

Igniting the Power of Sport and Community: Laureus' 10-Year Sport for Good City Impact Report



LAUREUS
SPORT FOR
GOOD



Acknowledgements

Funding for this report was provided by the Laureus Sport for Good Foundation.

The author of this report is Meredith A. Whitley, PhD, with guidance and support from Laureus staff.

Deep appreciation is owed to the local community members, coalition members, and current/former Laureus staff members for their willingness to share their time, perspectives, and experiences to inform this report. Tremendous gratitude is offered to the Laureus team for their guidance and logistical support throughout the creation and refinement of this report. Feedback from each of these groups was invaluable to producing the final product.



About Laureus

Laureus Sport for Good currently supports more than 300 programs that use the power of sport to transform lives in over 40 countries and territories, along with 8 Sport for Good Cities around the world.

Founded in response to Nelson Mandela's challenge, issued at the first Laureus World Sports Awards in Monaco in 2000, that "sport has the power to change the world", their vision is to use sport as a powerful and cost-effective tool to help children and young people overcome violence, discrimination, and inequality in their lives.

Over the last 20 plus years, Laureus Sport for Good has raised more than \$250m for the Sport for Development sector and, together with their partners, impacted the lives of 7 million children and young people.

Preferred citation: Whitley, M. A. (2024). Igniting the Power of Sport and Community: Laureus' 10-Year Sport for Good City Impact Report. Report submitted to Laureus Sport for Good Foundation.

Visit www.laureus.com/sport-for-good/knowledge to read more and download the report.

CONTENTS

Executive Summary	5
Sport for Good City Origin Story	8
Sport for Good City Methodology	12
Sport for Good City Snapshots	17
Validation and Impact	22
Athletes Amplifying Impact	34
Lessons Learned from a Global Movement	36
The Future of Sport for Good Cities	40
Additional Resources	42



Sport for Good Delhi

Laureus Academy Member Nadia Comaneci, who became the first gymnast in history to be awarded the perfect score of 10.0, said:

“ The number ten is a special one for me, reflecting on my career in the world of gymnastics. One of my greatest passions after my time as a gymnast has been my role as a Laureus Academy Member, working with athletes and project around the world to use sport as a tool for social change.

For the past ten years, Laureus' Sport for Good Cities initiative has maximized impact in cities and communities around the world. Through collective action, and

collaborations with local and strategic funders, organizations and leaders in those communities are affecting positive change and bringing our founder Nelson Mandela's words that 'sport has the power to change the world' to life every day.

What started in New Orleans has now been rolled out successfully in eight key cities around the world. If we could be here in 2034, reflecting on the next ten years of the Sport for Good Cities campaign, with even more funding, support and impact around the world, that for me would be perfect. ”



Nadia Comaneci Laureus Academy Member, Visits SFG New York City grantee, Harlem Lacrosse



EXECUTIVE SUMMARY

Sport for Good Cities are part of a global effort by the Laureus Sport for Good Foundation to promote social change and youth development through the power of sport. This innovative, place-based approach is both collaborative and long-term, empowering communities to create lasting change in their local areas. Laureus pioneered this approach in 2014 in New Orleans, and has since expanded to seven additional Sport for Good Cities: four in the United States and four around the world.

“Laureus has shifted the perception of what it means to support a community organization...we now see far more decisions being driven from the communities. And that is the amazing impactful legacy...[It’s also] put Sport for Development on the map in a different way. It has really connected with policymakers in a way that I don’t think Sport for Development has done before.”

Laureus staff member

This report describes the Sport for Good City story, from its origin and expansion to its methodology and impact. Evidence is presented from past evaluations, an institutional knowledge repository, key informant interviews, and city-specific questionnaires, gathered and reviewed by an independent, external consultant. The big takeaway? **The Sport for Good Cities model is working.** This was recognized by the World Health Organization in 2021, when Sport for Good Cities were cited as part of international health policy.

“The Laureus Sport for Good Foundation has developed a new place-based funding approach, known as the Sport for Good Cities Initiative, which moves from traditional ‘top down’ grant-making to collective, coalition-based community funding and decision-making. Its funding models also support knowledge sharing, partnership building, and measuring long-term impact.”

The World Health Organization

Presented below are the key takeaways from this impact report, along with supporting data:

1. Sport for Good Cities multiply the impact that individual organizations can have on their communities.

- ▶ A grant from Laureus, as part of the Sport for Good City model, enhances youth impact **37%** more than a traditional grant of the same size.¹
- ▶ Even without receiving a grant from Laureus directly, organizations that are members of a Sport for Good City and participate in coalition activities increase their impact on youth **by 25%**.¹
- ▶ Sport for Good City coalitions have the potential to unlock more funding for the Sport for Development sector, as seen by Sport for Good Chicago securing **\$10M+** in government funding from the state of Illinois over the past two years.

2. Young people in Sport for Good Cities have greater access to high quality sports programs that drive positive youth development outcomes.

- ▶ In the Sport for Good Cities in the United States, **90%** of young people developed at least one social-emotional learning skill as a result of participating in sports activities, while **58%** of young people developed three or more skills.²
- ▶ In Sport for Good City London, **74%** of young people report they are more active and 70% report they are more confident as a result of participating in program activities.³
- ▶ In Sport for Good City Paris, **90%** of girls and women participating in the sports programs within the neighborhood of La Courneuve experienced increased self-confidence, and 90% of young people in both target neighborhoods reported that Sport for Good City Paris positively impacted their life.^{4,5}



3. Sport for Good Cities empower people to make a difference in their communities.

- ▶ In the Sport for Good Cities in the United States, **94%** of coalition members reported that Sport for Good City trainings and events created a space that values diverse perspectives and allows for safe and equitable learning exchanges.⁶
- ▶ In Sport for Good City Delhi, **89%** of coalition members felt that decisions were made after careful deliberation and consensus, and **95%** believed that Sport for Good City Delhi is highly respected in the community.⁷
- ▶ In Sport for Good City Hong Kong, a local stakeholder shared that member organizations would be able to “utilize results from our pilot projects implemented as part of Sport for Good City Hong Kong to contribute to systemic change when it comes to solutions for youth mental health through sports for development.”⁸

These takeaways are explored in more depth below, along with lessons that have been learned over the past 10 years. Through the findings of this report, Laureus presents a case for continued investment in Sport for Good Cities as a way to generate significant impact on young people and communities, particularly those that are under-resourced.

“ One of the most pressing issues facing society today is ensuring more people are safe, educated, and thriving. Sport is uniquely positioned to help young people develop the skills they need to make that happen, and to support communities in creating safe spaces. We have created a model that does that in partnership with local leaders, and has a track record of success, ensuring the work being done results in more young people being able to thrive. By investing in the Sport for Good City model, you’re ensuring more young people have access to sporting experiences in a safe and supportive environment, and that community members – and the community at large – have the resources they need to sustain that programming for their youth. ”

Laureus staff member

In 2000, at the inaugural Laureus World Sports Awards, the Founding Patron of Laureus, Nelson Mandela, declared that: **“Sport has the power to change the world.”** 24 years later, we also know that **communities have the power to create deep and lasting change.** Sport for Good Cities is the activation of Nelson Mandela’s vision at a local level, with the power of sport fueling communities in their pursuit of self-determination.



Sport for Good New Orleans Day of Sport

THE SPORT FOR GOOD CITY ORIGIN STORY

Leading up to 2014, the Laureus Sport for Good Foundation USA was exploring how to amplify its impact as an intermediary organization. After extensive research and conversations with program leaders – along with their own grassroots experiences – Laureus staff realized the potential of a place-based model that took a collaborative, long-term approach to achieving social change within a specific geographic location. Not only did a place-based approach address concerns around short funding cycles and top-down methods, but it also strengthened existing community assets and built trust among stakeholders united by a shared belief in the power of sport to drive positive change.

“From an organizational perspective, Sport for Good Cities addressed the need to continually be using the limited dollars we had in a more impactful way. From a social perspective, it addressed the need to have communities more engaged in the decisions about how they were being supported by philanthropic organizations. Laureus was – and remains – very keen to be part of solving that problem and not being a top-down funder, but trying to empower communities, community leaders, young people in those communities, who know the answers to most of the problems they’re facing, but don’t have the resources.”

