



Lessons from the Sport for Good Cities Evaluation & Learning Partnership

Final report from NDTi

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National Development Team for **Inclusion**

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With thanks to:

The Model City programme and local evaluation teams working in New Delhi, Paris and London; and indirectly through them the Coalition members and grantees delivering diverse opportunities for sport and physical activity to local communities, children and young people in order to bring about better lives and life chances. We would also like to thank current and former colleagues at Laureus Sport for Good who have travelled with us on this learning journey.

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Summary

This is the third and final report from the Global Evaluation and Learning Partnership for Model City developments in Paris, New Delhi and London, hosted by NDTi since 2019. It provides a synthesis of impacts, learning and insights gathered from Model City locations in these three cities, all of whom have followed a similar pilot process and initial period of funding and support from Laureus: London from 2018-2021/22, Paris and New Delhi from 2019-2022/23.

This report has been written to share impacts achieved through the Sport for Good approach adopted and lessons learned about Model City from a global perspective. It does not repeat detailed information, evidence and learning reported on separately by each Model City local evaluation team. Discrete reports from each of those places are available on the [Laureus Sport for Good Cities webpages](#).

Taking a global perspective allows us to stand back from the important national and local contexts to consider common and important different characteristics and experiences alongside the evidence of impacts. Our key aim is to share what the global evaluation and learning partnership has learned about what works and what doesn't work in relation to the Model City approach to sport for good developments and community driven change programmes.

Sport for Good Cities, or Model Cities as they were previously known, are part of a **global programme of social change achieved through sport** pioneered by Laureus over the last nine years. Starting in USA (New Orleans in 2014 and Atlanta in 2017), this approach was brought to the UK (London) in 2018, shortly followed by France (Paris) and India (New Delhi) in 2019. It continues to spread across the world with new Model City locations joining the movement, most recently New York and Chicago in the USA (in 2018) and Hong Kong (in 2020).

In essence it is a place-based approach to sport for development, where sport is used as a force for good to bring local people and organisations together to identify priorities for change where sport can play a part in benefiting their local community.. The Model City approach provides resources including funding, coordinating roles, a structure and capacity building support to bring local people and organisations together in a Coalition, where collaboration can be shaped and channelled to meet shared goals and locally identified priorities.

This summary shares the headlines and highlights from Model City Paris (MCP), Model City Delhi (MCD) and Model City London (MCL), as well as the lessons and challenges associated with bottom up, community driven change programmes delivered through sport.

Between 2018 and 2022, **six new Coalitions** of local community members, grassroots groups, NGOs and statutory/government organisations have been created and sustained across London, Paris and New Delhi, acting as operating bodies for collectivisation and decision making steered by the community. These community building developments have been achieved during a period of unprecedented global change and challenge, not least the COVID-19 pandemic, cost of living increases everywhere, political churn, mass displacements of people due to conflict and the impact of environmental change.

Across these three cities and locations, selected for their focus on multiple disadvantage and desire for change, the following impressive indicators and signs of change have also been observed:



- A total of **9,209 people** have participated in and benefited from numerous new, diverse opportunities for sport, and through these accessed learning, training, capacity building and local platforms for influencing decisions that affect their everyday lives.
- **Over 40 project grants** have been distributed to deliver these opportunities, based on local people's priorities for change (captured in locally derived vision and outcome statements). Many more micro grants and initiatives have also been funded and created as a spin-off from these major funding channels.

- **Five new Community Coordinators** posts have supported, coached, mentored and enabled these Coalitions, grant making decisions and delivery arrangements to take root and flourish in ways that make sense and fit with the local environment, culture and legal frameworks. These roles are continuing in different ways in different cities, for example, in the form of Community Leads appointed by host organisations in each London Coalition, to sustain what works and support ongoing developments led by Coalition members.
- **Young people are starting to increase their voice and influence** in these arrangements, for example as youth panels in London and youth members in Seemapuri (New Delhi) who have also created their own local social enterprise inspired to be proactive change agents as a result of their Coalition's actions and achievements.

Specific examples of the personal and collective impacts identified across these three Model Cities are outlined below (more detail about each of these impacts is provided in Chapters 3 and 4).

Impacts for local people, include:

- Increased **confidence** reported by participants in different sports and physical activities, and Coalition members including those whose voices have not previously been heard
- Engagement in new **opportunities that build skills and experiences** relevant for education, work and life
- **Greater inclusion** and more social mixing, across gender, disability, age, and economic disadvantage
- **Improved health and wellbeing** reported by participants as a result of being involved in sports and physical activities
- **Increased trust** within communities, both among Coalition members and between different community groups engaged by Coalitions (e.g. as part of stakeholder discussions about priorities for change)
- Stronger **community infrastructure** with more community leaders skilled up and boosted by their involvement, and members of the community who are actively involved

Impacts for Coalitions and partners, include:

- New and innovative **collaborative mechanisms** (e.g. Coalitions, Steering Groups and sub committees) that are continuing to evolve and thrive in each Model City location
- **Engagement of wider local partners** – e.g. local authorities, the police – contributing to outcomes being achieved and to future sustainability
- Coalition members collaborating and leveraging **additional resources**, as a result of having connected and collaborated on Model City developments

- Increased and enhanced skills and personal development for young participants, for example, through leadership development and employability courses, which have enabled those young people to take up leadership roles, become employed and in some cases start their own businesses.

These different impacts have been achieved as a result of:

- **Transparent, bottom up approaches** to community and coalition building, that are different in each location but share similar characteristics and follow the four phase process outlined in the Model City approach (see also chapter 2)
- An initial, thorough **scoping and research phase** that transparently shows the rationale for selecting locations
- The crucial **role of community coordinators** at every stage of the Model City journey, applying their exceptional skills in building trust and relationships combined with deep local knowledge, patience and credibility
- Investing in open, flexible **partnerships and relationships** that transcend hierarchical traditions within each Coalition and with communities and partners ranging from brand new NGO's to established organisations and local government.
- Responsive and locally tailored **capacity building** support for both Coalition members and local communities, with priorities identified by Coalition members/local communities - including local leadership, safeguarding, bid writing, public health issues, gender equity and community safety.
- A new, and continuing **commitment to participatory grant making** for the Sport for Development sector more generally as well as for Sport for Good cities described in this report, rooted in shared visions and outcomes coproduced with Coalition and wider community members
- A fundamentally different **relationship with funders**, as a result of this approach to grantmaking, that is flexible, supportive and tolerant of complexity. This takes time to develop and is still evolving within and across Model Cities reflecting the shift from more traditional, top down grant-giving to bottom up grant-making involving shifts in control over resources and decision-making led by local Coalitions.
- A genuinely **bottom up approach to evidence & learning**, with each Coalition deciding what matters and how this is demonstrated over time.

In addition to these impacts and achievements, there are some inherent and continuing challenges, which are part and parcel of bottom up, community driven social change movements as well as Model City developments enshrined in these Sport for Good cities.

These challenges include:

- **Trust-Action-Time Dynamics:** managing the tension between time needed to build trust and relationships from the outset and an impatience to see early action and change
- **Communication** style, methods and amount: how the Model itself is articulated, shared and promoted both with and within Coalitions, and with local and national partners.
- **No blueprint and no shortcuts:** but there are key features, lessons and examples to build on and use
- **The different, participatory approach to grant making** requires a fundamentally different approach from funders (including Laureus as well as local funding partners) and grantees. One of the key questions that Laureus needs to consider at the start of each new Model City journey is: 'how much power and control are funders willing and able to give up so that Coalitions can take the lead?'
- **Burnout among key people:** community coordinators and chairs/steering groups
- Staying true to and embedding the Model City **approach to evidence & learning** which is bottom up and community led, whilst also developing some consistent approaches to evidencing and tracking change over time.

The remainder of this report shares the background, contexts and experiences of Model City developments in Paris, Seemapuri and London.

- Chapter 1 introduces the Model City Global evaluation and learning partnership, why this was commissioned, and our aims in bringing together key sources of evidence and learning about what works in delivering the impacts outlined above.
- Chapter 2 provides an overview of not only Model City, Sport for Good developments led by Laureus but where these sit in the broader sport for development movement.
- Chapter 3 shares the common, global messages and lessons about impacts and experiences of Model City developments across Paris, London and New Delhi (so far).
- Chapter 4 provides more detail about these impacts and the Model City journey in Paris and New Delhi (Seemapuri) and an update on developments in London.
- Chapter 5 explores the challenges outlined above and shares some considerations for making this approach work and be sustained.
- Chapter 6 outlines the conclusions and outline recommendations for sustaining what works and applying the lessons from these early adopters of the Model City, Sport for Good approach.



1. Introduction to the Model City Global Evaluation & Learning Partnership

About this chapter

This chapter provides a brief introduction to the global evaluation and learning partnership, why it was commissioned and the key roles and functions this partnership provided between 2019 and 2023.

1.1 Overview of the Model City Global Evaluation and Learning Partnership

In Spring 2019, NDTi was commissioned to provide evaluation and learning support to Laureus and its partners to work alongside evaluation and delivery teams supporting Model City developments in Paris and New Delhi, and keeping connected to ongoing developments in London.

The key focus of this partnership has been on what **enables the delivery of evidence of social impacts** achieved through Model City programmes in different places; and **learning about what works (and what doesn't)** in order to inform ongoing developments of Model City communities across the world.

An important aspect of the Model City ethos is to enable and sustain a **bottom up approach**, in relation to both programme delivery and evaluation design and delivery. At a local level, this means supporting Model City locations to decide what change/success means for them, rather than this being imposed on them by Laureus or any of the funding or evaluation partners. A key part of this movement and the approach is about **how learning takes place and is shared** within and between different locations.

For the purposes of this report, this learning includes England (the Haringey, Barking and Hounslow boroughs of London), France (Paris, including the 18th and La Courneuve) and India (Seemapuri in the North East district of New Delhi).

The global evaluation and learning partner role had three main components, outlined in Figure 1, below.

Figure 1: Key Components of the Global Evaluation & Learning Partner Role

1

Developing a Model City local evaluation & learning partner brief, helping the recruitment of local evaluation partners, applying the learning from the place-based approach to evaluating change within Model City London, approaches used in the USA, and other place-based, community led change programmes.

2

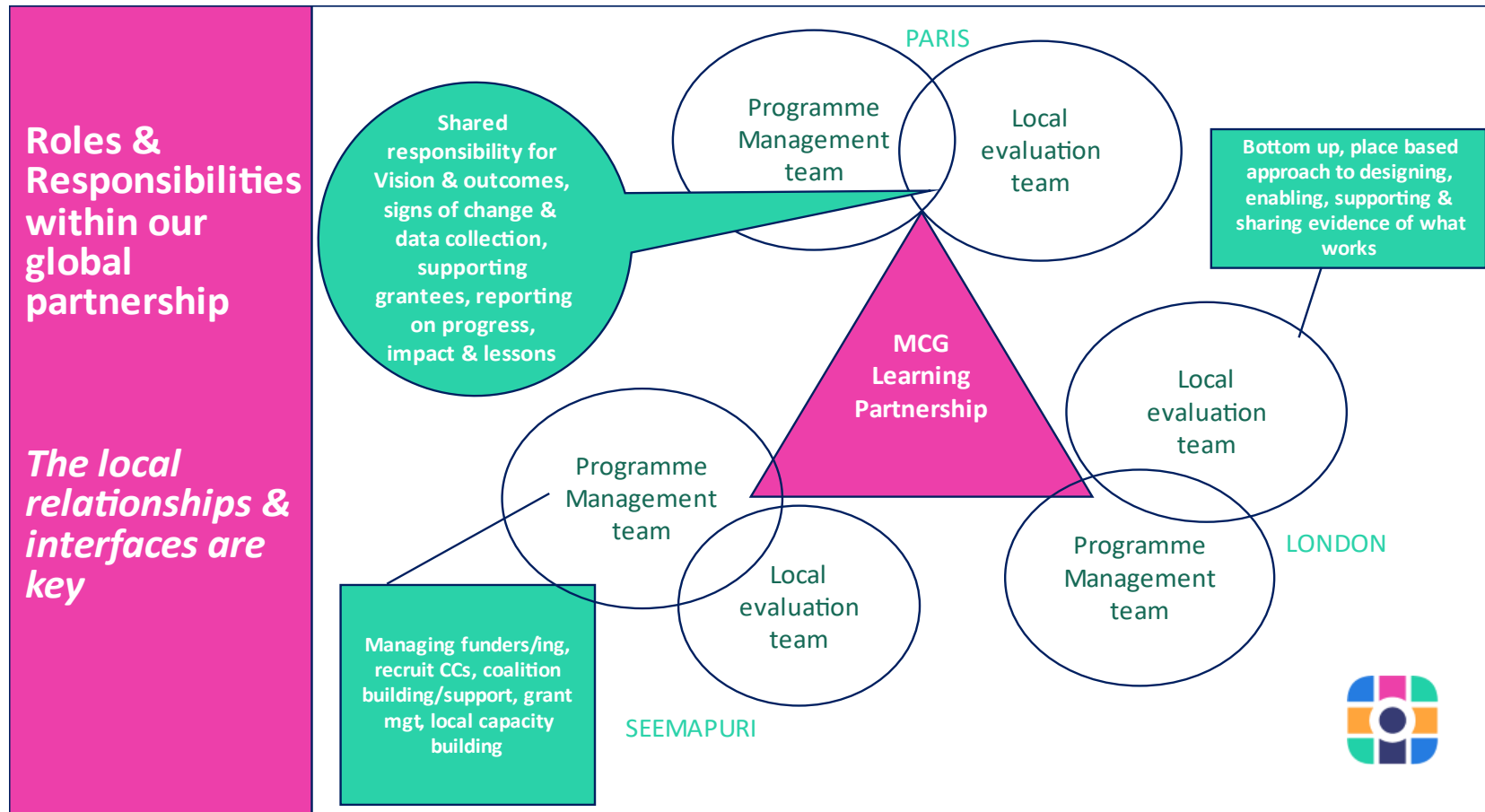
Inducting local evaluators in Paris and New Delhi, in this place-based approach to evaluation, including activities to help shape evaluation planning and design, to create a 'blueprint' for a generic Model City evaluation approach. This included webinars, workshops and materials to orientate local evaluators and inform how they developed their respective Model City evaluation plans.

