Model City Global

Evidence & Learning Partnership

Laureus
SPORT FOR
GOOD

NDTi
National Development Team for Inclusion

First thematic report – Mapping the MC journeys in Paris and New Delhi
(Steps 1, 2 and 3 of the Model City Approach)

Helen Bown & Jane Carrier, NDTi

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With thanks to:

All members of the Programme & Evaluation Teams in Paris and New Delhi and colleagues at Laureus

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1. Background and introduction

Building on successes in the USA and the UK (London), Laureus and its country specific partners have brought the Model City (MC) programme to Paris and Delhi. This place-based approach to grant making aims to use sport as a way of encouraging new partnerships to develop and communities to thrive. Model City supports the development of local networks (or Coalitions) to build trust and share knowledge and skills for the benefit of local people.

This first update report describes the inception and set up of new MC locations in Paris and New Delhi between Autumn 2019 and May 2021. It reflects on contextual differences, and common themes as well as important features of the new MC locations and highlights early lessons on place-based evaluation. The report also draws on learning from London which has now ended its initial pilot period, with the final evaluation report due for publication.

2. What are we learning about Model City?

Early thematic lessons to date include:

- People are responding positively to the **Model City concept** and their support is strengthening over time.
- The **foundations for local development** are in place and there is some evidence that steering groups are starting to act autonomously, for example by taking on an important role in the grant making process.
- The **membership of steering groups and emerging coalitions** is rich and diverse, in every sense, with the different contributions and experiences of partners acknowledged and valued.
- **Capacity building** on sports for good as well as on monitoring, evaluation and learning (MEL) has been important in enhancing the skills, confidence and strategic thinking of grantees and others.
- There are differing perceptions of how central **stakeholders** such as local authorities/administrations and funding bodies are to Model City, reflecting the contrasting local contexts in Paris and Delhi.
- **The Covid pandemic** continues to influence fundamentally the way that Model City is operating in the two locations.

3. What are we learning about place-based evaluation?

Place-based evaluation in Paris and Delhi is also developing. While they have used the London experience as a starting point, evaluation teams in the two locations are building on and adding to this to create an approach that is tailored to local circumstances.

Findings in this area include:

- Evaluation teams in both Delhi and Paris also carried out the initial research phase of MCG, 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 are **developing 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 have 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.

4. What challenges is Model City facing now?

- Continuing challenges and uncertainty posed by the Covid-19 pandemic
- Supporting local key players to deliver, learn and embed what works (especially in light of the above)
- Building a clear narrative for the future in each location, given different timescales and contexts for each MC location.
- Keeping key partners engaged and involved in promoting opportunities and collaborating in local Coalitions.

1. Introduction

Model City approach and locations

Over the past seven years, Laureus Sport for Good Foundation has been pioneering a place-based approach to promoting positive social change through sport, called "Model City". First piloted by Laureus in New Orleans and Atlanta, rolled out to London in 2018, and launching in Delhi and Paris from 2019-20, 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 and Chicago, Mexico City and other places. In this way, the Model City approach can be viewed as a social movement for change which is continually evolving and developing.

Laureus's four-stage process for building a successful Coalition and place-based approach is highlighted in Figure 1 below. Though timelines can be flexible depending on multiple factors, the process behind the Model City approach includes these four key stages:

Figure 1: The Model City 4 Stage Process

RESEARCH
Learning more about the community and assessing the local landscape.

INVEST & DEMONSTRATE
Proving the positive impact of our investments and coalition of key stakeholders.

STRATEGISE
Community identifies critical issues, and develops a shared strategy to address them through sport.

TRANSITION
Create sustainable local backbone to scale back Laureus' role.

The Model City approach is designed to be flexible and adaptable, and is driven by a desire to empower the local community to make change and to ensure the local voice is guiding decision-making processes. This model supports communities to drive this change within a framework, providing structure and support within which communities can develop. This helps build trust amongst stakeholders, whilst creating a structure to allow new partnerships to develop and communities to thrive.

Building on successes in the USA and the UK (London), Laureus and its country specific partners have brought the Model City approach to Paris and Delhi. Delivering over a three year period from 2019-2022 and working in partnership with BT Sports Club in Delhi, and Mercedes-Benz France in Paris, the Model City approach will be piloted with the aim of using sport to help bring communities together and promote social integration.

- In Delhi, the funding will create impact for young women and girls and strengthen organisations using sport. The project will create a community of like-minded sport and local organisations, who will coalesce around a shared desire to create a safer and more prosperous community for young women and girls.
- In Paris, Model City will be working in two locations, La Courneuve and the 18th Arrondissement, to address issues around education and employability.

Place based evaluation, at multiple levels

While there is no commonly agreed definition for a "place based approach", the following definition from the Place-based Evaluation Framework[1] 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.*

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[1] 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.

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. The 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;
- 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.

In each MC location, in addition to key roles and teams who enable and support Coalition building, grant distribution/management and programme oversight, there is also a local evaluation partner appointed to work alongside these key roles/partners to support developments to evidence what is changing and working to address Coalition priorities and commitments. In addition to local evaluation partners in London, Delhi and Paris, there is a global evaluation and learning partner who guides the use of realist methodologies and the coproduction of a locally determined impact framework to embed evidence and learning within local developments.