Laureus staff member

New Orleans

The first Sport for Good City was in New Orleans, which was re-building from the devastating impact of Hurricane Katrina in 2005. Laureus USA, in partnership with the New Orleans community, recognized the need to support the local community and build strategic pathways for collective action, rather than simply providing short-term relief. A 10-year investment from Mercedes-Benz USA enabled the vision of Sport for Good Cities to come to life. Sport for Good New Orleans was a 'proof of concept', highlighting the impact of a place-based, bottom-up, Sport for Development approach to achieving change with and for local communities.

“ In youth development, we foster and encourage opportunities in sport [to introduce and develop] a skill set that transcends sport and bolsters endeavors within other arenas of a person’s life. Laureus USA, through Sport for Good NOLA, not only advances this mission, but, in my humble opinion, has and continues to embody this attribute over the past ten years in New Orleans.”

New Orleans local stakeholder



Sport for Good New Orleans Day of Sport



Tirando Parades Storytelling, Sport for Good Atlanta

Atlanta

The next Sport for Good City was launched in Atlanta in January 2017 following the initial success of New Orleans and interest from Mercedes-Benz USA in funding a second Sport for Good City, as its headquarters relocated to Atlanta. An in-depth needs assessment was conducted, where Laureus partnered with a local organization to learn with – and about – the local community. The resulting intervention primarily focused on the Westside of Atlanta, given the high need of those communities and their proximity to the Mercedes-Benz stadium being built at the time. This has since evolved to a broader focus on all of metro-Atlanta as interest and investment in the work has grown.

“ Laureus has listened and they have made it very aware that their stance in this work is to support the community and not to push forth their own stance. They want to be an advocate for the community.”

Atlanta Leadership Council member

Chicago & New York City

The next two Sport for Good Cities to launch in the United States – Chicago and New York City in 2018 – were selected because they were major markets for sport-based youth development, with a wide range of formal and informal collaborations and partnerships already in motion. Additionally, Laureus USA's headquarters is located in New York City. During 2017, exploratory meetings and learning sessions were facilitated, allowing for a thoughtful approach to each city's launch. Sport for Good New York City was ultimately launched with support from Nike and Harris Philanthropies (formerly Harris Family Charitable Trust), while Laureus found early funding from Cubs Charities for Sport for Good Chicago after its launch.



Sport for Good Chicago Day of Sport



Sport For Good London

London

Also in 2018, the first Sport for Good City outside of the USA launched in London through a powerful partnership between Laureus, Nike, and the Greater London Authority. This was in response to the Mayor of London's broad focus on social integration, with a particular interest in place-based work and the use of sport as a tool to achieve social change. The knowledge gained from the first two Sport for Good Cities in New Orleans and Atlanta informed the approach taken in London. In-depth needs assessments and consultations led to the identification of three locations (Barking, Haringey, and Hounslow) where coalitions would be formed in London. This allowed for a hyper-local focus, with populations of 50,000 – 100,000 facilitating greater impact (depth over breadth).

“People universally say that this approach is very successful and more sustainable than traditional grant funding. It's won over hearts and minds and brought together organizations.”

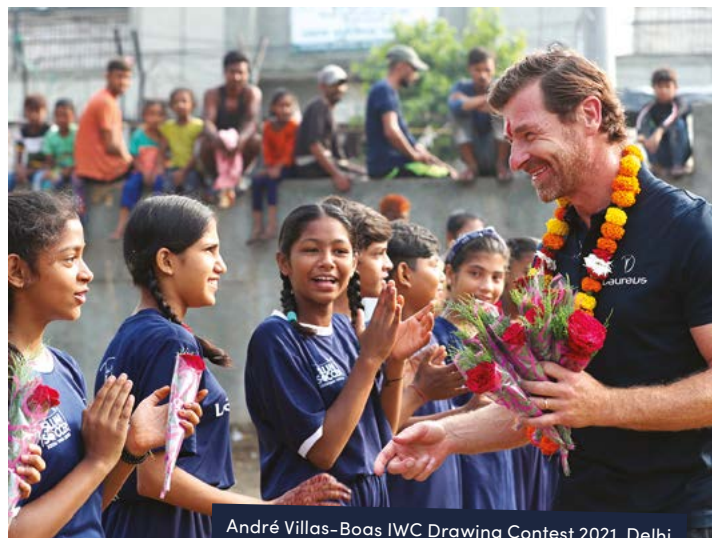
London local stakeholder

Paris

Paris was selected as the next Sport for Good City, with upcoming global sporting events (e.g., 2023 Rugby World Cup, 2024 Olympic and Paralympic Games) raising the profile of sport being used as a tool for promoting social change. Yet again, funding from Mercedes-Benz (formerly Daimler AG) was critical in launching Sport for Good City Paris in 2019. This launch followed a comprehensive scoping study which identified two geographic areas where this intervention might have the greatest impact: the 18th Arrondissement and La Courneuve. This scoping study also ensured these locations had the necessary infrastructure and community buy-in for this place-based approach.



Sport For Good Paris



André Villas-Boas IWC Drawing Contest 2021, Delhi

Delhi & Hong Kong, China

Scoping studies were also conducted in Delhi and Hong Kong, China, in response to local interest in Sport for Good Cities. In Delhi, this place-based work targeted one particular community (Seemapuri) that had local capacity and interest— along with challenges experienced by girls and women that could be targeted through this approach. This knowledge helped Laureus secure funding from Comic Relief to activate Sport for Good City Delhi in 2019.

“In Delhi, it’s hyper-local. I think it’s interesting in terms of the future of Sport for Good Cities, some projects may be city-wide and others may be in specific communities. There’s pros and cons of each, and Delhi is the most local. Delhi has less reach than others, but the depth of impact is huge.”

Laureus staff member

In Hong Kong, China, despite an underdeveloped Sport for Development sector, Laureus had been cultivating partnerships and distributing funds (via the Hong Kong Sevens) since 2016. This experience informed the belief that place-based work could strengthen the sector and cultivate greater collective impact across the city. So in 2020, Sport for Good City Hong Kong was launched. In spite of the COVID-19 pandemic leading to unforeseen delays and various adaptations, the initiative is now making substantial progress with a focus on mental health and wellbeing.



Sport for Good Hong Kong

THE SPORT FOR GOOD CITY METHODOLOGY

Key Ingredients

All Sport for Good Cities empower communities to create change and develop young people in their local areas by harnessing the power of sport. This is realized through a 'coalition' of community members in each Sport for Good City, with guidance and support from a group of local leaders and at least one local Laureus staff member.

How Laureus' Partners Describe Sport for Good Cities



All Sport for Good Cities share these 'key ingredients':

- ▶ Involving diverse groups of stakeholders and organizations
- ▶ Building respectful, trusting relationships
- ▶ Taking transparent, bottom-up approaches to community and coalition building
- ▶ Engaging local stakeholders in co-creation and ongoing adaptation
- ▶ Funding and supporting accessible and inclusive sports programming for young people
- ▶ Supporting peers and sharing skills and resources
- ▶ Building and supporting capacity in communities
- ▶ Activating and maintaining responsive, enabling support from Laureus
- ▶ Accepting that collaborative, place-based work is a long-term commitment

“Knowing it’s real, their voices are going to be heard, there’s going to be consistent communication and follow-up – that builds momentum and people want to be part of it; moves from scarcity mindset to abundance mindset – we can do this together.”

Laureus staff member

Thematic Areas

Sport for Good Cities are driven by what communities identify as their most pressing needs, which aligns with the bottom-up and contextually localized approach of place-based work. Therefore, each Sport for Good City has different thematic focuses and Laureus provides a framework to help measure impact, aligned with the UN Sustainable Development Goals.



New Orleans:

Access to Sport, Education



Atlanta:

Access to Sport, Safe Communities



Chicago:

Access to Sport, Safe Communities



New York City:

Access to Sport, Gender Equity



London:

Social Integration and Cohesion



Paris:

Employability, Social Integration and Cohesion



Delhi:

Gender Equity, Health and Well-Being



Hong Kong, China:

Mental Health and Well-Being

Sport for Good NYC Day of Sport



Complementary Approaches

Over 10 years, the methodology for Sport for Good Cities has evolved, with two complementary methodological approaches now in operation: the USA Sport for Good City methodology and the Global Sport for Good City methodology.

US Methodology

During the first few years, the USA Sport for Good City methodology was driven by the five conditions of collective impact, as defined by Kania and Kramer in 2011: a common agenda, a backbone infrastructure (i.e., Laureus USA), mutually reinforcing activities, continuous communication, and a shared measurement system. While these conditions of collective impact are still embedded in the Sport for Good methodology within the USA, Laureus USA has since developed its own more robust logic model to drive their work in cities. The logic model, which can be seen on page 43 of this report, represents the current methodology, with lessons learned from all four cities integrated – plus room for local adaptation. The following Sector Level Outcomes are key goals of the US approach.