3

Providing evaluation oversight, coordination and thematic analysis, supporting both Laureus and local delivery and evaluation partners to coordinate their own data capture and reporting arrangements; and facilitating cross programme learning and insights arising from Programme wide evidence about social impacts and the place-based approach to evaluating change.

The interplay of these different components is illustrated in Figure 2 below, including who did what in relation to evidencing change and the important connections in this global partnership.

Figure 2: Roles and Relationships in the Model City Global (MCG) Evaluation & Learning Partnership



1.2 Global evaluation and learning questions and key areas of focus

In this section we draw attention to the key areas of focus that shaped discussions at 6-monthly reflection and learning workshops held over the last 3 years (2019-2022). The evidence and lessons shared during these events have been distilled alongside synthesised mid-term, annual and final evaluation reports from Paris, New Delhi and London to inform this final report.

Key areas of focus



- ★ What are the **key impacts and lessons for each Model City location** (for Paris and Seemapuri in their initial pilot periods and for London as their initial achievements and outcomes have been sustained over time)?
- ★ What are the **global impacts and lessons** (what have we learned as a partnership about the overall changes and lessons)?
- ★ What is **important about the Model City approach** in achieving these local and global impacts?
- ★ What is important to understand (better or different) about **the way in which grants are made and used** in the Model City approach?
- ★ What are the **important lessons for sustaining what works** (as a result of the outcomes achieved through this approach)?

We address these questions in Chapters 3 and 4, first sharing the global impacts and lessons including important features of the Model and approach in achieving these, followed by the Model City journey, impacts and lessons for Paris and New Delhi. Within this latter section we also share some of the important lessons from sustaining what works in London.

Before sharing these impacts and lessons, in Chapter 2 we set the scene for Model City developments by exploring some of the wider sport for development initiatives and evidence of what works in creating the right conditions for bottom up community led change through sport.



2. Model City Contexts and Locations

About this Chapter

This chapter describes the global context for Model City developments, including the sport for development movement generally and where Laureus' Sport for Good's focus fits within this. It also explains the key features of the Model City approach to sport for development, creating a bottom up, collective and community driven agenda for change that is delivered through widening opportunities for sport and physical activity.

“Sport has the power to change the world”
(Nelson Mandela, 2000)

As part of this overview, we draw attention to the emphasis within Model City on participatory grant making and some of the lessons that have been drawn from a brief review of the key features that are relevant for Sport for Good cities now and in the future.

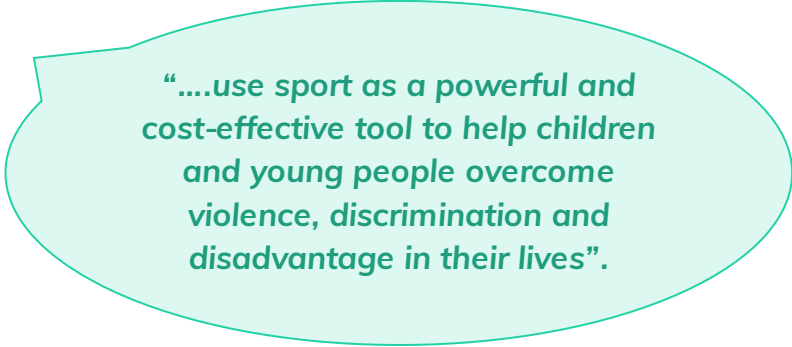
2.1 Overview of Sport for Development – achieving social change through sport

Sport for development approaches use a range of opportunities for sport to achieve particular outcomes for different stakeholder groups (e.g. local communities or specific groups such as children and young people). These outcomes range from local engagement and participation in decision making to education, employment, health, community safety, empowerment and equality¹.

¹ UNICEF international research centre: <https://www.unicef-irc.org/research/sport-for-development/>

Laureus Sport for Good (Laureus) is part of this global movement, founded in response to the challenge from Nelson Mandela quoted above, issued at the first Laureus World Sports Awards in 2000, to **use sport to change the world**.

Laureus define their vision and purpose in this endeavour as to:



“...use sport as a powerful and cost-effective tool to help children and young people overcome violence, discrimination and disadvantage in their lives”.

Laureus currently supports more than 275 programmes in over 50 countries and over the last 20 years has raised more than €150m for the Sport for Development sector, collaborating with funding and delivery partners to reach and help change the lives of almost 6 million children and young people. Figure 3 below summarises Laureus’s six Sport for Good objectives, and the goals associated with each of these objectives.

Figure 3: Laureus's Sport for Good Objectives



2.2 Sport for Good Cities: introducing the Model City approach

Over the past nine years, Laureus has pioneered a place-based approach to promoting positive social change through sport, called “Model City”. First piloted in New Orleans (2014) and Atlanta (2017), extended to Chicago (2018), rolled out to London in 2018, and then New Delhi and Paris from 2019, this place-based approach aims to strengthen existing community assets and help build trust among stakeholders by creating a structure (a “Coalition”) to allow new partnerships to develop and communities to thrive. Learning from other places is being added to this community of practice all the time, for example New York, Chicago, Hong Kong and beyond. Appendix 4 provides a summary of developments in these latter three places. In this way, the Model City approach can be viewed as a social movement for change, within the broader Sport for Development field, which is continually evolving and developing.

Figure 4: Global Map of Model City Locations, 2023



Laureus's four-stage process for building a successful Coalition and place-based approach is highlighted in Figure 5 below.

Figure 5: Laureus' Four Stage, Model City Process



Though timelines can be flexible depending on multiple factors, the process behind the Model City approach always includes these four key stages. Typically, each new Model City location involves a 2-3 year pilot period spanning these four phases, with each phase lasting between 4 and 6 months. This varies by location and other important contextual features that are explored in more detail in each city's evaluation reports.

We have learned through this global partnership, that it is also important that these four phases are sequential and timely, so that each phase clearly informs and leads onto the next and that this is communicated clearly, openly and continually to all those

involved in local developments. We have also learned (somewhat frustratingly for some of those involved!) that there are no shortcuts or blueprints for how this happens or how long it takes in each new location. More detail about these lessons is shared in Chapters 3 and 4.

In summary, the Model City approach is designed to be flexible and adaptable, driven by a desire to empower the local community to make changes that address local priorities and needs whilst ensuring that local voices are guiding decision-making processes. The four stage process means that the Model supports communities to drive change within a framework that provides structure and support, including capacity building support for those leading, influencing, delivering and evidencing change. The emphasis on bottom up, community driven change builds trust amongst stakeholders, whilst the structure enables and encourages new partnerships to develop that share a passion and a vision for how local communities can thrive.

2.3 Evidence of What Works from Sport for Development Programmes

In 2019, UNICEF published the first global literature review on sport for development (S4D), [Getting Into the Game](#), which found that sport can be a positive factor in four key areas of children's lives, in doing so contributing to the [United Nations Sustainability Development Goals](#) (SDGs):

- Education
- Social inclusion
- Child protection
- Empowerment

[Playing the Game](#) was their follow up report, building on these findings to share the experiences of stakeholders working in different contexts through ten case studies – including Laureus and their Model City developments.

Based on this evidence, UNICEF produced a guiding framework, from design through implementation, to scaling and sustainability, for future programming that focuses on improving the lives and life chances of children and young people.

This 'S4D programming framework' is intended to assist implementing organizations, sport for development practitioners, community workers, policy makers and funders, who they say, can: **'use it as a road map for programme design, as it provides a checklist of the key elements to consider'**. This framework is not dissimilar to the Model City four phase process, outlined in Figure 5.

Of particular relevance for Model City developments, they highlight key lessons for applying this S4D programming framework, as follows:

- **No programme component stands alone:** All the elements of programme design are interconnected; components cannot be implemented in isolation and lessons learned about one aspect can contribute to the improvement of others.
- **Build on what already exists:** Organisations need not build from scratch when starting new S4D programmes, as there is plenty of evidence to provide a starting point that can be adapted according to selected targets, local needs and Theory of Change (ToC).
- **Develop smart partnerships:** No organisation can do it all alone and building partnerships with other organisations (e.g., community-based organisations, corporations, international non-governmental organisations, government bodies) can help to ensure the smooth running of the programme as well as its sustainability and legitimacy.
- **Invest in coaches:** No matter how well designed a programme is, recipients will not experience the positive effects of S4D without well-trained, child-centred coaches.
- **Find a balance between standardisation and customisation:** Once established, a programme should naturally reach as many children as possible while maintaining quality. For this, it is key to have a well-defined but also simple methodology that can be revised to fit new contexts and to adapt to crises such as COVID-19.
- **Invest in monitoring, evaluation and learning (MEL):** Investing in regular monitoring and evaluation, embedded within the programme, and enhancing the related lessons learning culture/mindset contributes to long-term success and impact.

These lessons resonate with the impacts and lessons highlighted in this report from Model City developments across Paris, New Delhi and London.

UNICEF also identify a number of specific messages for policy makers and funders, summarised below:

- **No component left behind:** When assessing a programme, it should be possible to see how it addresses each of the framework components. Even in the early stages when a programme is not fully developed, it is recommended that a mechanism is included to identify potential for improvement and adaptation. A clear Theory of Change (ToC, or 'Vision and Outcomes' in Model City terminology) would indicate this.

- **MEL requires resources:** MEL systems can be time and resource-consuming but are extremely valuable as they contribute to programme improvement and effectiveness. Funders should support their integration in programming and delivery, and acknowledge that data collection for MEL purposes should not be done casually (along with other activities) but needs to be planned for and implemented with attention to detail.
- **S4D is a valid tool to support the achievement of the SDGs:** A well-developed ToC shows the links between activities and expected outcomes, while Monitoring and Evaluation (M&E) can determine whether what is predicted in the ToC really happens. When positive outcomes are achieved, they can contribute to achieving the development impacts outlined among the SDGs.
- **Integrate S4D in school activities:** Schools are effective places to conduct S4D sessions. Local and national authorities should consider including S4D as part of the curriculum, augmenting the beneficial effects of physical activity by adding personal and social development.
- **Safeguarding is a “must have” condition:** Funders and government bodies should demand that S4D programmes incorporate safeguarding practices; participating organizations should be, and feel, responsible for ensuring that safeguarding is resourced and embedded in all programme components from the design stage.
- **Multi-year funding enables long-term planning:** Ensuring funding for multiple years allows implementers to work towards long-term goals and gives them time to absorb and apply learning and outcomes evidenced through MEL activities and use them to improve ongoing programme design and delivery.

2.4 Participatory approaches to grantmaking – a brief overview

Model City approaches are based on a broadly participatory model of grantmaking, an approach that is attracting increasing global interest. A key question that Laureus posed to NDTi is whether using this model, the components of which are described in Section 2.2, delivers better results than traditional forms of grantmaking, in which the funder sets priorities and makes decisions on what is funded. Although evidence on the impact of the approach is under-developed, this section draws together what is known about participatory grantmaking, summarising learning from the USA, where the approach is better-established, as well as from the UK. Our conclusions about the lessons from the evidence across Paris, Delhi and London, are shared in Chapter 3, global impacts and lessons.

2.4.1 What is participatory grantmaking?

“Participatory grantmaking cedes decision making power about funding - including the strategy and criteria behind those decisions - to the very communities that funders aim to serve.”

Participatory grantmaking includes a range of models, but it is essentially about **sharing decision making power about funding with the people who will be directly affected by those decisions**. But it is also an approach that is about much more than grantmaking, as it is rooted in values such as democracy, rights, transparency, a commitment to bottom-up change, and to the empowerment of communities who may previously have had little agency. It is also closely linked to place-based approaches.

The approach usually includes developmental elements such as capacity building support for participants, as well as a focus on embedding participatory approaches to evaluation from the outset, so that funders can better understand what success looks like for communities.

2.4.2 Why is it growing in popularity now?

Commentators highlight that participatory approaches are particularly relevant when attempting to address the wicked issues of our time. For example, the complex and enduring nature of issues such as inequality or exclusion cannot be addressed by external experts alone, but demand the contribution of people who have deep, first-hand experience to bring to the table.

In addition, movements such as Black Lives Matter and the Me Too movement have mobilised millions to participate in new, fluid ways of challenging power structures to achieve social change that are rooted in voice and lived experience.

New Philanthropy Capital has carried out a programme of work on rebalancing power relationships between funding bodies and grantees. They highlight that the power imbalances that characterise traditional funder/grantee relationships are a problem for both funders and grantees because they can:

- Limit funders’ ability to understand the issues they wish to influence and make effective decisions
- Limit grantees’ and communities’ ability to thrive; and undermine relationships between funders, grantees and communities

- Limit funders' ability to influence social issues and achieve their goals

2.4.3 What are the benefits?

According to Grantcraft's authoritative work on participatory grantmaking, the approach brings many fundamental benefits that relate to building the capacity of communities and individuals, as well as improving decision making for funders.

- **It democratises grantmaking:** because participatory grantmaking cedes control of funding decisions to non-grantmakers - and money is power - it opens up a process that has long been closed to the people closest to the ground with lived experience to bring to bear in these decisions.
- **It contributes to better decisions and outcomes:** involving peers in funding decisions leads to more informed and more effective investments and outcomes.
- **It promotes social justice and equity:** the participation of traditionally disenfranchised constituencies in decision making increases participants' agency, leadership, and control over the decisions affecting their lives and communities.
- **It promotes community engagement:** participation of peers in decisions about the most important issues affecting them for funding strengthens communities by building trust, connectedness, engagement, and leadership—the building blocks for powerful collective action and broader movements.