- In Paris, the local evaluation partner is an independent evaluation consultant, Sarah Ludecke
- In New Delhi (Seemapuri) the local evaluation partnership is comprised of Pro Sport Development and PRIA (Participatory Research India).

The role and focus of local evaluation partners was explored as one of the first global discussions, and agreed as follows:

- To guide and support grantees to generate proportionate evidence with a focus on capacity building and shared understanding of evidence and how it can be used to inform ongoing change.
- To co-design and implement core data common to all MC locations, e.g. in relation to reach/engagement, change stories and light touch, anonymous participant surveys.
- To ensure a collaborative approach to evidence and learning, including clarifying who is collecting/generating what, when and how (including from/by grantees, community coordinators/programme management team, Laureus, and local evaluation partners).
- To undertake agreed, primary data collection in each location (e.g. through one period of fieldwork visits)
- To undertake analysis, synthesis and reporting on progress/capturing learning at agreed intervals
- To facilitate sharing of lessons and reflections across MC partners in each location.
- To participate in regular global reflection and learning activities, helping to distil and embed important shared evidence of what works in Model City developments.

What is the Global Evidence & Learning Partnership?

An important aspect of the MC ethos is to enable and retain a bottom up and partner led approach – both in relation to the Programme delivery and Evaluation delivery. This means supporting MC 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 the USA (Atlanta and New Orleans), London (Haringey, Barking and Hounslow), Europe (Paris) and South Asia (New Delhi).

In Spring 2019, NDTi was commissioned to provide support to the Model City Global Programme, focusing on designing and facilitating this shared evaluation and learning focus, in effect taking on a global evaluation partner role that **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) that feeds into the ongoing development of Model City approaches. There are 3 main components of this global evaluation and learning 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 approaches used in other similar initiatives (e.g. community led support, asset based community development etc).
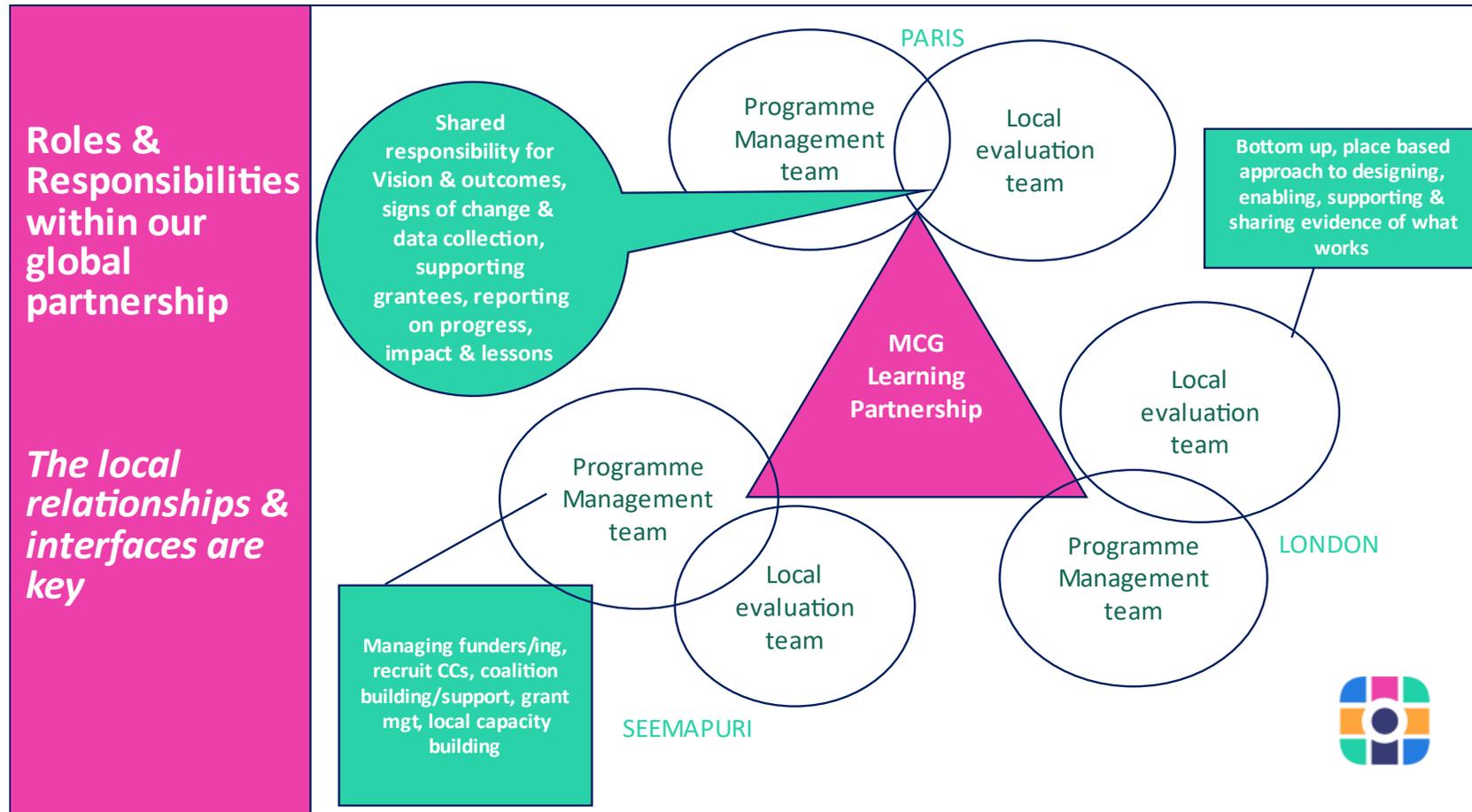
2 **Inducting local evaluators in Paris and New Delhi, in relation to the Model City evaluation approach**, including activities to help shape evaluation planning and design, to create a 'blueprint' for a generic Model City evaluation approach. This includes webinars, workshops and materials to induct/orientate local evaluators to help inform how they approach and develop their respective Model City evaluation plans based on place based principles.

