Scope

Organisation	SPOR ISTANBUL			Name	CEYDA ÖZGÜN
Objectives	Increase number of citizens who do physical exercise/sports regularly.			Date	
Scope	Activity	<p>*Providing free sports service with 63 facilities</p> <p>*Organizing over 30 sports events in a year</p>	Goals - how the activity leads to the desired impact	<p>*To increase number of members (both adults and children)</p> <p>*For citizens who do not prefer indoor sports activities, Spor Istanbul provides outdoor sports events in order to encourage them to do physical exercise</p> <p>*To increase sports culture awareness</p>	<p>Time Period of activity</p> <p>SINCE 1989</p>
	Contract / Funding / Part of org	Subsidiary company of Istanbul Metropolitan Municipality	What decisions will be influenced by this analysis?	<p>*How to minimize negative outcomes</p> <p>*How to encourage citizens to do physical exercise</p> <p>*How to increase value for volunteers</p>	<p>Time Period of analysis</p> <p>1 YEAR (2021)</p>
				Forecast or Evaluation	EVALUATION

1. General

This spreadsheet is a free download and the guidance below is not designed to be a workbook. Support, training and additional guidance is available from Social Value International (<http://www.socialvalueint.org/>).

This spreadsheet includes two versions of the impact map;

- SROI Value Map
- Value Map (non-SROI)

The SROI Value Map sheet is to be used where the analysis uses monetary valuation of outcomes (i.e. a conventional SROI analysis). The SROI Value Map includes formulae to calculate Present Value, Net Present Value, the SROI ratio and the ability to apply a discount rate.

The Value Map (non-SROI) sheet is to be used where the analysis does not use monetary valuation of outcomes (e.g. relative importance of outcomes is expressed using a weighting). The Value Map (non-SROI) sheet does not include formulae to calculate Present Value, Net Present Value, the SROI ratio or the ability to apply a discount rate.

This spreadsheet has been designed to follow the methodology in the SROI Guide (<https://www.socialvalueint.org/guide-to-sroi>). It is recommended that the Guide is read before using the spreadsheet. It is the responsibility of the user to ensure that the spreadsheet is completed correctly in accordance with the requirements of the SROI Guide.

The duration of outcomes is limited to 6 years (where outcomes start during the period of activity (Year 0)) or 5 years (where outcomes start in period after activity (Year 1)).

Year 0 includes the year of activity. Activities are assumed to start and end in Year 0.

The spreadsheet will not be applicable in all situations. For example, this spreadsheet may not be suitable for very complex systems or projects where outcomes start more than one year after the activity.

Tools and software with more advanced functionality are listed here: <https://www.socialvalueint.org/tools-and-software>

2. Structure

The spreadsheet has not been protected in order to provide users with some flexibility. Great care should be taken in making any changes to ensure the integrity of the calculations. It is the responsibility of the user to ensure that any changes do not effect the integrity of the calculations.

In particular:

- New columns should not be added
- Additional rows can be added to accommodate new stakeholders but the equations in an existing row will need to be copied into any new rows
- No changes should be made to cells containing formulae

3. Column specific guidance

Column - Inputs, Financial value (for the total population for the accounting period)

Cells in this column should only be filled in a number. Do not include the currency sign, for example £.

Column - Quantity (scale), Number of people experiencing described outcome

Cells in this column should only be filled in with a number. Do not include text.

Column - Duration of outcomes, How long (in years) does the outcome last for?

Cells in this column should only be filled in with a whole number (do not include text, for example 'years'). Duration includes the year of activity (e.g. if an outcome starts in the year of activity and lasts for an additional 2 years, overall duration would be 3 years). The duration of outcomes is limited to 6 years (where outcomes start during the period of activity (Year 0)) or 5 years (where outcomes start in period after activity (Year 1)).

Column - Valuation approach, Describe the monetary valuation approach used to express the relative importance (value) of each outcome.

Cells in this column should detail the approach used to express the relative importance (value) of the outcome from the perspective of the stakeholder. For more information on how to value outcomes, please consult the SROI Guide (<https://www.socialvalueint.org/guide-to-sroi>). If external sources of information have been used as part of this approach (e.g. if you have used a financial proxy from a secondary source), the source or URL should be included.