(Source: Deciding Together - Shifting Power and Resources through Participatory Grantmaking (Grantcraft))

2.4.4 What are the disadvantages?

Participatory grantmaking can take more time and incur more costs. However, evidence in this area is under-developed. Practitioners report that the benefits outweigh the costs, because of the added value outlined above.

2.5 Model City Developments in Paris, New Delhi and London

In each of these three locations, Laureus works in partnership with local funders as well as local communities and organisations to use sport to help bring people and places together to promote social integration and address locally determined priorities.

Delivering over a three year period in each city, they worked in partnership with the Greater London Authority (GLA) and Nike in London; BT Supporters Club in New Delhi; and Mercedes-Benz France in Paris.

Model City Developments in Paris, New Delhi and London



- ★ In London, the funding was used to deliver sport and physical activity to address locally identified priorities in three diverse London boroughs – Hounslow, Barking and Haringey.
- ★ In New Delhi, the funding was used to create impact for young women and girls and strengthen organisations using sport in one specific district in the North East of the city, Seemapuri. The project was designed to build a community of like-minded sport and local organisations who coalesced around a shared desire to create a safer and more prosperous community for young women and girls.
- ★ In Paris, Model City worked in two locations, La Courneuve and the 18th Arrondissement, to address issues around education and employability.



3. Global impacts and lessons: what are we learning about the approach and impacts from Model City, Sport for Good Developments around the world?

About this Chapter

This chapter shares a summary of the important impacts and lessons identified from distilling and synthesising the evidence provided by each Model City's evaluation and programme team. These overarching themes were shared and explored in the final MCG evaluation and learning partnership event (a 'sounding board' held in April 2023) to ensure these themes both resonated and helped explain the experiences and outcomes to date.

One of the main reasons for identifying global impacts and lessons is to highlight important features and success factors for Sport for Good cities using the Model City approach – and therefore inform ongoing as well as new developments from 2023.

3.1 Personal impacts

Across all Model City locations, in their initial 2-year pilot period, important personal changes have been seen in the following areas for local people:

- **Increased confidence** experienced by many of those involved in Model City in different ways (including but not only young people), as a result of participating in sport and physical activity; and for community members and local organisations as a result of new opportunities organised through Coalitions
- Increased engagement of local people in and **take up of new opportunities for learning, education and community action**. This included school/college as well as adult education, new jobs or apprenticeships, and getting involved in community consultation and campaigns. A diverse mix of local people experienced these changes, including those taking part in specific activities (e.g. young people in sport) as well as wider community members (e.g. parents engaging in local workshops on public health issues and community safety)
- A greater sense of and experiences of **social inclusion and social mixing**, especially relating to gender and disability, for young people and economically disadvantaged people

- **Improved health and wellbeing**, including feeling and being fitter, increased sense of wellbeing and having more physical and emotional stamina (areas where there are promising signs of change rather than specific measures)
- In some areas more than others, an **increased feeling and evidence of community safety**, as a result of having more safe places to go and participate in sport; and emotional safety as a result of increased trust in neighbours, local organisations and authorities (e.g. the police)
- Increased **range of and growth in skills and knowledge** that are relevant for education, work and life, including leadership development courses (resulting in young people taking up local leadership roles), preparing CV's and interview practice (resulting in more people being successful in securing jobs) as well as teamwork and teambuilding skills as a result of participating in team sports for the first time.
- More people of different backgrounds and ages, including young people, who are **active in their community and becoming local leaders** for change, skilled up and boosted by their involvement in Model City developments.

3.2 Community / coalition impacts

- New **collaborative mechanisms and arrangements have been established** in each of these Model City locations, for example 6 Coalitions (3 in London, 2 in Paris and 1 in Seemapuri) with established Steering Groups and sub committees driving forward agreed actions.
- These mechanisms have been **sustained over time**, and are still evolving and adapting their form and membership to reflect local communities' profiles and needs
- Within each of these Coalitions, there is evidence of **an increased trust, ownership, local control and responsibility** that has evolved over a 2-3 year period. As a result, these Coalitions belong to each local area and city, not Laureus.
- These bottom up, grassroots partnerships and collaborations have been **new experiences** for Coalition members in Paris and Seemapuri. Coalition members in London did have previous experience of local collaborations and community development initiatives, but Model City brought a new focus on bottom up, grassroots and community led approaches through sport.
- **Steadily increasing engagement of wider local partners** – for example, local authorities and the police – is contributing to the outcomes being achieved and impacts experiences in each Model City location
- Coalition members are **leveraging additional resources**, as a result of having connected and collaborated on Model City developments, for example collaborating on grant and other funding applications outside of the Model City grant-making arrangements. This is helping to sustain and build trust as outlined above.

- A number of **spin off developments/initiatives** are happening, in some places at a rapid rate, which are being led by Coalition members. One notable example, because of who is leading the development, is the rise of Avartanam in Seemapuri, a youth led social enterprise initiated by the youth members of the Coalition.

3.3 Key features and enabling characteristics of the Model City approach

- **Transparent, bottom up approaches to community and coalition building:** whilst the formation and journey of each Coalition in each Model City location varies, they share a genuine grassroots approach that is central to success. In each of the three Model Cities reflected in this report, there has also been a leap of faith in the early phase of the process, where new, often unfamiliar community partners and leaders, including those whose voices have previously been unheard, have come together to shape what needs to be addressed through sport for good programming.
- **Adherence to the Model City process in its entirety matters:** the full cycle of all four phases has evolved and developed over time since Model City's first incarnation in the USA. It has been tested in numerous places and in particular in full (through robust, place based evaluations) in London, Paris and New Delhi, and....it works!
- **Shortcutting the process and experience has been found not to work:** for example, overly adapted, shortened versions of the approach, especially in the early phases, has shown that Coalition formation and community collaboration is more difficult and trust is more elusive and transient.
- The **sequence and timing of the four phases is important** – with each phase leading into and informing the next, and that this is communicated clearly, openly and continually to all those involved in local developments. Where there are delays, pauses or uncertainties in the timeline or what is happening when and why, this creates frustrations, can breed mistrust and background noise that disrupts in unhelpful ways.
- All of the above presupposes that **evidence and more importantly learning is genuinely integrated within the Model City process**, a key element of which is the opportunity for programme and evaluation partners to come together on a regular basis to reflect on what is working and not working at each of these phases
- **The initial scoping, research phase is key, for a number of reasons:** not least for providing the evidence and rationale for the selection of specific Model City locations. However this phase can take a long time to complete, needs to be conducted in as openly and transparently as other phases in the process, and built on/revisited over time.
- **Community coordinators roles, and ongoing coordination after initial pilot periods, are central to success:** local knowledge and know-how, interpersonal skills, coaching and mentoring expertise, local connections & credibility are all important. While a background in the sport for good sector is a bonus, a strong focus on relationships and an understanding of local communities are crucial.

- **Partnerships and relationships with, within and around each Coalition are key and cannot be underestimated or rushed:** mutually respectful, trusting partnerships and collaboration take time to build, sustain and support. We have learned that Coalitions are important community building and collaborative structures, but they need to be flexible, stay open, remain flexible and welcome new voices and experiences to the table. Those supporting and enabling Coalitions to build and succeed require the skills and confidence to enable these arrangements to evolve over time and to look different in each place. How Coalitions evolve inevitably involves some challenges along the way, for example when greater numbers of more confident and skilled members join and start voicing their opinions and priorities for change.
- **Commitment to, confidence and skills in participatory grant making** will help everyone involved transition smoothly from the ‘research’ and ‘strategising’ phases of Model City to the active ‘invest and demonstrate’ phase of the process. Participatory grantmaking within Model City is unique, combining bottom up approaches to sport for development linked to each area’s coproduced vision and outcomes. We have learned that Coalition members need to be and feel involved in the whole grantmaking process, including decisions on what to fund as well as where and how to allocate grants through to implementation and evidencing change. There are different contextual, place-based challenges in each Model City location to manage for this to work well, but in the long run this is a more sustainable approach than other grant giving methods. At the same time it is an approach that is often unfamiliar and unsettling for many people (including funders).
- **Capacity building support is crucial** and needs to be seen as a given, not a “nice to have”. Protecting resources for and sourcing the right skills and people to deliver what’s needed for Coalition members, grantees, participants, Community Coordinators is one of the important features of what Laureus brings to the Model City experience. The detail around identifying what kind and where support is needed with Coalition areas and for Coalition members and grantees necessarily sits with Community Coordinators, in an aspect of their role which can feel uncomfortable at times, traversing and navigating relationships, budgets and timelines at multiple levels.
- **The relationship with and role of funders is fundamentally different** in Model City developments, as it is with other participatory grantmaking programmes. For Model City this includes the relationships between Coalition areas and members (including grantees) with Laureus; between Laureus and local funders; between Coalition/community members and local funders; and between and among Coalition members and grantees. In addition to these complex dynamics, there are often multiple funding partners who have different agendas, timescales, definitions of impact and measures of success. Coproduced Vision and Outcomes underpinned by Coalition’s measures of success (signs of change) help to keep a clear focus on what matters, on what needs funding, and how funders can interact and align as part of the overall approach.

Finally, this illustrates why and how **bottom up approaches to evidence & learning** are an intrinsic part of the Model, requiring a shared understanding and commitment of place based approaches to evidencing change in each location and among all partners. Most Coalition members and grantees are keen to engage and be involved in deciding what matters and how this is demonstrated over time, even if they need capacity building support around MEL to capture and share often very different and creative sources of evidence. We have found that there are varying degrees of understanding about what this means in practice from funders who often focus on “results” and top down requirements for quantifiable input and output measures rather than meaningful outcomes that illustrate change is occurring for different groups of people, why and how.



4. The journeys, impacts and lessons from Model City developments in Paris, New Delhi and London

About this chapter

This chapter shares an overview of the Model City journey in Paris and Seemapuri including key highlights, impacts and lessons from these experiences. A short summary of the most recent developments from the ongoing journey of Model City London is also shared.

4.1 Introducing Model City Paris, New Delhi and London

Figure 6, on the following page, illustrates the key features and high level impacts for each of these Model City locations in their initial 2-year pilot period, including how their vision and outcomes frameworks relate to Laureus's six Sport for Good objectives.

This includes the Coalitions, funded grants and numbers of participants benefiting from sport and physical activity (as at October 2022).

Figure 6: Model City Locations and Laureus' Sport for Good Objectives

Sport for Good - six objectives



Sport for Good cities



3 outcome areas:

- Children & young people
- Local communities
- Sports and non sports organisations

Coalition/locations - 3 Coalitions:

- Haringey
- Barking
- Hounslow

25 project grants

5,212 participants

(56% female, 46% male)

£409,784 invested in total

4 coalition-led/community events

3 outcome areas:

- Educated & skilled Seemapuri
- Healthy & clean Seemapuri
- Safe & equal Seemapuri (Gender Equity)

Coalition/locations - 1 Location:

- Seemapuri

6 project grants

2,526 participants

(70% female, 30% male)

£398,384 invested in total

5 coalition-led/community events

4 outcome areas:

- Social cohesion
- Education
- Gender Inclusivity
- Employability

Coalition/locations - 2 locations:

- Paris 18th
- La Courneuve

17 project grants

5,917 participants

(47% female, 53% male)

£342,402 invested in total (400,000 €)

4 coalition-led/community events

Figure 6 illustrates that in each of these three locations, there are clear connections with the overarching Sport for Good objectives. It is, however, at the more detailed level of goals and indicators that the contributions of each location can be seen most clearly. For example, it is not immediately evident that these locations are contributing to a Peaceful Society, until the specific goals of reducing the risk of violent crime for marginalised or otherwise vulnerable children and young people.

It has not been easy to synthesise evidence into a standardised or comparable format across these three cities, which reflects the commitment to bottom up approaches to evidence and MEL activities alongside community led priorities and measures of success. This is a challenge for Laureus, and other sport for development enterprises, but one that we feel needs to be embraced as part of the inherent dilemmas in delivering authentic community led social change programmes.

Discussions with programme, evaluation and Laureus leads confirm, however, that there are benefits from having some evidence that are consistent across locations, and which could be standardised if introduced from the start and built into reporting systems locally and within Laureus. These are a mix of input and output measures rather than outcomes, as follows:

Input and output measures



- ★ Total resources invested in Model city developments from Laureus and other local funders
- ★ How these resources are allocated in terms of project grants and capacity building grants (both number of grants and investment in those grants)
- ★ Number of Coalitions formed
- ★ Number of participants engaging in activities and opportunities funded through the project and capacity building grants
- ★ The breakdown of these participants by gender, and ideally by age (both in terms of total numbers and percentages)
- ★ Number of engagement events and activities that involve the local community and those which engage local partners.

The remainder of this chapter summarises the journeys, experiences, impacts and lessons from Model City Paris and Model City Delhi (Seemapuri); and provides a synopsis of recent and current developments in Model City London. Appendix 1 shares the headlines and highlights from MCL's pilot period captured in their [final evaluation report](#).