Stronger, More Connected Organizations and Leaders

1

Improve the quality and capacity of intentional, transformative youth sports programs while strengthening and empowering sector leaders and supporting effective collaboration

2

Better Resources and Policies

Unlock additional funding and advocate for mechanisms that make sport more equitable, higher quality, and supportive of positive community change

3

Greater Evidence and Awareness

Commission projects and contribute to initiatives that strengthen impact measurement and effectively communicate the power of sport to drive positive youth and community outcomes

Global Methodology

The Global Sport for Good City methodology uses a four-phase approach identified in the graphic below, with the phases facilitated by Laureus Global staff and a dedicated local staff member for each city.

Research

1

Learning more about the community and assessing the local youth sport landscape

2

Strategize

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

Invest & Demonstrate

3

Proving the positive impact of our investments and coalition of key stakeholders

4

Transition

Create sustainable local backbone to scale back Laureus role

The global methodology is grounded in evidence, from the initial scoping and research phase to ongoing monitoring and evaluation activities. There is also an emphasis on participatory grantmaking

“We need to give them power to make decisions... that includes giving them authority, at some point, over who should be funded. If you want to invest in coalition-based work, you have to give coalitions the authority to tell Laureus [when] they’re wrong and trust them to make decisions.”

Laureus staff member

This represents a shift of power towards the coalitions and communities, which is further supported through the ambition of the final phase that emphasizes sustainability and local leadership.

A Look Inside a US Sport for Good City: Atlanta

Sport for Good Atlanta is actively driving change and creating impact through grants, coalition meetings and events, and stakeholder collaboration. Below is an inside look at what a year looks like in a Sport for Good City in the USA:

11 

GRANTS AWARDED:

11 grants to
11 organizations

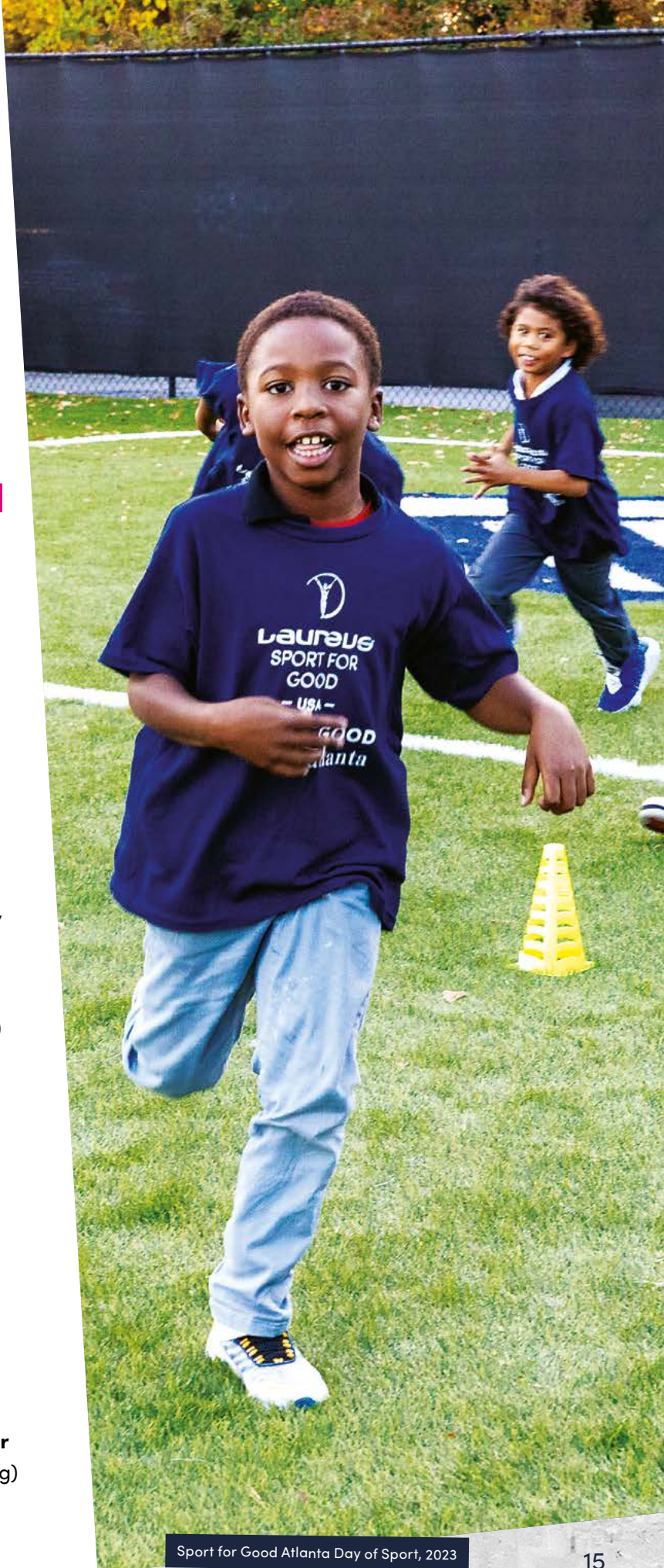
9 

THROUGHOUT THE YEAR:

9 Meetings with Local
Leadership Council
members (Convening)

2023

- **March 16: Sport for Good Atlanta Quarter 1 Town Hall** (Town Hall/Convening)
- **June 20-22: Laureus Global Sport for Good Summit** (Social/Convening/Training)
- **June 29: Sport for Good Atlanta Mixer** (Social/Convening)
- **July 19: Kyle Pitts Surprise Visit to Salvation Army Boys and Girls Club** (Activation, in partnership with Gatorade)
- **October 5: Fundraising for Non-Profits** (Training)
- **October 19: Sport-Based Youth Development 101 and 102** (Training)
- **October 21: Made to Play Coach Summit** (Training/Convening, in partnership with Nike)
- **November 6: Atlanta Day of Sport** (Activation)
- **November 9: Hitting a Home Run in Social-Emotional Learning** (Conference Presentation, in partnership with key stakeholders)
- **November 29: Non-Profit Story Telling** (Training)
- **December 20: Sport for Good Atlanta End of Year Social and Town Hall** (Town Hall/Social/Convening)
-
-





A Look Inside Sport for Good City Globally: **Delhi**

Sport for Good City Delhi is creating change in the community of Seemapuri, actively holding meetings and hosting events for youth, local leaders, coalition members, and the broader Sport for Development community. Below is an inside look at what a year looks like in a Sport for Good City globally:

2 

GRANTS AWARDED:
2 collaborative grants
to 4 organizations

9 

THROUGHOUT THE YEAR:
9 Meetings with
Grantees (Support)

24 

THROUGHOUT THE YEAR:
24 Sport for Good City
Delhi Steering Group
Meetings (Leadership)

12 

THROUGHOUT THE YEAR:
12 Sport for Good
City Delhi Coalition
Meetings (Convening)

2023

- January - March:** 14 Collaborative Grant Application Workshops (Training)
- January:** 2 Monitoring and Evaluation Workshops (Training)
- February:** International Women's Day Event (Activation)
- June:** Laureus Global Sport for Good Summit (Social/Convening/Training)
- September:** Annual Day Celebration (Activation)
- October:** International Day of the Girl Child Event (Activation)
- November:** World Children's Day Event (Activation)
- November:** Sport for Good City Delhi Networking Meeting (Social)
- December:** Collaborative Grant Application Workshop (Training)



Sport For Good New Orleans Day of Sport, 2023

SPORT FOR GOOD CITY SNAPSHOTS

Each Sport for Good City is unique, shaped by the local context, cultural realities, and key stakeholders. Here is a brief snapshot of each Sport for Good City, which provides insight into the tapestry of this place-based work pioneered by Laureus.



New Orleans

 **2014**
launch across
entire city

 **5**
funders

 **67**
grants

 **\$2.9**
million grant
dollars invested

 **20,924**
youth impacted

 **31**
organizations
currently involved

Highlight: An exciting and impactful highlight from these past 10 years of collective impact is when Laureus was selected by key funders Nike, the All-State Sugar Bowl, and the Brees Dream Foundation to facilitate a grant program via Sport for Good New Orleans for NORDC Joe Brown Memorial Park, which had been devastated by Hurricane Katrina. Through this partnership, the park was revitalized and Laureus had a unique opportunity to provide grants to organizations offering sport-based youth development programming in New Orleans East, a neighborhood with the densest population of young people in the city but the fewest youth development opportunities.