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 this Programme wide evidence about social impacts and the place based approach to evaluating change.

As part of the induction and orientation activities, all evaluation partners have explored and developed a shared understanding of respective roles and responsibilities, illustrated in Figure 2 below.

Figure 2: Roles and responsibilities within Model City Global

Roles & Responsibilities within our global partnership

The local relationships & interfaces are key

Shared responsibility for Vision & outcomes, signs of change & data collection, supporting grantees, reporting on progress, impact & lessons

PARIS

Programme Management team

Local evaluation team

Bottom up, place based approach to designing, enabling, supporting & sharing evidence of what works

MCG Learning Partnership

Local evaluation team

Programme Management team

Local evaluation team

LONDON

Programme Management team

Managing funders/ing, recruit CCs, coalition building/support, grant mgt, local capacity building

SEEMAPURI

A key, recurring theme highlighted from the start of these early global conversations, is the importance of understanding and flexing to meet the unique circumstances and needs of diverse contexts within and across the global partnership. As a result, it has become more important to define shared values and guiding principles for this element of Model City developments, as outlined below:

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

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

About this report

This paper is the first global evidence and learning report. It shares the story of the inception and set up of new MC locations in Paris and New Delhi between Autumn 2019 and May 2021, reflecting on contextual differences, common themes as well as important features of the new MC locations in introducing the concept and approach, building Coalitions and developing a shared vision for change in each area. It also brings in learning from MCL which has now ended its initial pilot period, with the final evaluation report due for publication in September 2021.

2. Global Model City Lessons and Themes

This section focuses on the emerging themes to date from the early stages of MCD and MCP. Many of the broad areas mirror those identified in London, but with local contextual differences in the way these issues play out, as anticipated. Key learning points from London are summarised in Appendix 1.

How are people responding to the Model City concept, and how is this developing over time?

➢ Model City is creating a sense of excitement and pride at being part of a shared enterprise that genuinely feels new and different. At the heart of this lies an agreed vision for the future, which has been developed from the bottom up through an inclusive, collaborative process in all the MCG locations. Developing the vision for change was, for many, a rare opportunity to articulate what matters to them and their community.

➢ The launch of the grants scheme represented an important milestone and achievement as it was the moment when:

After all those years of working and thinking, it was getting concrete. The essence of Model City was finally being rolled out.

➢ The shift into the delivery phase has energised Steering Groups and coalitions and is helping to forge a collective spirit. People are now informally starting to act as champions and supporters of MC in their communities:

(Organisations) are flag bearers for the project. Model City is theirs.

How are coalitions being established and what is helping this to happen?

➤ It is clear that devoting sufficient time to building the MC foundations and scaffolding (for example by developing the shared vision and agreeing how Steering Groups would work) was crucial to the success of MC in both the USA and London. In neither MCP nor MCD have the early stages been rushed, but for MCD there was a sense that even more discussion could have been valuable.

➤ Even given this, however, there are some indications that Steering Groups are starting to operate with greater independence and autonomy at an earlier stage than in London.

➤ In Seemapuri, this may have occurred because of recent changes to legal structures/governance requirements that have driven explicit conversations about the nature of relationships and accountability, and how these will operate.

➤ In Paris, the Steering Groups had intensive involvement in assessing grant applications, which meant that they were making key decisions at an early stage.

➤ MCG brings together different groupings, with different, but sometimes overlapping membership. So far, Steering Groups have been central, and they have now been joined by grantees (although there is some degree of overlap between two groups). Drawing on experience from London, wider coalitions will develop over time and their membership is likely to be fluid and shifting, with various levels of engagement at different points.

➤ The skilled and sensitive role of coordinators in setting the right tone, in building trust, and in establishing transparent and supportive relationships has been key.

What are the characteristics of coalition members?

➤ What and who are the Coalitions? There are important differences in how Coalitions and their Steering Groups have formed between the different MC locations. For example, in London and Paris, Coalition building started with community conversations and explorations that informed membership of steering groups and key roles which then broadened out once grantees were up and running. In USA and New Delhi, Coalitions of a wide range of players

developed through community conversations, with Steering Group roles and responsibilities gradually taking shape over time.

➢ The membership of MCP and MCD Steering Groups and coalitions is characterised by diversity, in the broadest sense of the word. For example, the are huge differences in organisational size, infrastructure and maturity, as well as in the focus of members and the extent to which they are already engaged in sport.