4.2 Model City Paris

Building the MCP Foundations

Laureus selected Paris 18th and La Courneuve as strategic locations for Model City implementation through a detailed and thorough scoping exercise. This initial research stage formed the first phase of the Model City approach. Following the selection of the two areas as the MCP locations, the Laureus team carried out a programme of preparatory work in each area, to introduce MCP and to build local buy-in for the programme. This key phase of preparing the ground for the successful introduction of MCP included:

- **Engagement with local authorities/administration**, at both local and regional level, to introduce MCP, to build local ownership with statutory bodies and to start discussions about funding opportunities and future sustainability from the outset. This is particularly important in France, where local authorities have a powerful overview and resourcing role, so sustainable change is less likely to occur without their support.
- **Engagement with local organisations and associations** to agree the overarching priority themes for each location and to find people who would be interested in becoming part of the two Steering Groups. This involved workshop sessions that brought together individuals from the community with an interest in sports for good, and local authority representatives. Together, they agreed the following broad priority areas for the two locations:

Paris 18 th key Themes	La Courneuve Key Themes
Social Cohesion	Employability
Education	Education
Gender Inclusivity	Gender Inclusivity

(Source: MCP Update Report 1)

Coproducing Local Visions and Outcomes

The next phase focused on agreeing shared **visions for change** that built on the themes highlighted above. This phase also developed the **infrastructure for MCP**, by setting up the two Steering Groups and agreeing how they would operate, as well as

starting to extend the programme to the wider coalitions. These activities all took place against the backdrop of the early days of the Covid 19 pandemic. The team quickly moved towards an online delivery model as face to face working became untenable. 'Cafés associatifs' were introduced to strengthen the relationships and connections that were starting to develop between individuals and groups, and to maintain momentum and interest in MCP. The cafes offered an informal, online space for coalition members to network, learn about each other's work and increase their understanding of sports for good, which was not a well understood concept in Paris.

The two visions for change were developed through a series of workshop sessions (initially face to face, later on-line) that took place during 2020. These explored local issues and priorities for change in greater depth, and then moved on to identify solutions and future aspirations for the area. The sessions were reduced in length to suit online delivery and the design was highly interactive. The workshops adopted creative approaches such as imagining future Le Monde newspaper headlines about the two locations and using graphics such as word clouds to stimulate discussion.

The two visions for change that emerged from the series of workshop sessions are shared below. They form one element of detailed documents that include the outcome areas that will contribute towards the vision, the actions that organisations and associations will take to achieve this, and the signs of change that will indicate progress.



Vision – La Courneuve

The Courneuviens innovate, act collectively and bring about lasting change that makes them proud, which offers employment opportunities, education and openness to the world without exception. Young girls and women are key players in this change.



Vision – Paris 18th

Thanks to Model City, Paris 18th is an example of diversity, social cohesion, living together and doing together. Public spaces are safer and used by all inhabitants. Young people are open to others and to the world and have integration and employment opportunities. Young girls and women are key players in this change.

Grant making in action

The first MCP grants application process was launched in January 2021 with an event for potential applicants. A review of the grants process found that applicants were excited that MCP was moving into its implementation phase and delighted to be part of the programme. Some found the application process to be complex and time consuming (which was addressed in the next grants round). However, applicants valued the intensive support of the coordinator and other members of the Laureus team in helping them through the process.

MCP Steering Group members played an unusually active and engaged role in the assessment of applications. It was a demanding process, which required a high level of commitment from members. A total of 29 applications were received across the two locations, 14 from La Courneuve and 15 from Paris 18th; 11 of these were successful. The announcement of which applications would be funded took place at the end of April. In the two week period that followed the announcement, the coordinator spoke at length with each of the applicants, both successful and unsuccessful, to explain the rationale for the decision on their application. In June all successful applicants had an opportunity to present their projects to both coalitions and to local authorities.

Alongside the grants process, the evaluation team carried out some short, responsive pieces of work to highlight learning and to shape the future development of MCP. For example, the team reviewed the grants process with applicants, referred to above, and their findings influenced the design of the next round.

Capacity building with grantees formed another important strand of the evaluation team's work. In May 2021, just as delivery was starting, the team delivered MEL training to the grantees to increase their understanding of MEL and develop their skills and confidence. The team's evaluation of the sessions was very positive, with findings including:

- ★ 16.5% increase in how useful participants thought MEL was to a project
- ★ 71.5% thought training was useful
- ★ 64% would like to do more
- ★ Participants reflected that the training would help them to think more strategically about their work

The evaluation team used the six criteria developed by the Organisation for Economic Cooperation and Development's (OECD's) Development Assistance Committee (DAC) as a useful framework for organising evidence collection and analysis. The criteria include relevance, coherence, effectiveness, efficiency, impact and sustainability.

Signs of change/impacts

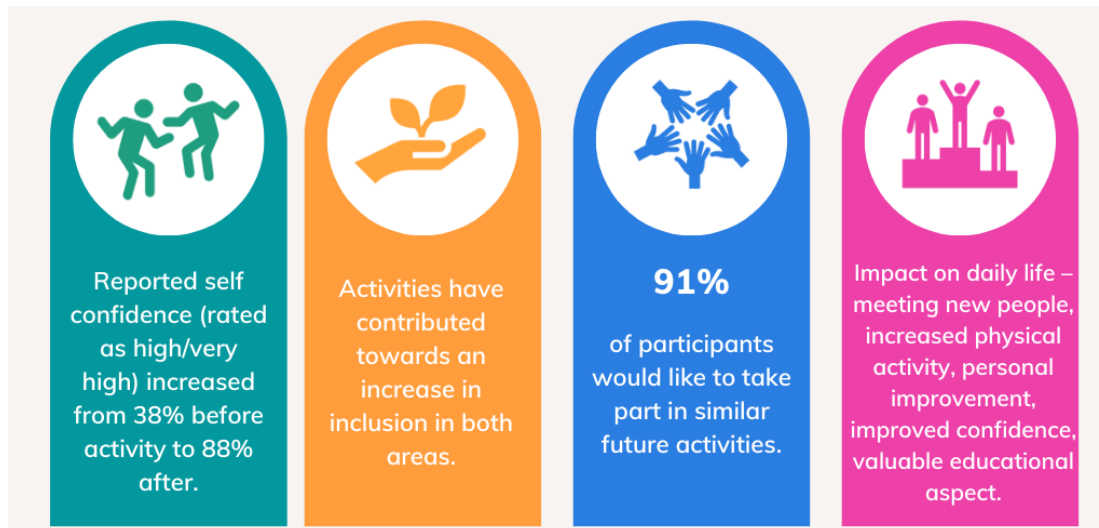
By Spring 2022, **5,917** participants had taken part in MCP initiatives, of whom **47%** were women and girls.

Many impacts for beneficiaries have been captured through a range of different routes, including progress monitoring by the projects themselves, interviews and a participant survey. All these sources paint a consistent picture of positive change, with beneficiaries reporting increases in confidence and skills, including skills that help them at school or work, or in their day to day lives. For example, **82** participants went into professional training and **21** found work or an apprenticeship following their involvement with MCP activities.

At the same time, there are signs of change in the way that the two coalitions are operating, with an increased sense of confidence and autonomy.

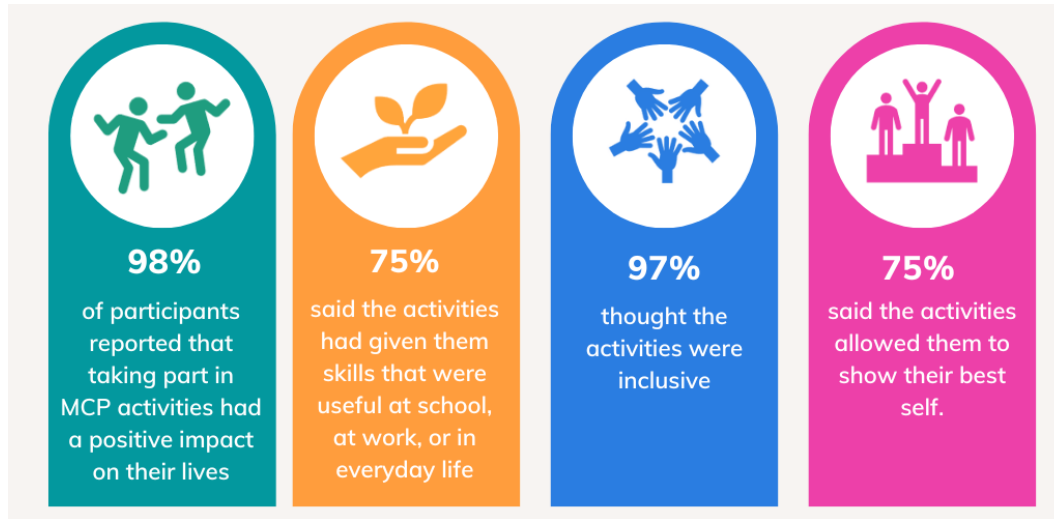
Impacts for beneficiaries/participants

A survey that 90 participants responded to **across** the two locations found:

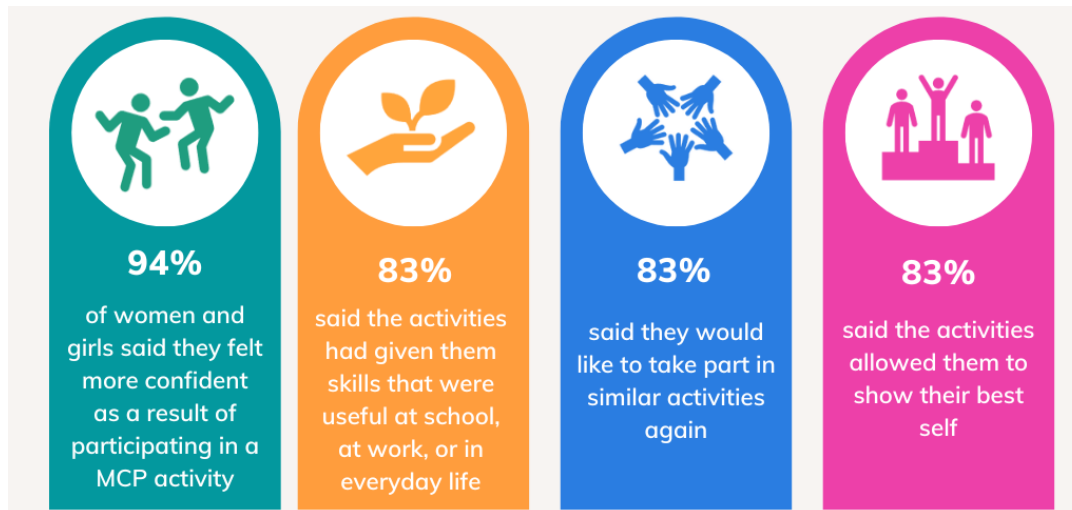


Results from project monitoring data in the two locations mirrored this positive picture, as summarised below.

In Paris 18th:



In La Courneuve:



Impacts for coalitions and steering group members

Coalitions are moving towards greater autonomy, while the skills and resilience of member organisations are increasing because of the support they have received through MCP, and relationships, networks and connections are stronger in the two locations.

- The two coalitions are building a **stronger sense of ownership**, for example by proactively thinking about future funding opportunities. Although the Community Coordinator still has a central role, Coalition members report a stronger sense of ownership, and are moving towards greater independence and autonomy.
- There is also a feeling of **renewed energy and cohesion** around the Programme – ‘They feel like a part of a family. (There is) lots of energy around, they were tired after Covid but there is a new energy.’
- Coalition members have **benefited from the capacity building support** delivered through MCP, with organisations thinking creatively about the design of programmes, as well as planning more effectively.
- In La Courneuve, the **excellent relationship with the local authority**, with closely aligned priorities, has led to the local authority funding three projects that were unsuccessful in obtaining MCP funding.
- MCP has **strengthened the community infrastructure**, as well established networks and good communication are now in place across the two coalitions.

Sustainability and readiness for the next era

The stronger partnership working described above means that the two coalitions are well placed to take advantage of opportunities that present themselves. Collaborative approaches are embedded as a way of working in Paris.

For example, the 2024 Olympic Games and the Rugby World Cup represent important opportunities for future funding support, and Coalition members are seeking funding through this route.

In addition, investment in the relationship with key local players, in particular local authorities, has already led to access to funding opportunities.

At the same time, the sustainability of the two coalitions has not yet been considered in a strategic way in Paris:

‘(Sustainability) has to be a topic from the very beginning and it was not.... so no discussions happened and it was always postponed.’

There remains a key role for Laureus in supporting coalitions to have this strategic discussion, as well as with funding and capacity building as they move into the next phase of the Programme.

Headline lessons from Paris

- The **Community Coordinator is instrumental** to the success of MCP, and the demands on him have been very high at times, for example, during his sensitive management of tensions following the grants round, when he met with all applicants individually to explain the rationale for the funding decisions.
- Investment in building positive relationships with **local administrations/authorities** has been extremely important, as they now act as powerful champions and supporters of MCP, as well as offering a potential route for funding.
- MCP makes **high demands** on local associations/organisations, for example in the application process and later in the level of monitoring that is required by Laureus’ standardised grant making processes. In other words, whilst the adoption of participatory grant making is key to the success of Model Cities, there has not yet been an adaptation of the way in which those grants are monitored or reported on to reflect the particular ethos of bottom up decision making.
- The **model and philosophy** of Model City has been central to building trust.
- **Transparency** is extremely important when communicating about the Programme, for example in terms of funding availability and expected duration – a lack of transparency damages trust.
- There is a need for **patience**, for example in managing resistance to change
- There have been some **communication issues** – for example, it can be difficult to get the amount/style of communication with organisations right, and organisations do not always keep the Community Coordinator informed of their activities or acknowledge Laureus support in their publicity materials.

4.3 Model City Delhi (Seemapuri)

Building MCD foundations

In 2019, Pro Sport Development (PSD) was commissioned by Laureus to undertake the research scoping exercise in New Delhi, to identify potential locations for Model City developments in India. Three potential locations were initially identified (Seemapuri in North-East Delhi, Narela in North-West Delhi and Kalkaji in South Delhi), and the key issues facing women and girls were examined alongside a stakeholder mapping exercise to better understand local capacity and interest. This process revealed that although these very local contexts vary, a number of common issues are experienced, including:

- substance abuse
- sexual harassment
- societal and familial pressures to conform to gender stereotypes and traditions
- crime and a lack of safe spaces
- poor sanitation
- substandard infrastructure including for community engagement and collaboration.