“ It allows us to build a stronger foundation, because we’re able to learn from one another and build from one another to really help these kids in a stronger fashion.”

Laureus local staff member

Atlanta

 **2017**
launch with
hyper-local focus
(initially) in Westside

 **9**
funders

 **42**
grants

 **\$2.1**
million grant
dollars invested

 **28,400**
youth impacted

 **45**
organizations
currently involved

Highlight: One highlight is the Sport for Good Atlanta Day of Sport. The most recent iteration took place at the Bellwood Boys & Girls Club, where over 100 youth in attendance had the opportunity to try new sports through the partner-led activities such as basketball (Atlanta Hawks), cycling (Bearing Bike Works), running & mindfulness (Girls on the Run Atlanta), and golf (First Tee – Metro Atlanta). Day of Sport is a flagship annual event that brings together local partners, youth, and families for a day of fun, play, and learning. The event is a celebration of the power of sport to positively impact the lives of youth and strengthen communities.

“ Sport for Good Atlanta has been fortunate to have leadership that understand the city and the best way to address the needs of all stakeholders involved.”


Local stakeholder

Chicago

 **2018**
launch across
entire city

 **8**
funders

 **93**
grants

 **\$10.5**
million grant
dollars invested

 **80,000**
youth impacted

 **87**
organizations
currently involved

Highlight: Sport for Good Chicago is unique in that it was the only city to be launched initially without local staff on the ground and without an anchor multi-year funder. This required organic and community-led growth and would not have been successful without unprecedented engagement from the local Leadership Council and a spirit of collaboration from local organizations. The Sport for Good Chicago Leadership Council managed the local training and events budget, ran events, met with organizations that build the foundation of the coalition, and assisted Laureus with local fundraising through connections and lending credibility. Within 5 years, Sport for Good Chicago has secured anchor funders, provided more than 100 trainings/events/meetups in-person or virtually, and (within the past 2 years) activated collectively to a combined \$10.5M allocation from the State of Illinois for grants to local organizations.

 Chicago represents the absolute success of the Sport for Good City model.”

Laureus staff member

New York City

 **2018**
launch across
entire city

 **4**
funders

 **120**
grants

 **\$2.3**
million grant
dollars invested

 **26,856**
youth impacted

 **63**
organizations
currently involved

Highlight: When the state government created a new youth sports funding program, Sport for Good NYC coordinated a joint effort – involving local stakeholders, Laureus staff, and other state and national coalitions – to draft a letter advising the state agency tasked with its design and implementation. The recommendations from the letter were adopted by the state Office of Children and Family Services to be the official guidance memorandum for the new program. Not only did this effort positively influence the distribution of \$5 million a year in state funding for youth sports across the state, but it also served as a powerful example of how Sport for Good Cities can bring stakeholder voices to decision makers at the government level.

 We’ve done a good job at creating space for trust-building amongst Leadership Council members and really getting to know each other and our own personal stories... that lays the foundation for equity.”


NYC Leadership Council member

London

 **2018**
launch with hyper-local focus through coalitions in Barking, Haringey, and Hounslow

 **2**
funders

 **28**
grants

 **\$1.6**
million grant dollars invested (through 2024)

 **5,212**
youth impacted

 **65**
organizations currently involved across 3 locations (Barking, Haringey, and Hounslow)

Highlight: A recent third-party evaluation found the Sport for Good City London is acting as a catalyst for local 'sport for good' developments – supporting new initiatives, raising the bar for local organizations, 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. Sport for Good City London has nurtured a new generation of community leaders – both young mentors and people now leading new organizations and acting as a force for good in their neighborhoods and boroughs.

“ At times the journey has been bumpy; however, the future looks positive. We wouldn't be where we are now without the support of Laureus, Sport for Good, and [this] initiative, for which we are incredibly grateful."
Local stakeholder

Paris

 **2019**
launch with hyper-local focus through coalitions in the 18th Arrondissement and La Courneuve

 **1**
funder

 **17**
grants

 **\$400,000**
grant dollars invested

 **6,000**
youth impacted

 **40**
organizations currently involved across 2 locations (the 18th Arrondissement and La Courneuve)

Highlight: A unique feature of Sport for Good City Paris, similar to Sport for Good City London, is the successful and mutually beneficial relationship with the administration (government). The local coordinator of the coalition, employed by Laureus, has worked closely with the French administration to ensure support for the launch of Sport for Good City Paris, along with its ongoing collective impact efforts. This includes information shared on funding opportunities, along with identification of possible new members of the coalition.

“ Since I started playing sports, I have more self-confidence and I can talk to others more."
Youth Participant, Paris

Delhi

 **2019**
launch with hyper-local focus through 1 coalition in Seemapuri

 **2**
funders

 **6**
grants

 **\$630,000**
grant dollars invested

 **2,526**
youth impacted

 **100**
organizations currently involved in Seemapuri

Highlight: Thanks to the work of Sport for Good Delhi, women and girls faced fewer restrictions on their freedom and were more independent, often attending sessions on their own without previously required escorts. Community perceptions also changed after the coalition built a safe space for sport participation, with parents allowing daughters to participate in activities with less fear.

“Laureus serves as the cornerstone of the Sport for Good City, actively fostering and promoting an inclusive environment and creating an equal and nurturing playing field for all.”

Coalition member

Hong Kong, China

 **2020**
launch with focus on mental health and well-being initiatives

 **6**
funders

 **3**
grants

 **€100,000**
grant Euros invested

 **444**
youth impacted

 **10**
organizations currently involved

Highlight: The scoping research conducted in 2019, prior to the launch of Sport for Good City Hong Kong, identified mental health and well-being as key issues to address for children and young people in Hong Kong, China. As a result, three consortium-based grants between six organizations worked collaboratively to deliver successful sport and mental health programs where young people now better understand the importance of exercise, peer support, mental health services, and support structures and lifestyle changes to improve their mental health.

“All the children here are involved in physical activity, sport primarily for their physical, but also for their mental health benefits. It's just wonderful to see this being rolled out and supported by Laureus.”
Chris Hoy, Laureus Academy Member



VALIDATION AND IMPACT

From increasing overall funding going into sport-based youth development to seeing an increase in social emotional skills of young people who are in these communities, **the Sport for Good Cities model is working.** Highlighted below are some of the findings and impact that have occurred during the ten years of collective impact efforts across 8 cities. The internal and external reports from which some of these data were accessed are cited on the final page of this report.

One of the biggest wins came in 2021, when the Sport for Good Cities initiative was recognized by the World Health Organization as part of international health policy for the very first time.

“The World Health Organization’s recognition of Laureus, our Sport for Good Cities, and the role of the Sport for Development sector in general

marks a huge opportunity to influence social reform through the power of sport and connect private and government funding with community leaders and agents of change in underserved communities around the world.”

Laureus staff member

“The interventions at the city that Laureus has is really a great idea because at the end we know that things happen in cities. Things happen in the neighborhoods, things happen at home. And therefore the interventions that are very well localized are more likely to be successful.”

Gabriela Ramos, Assistant Director-General for Human & Social Sciences, UNESCO Inclusive Policy Lab

Youth and Organization Impact

Organizations that join their local coalitions report being able to serve more young people each year since their Sport for Good City was launched. In total, over 170,000 young people have been impacted through grants from Laureus as part of the Sport for Good City model.

- ▶ **In 2023, grantees indicated a grant from Laureus, as part of the Sport for Good City model, enhances youth impact 37% more than a traditional grant of the same size.**

Many more young people have been impacted through all of the organizations that join as members of the local coalitions.

- ▶ **In 2023, coalition members indicated that activities of a Sport for Good City enhance youth impact 25% more than similar collaborative activities.**

These impacts include increased access to sports and physical activities, along with increases in activity levels, socialization and social cohesion, confidence, health and well-being, and employment. Young people also engaged in a range of activities that built knowledge and skills, including: social-emotional learning, health and wellness knowledge, leadership development, gender equity issues, and employability skills.

“I think sports is an important tool for my well-being not only physically, but also mentally, for me to strengthen my resilience and cooperate with my teammates.”

Hong Kong, China Youth Participant

“Then there were also sessions on family planning – which helped build children’s awareness on contraception – what is a condom and what is it used for? We saw that children really had a lot to say as they were quite curious. Similarly, with the sessions on menstrual hygiene, we saw that boys and girls were able to talk about this openly with each other. So, this is a change.”