➢ Membership includes a rich mix of what one MCD team member referred to as strategisers and implementors, with complementary skills, approaches and ways of working.

➢ Gender is a much more explicit issue for both locations than it was in London, with Steering Groups, for example, proactively seeking to achieve gender balance across their members. Providing a platform for the voices of women and girls is a priority for both MCG and MCP, so the Steering Groups are clearly keen to model this aspiration.

➢ An understanding of the value of complementarity and an openness to what every diverse group and organisation can contribute, whatever their size and circumstances, are striking characteristics across MCG locations.

What capacity building activity is needed and is taking place with Coalitions?

➢ Sports for Good (S4G) is not a widely known concept in either India or France – both locations have needed support from Laureus to understand what it aims to achieve and how it can be delivered.

➢ In Seemapuri, online training around topics such as street harassment and gender sensitisation has been delivered by coalition members and partners. These are shared concerns that connect back to the local vision for change.

➢ In Paris, early capacity building with grantees on MEL has been successful not only in increasing participants' confidence and skills in looking at the impact of their work, but is also encouraging them to think more strategically about what they do and are hoping to achieve.

➢ It is also important to highlight that organisations are already learning informally from working alongside each other, for example in the interchange between strategisers who are used to strategic planning, and implementors - typically from grassroots groups - who have a deep understanding of their local community. This rich collaboration also contributes towards building capacity: They are all learning and growing together: "*It's a great way of building capacity of local people, a chance to be reflective and curious*".

Who are the external key players and partners, and what role do they play?

➢ There are differing perceptions of how central local authorities/administrations and funding bodies are to MC. This difference appears to be due to local cultural and political factors that we will explore in more detail in future update reports.

➢ In Paris, the support of the local administration/authority is essential to the success and sustainability of local developments, so the MCP team has spent a great deal of time from the outset in building productive relationships with an unusually wide range of both officials and elected politicians. As a result, the local administrations in both locations are very well-informed and supportive of MCP, and some co-funding of projects is already taking place.

➢ The co-funders of different Model Cities (e.g. BT Sport and Mercedes-Benz) play a more proactive role in some locations than others, for example in driving reporting and delivery timescales.

How are Coalitions responding to the Covid pandemic?

➢ The pandemic has affected MCG locations in different ways and at different points in their MC journey, but lockdowns have inevitably had an impact on both collaborative working and on delivery.

➢ The MCG locations very enormously in the extent to which online delivery works as an option. This depends not only on access to technology, but also on preferences for face to face versus digital interaction.

➢ In Seemapuri, the early sessions to agree the MCD vision and outcomes took place face to face, but early delivery is underway in a more restricted environment.

➢ In Paris, much of the early strategic work took place virtually, while the delivery of grantees' projects is taking place as covid restrictions are gradually eased.

➢ In both cases, as in London, the shifts between face to face and virtual activity are challenging for MCG and create a sense of uncertainty and disengagement among local partners/stakeholders.

3. Model City Locations and their Journey (so far)

This section provides an overview of the key steps, progress and learning to date in each of the two MC locations, drawn from the experiences, journeys and local evaluation reports from MCP and MCD. These reflect the different country, regional and local contexts, the diverse country-specific issues and approaches, and also some common priorities and themes. Each of the MC locations are introduced in turn, with their areas of focus, timelines and approach to evaluating developments and change over time, as well as the emerging issues and themes that have been identified locally.

3.1 Model City Paris

The Model City Paris (MCP) team have summarised their activities and progress in the graphic below, which covers the period from the programme's inception until the end of March 2021. This section updates the picture of the journey so far until the end of May 2021. It draws on the comprehensive series of reports and other outputs produced to date by the MCP team, including:

- MCP first workshop memo (February 2020)
- MCP second workshop memo (May 2020)
- End of Project Report (January 2021)
- MCP Update presentation to MCG partnership meeting (March 2021)
- MCP Update Report 1 (April 2021)
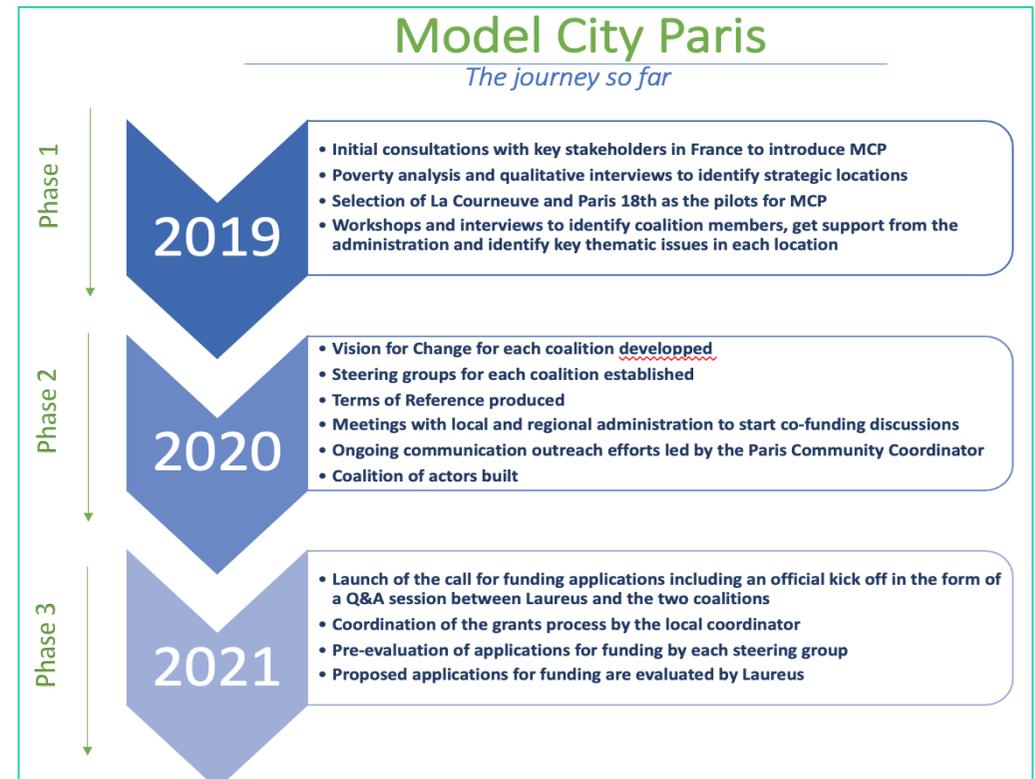- Memo on MCP MEL capacity building training (June 2021)