All of these issues limit the mobility of girls including their access to opportunities that could enable their inclusion and development. Specific concerns about the limitations that parents place on girls and women (for example, due to concerns around sexual harassment and abuse) were also identified. It was therefore agreed that the selected location would also need to collaborate to challenge and change the mindsets of families and local communities alongside the above issues.

The shortlisting process identified Seemapuri in the North East of the city as the Model City location for New Delhi.

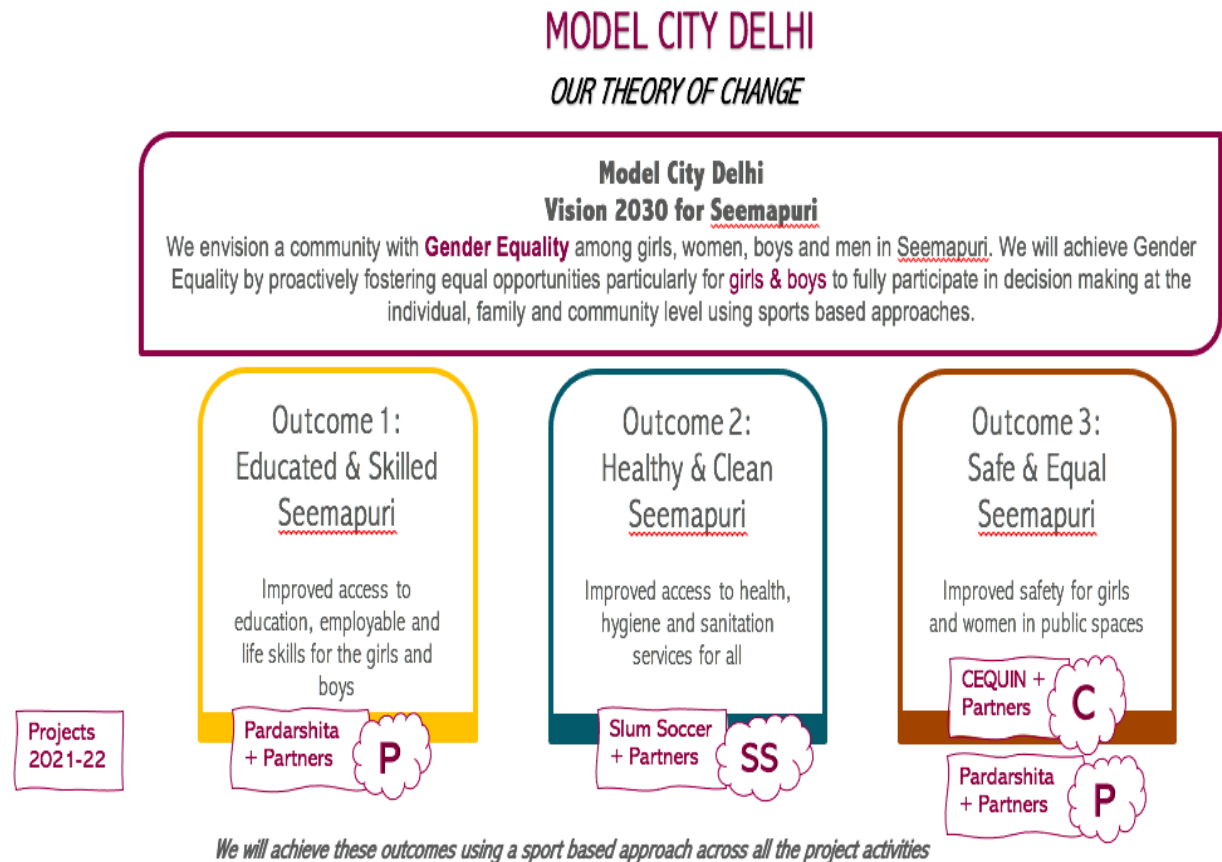
Coproducing a Local Vision and Outcomes

In June 2020, the Strategise phase of work began, still at this stage led by PSD, with a focus on: Coalition building and collectivising local and organisational stakeholders; familiarising them with the Model City approach; and building local leadership and trust in the process. This role continued until December 2020 when the Seemapuri Community Coordinator was appointed by Laureus.

The local evaluation team were also appointed during this period, a partnership between PSD and PRIA, and in November 2020 a series of visioning workshops were held with the local community to co-produce a long term vision and short-medium changes (outcomes) for Seemapuri, illustrated on the right.

Grant-making in action

The Invest and Demonstrate phase of Model City Delhi (MCD) started in mid-2021 with the grant application process, when various project proposals aligning with this vision and three outcomes were submitted to Laureus. The grant application strategy for MCD was unique compared to other Model Cities, in response to a new legal requirement introduced in India during 2020, as an amendment to FCRA laws, that impacted on how bottom up grant-holding and allocation could happen. As a result, instead of individual organisations applying for and holding grants (as project grantees), collaborative project proposals with a lead, registered applicant were developed, with a Model City requirement that this lead applicant convened other organisations as well as coalition members as implementing partners.

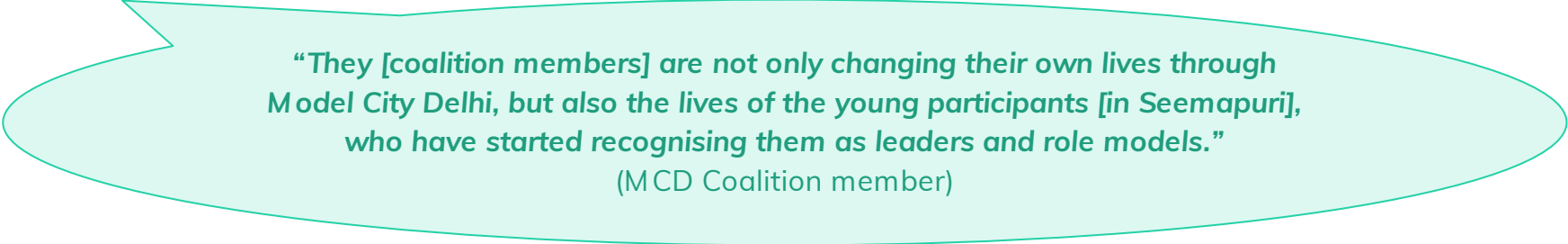


At the end of the process, three collaborative projects were chosen to be delivered as part of MCD in 2021-22, with three lead applicants taking responsibility for oversight, design and collaborative delivery. Each of these mapped onto one of the three outcome areas, as follows:

- **Outcome 1:** Educated & Skilled Seemapuri - Pardashita
- **Outcome 2:** Healthy & Clean Seemapuri – Slum Soccer
- **Outcome 3:** Safe & Equal Seemapuri - CEQUIN

The Seemapuri Community Coordinator held two meetings with lead applicants and their representative to map allocated resources, micro-plan activities to be delivered, and establish ground rules for collaboration reflecting the Model City bottom up ethos, recruitment of participants and collaboration across the grantees/outcomes areas.

Signs of change/impact



“They [coalition members] are not only changing their own lives through Model City Delhi, but also the lives of the young participants [in Seemapuri], who have started recognising them as leaders and role models.”

(MCD Coalition member)

Impacts for participants/beneficiaries

Throughout the Invest and Demonstrate phase, the local evaluation team explored the approach and delivery of different activities, with Coalition members, lead applicants/grantees and delivery partners; as well as specific activities designed to understand impacts and other signs of change from the perspective of participants and coalition members.

A survey of participants carried out in October 2022 had 55 respondents, identifying their most significant changes as well as key impacts and lessons learned.

- A total of **2,526 participants** were engaged in all activities provided through Cequin, Pardashita and Slum Soccer

- Of these, 70% were female and 30% were male, a significant achievement given the baseline situation regarding gender inequity identified in the research scoping study, which highlighted the lack of engagement/participation of girls and women in sport and physical activity in Seemapuri.
- The majority of participants were under 25 years, with **over 60% of these aged under 14 years**.
- **1,863 sport for development sessions** were held across the 3 lead grantees.

Specific impacts relating to Seemapuri's three outcome areas include:

Outcome 1: Healthy & Clean Seemapuri

- **Increased awareness about nutrition and the importance of a healthy diet** among young people through sport and activity sessions e.g. information/knowledge of healthy diet as a result of slum soccer sessions.

"After I participated in football my health has improved – it has built my stamina and I am now able to play for longer periods"

(Young participant)

- **Improved hygiene and reduced garbage** in the area was identified by young people as one of their most significant changes in the participant survey; reduced drug consumption was also highlighted
- **Young people worked collectively** to close down a new alcohol store in the community as a result of improved understanding of the negative impacts of substance misuse.

Outcome 2 Safe & Equal Seemapuri (gender equity)

- **Increased mobility and changes in perceptions about the safety of girls and women:** initially sport for women and girls was seen as challenging, they were not allowed to step out at all. The sports based sessions helped girls and women to break down barriers and restrictions, and girls started to attend sessions independently, without escorts.

“Our families would not let us go out earlier. Today we reach home at 9/930 at night and no-one says anything.”

- There are still challenges but 18/55 survey respondents identify increased mobility as their Most Significant Change

“When people see girls playing enthusiastically then they understand that they are trying to learn something. So, when the men sitting in parks saw the girls playing, they realised they should stop coming. We also got CCTVs for that park - to ensure better safety and for girls to continue playing even when we are not there. SHO sir also has access to the CCTV footage....there is a police booth nearby as well...so we have provided the girls with all the information - our numbers, SHO sir’s number, address of the police booth...just in case they face any challenges. The girls, who would earlier not step out, have now started going out regularly to play football in the evening.”

- **Change in attitudes among boys**, as a result of including boys in sessions alongside girls and an increased understanding of gender equality and equal opportunities for girls and women. 17/55 survey respondents identify this as an important lesson and 10/17 say they changed their attitude as a result of that learning.

Outcome 3: Educated & Skilled Seemapuri

- Whilst there have not been significant increases in school attendance, there has been an **improvement in number of children enrolled in school and/or showing an interest in attending school and receiving an education**. It was noted that this includes an increase in the interest of boys.

- The Coalition has provided **help to parents with completing enrolment/admission forms** making it easier for children who are interested to attend school
- Pardashita, their delivery partners and Coalition members from the local community have provided huge amounts of support, training, activities and events relating to **personal development, public health, life skills and employability**. 17/55 of survey respondents say that a key lesson for them has been around the importance of teamwork, with 14/55 identifying leadership and taking responsibility as key areas of learning, In addition, **46/55 respondents say they have gained skills and values relating to teamwork**.

Impacts for the community and coalition

The success in building and sustaining a Coalition of local people, government and non-government organisations in Seemapuri should not be underestimated. This has taken time, perseverance and adaptability from the Community Coordinator and style of working which has enabled and empowered members to gradually take responsibility and decisions for themselves.

- **43 Coalition meetings** held in the two year period between November 2020 and November 2022, with **41 steering group meetings**. This time commitment alone illustrates their determination to be present and participating in community driven change through sport.
- A trust survey for Coalition members in October 2022 had 19 respondents, highlighting key factors in enabling individual and organisational members to engage in Model City Seemapuri over time as well as their priorities for future ways of working. This survey also indicated that **all 19 members are keen to continue** with their engagement and roles, even with reduced funding available over the coming year for delivering activities and supporting their work.
- A one day, 360 review carried out by the Coalition identified that, alongside challenges and questions, they have increased their **confidence, capability and capacity** to identify problems and potential solutions and collaborate in the Model City process.
- In particular, they feel that a **community platform is now in place** for future generations of boys and girls, women and men to find and share their voice, participate in local developments, feel and be safe, increase opportunities for personal and collective development, and improve their health as well as education and employment prospects.
- **8 new safe spaces have been created for sport and physical activity** by local community and coalition members including young people

- Created spin off **employment opportunities and local enterprises** driven by passionate individuals nurtured by the Coalition and Community Coordinator.
- A **strong and enduring partnership with the Police Department** has developed over the last two years. Examples of activities delivered by the Coalition in collaboration with the Police Department illustrates their contribution to the three outcomes, and enabling the police to develop positive relationships with young people and families in the area.

Activities	Coverage
Education Kit Distribution	
Campaign against Substance Abuse	500 children
Drawing Completion on Gender Equality	100 children
Awareness on Cyber Crime	100 Children
Sanitary Pad distribution drive	100 children

Sustainability and readiness for the next era

Collaboration and sport for good activities continue in Seemapuri, organised and delivered through the lead grantees and Coalition members with extended support from the Community Coordinator. Their focus now is on communicating and embedding impacts achieved beyond funded activity to ensure the long term sustainability of the Coalition and its various spin off developments. Examples include:

- **The creation of a football club** in Seemapuri based on a clear vision for the new Seemapuri Football Club to get to play and register in the Delhi football league; Children of age Under 14 & under 17 are taken up; there are two clubs - Girls & Boys
- Exposure activities organised and facilitated by Cequin:
 - 28 Girls appeared in “She Kicks” Academy Trials at Kickstart ground of Chattarpur in July 2022
 - 50 Girls participated in FIFA U17 ticketing Launch Event organized by “Signature FC” at Jawahar Lal Nehru Stadium in July 2022
 - 55 girls participated in “Freedom to Play” Tournament organized by “Shikhar Dhawan Foundation” at Ball Park Gurugram in August 2022.

- 5 Girls appeared in U17 Trials organized by “Signature FC” at Burari in October 2022.
- 3 Girls appeared in U17 Trials of Janki Devi Memorial College (JMC) organized by Royal Rangers FC at JMC college in October 2022.
- Exposure activities organised/facilitated by Slum Soccer
 - 20 Participants went to Trilok puri for weekly Tournament with Trilokpuri participants and to practice in the presence of an official coach.
 - 2 girls participated in “Germany selector Trials” in July at Maiteryi college.
 - 1 Participant got selected for “Football Delhi League”
 - 3 participants have been given trials in “City Football Club”.
- A new, **youth-led organisation, Avartanam**, has been initiated and is being led by youth members of Seemapuri Coalition.