Delhi local stakeholder

“Being a part of [my Sport for Good Program] allowed me to participate in sports and other activities that, after I first had my injury, I didn’t know I could do. It has been a second family for me, it has really helped me get back to doing the things I love.”

Atlanta Youth Participant



Sport for Good New Orleans Day of Sport, 2023

Across the 8 Sport for Good Cities, there are numerous examples of positive youth impact, including:

Sport for Good Cities in the United States



90%

of young people developed at least one social-emotional learning skill as a result of participating in sports activities



58%

of young people developed three or more skills

Sport for Good City London



74%

of young people report they are more active as a result of participating in program activities



70%

of young people report they are more confident

Sport for Good City Paris



90%

of girls and women participating in the sports programs within the neighborhood of La Courneuve experienced increased self-confidence



90%

of young people in both target neighborhoods reported that Sport for Good City Paris positively impacted their life



Sport for Good London

Stories of Impact

As part of Sport for Good London's response to the pandemic, they helped distribute activity packs created by a member organization to families in the community to help keep people active during lockdown. During this time, leaders at the grantee organization discovered a particular family in need and shared this story:

"We stayed in contact [with the mother] and I discovered her son was not in school, as he was excluded. We worked with the network and he now attends a [program supported by another organization in the coalition]. Her son is part of a strong positive network and they have worked hard to ensure he will be able to return to a mainstream school. Mum has continued to access support from [the] staff, who remain part of the network around the family. This is a great example of [the] collaborative working, which started with [the] activity packs, and shows how different partners within the coalition have come together to make a significant impact in the life of this one family."
London local stakeholder

An organizational leader in Chicago shared another example of impact:

"R is a 14-year-old who lost his older brother to gun violence four months ago - he was only 15. R took it hard, misbehaving, getting into trouble. We've been working with him, supporting him, and trying to get him into therapy, but he's been resistant to going. That night in the gym, you could tell, he needed this. Based on what he's been going through he needed a new place to be, to have fun, to be a kid. I talked to him that night, 'Hey man, this is going to help, therapy - it makes you stronger, not weak, it's a good thing.' And he finally agreed to do therapy. He has a long road ahead of him, but that door is open now and sports played a big role in that. He didn't graduate with his class, but he's in summer school now and is going to do it. I'm proud of him. He's why we do this."
Program Manager at Chicago non-profit

Coalition and Community Impact

Organizational capacity plays a large part in carving a path toward sustainable programming, with various forms of capacity: human resources, financial, external partnership, internal infrastructure, planning, and development. Across the 8 Sport for Good cities, organizations have grown their capacity in numerous ways, including:

- ▶ **US Cities:** 91% of participants in the Sport for Good Cities Emerging Leaders cohort program grew their knowledge in at least 4 learning categories. "People Management" received the highest score, with 64% reporting their knowledge in this content area grew "a lot".
- ▶ **Paris:** Capacity building workshops on Measurement, Evaluation, and Learning (MEL) led to a 39% increase in knowledge of MEL terms and a 17% increase in understanding MEL usefulness.
- ▶ **London:** Capacity building training in MEL led to a 17% increase in how useful participants thought MEL was to a project.
- ▶ **New Orleans:** 91% of participants reported that trainings and events built relevant professional knowledge, while 81% indicated that these trainings and events helped advance the work of their organizations.
- ▶ **Chicago:** After participating in the first cycle of funding with Laureus, 73% of organizations reported higher confidence in accessing government funding and 68% reported higher confidence in managing that funding.

"Sport for Good City London's emphasis on local collaboration forced us to look outside of ourselves. With more local connections and opportunities to enable our participants to succeed in their sense of integration. Having a conversation with other sporting programs and local initiatives has given us more understanding, to see our young people's needs... It has given us appreciation and understanding of how working together with other local communities may benefit our participants."

London local stakeholder

The Sport for Good Cities initiative is a place-based, bottom-up, Sport for Development approach to achieving change **with** and **for** local communities, which means that building the coalition **for** each Sport for Good City – and building the local community **within** which each Sport for Good City is located – are critical to its success. Shared on the next page are two stories: one highlighting the impact of building a strong coalition, and one detailing the impact of this model on a community.



Sport for Good Hong Kong

A New Way of Collaborating in Paris

At the start of Sport for Good City Paris, local stakeholders and organizations in the 18th Arrondissement and La Courneuve were apprehensive about building a coalition.

“[Organizations] knew each other...but they had never ever collaborated. They had never ever envisioned the situation where they would be collaborating. They were very much seeing each other as competitors for funding, and were looking suspiciously at each other and looking suspiciously at what Laureus was trying to say about collaboration and coming together and convening and shared strategy and shared objectives. They were very suspicious. They also told us that they had been invited to these kind of things before, but the donors had never come back – and so even more reason to be suspicious of Laureus.”

Laureus staff member

A turning point occurred in the summer of 2020, after local leaders in these communities shared target outcomes with Laureus. To their surprise, not only did Laureus support their vision, but Laureus asked them to identify their plan for measuring success. This is often something predefined by funders. At this point, local leaders and coalition members realized that Sport for Good City Paris was a different approach to community change, grounded in the knowledge and aspirations of local community members. As a result, a strong bond was created between local leaders. They discovered more about each other, enjoyed working together, and developed collaborative habits. In addition, this initiative allowed them to take their projects in directions that they had not initially suspected by drawing on each other’s expertise, along with participating in a series of workshops to strengthen their skills and abilities. Thus, the added value of Sport for Good City Paris has become part of everyone’s way of working!

This success in building a coalition is not unique to Paris, as these quotes indicate:

“ 30 to 50 organizations will now come together to discuss the power of sport, with a true spirit of collaboration rather than competition...this all comes from the creation of trust and the right environment within the coalition.”

Atlanta local stakeholder

“ Coalition members trust each other and can rely on each other. They are working as a family now.”

London local stakeholder



Sport for Good Paris

Sport for Good Delhi Sparks Hope in Young Leaders

Shifting now to the impact that the Sport for Good City initiative has on communities, a story of two young female community members and the “power of youth voice” comes from Delhi. They joined the Sport for Good City Delhi coalition at its start, when they were still teenagers. They were interested in learning more about the potential for sport to promote social change in the Seemapuri sub-district of Delhi. Their involvement shifted over time from coalition members to coalition leaders. In the words of one of these emerging leaders:

“The biggest wins for us, we have joined [the coalition] as youth but now we are leader. And also because this we have learned bottom to up approach.”



Their involvement in Sport for Good Delhi helped empower these young leaders to be the change in their community and importantly provided them with the resources to implement their own solutions. This exchange embodies that:

“ We have lived in Seemapuri all our life but have not seen much positive change.”

Local female community member

“ Don’t worry aunty, we must be positive. We youth will make that change now.”

Young female leader

This is a fantastic testimony to how this place-based approach, with a supportive environment, can mobilize local community members. In the words of one local stakeholder, Sport for Good City Delhi “engaged and influenced young people to assume the role of ‘change makers’ in the community - through the power of sport.” In this case, these two emerging female leaders were inspired to create their own organization that uses sport to empower other girls and young women in Seemapuri.

“Sport for Good City Delhi has really invigorated the Seemapuri community to a degree that is more family orientated...it brings this community together. That’s a big win, because it’s a place where networks like this don’t form, and it’s allowed the community to come together and change perspectives on young females, getting out of the house and being safe, changing local parks to be more safe for kids to play. Seemapuri is a real transformation, in the space of 3 years, which is unprecedented.”

Laureus staff member



This broader impact on the community has occurred in other Sport for Good Cities as well. For example, in 2022, Sport for Good New York City partnered with Nike to launch a Made to Play Community of Practice. This is a three-year, \$1 million program that empowers organizations across South Bronx and Central Brooklyn to create access to sport and safe spaces for girls of color and female coaches of color. It has resulted in a 22% increase in girls served through sport among grantee partners. It has also led to the formation of a Community of Practice, and the creation of coach learning materials that have reached 115 female coaches annually. There has also been dedicated capacity building in fundraising and storytelling, with 100% of participants reporting that they feel equipped with the skills needed to develop and execute a strategic communications plan that identifies their case for support.

Another example is in Paris where a local stakeholder had this to say about the impact of the coalition's work on the community:

“Thanks to Sport for Good City Paris, 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.”