Model City Paris
The journey so far

Phase 1 — 2019
- Initial consultations with key stakeholders in France to introduce MCP
- Poverty analysis and qualitative interviews to identify strategic locations
- Selection of La Courneuve and Paris 18th as the pilots for MCP
- Workshops and interviews to identify coalition members, get support from the administration and identify key thematic issues in each location

Phase 2 — 2020
- Vision for Change for each coalition developped
- Steering groups for each coalition established
- Terms of Reference produced
- Meetings with local and regional administration to start co-funding discussions
- Ongoing communication outreach efforts led by the Paris Community Coordinator
- Coalition of actors built

Phase 3 — 2021
- Launch of the call for funding applications including an official kick off in the form of a Q&A session between Laureus and the two coalitions
- Coordination of the grants process by the local coordinator
- Pre-evaluation of applications for funding by each steering group
- Proposed applications for funding are evaluated by Laureus

Figure 3: Model City Paris Journey, Source: MCP update report 1

Phase 1: Research - Building the MCP foundations

The detailed and evidence-led process to select the two MCP locations is described in the first MCP Update Report (April 2021). This initial research phase represents an important component of phase 1 of the Model City approach. Following the selection of La Courneuve and the Paris 18th arrondissement as the two 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 embed 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 explore the overarching thematic priorities for each location and to identify 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 18th key Themes	La Courneuve Key Themes
Social Cohesion	Employability
Education	Education
Gender Inclusivity	Gender Inclusivity

(Source: MCP Update Report 1)

Phase 2: Strategise - Developing a shared vision for change

Phase 2 focused on agreeing shared visions for change that built on the themes highlighted above. This phase also developed the infrastructure for MCP, notably by setting up the Steering Groups and establishing how they would operate, as well as starting to extend the programme to the wider coalitions.

These activities took place against the backdrop 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 build understanding of sports for good.

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 stimulating discussion using word clouds (generated from online survey responses), below.

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.

Establishing the Steering Groups and Coalitions

Both areas have functioning and committed Steering Groups in place, with diverse membership drawn from a wide range of community and sports organisations. Each group has developed and agreed their terms of reference. In La Courneuve it has been more difficult to maintain a gender balance within the Steering Group, as some original members have moved on. The coordinator is actively seeking to address this. The coalitions bring together a wider group of organisations with an interest in MCP and are continuing to grow, with membership (at the end of March) of around 30 organisations in each location.

Phase 3: Invest and demonstrate - Initiating the first grants process

The first MCP grants application process was launched on 5 January 2021 with a Laureus event for potential applicants.

A review of the grants process found that applicants were excited that MCP was moving into phase 3 and delighted to be part of the programme. Some found the application process to be complex and time consuming (which will be 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 though the process.

MCP Steering Group members played an unusually active and engaged role in the detailed assessment of applications. It was a demanding process, which required a high level of commitment from members.

Allocating funding

A total of 29 applications were received across the two locations, 14 from La Courneuve and 15 from Paris 18th; 11 of these applications 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. This will feature in the next MCP update report, which will cover the period from June 2021.

Designing and delivering the evaluation strand

The key activities during this period were supporting the vision and outcomes process in the two locations, as described above, and refining the overarching evaluation questions and evaluation plan with Laureus/NDTi to allow for maximum flexibility and responsiveness.

Alongside this, the evaluation team also 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 feedback will influence the design of the next round.

The MCP evaluation team have also initiated discussions with MCG partners about the development of shared tools and approaches that could be used across MCG sites to promote consistency and shared learning. As a first step, the team has drafted a tool to assess the development of trust within coalitions and with partners.