“Model City Delhi provided the opportunity to have a voice, build association and get involved....and now we have a new organisation developing as a result”

Examples of Avartanam’s activities and developments are highlighted below:

Date & Day	Coverage	Details
12/08/22 International youth day	30 Children	Intergenerational Solidarity: Creating a World for All Ages. Children also got some fun activities done.
2/10/22 Gandhi Jayanti	32 Children	<ul style="list-style-type: none"> ● Organised drawing and slogan writing competition. ● Children conducted a cleanliness drive
22/06/22	100 children (13 -18 yrs.)	<ul style="list-style-type: none"> ● Organised a painting competition in collaboration with Delhi Police at community hall New Seemapuri.
14/08/22 Independence Day celebration	50 children (10 -14 yrs.)	<ul style="list-style-type: none"> ● S4D activities with theme on “Importance of Education”

- Another, predominantly women’s organisation has been formed by a Coalition member, PANAM, which has been delivering various health education and community based classes on an outreach basis e.g. eye health, menstrual health, sexual harassment as well as broader educational activities including employability skills. Community members are receiving a vital education and PANAM is delivering an income for the founder who is also learning to run her own business.
- The membership of the Coalition is being reviewed, to expand numbers and diversity of the Steering Group as well as wider participation – for example more women, more young people and a broader diversity of skills and experiences. A number of working groups help to keep things manageable and spread across different members, ensuring more people have a voice and influence over how things are done. Increasingly these are **facilitated and chaired by Coalition members** with those involved for longer supporting newer members with less reliance on the Community Coordinator as time has gone on.

Headline lessons from Seemapuri

- An early lesson from Seemapuri was the need to **go at the pace of the community**, paying attention to cultural and practical priorities including the importance of understanding how people communicate (verbal and written, in different languages not just English), the need to meet in person (a challenge during COVID-19 restrictions), managing the dominant power of certain individuals and giving voice to those seen as less powerful, the **importance of trust, reliability and transparency and building in sustainability (certainty) from the start**.
- The **involvement of the Police Department** was a turning point in reaching more children and young people, and creating safe spaces within the local community; it took a change in key personnel to create the right conditions for this relationship so you have to **find the right individual to unlock partnerships**.
- Bottom-up, **collaborative approach appreciated by most stakeholders**. Coalition members are keen that a good balance is found going forward that allows for everyone to be involved in decision-making, but does not slow down simple decisions and project tasks.
- **Project cycles/phases need to flow and maintain momentum**; parts of the Invest and Demonstrate phase of MCD had gaps which created uncertainties including a fear of reduced connections and trust of key stakeholders in the community. This is particularly the case in a community like Seemapuri, where stakeholders have in the past experienced several organisations and projects come and go over a short period of time.

- Given complications surrounding FCRA regulations in India, it is **recommended that domestic sources of funding** are found for the programme going forward. This would allow for more flexibility and accessibility in terms of various organisations applying for small grants; and **create a platform for a sustainable bottom-up approach**.
- **More capacity building around MEL at all levels** is needed, with careful thought about where this comes from and timing built in from beginning and embedded in local developments
- The Seemapuri Coalition is continuing to look at **increasing the number and diversity of its members**, including gender, background, experiences, relevant skills and specialisations. This diversity will add value to the internal capacity of the Coalition, provide fresh perspectives and bring relevant expertise to address and resolve future challenges.

4.4 Model City London, a new era

The three Model City London Coalitions have moved beyond their extended pilot period and are now, in 2023, experiencing a period of consolidation that will help to sustain them into the future. In fact, 2023 marks the fifth year of sport for good developments in the English Capital, with each Coalition now being **hosted by an organisational Coalition member** who has appointed their own **Coalition lead** (funded by Laureus/GLA) in place of the Community Coordinators who saw their local developments through in the initial and extended periods from 2019-2022.

- The last two years has seen considerable, **ongoing strategising work** taking place within and across the three London boroughs where a MCL Coalition has taken root. In this way, the approach here has circled back into Phase 2 of the Model City approach before thinking about how best to invest and demonstrate its ongoing impacts through differently funded activities to meet local needs.
- A current round of funding via Coalition grants, each worth £74,000, is underway based on a requirement from Laureus and London partners, GLA and Nike, to **co-create the local programme** of delivery that will begin from July 2023.
- Each of the new Coalition leads works part-time, typically 2 days a week. Hence the role is clearly not a “shoe-in” for the Community Coordinator role that is so crucial to the success of Model City developments in the first cycle of activities (i.e. following the four phase cycle of the initial pilot period). However, there are similar characteristics and traits which have been recruited into this role:
 - local knowledge and know-how
 - credibility and experience in the sport for good sector
 - commitment and passion for the vision and outcomes identified by local people to address local priorities for change

- support and facilitation around the co-creation activity described above.
- What is different about this new role is: a) their **capacity**, i.e. the time available to meet ongoing needs for support in all aspects of development and change including the sourcing, allocation and use of grants; and b) their **status and identity**, as this is now a Coalition led role and activity rather than being employed and deployed from Laureus.
- This change in where coordinating support comes from therefore **emphasises the ownership and leadership of the local community**, but it has created a new and different power dynamic within Coalitions: what is the role of the host organisation? This is felt to be similar to the power dynamic within the Seemapuri Coalition and the role of lead grantees who coordinate and oversee the decision making and distribution of specific grants within the local community.
- **Trust is key here**. One organisation receiving money to deliver this support when others do not creates a tricky element to the ongoing achievement of sport for good goals and outcomes. Maintaining trust and a sense of equity across each Coalition whilst moving delivery forwards for local people requires a **different skills-set**, or emphasis on particular skills within the skills-set previously identified in the final MCL report, for this new era of Community Leads. A reminder of the skills-set this role requires is provided in Appendix 2
- Each Coalition in London is also **currently being incorporated as a legal entity** (e.g. a CIC or Charity) which will help to dissipate some of the above tensions. Once this has occurred, the Coalition itself will then be able to receive and distribute funds, and appoint people to posts in their own right. This will bring other considerations, but these are challenges that Coalition members in all 3 locations are keen to embrace. There has been a long period of time for discussion as part of the renewed strategies and sustainability plans that have seen each Coalition revisit its vision and outcomes and agree priorities for the next 2-3 years.
- A further key development in London is the establishment of **Youth Panels in each Coalition area**, which will meet alongside the Coalition Steering Group. They will have their own, self-determined goals and objectives and feed into each Coalition's decision making structures. Whilst membership may be drawn from existing youth panels in each area, this forum will be independent of those and have a remit to **reach out and engage young people not currently involved or represented** in community led discussions and activities – through the power of sport.
- There continues to be a **guiding and supporting role from Laureus**, in the Model City London Manager, building the capacity of the Coalition leads, thinking about succession planning and progression for people within and across the three Coalitions, overseeing grantmaking and evaluation activity and managing relationships with London-wide funding partners.
- A key focus at present is around **applying the learning around participatory grantmaking** from previous funding rounds in London, for example, attempting to take the competitive element out of grantmaking at a local level and instead

distributing the total amount of funding available to each Coalition (£74k) for them to decide how and where best to distribute this to meet their outcomes and short term objectives.

- All of the above also has **implications for where MEL now sits**: if Coalitions become incorporated they need to own and embed MEL principles and practices in their brief; this will require further capacity building support and a light touch approach to evidencing impact.
- In its fifth year, MCL has reflected on what keeps people going and sustaining what works, especially considering that many of the same people are still involved within each Coalition. The MCL Manager highlights:
 - **Connections and connectivity** both within the Coalition and between the Coalition and the local community and partners
 - The power that comes from **being a collective**
 - The personal and collective influence of **having a voice**
 - The **persistent passions and determination** of local people to see and be a part of the change that is needed in local communities.



5. Conclusions and considerations for sustaining what works

About this chapter

This chapter highlights some of the fundamental challenges and issues that appear to be inherent in the Model City approach in and across Paris, New Delhi and London. We believe they are inherent because they are common to all three cities, and are also reflected in the evidence from UNICEF on the lessons from international sport for development approaches shared in Chapter 2.

Here we share the key conclusions and considerations that we and those involved in these Model Cities believe will be encountered in all new and ongoing developments. Addressing these issues will therefore help to sustain what works through acknowledging their presence and building in capacity to resolve them in each place. Recommendations for addressing and resolving these challenges are shared in Chapter 6.

5.1 Trust-Time-Action dimension

- **Trust-Action-Time Dynamics:** this refers to the tensions that exist between the time needed, and taken, to engage, build trust and relationships; and the need for and push to see action and change early on.
- Every evaluation report written about Model City approaches everywhere emphasise the importance of and need for trust (between Laureus and community leaders in each new place, among members of that local community, between Coalition members, between Coalitions and local partners etc), including paying attention to how this is built, can fluctuate, be fractured and also rebuilt, over time.
- A lack of trust and familiarity with bottom up approaches in many of the selected locations at the start of the Model City journey, can negatively impact on early phases of work including how relationships form and build over time. This has implications for Coalition cohesion and time implications for Community Coordinators.

5.2 Communication and engagement go hand in hand

- **Communication style, methods and volume of traffic influences the degree and nature of engagement from different stakeholders.** This includes communications about how the Model itself is articulated, shared and promoted both with and within Coalitions. All three cities have grappled with how best to avoid overload whilst maintaining momentum through continuous thoughtful communication and engagement with members, community stakeholders and partners. They have

also tended to respond to these challenges as and when they arise, rather than taking the time to map, pre-empt and therefore avoid them. Very few Coalitions proactively use mapping tools or their local knowledge of these networks to think about communication strategies and approaches from the start.

5.3 No blueprint and no short cuts

- **There is no standardised 'blueprint' for Model City in different locations**, and we have learned that there are no shortcuts to or within the four phase process. There are, however, key features, lessons and examples to build on and use to ensure that learning alongside the growing body of evidence about what works is used to inform current, ongoing as well as new locations in the future.
- Lessons from cities that have adapted the approach too far, have not been open and transparent about what is happening when, or have endured delays that fractured the momentum and transition between phases - show that **altering the Model and disrupting the pace that works for local people** (rather than remote funders) brings the inherent challenges, outlined earlier in this report, to the fore.
- Relationships, trust, power dynamics and being fleet of foot in addressing unforeseen curve balls (e.g. the COVID-19 pandemic or environmental disasters) are all easier when there is a **solid foundation built on transparency and genuine, bottom up, grassroots democracy rooted in local communities**, with support from an experienced, skilled Community Coordinator. Participatory grantmaking is also much harder without these key elements in place.

5.4 Avoiding and repairing burnout among key people

- **Burnout among key people**: the above challenges and multiple dimensions associated with Model City, as well as the need to understand and respond to contextual conditions, creates demands and sometimes a relentless workload. This impacts on Community Coordinators, Coalition Chairs and members of Coalition Steering Groups in particular. Knowing this and providing coaching and mentoring support throughout the four phase process is important as is a recognition and feedback about the time and energy expended by the people holding these roles. Their passion, commitment and goodwill is not enough to steer them through some of the trickier challenges.
- The role of **Community Coordinator, as the face of Laureus, is crucial for building that trust**, but they are working in the space between Laureus and the Coalitions, so are often pulled in two different directions – **“For months I feel I’ve been working in between Laureus and the coalitions... I’m trying to make a compromise between the two entities. I’m part of both places.”**
- **Succession planning is also vital** in ensuring that those holding voluntary positions know they can easily pass the baton on and build progression routes for other Coalition members to step up and play a leadership or mentoring role. Finding,

recruiting and growing a network of skilled Community Coordinators is something we raised in our final MCL evaluation report and continues to be a priority across Model City communities. The model being tested in London of appointing Coalition Leads from within local communities, hosted by a lead organisation from the Coalition, will be an interesting one to watch.

5.5 Place-based approaches to evidence and learning

- **Embedding a place-based, bottom up approach to evidence and learning is one of the key success features for Model City in different locations:** collaborative, community led approaches to this aspect of the Model are appreciated by Coalition members, grantees and Community Coordinators. They also experience inconsistencies in the approach from Laureus, including competing priorities and uncertainty over deadlines, which can result in some methods and measures being or feeling imposed on them.
- **Achieving a balance of consistency and flexibility in what is regarded as “evidence”** and how evaluation methods are implemented is one of the fundamental Model City challenges. This was also raised by UNICEF in their S4D Programme Framework shared in Chapter 2. One of the important features of the Sport for Good, place based approach is the coproduction of a local Vision and Outcome framework (or Theory of Change) from which data collection and evaluation activities flow. At the same time, there are some common aspects of the Model where a greater consistency in evidencing change would be valuable. For example, capturing participants’ views and experiences, and mapping trust and the strength of partnership working over time.
- All Model City locations highlight **the need for additional capacity building around evidence, data and monitoring systems** that empower local people to understand and use evidence to inform decisions. Tools, resources and guidance will help but the opportunity to learn from each other, share experiences and approaches and build a community of practice around Model City evidence and learning (rather than focusing on specific evaluation activities per se) would reflect the ethos and principles of sport for good cities, echoed in the guiding principles produced at the beginning of this global evaluation and learning partnership (see Appendix 3).

5.6 Money, funders and a different approach to grant making

- **A different approach to grant making** requires a different approach from funders and grantees where decision making and control over resources is shared with local Coalitions. This isn’t easy and for some funders is a new approach; all funders

struggle with aspects of this shift in power and the need to let go of control over resources, how they are used and accounted for. A key question for Laureus and their funding partners to consider in each new Model City location is: “ how much power are you willing and able to give up so that Coalitions can take the lead?”

- Laureus clearly has **ambitious aspirations for Model City** that go far beyond those of a conventional grants process, describing Model City as follows: “**this place-based approach aims to strengthen existing community assets and help build trust among stakeholders by creating a structure (a “Coalition”) to allow new partnerships to develop and communities to thrive.**” Evaluations of Model City in different global contexts suggests that the Programme has been successful in delivering on the following elements of this statement:
 - Strengthening community assets
 - Building trust
 - Developing partnerships
 - Helping communities to thrive.