Column - Monetary valuation, How important is the outcome to stakeholders (expressed in monetary terms)?

This is the value of the outcome per stakeholder per year. Cells in this column should only be filled in with a number. If using financial value, do not include the currency sign, for example £.

Column - How much caused by the activity?, Deadweight %

Cells in this column should only be filled in with numbers between 0 and 100. The percentage symbol is automatically added.

Column - How much caused by the activity?, Displacement %

Cells in this column should only be filled in with numbers between 0 and 100. The percentage symbol is automatically added.

Column - How much caused by the activity?, Attribution %

Cells in this column should only be filled in with numbers between 0 and 100. The percentage symbol is automatically added.

Column - How much caused by the activity?, Drop off %

Cells in this column should only be filled in with numbers between 0 and 100. The percentage symbol is automatically added.

Column - Weighting

To make comparison between outcomes possible, your analysis should be consistent in the type of weighting used.

4. Links to further guidance

[Standard on Applying Principle 1: Involve stakeholders.](#)

[Standard on Applying Principle 2: Understand what changes \(Part One: Creating well defined outcomes\)](#)

[Standard on Principle 3: Value the things that matter](#)

[Standard on Applying Principle 4: Only include what is material](#)

[Supplementary Guidance on Using SROI](#)

[Maximise Your Impact : A Guide for Social Entrepreneurs](#)

[A guide to Social Return on Investment](#)

Translations of guidance

Translated versions of guidance documents are available in more than 10 different languages including Russian, Japanese and Portuguese. Browse and download the full selection from the Social Value International website: <https://www.socialvalueint.org/guide-to-sroi>

Glossary

Term	Definition
Attribution	An assessment of how much of the outcome was caused by the contribution of other organisations or people. It is unlikely that our activities are the only thing in a person's life that helps them to change.
Cost allocation	The allocation of costs or expenditure to activities related to a given programme, product or business.
Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place. For example, there is often the chance the people could have experienced the same changes by working with another organisation, or even without the support from anyone.
Discounting	The process by which future financial costs and benefits are recalculated to present-day values.
Discount rate	The interest rate used to discount future costs and benefits to a present value.
Displacement	An assessment of how much of the outcome has displaced other outcomes. For example, if our activities prevent people experiencing the same changes somewhere else we should take account of this.
Drop-off	The deterioration of an outcome over time.
Duration	How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job.
Financial proxy	A financial proxy is a monetary representation of the value of an outcome
Impact	The difference between the outcome for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.
Indicator	Indicators are measures that provide information on how much of an outcome is expected to happen or has happened. They can be based on information provided by those experiencing the outcome or from other sources.
Inputs	The contributions made by each stakeholder that are necessary for the activity to happen.
Materiality	Information is material if its omission has the potential to affect the readers' or stakeholders' decisions.
Net present value	The value in today's currency of money that is expected in the future minus the investment required to generate the activity
Net social return ratio	Net present value of the impact divided by total investment.
Outcome	The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative changes. For example, this could be an increase in someone's mental wellbeing, or a reduction in loneliness.
Outputs	The summary of activities in numbers. These are the easiest things to count. For example, the number of training classes attended, or the quantity of a product grown.
Ranking	Putting outcomes in order of importance from lowest to highest, from the perspective of the stakeholders experiencing the changes. Ranking can be considered a form of equal weighting.
Scope	The activities, timescale, boundaries and type of SROI analysis.
Sensitivity analysis	Process by which the sensitivity of an SROI model to changes in different variables is assessed.
Social return ratio	Total present value of the impact divided by total investment.
Social value	Social value is the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation's work.
Stakeholders	People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.
Valuation	Outcomes can be more or less important to the stakeholders that experience them. Valuation is a process that assesses relative importance. Financial measures are used as a proxy for value and allow for comparisons to be made between different changes. Sometimes these proxies will relate to actual amounts of money but this is not necessary.
Weighting	Giving outcomes a weighting (e.g. on a scale of 1 to 10) to allow comparisons to be made about relative importance. For example, an outcome with a weighting of 6 out of 10 would be considered three times as important as an outcome with a weighting of 2 out of 10.