Capacity building with grantees forms another important strand of the evaluation team's work. In May they 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 and

and **64%** would like to do more

Some participants reflected that the training would help them to think more strategically about their work

3.2 Model City New Delhi

In October 2020, Participatory Research in Asia (PRIA) and Pro Sport Development (PSD) were commissioned as the local evaluators for the Model City Delhi programme. Earlier in 2019, PSD had facilitated the "Research" phase as well as the early stage of the "Strategize" phase (see below) so had a comprehensive knowledge and understanding of the local and regional contexts and issues that MCD was seeking to address.

This draws on the following reports, updates, presentations and virtual exchanges that have taken place with the local evaluation team and as part of the global evidence and learning partnership induction workshops.

- Scoping and Scoping Report, Pro Sport Development
- Local Evaluation presentation at global workshop in November 2020
- Local/Global Evaluation team discussion in November 2020
- First local evaluation report, January 2020
- Presentation update at global workshop in March 2021
- Reflection discussion, covering the period October 2020-May/June 2021, in July 2021

A summary of the key steps, activities and timeline for Programme and local evaluation activities in Seemapuri is summarised below, and explained in more detail in the following paragraphs.

Figure 4: Model City New Delhi (Seemapuri) Timeline, September 2019-June 2021

2019

- September 2019-Februrary 2020: Scoping & Research Study undertaken by Pro Sport Development identifying Seemapuri as preferred MCD location

2020

- June - November 2020: Coalition building and formalisation includig membership and Steering Group confirmed
- October 2020 Pro Sport Development & PRIA commissioned as Local Evaluation Partners
- November 2020 Visoning Workshop held with Coalition and community members/partners to agree shared vision, outcomes and outcome pathways resulting in intiail Theory of Change framework

2021

- January 2021: First Evaluation Report
- Feb/March 2021: Coalition reformed into 3 groups in response to FRSA law and in preparation for grant making process
- March - June 2021: Grant application and making process completed
- June-July 2021: Grants awarded and delivery set up underway

Phase 1 – Research, identifying the big issues to be addressed

As part of the Research phase of Model City Delhi (MCD), a scoping and research study was conducted by Pro Sport Development (PSD) from September 2019 to February 2020 with the aim of understanding the scope of Sport for Development and key issues faced by women and girls in marginalised and underprivileged communities of New Delhi.

This comprehensive exercise, involving multiple stakeholder discussions and detailed analysis of multiple indices concluded that Seemapuri was the most conducive environment for the level of engagement and intervention associated with Model City developments. The key features leading to this decision involved the greater community support and interest here compared to the other two areas considered, as well as the infrastructure and space for a sports based initiative to be implemented.

Phase 2 – Strategise, building local partnerships and a vision for change

The Coalition-building phase for Model City Delhi (MCD) started in June 2020, when PSD was commissioned to engage and collectivise local stakeholders, to introduce and explore the concept of Model City Delhi and build local leadership to drive forward the programme in Seemapuri.

After three formal meetings, a full-day workshop and several informal meetings, the Coalition was officially formalised in early November 2020, with 29 Coalition members signing up.

A Steering Group comprising 11 of these members was nominated in early November 2020, serving as the leadership group of the Coalition, with the Coalition body deciding that the membership must comprise a minimum of 60 percent women. Early Steering Group meetings discussed key roles and assigned responsibilities to its members, including chairperson, secretary and organiser. It is significant that the chairperson of the Coalition is a woman, which the steering group felt was an important decision given their focus on improving the lives of women and girls in Seemapuri.

Coalition and Steering Group members include:

- Local youth groups
- Local NGOs
- School Management Committee members from Seemapuri
- Anganwadi workers (frontline government workers in Early Childhood Care Centres) in Seemapuri
- Local women's groups
- Sport for Development (S4D) organisations
- Organisations working on gender equality/women's rights

Building a Vision for Change

PRIA and Pro Sport Development were appointed as the Local Evaluation Team in October 2020, and quickly initiated various developmental evaluation activities with Coalition members and Laureus colleagues.

An important early activity was the design and facilitation of a visioning workshop for Coalition and Steering Group members held on 28th November 2020. This workshop was key in mobilising MCD stakeholders in cementing a shared understanding as well as vision, with aligned outcomes for their community. The workshop was attended by a total of 28 people, including 22 participants from Seemapuri (72 percent female) and 6 members from the PRIA and PSD evaluation team. Coalition and Steering Group participants represented the membership outlined above, spanning youth groups, School Management Committees (SMCs), NGOs and civil society groups (Magic Bus, Pardarshita, Jan Sandesh, Martha Farrell Foundation, CEQUIN, and Naz Foundation), community leaders, local women groups and Anganwadi workers.