6. Recommendations for sustaining what works and applying lessons from the Global Model City Community

About this chapter

This final chapter summarises areas for future development, in seven recommendations that are designed to build on achievements and impacts shared in Chapters 3 and 4, and address some of the inherent challenges described in Chapter 5.

6.1 Clarity of purpose and flexible adherence to the Model

- There are a number of conceptual and practical issues that benefit from clarity and regular reinforcement. For example: what is Model City and how does it happen? Why Model City and why in this city/neighbourhood? What issues are we here to address, through sport?
- In the final evaluation report from MCL, we drew attention to the **success features of Model City approaches** which could be revisited and built on to include the learning from this global evaluation and learning partnership. These features are included in this report, for ease, in Appendix 1.
- This requires clarity and consistency on the part of all Laureus colleagues and partners, including those based within the local communities holding key coordinating roles, about the Model. For instance, whilst there is no blueprint there are **tried and tested features that are more likely to achieve local outcomes including that working in this way takes time** (i.e. there is also no shortcut!).
- This also links to points made about the relationship between engagement and communications, and the need for ongoing and varied communication styles and methods, which will be assisted by guidance and support in stakeholder mapping to tailor this to the needs of each place. Stakeholder mapping tools could be used to help pinpoint the different kinds and amounts of communication that different players will require at different phases of development.

6.2 Transparency from the start

- The above recommendation links to this one about **ensuring transparency from the start, in particular about the amount and timing of funding available**, how grantmaking works differently and how long the funded phase of the programme will last .
- A key requirement that sits behind transparency is the need to **acknowledge and address the power dynamics that exist** within and around Model City locations and activities, including who really decides what is funded where. Acknowledging that community led collaborations fundamentally require a shift in power, including over funding decisions, is crucial for sustaining the approach.
- Seemapuri, the new era of Model City in London and newer locations that have joined the Model City community more recently, are trialling different ways of allocating and holding grants. These **different arrangements and experiences will need to be reviewed in-depth alongside the lessons on participatory grantmaking** outlined in Chapter 2.

6.3 Building trust



“Change moves at the speed of trust.”

- As chapter 5 indicates, the ability to acknowledge and manage the tensions that exist between the time needed and taken to engage people in order to build trust and the need for and push to see action and change early on underpins the relationships that lie at the heart of all Model Cities.
- The often fragile state of trust at the start of each Model City journey can negatively impact on the early phases of work and how relationships form and build over time. This has implications for Coalition cohesion and time implications for Community Coordinators. There are inherent challenges as well as rewards in enabling bottom up, community driven change through sport, so there are points along the way where trust can be built and also where trust can be damaged.
- Some of the lessons about the **‘do’s and don’ts’ involved in building trust** from these three Model Cities, are summarised below. These can be seen as useful reminders to inform early and ongoing dialogues in both new and ongoing Model Cities alongside the learning from local evaluation teams who have explicitly explored trust as part of their activities in Paris and Seemapuri.



Do's (to encourage and amplify)



Don'ts (to avoid or minimise)

Clarify what Model City is, why Model City and why here, timescales and timelines	Moving too quickly to the Invest & Demonstrate phase before strategising has been properly coproduced
Be transparent about what is happening, where, why and for whom, including funding available and how grantmaking works	Taking too long or “pausing” between key phases and activities with no dialogue or explanation for delays
Take time to engage local communities, partners and existing networks/groups in ways that make sense to them, in places they belong and identify with	Being unclear or giving mixed messages about funding and other resources and timelines including extensions
Develop and regularly update stakeholder maps to identify who needs to know what and how they will receive and hear it	Holding too many meetings and/or sending too many emails, especially those that are too formal or overly structured discussions that feel controlling or controlled
Hold regular, face to face as well as virtual opportunities to gather and explore what all of this means for each place, including what's working and not working from different perspectives	Imposing solutions, tools, measures of success, methods for evaluating impact; in particular avoid focus on “results” or just input and output measures.
Increase the voices of people who have not previously had a platform, ensuring these are diverse and representative of the whole community	Ignoring power imbalances or difficult conversations especially with those who have the loudest voices or power bases
Coproduce light touch, creative methods of capturing, sharing and learning from what works for different people.	Leaving all the learning until the end of the process

6.4 Protecting and supporting the role of Community Coordinators

- Open, multi-way communication is key to people feeling valued and that they are making a difference throughout the Model City journey in each place. We know that the **learning exchanges and peer support networks** hosted by Laureus help Community Coordinator and Programme leads to feel connected, share problems, find solutions, re-group and re-energise. We believe there is a new similar arrangement happening for Coalition chairs and the prospect of occasional gatherings for other Coalition members – virtual or in person.
- Protect this time for peer support and networking, and consider if these can be extended to include other roles where people may be working in isolation in each place (and would therefore benefit from peer support with those holding similar roles in other Model Cities).
- It is important to **acknowledge the tensions and challenges inherent in the Community Coordinator role** in particular, and build in support for people holding these roles, including open and honest dialogue about how these dynamics can be experienced and managed proactively
- **Protect against burnout of key people**, including but not only Community Coordinators. Regular opportunities to share and celebrate what works, recognising and valuing people’s commitment and difficulties they encounter, and providing opportunities to collaborate across Model City locations will all help to keep energy and enthusiasm levels high and sustained over time.
- **Succession planning and progression** is vital to each Model City’s sustainability and growth as well as the approach more generally as more cities join the movement globally. Opportunities for personal development for people in post, and for “growing” future postholders (e.g. from within Coalitions) will ensure people feel valued and nourished as part of a wider sustainability strategy for Sport for Good Cities.

6.5 Reinforcing the learning loop

- Laureus needs to make sure that learning about what works, and what doesn’t, in Model City developments is constantly building and being applied to inform the next location/s as well as sustain current locations
- This includes **continually reinforcing and communicating key phases of the Model and features associated with success**, as outlined earlier both within new and ongoing locations and across the growing global Model City community
- It also includes **applying learning and evidence from, and sharing evidence and learning from Model City** with, wider relevant networks, e.g. the S4D movement and participating grantmaking communities of practice.

- As part of this continuous learning, **Laureus could review its approach to transparency about funding availability and duration, as well as the importance of bottom-up models of evaluation** that allow communities to define what success looks like for them. This point about transparency and the certainty of available funding in the medium to longer term, is also made by UNICEF in their review of evidence on successful sport for development programmes. Resources and hyperlinks to the detailed information are provided in Appendix 4.

6.6 Building in strategies for sustainability from the outset

- The fourth phase of the Model City approach is Transition, which includes a focus on creating sustainable local backbone to scale back Laureus' role. However, sustainability is much more than this, and we have learned from all three cities that **this needs to be a more explicit part of the Model earlier on.**
- Seemapuri and Paris have been explicitly raising questions about sustainability from the early stages of the strategising discussions leading to local vision and outcome frameworks. This is more likely to lead to a legacy of collectivism and will help to build trust, as outlined in section 6.3.
- Both the short descriptions and **visuals outlining the approach could be updated to reflect this early focus on sustainability,** including all aspects of creating the right conditions for success: coproduction, a stronger voice for more and diverse groups including young people, thinking about succession planning for Coalition members, Chairs and Community Coordinators, practising the art of participating grantmaking and capacity building around understanding evidence and learning, as outlined below.

6.7 Building a community of practice around Evidence and Learning

- **Reinforce the place based approach to evidence and learning as an integral part of the overall Model,** rather than introducing new and elaborate evaluation methodologies that run the risk of being or feeling imposed from a distance
- Achieving a **balance between consistency and community led measures** is key. While the emphasis needs to be maintained on locally driven Vision and Outcome frameworks, there are areas where greater consistency in approach and tools deployed across Model City locations would be valuable: for example, capturing participants' views and experiences, trust and partnership working.

- Appendix 3 provides a reminder of existing guidance on place based evaluation approaches which was devised as part of the recruitment of local evaluation teams for the global evaluation and learning partnership. Other guidance exists, for example the MCL Toolkit for Evidence and Learning. These could be **revisited, streamlined and relaunched to help guide MEL activities in ongoing and future locations.**
- Local evaluation teams who work with and alongside programme leads and Coalitions including grantees are a valuable resource. Over time, **building the capacity and confidence of Coalitions and grantees in evidence and learning** is crucial, so that they become less reliant on external partners to deliver this element
- Community Coordinators are instrumental in sharing their learning and experiences, holding many of the rich narratives, stories and testimonies that emerge over time. Building in **regular opportunities to capture their insights and reflections** is a key part of building and sharing evidence of change and how it comes about.
- A community of evidence and learning can be beneficial, if all participants are committed and have capacity to engage and contribute to this community. We feel this is probably **best located within the heart of Laureus networks**, coordinated by those leading Programmes and co-facilitated by all those with an evidence and learning brief in their roles.



Appendix 1. Impacts and Lessons from Model City London

The lessons from the final evaluation of Model City London are set out in detail in the final evaluation report which is available [here](#). Summarised below are the key messages and lessons from the London programme.

Four key messages stand out when looking across all sources of evidence and lessons at both Coalition and Programme level in London.

Model City London is having a significant impact on people, organisations and communities – in exceptionally challenging times.

1

- Grantees, wider Coalition members and the MCL Programme team have adapted to ensure responsive, flexible delivery as a result of the COVID-19 pandemic;
- Delivery has been maintained, and in some cases diversified (e.g. through digital delivery), with over 5,200 people taking part in MCL projects;
- Around 70% of participants are more active and feel more confident and happier as a result of taking part.

The programme is acting as a catalyst for local ‘sport for good’ developments - supporting new initiatives, raising the bar for local organisations, and boosting the aspirations and confidence of emerging community leaders.

2

- There are many examples of new initiatives, spin-offs and opportunities created, based on priorities identified and valued by local communities;
- MCL has nurtured a new generation of community leaders – both young mentors and people now leading new organisations and acting as a force for good in their neighbourhoods and boroughs.

These achievements would not be possible without the solid foundations created by positive partnerships and relationships.

3

- MCL has provided a platform for all key players to have a voice and to make a valued contribution, including very small organisations;
- A range of key roles make this happen, including Community Coordinators, Chairs and Vice chairs, steering and sub group members, grantees, participants, funders, the Laureus Programme Team and some strategic partners;
- At the heart of these relationships and partnerships is a solid base of mutual respect and trust. Confidence in each other has grown over time, in some places steadily and in other places rapidly.
- These positive relationships enabled all three Coalitions to adapt and support each other to continue delivery during the COVID-19 pandemic.

The Model City approach, style and funding model has enabled change, development and growth to happen for local people.

4

- This place-based approach is genuinely rooted in local communities and the knowledge and aspirations of local people;
- Scaffolding provided through Laureus has enabled local networks to grow and take root; three Coalitions are in place and plan to be for some time to come;
- A key feature valued by all has been the flexibility to enable growth at local pace, rather than focusing on top-down performance-managed delivery;
- Throughout all of this, the central importance of shared vision and values and a common purpose is evident.

Seven MCL Lessons

1. The idea and concept of Model City, with its **emphasis on bottom up, place-based development, was exciting** to those who became involved. Translating this into practice sometimes felt like a slow process, particularly in the early stages, although many people saw this phase as invaluable in **building relationships and a shared vision**. The facilitative approach, embodied by the Community Coordinators, was appreciated by all.
2. Model City successfully **united an unusually diverse and broad range of local players around a shared vision, and where everyone's contribution is valued**. Coalition members saw this **diversity as the most valuable aspect of MCL**, as it enabled rich collaborative working, with members drawing on each other's complementary skills and networks. This in turn improved delivery to local communities.
3. **Trusting relationships lie at the heart of Model City** – within Coalitions, with the Laureus team, GLA, Nike and increasingly with other, locally based funders. This matters, because **relationships have enabled delivery to happen in different and creative ways**, particularly during the COVID-19 pandemic. These relationships could not have grown without careful and sensitive attention, both from the local leaders who brought their own values and working style, and from the Laureus team. Modelling positive relationships has been important at every level. Shared values and a common vision have provided a rallying point around which Coalition members can coalesce. **Trust also developed through doing things together**, whether working on a joint funding bid or trying out a new sport.
4. Model City is about much **more than grant funding**, but the additional resource and the way it was awarded have underpinned the programme's achievements. **Grant-making was rooted in the Coalitions' coproduced outcomes**, with Coalition steering groups scrutinising applications alongside Community Coordinators, and decision-making reflecting **a best practice, open process**. Feedback to successful and unsuccessful applicants was transparent and helpful, with detailed suggestions of how to adapt and where else to apply if unsuccessful. Whilst the experience of the process was generally regarded as positive, **for some it was disproportionate and slow**.

5. Each of the MCL Coalition areas is different, with their own unique histories, communities and priorities. These are reflected in their Vision & Outcomes Maps shared in [Part 1](#). As noted earlier, the diversity of Coalition members was a key strength, with both **larger, established organisations and small grass-roots groups benefiting in different ways**. Model City importantly offered a **platform for people who are a force for good in the community** to develop their skills, focus and voice. There are **certain features and characteristics that influence success at a local level**, which relate to the local context and could be emphasised for place-based, social change programmes led by local communities.

6. **MCL has been working at multiple levels simultaneously to build local capacity - individual, project, Coalition, wider community and the Programme as a whole**. The following elements of infrastructure seem to matter the most: **coordinating and 'welding' roles; coproduction and collaborative networks** which need facilitation to enable previously unheard voices to be heard; **information and communication style and methods**, with professional communications guidance and capacity at both Coalition and Programme levels; **digital inclusion and fluency** have become increasingly important, so may need a greater focus for future MC locations; **Monitoring, Evaluation and Learning (MEL) that is embedded throughout, alongside support for Coalitions in evidencing change** that makes sense to local people and organisations.