Local stakeholder

Government and Policy Impact

There is tremendous potential for coalitions built through this place-based approach to successfully engage in local advocacy and community organizing. This potential was realized in Chicago.

Chicago: Amplifying the Work Together

Sport for Good Chicago coordinated a campaign called 'Chicago's Comeback' to draw attention to the importance of sport and play programs during the COVID-19 pandemic. On the heels of this campaign, the coalition **successfully advocated for and received a \$5 million appropriation to build a grant program** – the Illinois Violence Prevention through Sport Grant Program – for organizations working to increase access to and equity of sport-based youth development initiatives.

“As a former athlete, I believe in the power of a team working together towards a common goal. I’ve found these shared values within the Sport for Good Chicago coalition and have been proud to join their team by leading the efforts to establish new resources which make sure that all young people have access to and are positively impacted by sport throughout the State of Illinois.”

Rep. Kam Buckner, Illinois State Legislator

These funds enabled Laureus USA to make grants to 41 sport-based youth development organizations who collectively serve over 20,000 young people, along with training nearly 1,000 coaches. For the 21 organizations that had never before received government funding, this experience had a large impact on their confidence in accessing and managing government funding.



Sport for Good Chicago Day of Sport, 2023

In 2023, an additional \$5.5 million was secured by Sport for Good Chicago from the State of Illinois to continue to support local organizations.

“This funding wouldn’t have happened without Laureus and the coalition...it shows how this work – when done well, thoughtfully, equitably, and in partnership – can really grow and have a huge impact.”

Laureus staff member

This success in Chicago highlights the benefits that come from building strong local coalitions that have the foundation, agility, and power to quickly and effectively organize and advocate when there are opportunities for big wins.

For organizations who received a grant from Laureus as part of this government appropriation, this experience had a large impact on their confidence in accessing and managing government funding.

BEFORE

60% of orgs who had high or very high confidence accessing and managing gov funds prior

AFTER

98% of orgs who had high or very high confidence accessing and managing gov funds after



This ‘priming’ also occurred in New York City, when a local coalition member and community leader drew upon the Sport for Good City coalition to support advocacy efforts to open access to fields for sports organizations to serve young people during the height of the pandemic. This advocacy effort was successful, with the Mayor of New York City reversing the initial decision not to issue field permits – all within just one week. This highlights the power of strength in numbers, which a local coalition can provide to influence policy and government officials to make decisions that positively affect the well-being of young people. The speed at which this took place also highlights the unique way that Sport for Good Cities have built trust among community members to be able to come together and speak with one voice to affect change.

This impact on government and policy has also transpired at a global level. For example, one of the three coalitions in Sport for Good City London – Barking Sports 4 Change – was invited to join the Football Foundation’s PlayZones

Programme. The Football Foundation is a partnership between the UK government, the Premier League, and the Football Association (FA), and has committed to investing £500,000 in safe game areas in the borough of Barking. This is an incredible achievement, as it is the only London project driven directly by community organizations that is part of the PlayZones Programme. Additionally, the local authority for the borough of Barking – the Barking and Dagenham London Borough Council – did not have the capacity to take the project on, and so this investment would have been missed if Barking Sports 4 Change had not stepped forward to lead the project.

“We have been able to work collaboratively to support each other with funding bids to bring more money and activities into the area, shared resources and supported each other with delivery, it has been hugely beneficial.”

London local stakeholder

Sustainable Impact

While both the USA and Global Sport for Good City methodologies are striving for deep, systemic change, one of the key distinctions is how sustainability is envisioned. Laureus USA “sees themselves as part of the sustainability solution.”

“I’m proud that we’re still in New Orleans and Atlanta. Both of these cities had a huge amount of investment in a certain period of time. In New Orleans, what percentage of the organizations that came into New Orleans are still there? A ton of groups came into New Orleans and then left after 5-6 years. In Atlanta, a ton of groups came into the Westside of Atlanta when the Mercedes Benz stadium was built and left. And we’ve had, as an intermediary, our own challenges with that, because the groups that invested in us in those cities are no longer investing in us, and yet we’ve held the commitment and we’ve continued to work to bring in new resources. Even though there are challenges in each of those cities, I’m proud of the way that we sustained the exodus of corporations and major funders and kept doing the work.”

Laureus local staff member

This approach to sustainability is quite different on the global side, which aims to shift all power to coalitions and communities. Sport for Good City London is the first city which has realized this ambition, with all three coalitions (Barking, Haringey, and Hounslow) making a change in 2023 from Laureus serving as the coalition host to local organizational coalition members serving as hosts. They also appointed their own coalition leads, rather than the local Laureus staff member. Each coalition also developed their own website, branding guidelines, values, and mission, all while engaging community members (including young people) in ongoing strategizing.

“ We need to keep the coalition together – we’re in it for the long haul!”

London stakeholder

Each coalition is also going through the process of being incorporated, with the coalition in Hounslow (titled ‘Generations Active Hounslow’) the first to be incorporated as an official charity under UK law. This means the coalition has now set itself up as an independent entity and charity that can apply for its own funding, develop its own policies, and recruit its own trustees. To ensure a smooth transition, Laureus will continue supporting the coalition as it formalizes its own policies and processes, with the goal of reaching financial sustainability by October 2024.

“The goal is creating deep, systemic change that is sustainable, [with] Laureus Global and Laureus USA taking a different approach to achieve that goal.”

Laureus staff member



Sport for Good Hong Kong x Inter Miami Football Session



Kings County Tennis League, Sport for Good NYC grantee

Sharing Best Practices Across Cities

Laureus has also supported cross-city relationship building and best practice sharing between Sport for Good Cities. One recent example is the Laureus Sport for Good Global Summit. In June 2023, Laureus hosted its sixth version of this event, which brought together 345 stakeholders from around the world to London, including Laureus grantees, distinguished panelists, and technical experts. One of the main themes of the conference was the strategic utilization of place-based approaches to drive positive change, which included breakout sessions and panels led by local Sport for Good City stakeholders from Delhi, New York City, Atlanta, New Orleans, Chicago, and London.

An external evaluation team was on-hand at the summit and reported, among other findings, that “the summit truly excelled in fostering connections and uniting the global Sport for Good community” and was “a catalyst for heightened awareness and learning, fostering a realization that shared experiences, challenges, and solutions extend across geographical boundaries.”

Scaling Impact

“Laureus is a pioneer and a leader in this space, helping to build the Sport for Development sector.”

New Orleans local stakeholder

When Laureus launched Sport for Good New Orleans in 2014, it was the only formal city-based coalition focused on leveraging the power of sport to benefit a community. Over the past 10 years, momentum has grown around local organizing, with numerous active coalitions working around the globe. In the United States, many of these coalitions have even banded together to form Coalitions for Sport Equity – a group of city and region-based collectives representing sport, physical activity, and play-based organizations. Laureus’ USA Sport for Good Cities are active members of this national consortium, where they hope to continue to expand the approach of city-based organizing for good.

“The existence and the emergence of these other coalitions has been crucial to our [Sport for Good City] model. We wouldn’t be doing work at the level that we’re doing it without learning from them, and I hope they would say the same about us. I think the culture of learning between Laureus and these other coalitions has been excellent. We all deserve a lot of credit for building each other up.”

Laureus local staff member



Laureus Global Summit



Laureus Academy Members Marcus Allen & Edwin Moses Visit Youth Program

ATHLETES AMPLIFYING IMPACT

To further the impact of Sport for Good Cities, Laureus partners with athletes (Ambassadors and Academy Members) who use their platform to help tell the story and raise awareness of the overall movement. From Laureus Academy Members Edwin Moses and Marcus Allen helping launch New Orleans in 2014 to Nawal El Moutawakel and Lisa Zimouche inspiring young girls from the Paris Basket 18 programme in 2023, Laureus continues to tap into its athlete network as a way to amplify work taking place on the ground.

“As a Laureus Academy member, what we want to do is support organizations doing great work that are already having success. We can come up behind that, pour gas on the fire that’s already lit - that’s what we’re about.”

Michael Johnson, Laureus Academy Member



Laureus Athletes including Nawal El Moutawakel visits Sport for Good Paris

Athletes have played a role in the success of Sport for Good Cities, from visiting programs and inspiring the youth and leaders in those communities to advocating for government funding to support the work. By lending their time, voices, and resources, athletes help make the case that sport is a powerful tool for social change. They also play a critical role in elevating stories of success. Laureus has been able to tap into its athlete network to help elevate the work taking place in these cities- encouraging more individuals and stakeholders to join the Sport for Good City movement.