Through a series of visioning exercises, participants and facilitators identified a number of common themes which fell under the three main headings of: Education, Health & Hygiene, Safety and Discrimination. These three themes were further explored, to identify desired outcomes under each of these broad headings, which were subsequently interrogated by each group in order to distil the agreed outcome areas as follows:

Model City Delhi Outcomes:

- ❖ An educated and skilled Seemapuri
- ❖ A healthy and clean Seemapuri
- ❖ A safe and equal Seemapuri

Following this critical event, bringing together diverse stakeholders around a common purpose (a first for many of the participants), the evaluation team developed a Theory of Change for MCD bringing together the vision and 3 outcome areas.
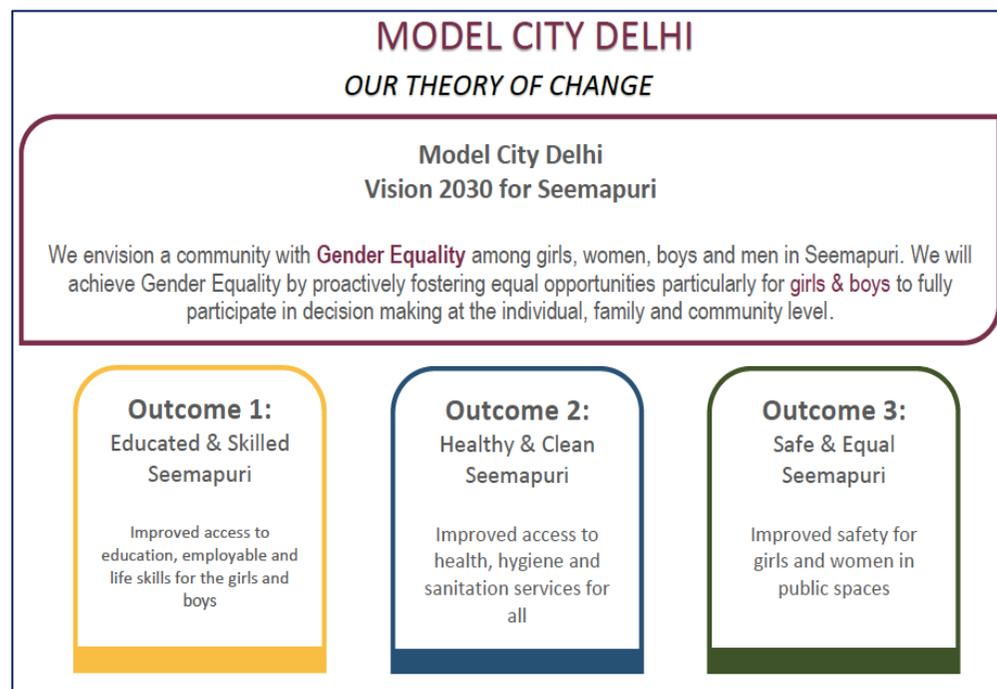
This was further developed, explored and finalised in partnership with the Coalition Steering Group, with the three outcome areas unpacked and further developed as a series of outcome pathways.

Step 3 – from Strategising to Delivery

The grant application process for MCD spanned the period February to June 2021. A major contextual difference between MCD and other Model City locations has been the need to operationalise this key feature of the MC approach differently, due to complications around the revised Foreign Contribution Regulation Act (FCRA) and its impact on foreign grants in India. This regulation means that only registered, licenced organisations (typically those with capacity and established governance arrangements) can hold and distribute grants, which could potentially have excluded local grassroots groups and organisations from being engaged as key players in delivering and contributing to the vision and outcomes in

Seemapuri. To prevent this from happening, Laureus proposed an approach to the Coalition where organisations with a valid FCRA license would take on a lead applicant role for funded projects, thus receiving and managing the funds. The other Coalition members, or implementing partners, would then join these lead applicants to form core project groups, including developing grant applications, collaborative decision-making and delivery if successful. This approach was approved by the Seemapuri Coalition and subsequently adopted.

A total of six organisations expressed interest to take up the lead applicant role; however, after internal and external discussions, three organisations decided to withdraw and take up different roles within the (overarching) Coalition. Three core groups, each linked to one of the 3 outcome areas, and each of the 3 lead applicants were decided by the Coalition themselves, ensuring that there was adequate stakeholder representation for each funded project.

Adopting this fresh approach meant that the number of projects and the size of grants is quite different from Model City London and Model City Paris. For example, MCD includes three large-scale projects (with a grant size of GBP £60,000-£80,000 each), compared to 25-30 smaller projects (with grant size of approximately GBP £5,000 each) in Model City Paris.

The three lead grantees and associated Outcomes/Groups are:

- **Pardashita**, who focus on empowering marginalised sections of society especially women and children, through a human rights based approach and education. This group will specifically address the Outcome An Educated and Skilled Seemapuri, by improving the education and leadership of women and girls and social integration through sports.
- **Slum Soccer** use football to engage children and young people from underserved sections of society and to build resilient communities through leadership, mentoring and awareness raising programmes. This group will address the Outcome, A Healthy and Clean Seemapuri.
- **CEQUIN** regard all sports as a tool for gender equality, choice and control for all women and girls. This group will address the Outcome A safe and equal Seemapuri, with school based camps for girls, parent interactions, coaching and mentoring.

4. What are we learning about place based evaluations in the Model City global partnership?

The MCG Evaluation Partnership provides a forum for the evaluation teams to share and learn together. MCD and MCP are building on the experience from London (learning from what could have been improved, as well as what worked) to develop their own styles and approaches that reflect the local context of the two cities.

Team roles and knowledge

- Knowledge and understanding of the local context, networks and relationships underpin both the delivery and the evaluation of the Model City approach. For example, understanding of the unique and distinctive characteristics of local places, players and partnerships is key. In both Paris and Seemapuri, the research and scoping phase of the programme was carried out by the same team that was later appointed as local programme evaluators. This meant that evaluators already had a head start in terms of their deep local knowledge and understanding, which was not the case in London.
- Laureus may wish to consider involving community evaluators in the next phase of the programme to strengthen the local perspective even further. Local evaluators are drawn from the local community and trained in the collection of some forms of evidence (such as change stories) from their peers.