7. The COVID-19 pandemic was a huge blow to London communities and to the MCL Programme, its partners and Coalition communities. In spite of this massive challenge, **most projects delivered something to benefit local people and Coalitions have survived with plans for the future**. Having a secure partnership in place before the pandemic has enabled **a coordinated response, mobilising resources and encouraging mutual support** to keep going and in some cases keep afloat. The MCL partnerships gave organisations **resilience to help them weather the pandemic**, to continue to deliver, learn new skills and embrace new ways of working even in the most difficult of times.



Appendix 2. The Ideal Community Coordinator

The ideal MC Community Coordinator:

- ❖ Has local knowledge, networks and knowhow
- ❖ Has credibility relating to the Sport for Development sector – personal experience and profile
- ❖ Is committed to and able to model the MC values, principles and ethos
- ❖ Is facilitative and enabling, reflecting bottom up, community led approaches
- ❖ Is able to act as a mentor, spotting talent, raising aspirations and focusing ideas
- ❖ Is experienced in coproduction with a range of diverse partners and stakeholders
- ❖ Brokers connections between organisations and people
- ❖ Is self-organised and motivated
- ❖ Acts as cheerleader - keeping people motivated when the going gets tough
- ❖ Is a team player – able to play to their own strengths and draw on the strengths of others
- ❖ Can move seamlessly between the various layers of activity and decision making
- ❖ Has budget management expertise



Appendix 3: Place Based Evaluation and Guiding Principles for Global Evidence & Learning

What is a place based approach (PBA)?

There is no commonly agreed definition for PBAs, but the following definition from the Place-based Evaluation Framework² applies to the Model City approach to develop community led change through sport and physical activity:

A collaborative, long-term approach to build thriving communities delivered in a defined geographic location. This approach is ideally characterised by partnering and shared design, shared stewardship, and shared accountability for outcomes and impacts.

This Framework goes onto to explain the common characteristics of place based approaches generally, as well as the typical features of evaluation approaches designed to evidence and understand what works and has the greatest impacts for local communities involved.

Common characteristics of place-based approaches include developments that:

- Are responding to complex, interrelated or challenging issues, including social issues impacting those experiencing, or at risk of, disadvantage, or for natural disasters
- Take a strength-based delivery approach that focuses on prevention not just intervention
- Identify and work on community priorities, valuing local knowledge, and building on and from social and cultural relationships
- Have a commitment to strategic learning, using data and evidence to collectively adapt in real time

² This definition is taken from the *Place-based Evaluation Framework: a guide for evaluation of place-based approaches in Australia* (August 2018). This Framework was prepared for the Queensland Government Department of Communities, Disability Services and Seniors (DCDSS) and the Australian Government Department of Social Services (DSS) and Logan Together.

- Ensure ongoing building of capacity and capability amongst all stakeholders involved in the work
- focus on collective and collaborative action, active engagement, and partnership with communities so that all stakeholders see themselves as active participants
- have an underpinning value of creating greater equity.

Evaluations designed to work alongside and with place-based approaches can help communities, policy makers, programme designers and funders determine which interventions work best and under what conditions, and to identify the innovations that should be scaled up or replicated in other communities.

As PBAs are collaborative by nature, involving many different and diverse stakeholders playing different roles, it is vital that stakeholder engagement is also a key feature of the approach taken to evaluating these approaches. Typically, these falls into three specific roles:

- The **facilitating partner** is the organisation, person or group who has the role of convening, facilitating and catalysing the PBA -- this is often a funded function (for example Laureus and any local partners involved).
- The **PBA leaders** are a group of leaders from different organisations and from the community who play a leadership and governance role in the PBA -- this is often an in-kind contribution. For example, Coalition Steering Groups in Model City London.
- The **broader collaboration** involves the different organisations, including community groups, traditional and non-traditional sports providers, and government, policy makers, individuals and families who are involved in implementing the PBA across the local area. This can be in-kind or can be funded in different ways. In Model City approaches this is the full membership of local Coalitions.
- **Funders** are the people or agencies providing funding (often funding the facilitating partner) – these are usually government and/or philanthropic organisations.

When we refer to evaluation, we are including **formative evaluation** (for improving implementation), **summative evaluation** (for accountability), **impact evaluation** (for tracking change and causality), and **developmental evaluation** (for informing the development of the PBA). The approaches adopted in Model City London is a blend of all these methods and approaches.

Guiding Principles for the Global Evaluation and Learning Partnership

Model City Global Values & Principles



- ❖ Togetherness of Coalition – desire to work together
- ❖ Local representation – focus on local people
- ❖ Strength of relationships – including with local authorities
- ❖ Focus on more marginalised communities – more agency/voice, address issues important to them
- ❖ Conscious of time commitments e.g. for steering committees, people with key roles
- ❖ Embodiment of continuous learning – fundamental
- ❖ Participatory – not telling, listening to local communities, showing respect, sensitive to daily lives and realities
- ❖ Enabling voice & contributions from multiple, local stakeholders
- ❖ Importance of diversity of communities – recognise and value this
- ❖ Aware of power differentials (that can arise due to above) – how to achieve greater power balance, bringing different stakeholder /interest groups together
- ❖ Building trust – central to how we work, and for ensuring accountability

Placed Based Lessons from Paris and New Delhi

Place-based evaluations in Paris and Delhi used the London experience as a starting point for their approach, but it was important for them to adapt this and create an approach that was tailored to local circumstances. Important lessons from these two locations include:

- Evaluation teams in both New Delhi and Paris also carried out the initial research phase, giving them a head start in terms of their **deep local knowledge and understanding** which underpins place-based evaluation.
- Local **vision and outcomes development** has used experience from London, but has built on this and taken it further, for example by using creative, visual approaches.

- Local evaluation teams **developed the local understanding of MEL** at an early stage through capacity building support, taking the opportunity to embed learning from the outset, as well as helping grantees and Coalitions to think strategically.
- Both MCP and MCD introduced **rapid, light touch methods** as a way of reviewing progress and providing feedback that will help to shape future delivery.
- Early work within the **global evaluation partnership** has highlighted a genuine appetite for sharing learning and for the co-design of tools and approaches that promote consistency while remaining rooted in the local context.

What this means for how we work together



- ❖ Able to coordinate and learn from each other
- ❖ Share good practices
- ❖ Shared commitment to what MC stands for
- ❖ Mutual support group – part of something wider
- ❖ Involving and developing wider membership, including people making change happen and experiencing those changes in different places
- ❖ Keeping voices of communities front and centre – learn from each other how to do this well
- ❖ We sign up to and model these values & principles in everything we do
- ❖ Conscious of commonalities and differences



Appendix 4. Sport for Good Cities – Wider Developments

Sport for Good New York City was launched in January 2018 when Laureus teamed up with Nike and the Harris Family Charitable Trust to launch a collective impact initiative committed to improving the lives of under-served youth in New York City's five boroughs through the power of sport. Through cross-sector collaboration at the local level, Sport for Good New York City is ensuring that more children and young people have access to high-quality, youth-centered sports programmes. Since this launch, Sport for Good NYC has:

- Formed a robust and diverse membership community of 62 organisations representing 31 different sports and serving over 177,000 young people across the city. Organisations in the network predominantly work with young people who face barriers to accessing sport and physical activity; roughly 82% of these young people are from low-income families, 90% are young people of colour, and 8% are young disabled people.
- Provided \$2 million in grants, impacting the lives of over 40,000 young people
- Trained 600+ local coaches in sports-based youth development and positive youth development best practices
- Launched a Nike Made to Play Community of Practice in 2022, a three-year, \$1 million programme that empowers organisations across South Bronx and Central Brooklyn to create access to sport and safe spaces for girls of colour and women coaches of colour.

Together, this partnership works for a future where all young people in New York City experience sport and play where they connect, contribute, and grow. They accomplish this by intentionally driving 3 long term outcomes:

1. **Capacity:** Increasing the quality and capacity of youth sports programmes
2. **Community:** Improving the coordination and collaboration between youth sports stakeholders and other key decision makers and influencers
3. **Advocacy:** Increasing the amount of funding, resources, and awareness for sport for development as a vehicle for social change.

Sport for Good Chicago was launched in 2018, after a year-long process of meeting with local stakeholders and funders to determine the need and viability. A Leadership Council was formed in 2017 that worked with Laureus for about 6-months prior to the launch to host these listening sessions.

The initial funding came as a one-year grant from Cubs Charities following Tom Rickett's attendance at the World Sports Awards. That funding grew into additional investments from Prince Charitable Trust, IMC Foundation, Polk Brothers Foundation, Michael Reese Hospital, and an anonymous donor. IMC Foundation is now the largest supporter of Sport for Good Chicago, providing \$300,000 over 3 years in unrestricted funding.

From 2018-2020, Sport for Good Chicago focused all of their efforts towards two main goals:

1. Providing regular opportunities for collaboration and convening for partner organizations to build connection and trust with one another;
2. Establishing Laureus (known locally only as a global organisation) as a local presence in Chicago that can be trusted. This was achieved by hosting more than 40 training, social and community gatherings in the first 2 years so that people formed connections and are now regularly communicating with and working with one another. Laureus also brought new funders to the space and using their funding to cover the costs of training sessions and events.

From 2020-2022, having built trust amongst a coalition of more than 80 organizations, Sport for Good Chicago began to shift its focus towards working collectively to increase awareness of and access to programmes that were using sport as a vehicle to address social issues. A coordinated campaign called Chicago's Comeback was initiated to draw attention to the importance of sport and play programmes throughout the city; and on the heels of that campaign the Coalition worked together to successfully advocate for and receive \$5million funding from the State of Illinois to make grants investing in this work. In 2023, this funding has been leveraged to support 41 organizations who collectively serve over 20,000 young people and train nearly 1,000 coaches. The partnership is continuing to work together to sustain this funding through the State and expand opportunities with the City and other local agencies.

Model City Hong Kong is a city-wide Sport for Development initiative that uses the power of sport and physical activity to address mental health challenges of children, young people and their communities across Hong Kong.

Model City Hong Kong has been running since 2020, although challenges associated with the stringent Covid19 restrictions in Hong Kong have impacted programmematic delivery and fundraising. The first round of programmematic grant funding was completed at the end of 2022, and the process of initiating the developments of the second round of grant proposals is currently underway. Since early 2023 prospects look bright with all remaining COVID-19 restrictions being removed and Hong Kong returning to business as usual.

At present (June 2023) the Model City Hong Kong 'coalition' is made up of ten organisations with one representative from each on a Steering Committee and additional representatives serving as members of various Working Groups.

The collaborating organisations are; KELY Support Group, Mind Hong Kong, RUN Hong Kong, RunOurCity Foundation, InspiringHK Sports Foundation, Rugby for Good (previously Hong Kong Rugby Union Community Foundation) The Chinese University of Hong Kong, The Boys & Girls Clubs Association of Hong Kong, St Patrick's School and Hong Kong Elite Athletes Association.

The first round of grants (2021-2022) was awarded to three consortium-based projects funding seven of the collaborating organisations which included:

1. Running for the Development of ADHD Youth – RunOurCity Foundation and The Chinese University of Hong Kong
2. Community Sports Based Mental Health Awareness Programme for Youth – InspiringHK Sports Foundation, KELY Support Group and Mind Hong Kong
3. SHINE (Sports, Health, Inclusion, Nurture, Emotional, Well-being) – RUN Hong Kong and Rugby for Good.

In January 2018, Laureus teamed up with Nike and the Harris Family Charitable Trust to launch **Sport for Good New York City**, a collective impact initiative committed to improving the lives of under-served youth in New York City's five boroughs through the power of sport. Through cross-sector collaboration at the local level, Sport for Good New York City is ensuring that more children and youth have access to high-quality, youth-centered sports programmes.

Together, this partnership works for a future where all young people in New York City experience sport and play where they connect, contribute, and grow. This is accomplished by intentionally driving 3 long term outcomes:

4. Capacity: Increasing the quality and capacity of youth sports programmes
5. Community: Improving the coordination and collaboration between youth sports stakeholders and other key decision makers and influencers
6. Advocacy: Increasing the amount of funding, resources, and awareness for sport for development as a vehicle for social change

Since its launch, Sport for Good NYC has:

- Formed a robust and diverse membership community of 62 organizations representing 31 different sports and serving over 177,000 young people across the city. Organizations involved in this programme predominantly work with youth who face barriers to accessing sport and physical activity; roughly 82% of youth served are low-income, 90% are young people of colour, and 8% are young people who are disabled.
- Provided \$2million in grants impacting the lives of over 40,000 young people
- Trained 600+ local coaches in sports-based youth development and positive youth development best practices
- Launched a Nike Made to Play Community of Practice in 2022, a three-year, \$1 million programme that empowers organizations across South Bronx and Central Brooklyn to create access to sport and safe spaces for girls of colour and women coaches of colour.



Appendix 5. Resources & References

Participatory Grantmaking resources

- Deciding Together - Shifting Power and Resources through Participatory Grantmaking (Grantcraft)
<https://www.issuelab.org/resources/32988/32988.pdf>
- Grassroots grantmaking - embedding participatory approaches in funding (Hannah Paterson):
<https://hannahpaterson.com/blog/>
- New Philanthropy Capital 2019 resources on power dynamics in grant making:
<https://www.thinknpc.org/resource-hub/power-dynamics/>
- Blog from International Community of Participatory Grantmakers:
<https://medium.com/participatory-grantmaking-community>

Sport for Development resources

[Getting Into the Game,](#)

[United Nations Sustainability Development Goals](#)

[Playing the Game](#)

Place Based Evaluation resources

[Place-based Evaluation Framework: a guide for evaluation of place-based approaches in Australia \(August 2018\).](#)

[MCL Evidence and Learning Toolkit](#)



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