In response to the Sport for Good Cities initiative being recognized by the World Health Organization in a public health brief, Laureus Academy Member and the first

Arab, African, and Muslim woman to win gold at the Olympic Games, Nawal El Moutawakel, said:

“Sport has the ability to transform not only lives, but societies. This is why the Sport for Good Cities initiative is so important, as it directly benefits entire communities. The recognition that Laureus has received from the World Health Organization is not only well-deserved but presents an opportunity to further bring together local stakeholders, and empower them to create long-lasting change.”

“Sport changed my life, so I want to help change and inspire others. Becoming the first Moroccan, African and Muslim woman to win an Olympic gold medal enabled me to give hope to others to help highlight what is possible. That gold medal put me in a position to help push for systemic change.”



David Beckham Sport for Good Hong Kong x Inter Miami Football Session

LESSONS LEARNED FROM A GLOBAL MOVEMENT

Over the past 10 years, there have been a number of challenges faced and lessons learned from this place-based approach. The challenges and lessons that were felt most acutely – and shared across multiple cities – are detailed in this section.

“While I celebrate the individual successes that we, as organizations, have had in the past, I’m excited about the potential of our newly combined efforts. By combining our abilities to influence policymakers, our strengths in evidence-based research, the

voices of athletes in our networks, our practical experiences conducting sport interventions, and the business perspective of Laureus, I know we will be an incredibly potent force. My hope is that together, we can prove that increased investment in sport works; that we can showcase replicable models of good practices; and that we can scale those interventions that are successful globally.”

Gabriela Ramos, Assistant Director-General for Human & Social Sciences, UNESCO Inclusive Policy Lab

Fiscal and Organizational Infrastructure

Sport for Good Cities is an innovative, yet complex initiative that requires varying levels of fiscal support, from a certain “level of investment...to get off the ground” to “getting new people to invest in years 2, 3, 4, 5, 6” to the transition phase in the global cities. And yet, it is about more than just securing sufficient funds. This place-based, bottom-up approach to community and coalition building necessitates a fundamentally different approach, with a shift in power from funders to local coalitions – and the recognition that a return on investment might not be seen for years (or may be measured differently), though the impact may be felt more deeply and be more sustainable than the traditional approach to funding.

“Our partnership with Laureus USA Sport for Good Chicago and New York City exemplifies our commitment to creating long-term impact through local investment. With Laureus, we’re taking a place-based approach to powering the future of youth sport, by improving sport access and experience for all kids, with a focus on girls and training more female coaches to serve them.”

Matt Geschke, Senior Director of Social & Community Impact for the Americas, NIKE, Inc.

There is also the need for a strong organizational infrastructure to support each phase of a Sport for Good City. This begins with the local community member employed by Laureus in each Sport for Good City. This individual must be a **content expert** as well as a **context expert**, with a deep understanding of local issues, a strong network within the community, and the ability to respond to a wide range of demands (mentor, broker, backroom organizer). This person is instrumental to the success of each Sport for Good City.

“It is hard to sum up accurately the consistent support that has come our way from [the community coordinator] and his team. Truly remarkable and a fine testament to the ethos of Laureus.”

London local stakeholder

Issues of governance also need to be addressed, including decision-making procedures and local grantmaking processes. “There is an inherent complication of Laureus being both a grantmaker and convener,” especially in the USA, where there is less emphasis on participatory grantmaking that engages coalition members in the decision-making process. This requires careful, intentional, ongoing conversations around Laureus’ role in the coalition.

There is also a need for clear procedures for identifying who might serve as local leaders for the coalition at its launch and thereafter, as these individuals must reflect the diversity of people and groups in the community.

“You really need a diverse range of voices, especially people from different size organizations, people from different spaces, people with difference experiences engaging city government, and beyond.”

Laureus staff member

“We need to be very clear about how equity is a moving target and we need to be mindful that... at the heart of our work, the voices of young people and the voices of oppressed people with the most lived experience in the communities we’re trying to serve have access and exposure to being able to participate in a way that is truly empowering to them. And so there needs to be language in our governance documents, in our decision-making processes that says at the core of our work is that equity... It needs to be made very clear if we’re tryin’ to make systems-level change, the voices of those who have been historically removed from the room need to be intentionally brought back into the room. That’s gonna take a lot of work.”

Atlanta local stakeholder



Figure Skating in Harlem, Sport for Good NYC grantee

Trust-Action-Time Dynamics

Mutually respectful, trusting partnerships and relationships take time to build and are critical for the success of this place-based work, so the early phases of Sport for Good Cities can feel “interminable” at times. Local leaders and Laureus staff must manage the tension between the time needed to build this trust and these relationships and the interest in seeing early action and change.

This begins with the trust between Laureus and the community, with one evaluation report highlighting this philosophy: **Arrive gently. Engage patiently. Stay a while.**

“Early on, a huge challenge was trust-building in the communities. We didn’t realize how long it would take to be seen as a valued partner. It’s a huge piece of work – incredibly labor and time intensive.”

Laureus staff member

This also includes trust built between coalition members, with the recognition that a collaborative, bottom-up approach is a time-consuming process – particularly with a diverse group of stakeholders. Shortcutting the process does not work; trust is more elusive and transient, which complicates coalition formation and community collaboration. Laureus has learned these lessons over time, and is committed to the process, as hard as it might be, because it is what works best for collaborative, long-term impact.

No “One Size Fits All” Blueprint

There is no set blueprint for a Sport for Good City. It is grounded in the knowledge and aspirations of local community members. While this can feel unsettling at first, understanding and working with, not around, the specific contexts of each community is what makes Sport for Good Cities so effective.

“This isn’t a rigorous academic model. It’s a way of thinking around how to collaborate to create deeper, more impactful ways for young people to engage with Sport for Development programs.”

Laureus staff member

This requires coalition members to have a bit of faith in Laureus and in the potential for place-based work. Laureus must be transparent from the start, especially about the amount of funding available, how grantmaking will work (especially if it will be participatory), and how long Laureus will provide funding. It also requires clarity around the basic structure and guiding principles through which community collaboration is more likely to flourish and thrive.

Additionally, while “organizing for collective action doesn’t follow a linear path”, there is a sequence and timing of the four phases (for the global methodology) or through the logic model (for the USA methodology) that has shown promise in minimizing delays, pauses, and confusion.

Capacity

Individuals who fully invest in Sport for Good Cities can easily experience burnout, particularly local leaders and local Laureus staff members, which can lead to attrition. Capacity building support is crucial and must be seen as required, not optional. This begins with valuing and celebrating the commitment, efforts, and successes of coalition leaders and community coordinators, along with the coalition and community more broadly. This also means identifying and sourcing the necessary resources and people to deliver the requisite support for coalition leaders and community coordinators. One example is the need for capacity building for participatory grantmaking for those Sport for Good Cities that are planning this approach.



Harold Hunter Foundation, Sport for Good NYC grantee

Sustainability

Finally, sustainability “has to be a topic from the very beginning.” This early focus on sustainability includes all aspects of creating the right conditions for success, from succession planning for coalition members, local leaders, and community coordinators to capacity building around MEL (monitoring, evaluation, and learning), fundraising and grant writing, and beyond. There is also a need for a stronger focus on engaging more diverse voices, including young people.

“We discussed sustainability from the start. We didn’t want it to be a project that ran for a couple of years. You usually get a grant, go off and deliver it.. With this, [the Community Coordinator] is on the ground, so the funder and delivery agency are working together. It’s very, very different from every other funder.”

London local stakeholder

Sustainability within the USA looks slightly different, yet is still critically important. Here is a quote from a local stakeholder, asking for Laureus USA to stay committed to this work:

“Keep this up. I mean I know it’s hard, don’t give up on it. It’s hard but I think it’s important...If we can figure this out, the implications are huge... There’s just too much at stake to drop it.”

Executive Director at NYC non-profit



Sport for Good Hong Kong x ISHK x KELLY x Mind HK

THE FUTURE OF SPORT FOR GOOD CITIES

This impact report summarizes findings from previously collected data, past evaluations, and an institutional knowledge repository built over the past 10 years – along with key informant interviews and city-specific questionnaires collected for this specific project. The key takeaways are:

1. **Sport for Good Cities multiply the impact that individual organizations can have on their communities.**
2. **Young people in Sport for Good Cities have greater access to high quality sports programs that drive positive youth development outcomes.**
3. **Sport for Good Cities empower people to make a difference in their communities.**

“ It’s about what we can achieve when we coordinate, when we collaborate, when we strategize, how much more successful we are and how much better opportunities are created for young people when we work together.”