Change log

Changes from previous version

Updates to Guidance tab

Inclusion of cells for time period of activity and time period of analysis on Scope tab

On SROI Value Map tab, increased number of data rows to 25

On SROI Value Map tab, set data validation rules for columns:

- Stakeholders, How many in group?
- Inputs, Financial value (for the total population for the accounting period)
- Duration of outcomes, How long (in years) does the outcome last for? (validated drop-down list)
- Quantity, Number of people
- Outcomes start, Does it start in period of activity (1) or in period after (2) (validated drop-down list)
- Value, What is the value of the proxy for the change per person?
- Deadweight %, What will happen/what would have happened without the activity?
- Displacement %, What activity would/did you displace?
- Attribution %, Who else contributed to the change?
- Drop off %, Does the outcome drop off in future years?

On SROI Value Map tab, set data validation rule for Discount rate cell.

On SROI Value Map tab, renamed "Current year" to "Year 0" for clarity. The spreadsheet now runs from Year 0 to Year 5.

On SROI Value Map tab, amended calculation for duration to automatically account for change in outcome start period.

On SROI Value Map tab, amended calculation for drop-off to automatically account for changes in duration and outcome start period.

On SROI Value Map tab, column "How long (in years) should we measure the change for / how long are we accountable?" has been renamed to "How long (in years) does the outcome last for?" for clarity.

On SROI Value Map tab, column "Impact (year 0)" renamed to "Impact calculation" for clarity.

On SROI Value Map tab, section "How valuable?" has been simplified to comprise Valuation approach and Value columns only.

On SROI Value Map tab, "How much change per person" has been removed. The "What changes?" column has been updated to include this information.

On SROI Value Map tab, "Number of people" reworded to "Number of people experiencing described change"

On SROI Value Map tab, "Does the outcome start in period of activity (1) or in period after (2)?" updated with dropdown options for "Period of activity" and "Period after".

On SROI Value Map tab, "What is the financial value of the outcome per stakeholder per year (in currency)?" reworded to "What is the value of the outcome per stakeholder per year?"

Inclusion of Glossary tab.

On SROI Value Map tab, moved duration column.

On SROI Value Map tab, "Description (including amount/extent of change)" column reworded.

Included a Value Map (non-SROI) tab for use with analyses which do not use monetary valuation of outcomes.

We have split the column for outcomes. This now has "Outcome description - What is the change experienced by stakeholders?" and "Amount of change per stakeholder (depth) - Describe the average amount of change experienced (or to be experienced) per stakeholder".

Reworded "Indicator and source" text. This now reads "Describe how you will measure the described outcome (including any sources used)".

"Quantity" column reworded to "Quantity (scale)".

Weighting column has been reintroduced to the SROI Value Map tab. The reference to rating has been removed from the weighting column, now reads "Weighting - How important is this outcome to stakeholders? (e.g. on a scale of 1-10) (N.B. To make comparison between outcomes possible, your analysis should be consistent in the type of weighting used)."

Glossary entries for Ranking and Weighting have been updated.

Duration column has been moved. Now sits between "Quantity (scale)" and "Outcomes start".

References to "financial valuation" of outcomes changed to "monetary valuation".

Adjusted column widths on SROI Value Map and Value Map (non-SROI) tabs.

SOCIAL VALUE

INTERNATIONAL

Statement of Report Assurance

Social Value International certifies that the report
Spor Istanbul SROI Analysis 2021

satisfies the requirements of the assurance process.

The assurance process seeks to assess whether or not a report demonstrates a satisfactory understanding of, and is consistent with, the Principles of Social Value. Reports are independently reviewed by qualified assessors and must demonstrate compliance with the Social Value report assurance standard in order to be certified. The Social Value report assurance standard can be downloaded from the website socialvalueint.org.

Assurance here is against the Principles of Social Value only and does not include verification of stakeholder engagement, report data and calculations.

Awarded 29/07/22



Signed

Mr Ben Carpenter
Chief Executive Officer
Social Value International



Social Value UK carries out the assurance service on behalf of Social Value International. Social Value International is the global network focused on social impact and social value. We are the global network for those with a professional interest in social impact and social value. We work with our members to increase the accounting, measuring and managing of social value from the perspective of those affected by an organisation's activities, through the standardised application of the Principles of Social Value. We believe in a world where a broader definition of value will change decision making and ultimately decrease inequality and environmental degradation.

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