Impact of Vision and Outcomes development

- The process that each MCG location has undertaken to develop their local Vision and Outcomes framework has used London's experience as a starting point, but built on this and taken it further. Evaluation teams have added creative, visual approaches, such as the use of word clouds to capture key issues and priorities in Paris (reproduced earlier) and the development of outcome chains/pathways in Seemapuri.
- The participative workshop sessions have given local people a platform for articulating their priorities and for having a voice on the issues that matter most to them, in some cases for the first time. Some participants have initially found it challenging to develop a vision for how their community could be, not least because they had not previously been asked for their views on this. Evaluation teams have needed to work sensitively and patiently to encourage people to be positive and ambitious in thinking about what might be possible.

- As noted earlier, the process of thinking through what success would look like and what signs of change are likely to be visible is also helping organisations to think and act more strategically.

Building the local understanding of MEL

- Building and embedding local understanding and ownership of evidence, learning and approaches to MEL early on is part of the MC approach. MCP and MCD offer important lessons about making this happen. For example, in London, the need for capacity building sessions on MEL for grantees was only recognised once MCL was well established. Drawing on this experience, MCP and MCD have delivered (or are planning) capacity building workshops for grantees at a much earlier stage, taking the opportunity to embed learning from the outset. An early focus on MEL helps grantees and Coalitions to strategise (as highlighted earlier), informing what is happening and needs to happen next, and also means that grantees are more likely to adopt realistic methods for MEL based on local context and capacity.
- Experience from MCG locations underlines the support that grantees need in order to engage with MEL. Local coordinators play a vital role here. Although grantees/coalition members are very diverse, with very different experience of MEL and organisational capacity to deliver it, many are relatively inexperienced in evidencing the impact of their work. Messages about keeping it simple and streamlined and avoiding over-promising are as relevant in Paris and Seemapuri as they were in London. Evaluation teams are ensuring that language and terminology are straightforward, engaging and relevant, while avoiding technical jargon. The use of visual and graphic tools or resources also helps to increase accessibility.

New, light touch, responsive methods

- Both MCP and MCD have introduced rapid, light touch methods as a way of reviewing progress and providing feedback that will help to shape future delivery. For example, reviews of the grant making process, and the use of surveys, initiated in Paris, have highlighted important early lessons in each location. Practical changes to the application process will result from this, such as giving applicants in Paris the opportunity to present their proposal in person; and ensuring feedback is verbal and face to face in Seemapuri. Responsive, practical pieces of evaluation work of this kind will help to embed evaluation within MCP and MCD and strengthen the connection between evaluation and delivery

Contribution of global evaluation partnership

- Evaluation teams from London, Delhi and Paris are working together as a Global Partnership to share experience and learning, to problem solve together and to develop consistent methods and approaches to evaluation that remain rooted in the local context.   Early work together has highlighted a genuine appetite for sharing learning and for the co-design of tools and approaches. For example, in response to the Paris team, the partnership is planning to develop a shared method for tracking feelings of trust within Coalitions and Steering Groups over time.

5. Looking forward

Looking ahead, what are some of the challenges for Model City Locations and the global community of practice that is emerging across London, Paris, Seemapuri and beyond? Programme and Evaluation teams in MCP and MCD have shared their key concerns and priorities to address, both locally and collectively through this global community, as follows:

- Facing the **continuing challenges posed by the COVID-19 Pandemic** and associated restrictions, which will inevitably impact on how people come together, maintain and build on their connections, establish relationships with participants, delivery opportunities especially in underprivileged communities and with underserved audiences.
- Related to this, there is increasing recognition that **digital access and literacy is both limited and can be limiting** so there is a need to continue with mixed approaches and to keep learning from communities about what works and what doesn't for different people.
- **Supporting local key players** to keep going, collaborating, engaging and also reflecting on what they're doing and the impact they are having will be key; as will ensuring grantees have and can build capacity to both deliver and capture these changes over time. the potential for burnout of key local players has been flagged everywhere, e.g. for Steering Group members, lead applicants and grantees. The capacity building support from Programme and local evaluation teams will be invaluable to grantees, as will peer/mutual support locally and globally.
- Understanding and tracking the different approaches to Model City developments is imperative given the diversity of places, people and projects within and across the global MC community. A shared concern across this community is the need for **clear messaging about sustainability and the future of Model City** in each location. Each new location is experiencing similar challenges as well as lessons about the time it takes to build trust, relationships and collaborative partnerships (especially over the last 20 months), which necessarily shortens the time available in which to deliver funded projects/grants if the original two year timeframe is not flexed. MCP and MCD teams are exploring and building in explicit conversations about sustainability, but the reality is that funded projects have only just begun to deliver over the late summer of 2021, and COVID-19 restrictions are beginning to bite again in some locations.

Appendix 1. Learning 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.

1

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

- 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.

2

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.

- 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.

3

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

- 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.

4

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

- 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.

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