Laureus staff member

Below are a set of recommendations which would unleash the power of sport through the Sport for Good Cities model:

- ▶ **Continued philanthropic and strategic investment in Sport for Good Cities:** Imagine a diverse, committed group of investors and funders supporting this collaborative, long-term, place-based approach to achieving social change through sport.

“We have been doing this work for 10 years. We see first-hand that it takes time to do this work and that it takes time to build the trust necessary to create the larger change, and that it’s worth the time and the investment, because in the long-run it will pay off in dividends, way more than a one-off opportunity. If you want to see longer-lasting and more systems-changing change and you want to be able to help a community thrive vs. just survive, it’s important to provide the funding.”

Laureus staff member

- ▶ **Ongoing pursuit of new funding and partnership opportunities:** Pursue new funding and partnership opportunities that support established Sport for Good Cities with a track record of significant impact on young people and communities. Explore opportunities to establish new Sport for Good Cities or similar initiatives where there is community buy-in and the necessary stakeholders in place (e.g., a legacy of a mega-sporting event).
- ▶ **Enhanced support for communities of practice:** Communities of practice cultivate opportunities for “collaboration, networking, and idea and resource exchange.” These should not need be limited to Sport for Good Cities, given the growing number of sport-based coalitions that have launched.

- ▶ **Careful consideration of future pathways:** Consider the best path forward for Laureus (broadly) and each Sport for Good City (individually). This may mean a complete shift of power towards the coalitions and communities in some cities while other cities may be retained as ‘anchor cities’. It could mean increasing the number of Sport for Good Cities – or expanding from one community to an entire city – or simply deepening the impact within the existing geographic location. Ultimately, sustainability may look different in each community, which speaks to the bottom-up and contextually localized approach of place-based work. And that is why Sport for Good Cities – and other sport-based coalitions – can be so impactful!

In 2000, at the inaugural Laureus World Sports Awards, the Founding Patron of Laureus, Nelson Mandela, declared that: **“Sport has the power to change the world.”** 24 years later, we also know that **communities have the power to create deep and lasting change.** Sport for Good Cities is the activation of Nelson Mandela’s vision at a local level, with the power of sport fueling communities in their pursuit of self-determination.



Nike Coaching Summit
Sport for Good NYC, 2022



Fast Feet NYC, Sport for Good NYC grantee

ADDITIONAL RESOURCES

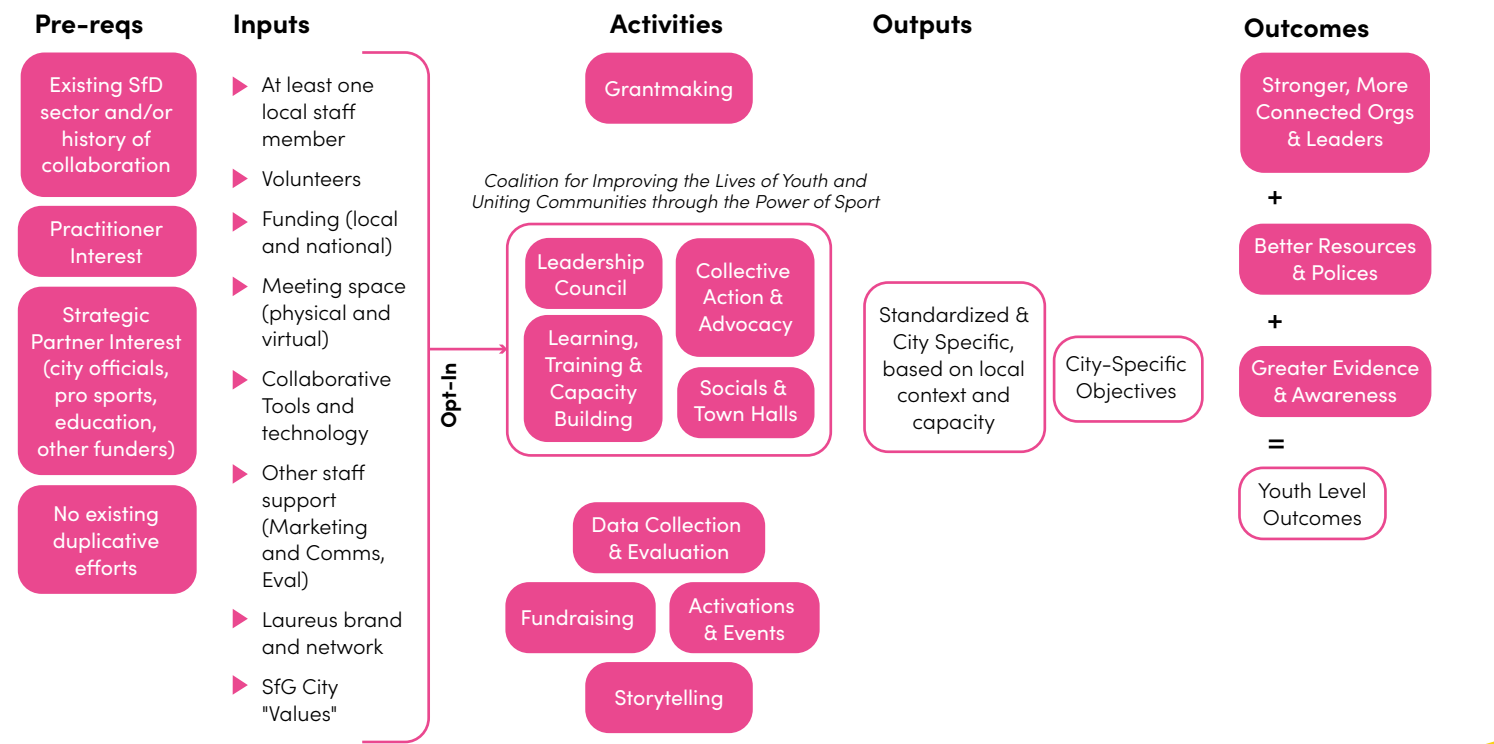
- ▶ Paris Evaluation Report #3, 2022
- ▶ Emerging Leaders Impact Report, 2023
- ▶ Sports-Based Youth Development: Hitting a Homerun in SEL, 2021
- ▶ A Deeper Dive, How Leading SBYD Organizations Support SEL Growth in Youth of Color, 2023
- ▶ A Developmental Evaluation of Governance, Power, and Decision Making in 'Sport for Good' Collective Impact Efforts: Final Report, 2020
- ▶ A Developmental Evaluation of Governance, Power, and Decision Making in 'Sport for Good' Collective Impact Efforts: Follow-Up Report on Equity, 2021
- ▶ Model City Paris Final Evaluation, 2023
- ▶ Model City Delhi Annual Evaluation Report, 2021
- ▶ Model City Delhi Final Evaluation Report, 2022
- ▶ Hong Kong Impact Brief, 2023
- ▶ The Role of Sport-Based Youth Development in Addressing Youth Violence: An Impact Report of Laureus USA's Illinois Grant Program, 2023

References:

1. Sport for Good City Partner Survey, December 2023
 2. Hello Insight Youth Surveys, 2022-2023
 3. Model City London Final Evaluation, 2021
 4. Model City Paris Final Evaluation, 2023
 5. Paris Impact Brief, 2024
 6. Post-Event Surveys, 2023
 7. Delhi Impact Brief, 2023
 8. Sport for Good City Questionnaire, 2023
- ▶ Final London Evaluation Report, 2021
 - ▶ Laureus USA Post-Event Training Survey, 2023
 - ▶ Laureus' most recent grant reporting to Nike
 - ▶ Sport for Good City Partner Survey, December 2023
 - ▶ Hello Insight Youth Surveys, 2022-2023
 - ▶ Model City London Final Evaluation, 2021
 - ▶ Post-Event Surveys, 2023
 - ▶ Delhi Impact Brief, 2023
 - ▶ Sport for Good City Questionnaire, 2023
 - ▶ Paris Impact Brief, 2024
 - ▶ Cause Effective Interim Report, Summer 2023
 - ▶ Laureus Global Summit Evaluation Report, August 2023, Adelphi University

Sport for Good Cities Logic Model (USA only)

Impact Measurement Framework



Back page photo:
Li Xiaopeng at Tatler Xfest
- Inter Miami open training session



Laureus™ SPORT FOR GOOD

laureususa.com | laureus.com

X @Laureus_USA | @LaureusSport

