IMPACT HANDBOOK

Together we **play**, **unite** and **empower** youth to create **perspective** on and off the court



June **2026**

3X3 UNITES MANIFESTO



In a world moving faster than ever, where disconnection, loneliness, and unhealthy pathways can emerge, 3X3 Unites builds communities from the ground up. What starts on the streets grows into a movement rooted in neighbourhoods, on courts, and among people who take responsibility for each other.

Our foundation lies in bringing people together through 3x3 Activations, creating communities, discovering leaders, and fostering a sense of belonging. Leaders are developed, trusted, and equipped to give back, amplifying their impact within their communities.

Communities compete, connect, grow, and represent their shared spirit and passion through the 3x3 Street League. This journey scales up to the Pro Cup & World Stage, showcasing what is truly possible when roots are strong and communities thrive.

Our guiding principles of PLAY, UNITE, and EMPOWER are not just taglines; they are our values that drive us to reach our purpose, connect us, and hold perspective. Driving us towards a better future of communities that truly matter.

Our Impact

Introduction 4
Urgency & Perspective 5
Circles of Impact 6

Theory of Change

Explanation 8
Input 9
Activities 10
Pedagogical Approach 11
Short-Term Outcomes 12
Long-Term Outcomes 13
Impact Ambition 14
Theory of Change 15

Impact Measurement

Assumptions 17
MEAL Framework 18
Measurement Strategy 19
Measurement Tools 20





OUR IMPACT

INTRODUCTION
IMPACT HANDBOOK

OUR IMPACT

Creating a positive impact for young people and communities fosters everything we do. Using 3x3 basketball as a key tool, we bring this mission to life in practice. At the same time, defining what impact really means and understanding how to achieve lasting change is not always straightforward. That is why we have developed this handbook: to share what impact means to us and to explain, step by step, how we aim to achieve it. The core of this handbook builds our organisation-wide Theory of Change which also forms the foundation for our impact strategy.

OUR APPROACH

To illustrate our impact strategy, we first explain why we do what we do, for whom, and why it matters. From there, we outline what resources we invest to reach our goals, the activities our team carries out every day, and how these efforts lead, steadily, to the change we want to see in the lives of the young people we work with and in society.

MEASURING IMPACT

This handbook translates our intuition into concrete measures, helping us to stay focused on creating the greatest possible impact while continuously learning, improving and strengthening our programmes.



URGENCY

A large group of young people (12–27 years) is physically inactive* and has limited social capital**. This contributes to increasing inequality, reduced economic mobility, and a growing physical and mental health crisis.

- Young people are among the least physically active compared to other age groups and often become less active when entering secondary education. This decline is associated with negative outcomes such as overweight and poorer physical and mental health.
- At the same time, there is a growing group of youth with limited social capital. Limited access to social networks and supportive relationships leads to increased isolation and lower levels of trust, affecting nearly all aspects of life. As a result, existing inequalities are reinforced, alongside challenges in mental health and economic opportunity.

FROM THE STREETS TO THE TOP

Together we **play**, **unite** and **empower** youth to create **perspective** on and off the court

PERSPECTIVE

We aim to contribute to a strong future generation:

- A healthy and actively involved generation, with improved physical and mental wellbeing
- A socially connected generation, with a sense of belonging, shared identity, norms and strong, supportive relationships
- A generation with clear perspective, able to recognise and access meaningful opportunities in education, work and society
- A generation that collaborates and takes collective ownership, building strong communities and driving positive change together

Creating substantial social value and forming a strong foundation for a more inclusive and resilient future.

* RIVM (2023) ** Chetty et al. (2022)



CIRCLE OF CONCERN

Youth (12–27 years), especially from deprived communities, are within our circle of concern. While we have limited direct influence, we remain attentive to their needs and circumstances.

CIRCLE OF INFLUENCE

Participants of our activities are within our circle of influence. At 3X3 Unites, we influence them indirectly and provide support and guidance.

CIRCLE OF CONTROL

3X3 Leaders are in our circle of control. We can directly support and influence them, with a meaningful impact on their thoughts, words, and actions.



THEORY OF CHANGE

THEORY OF CHANGE

A Theory of Change is a visual map that provides direction for an entire change process. It shows how our activities connect, step by step, to the long-term impact we want to achieve. The overall Theory of Change focuses on the key activities we carry out, the impact we aim to achieve for individual participants, and the broader outcomes we seek as an organisation. It also outlines the improvements needed in young people's lives to reach our overall impact ambition and long-term impact.

* Life skills include resilience, collaboration, sport-technical skills, communication, empathy, ownership, trust, and specific professional skills.

Within the activities, additional life skills may also be developed; however, in this ToC, the focus is on the life skills listed above.

INPUT

PEOPLE
- 3X3 Leaders
- Employees & Experts
- Players & Participants
- Partners & Stakeholders
- Spectators
- Digital Community

FUNDING
- Public and private funding

OUR VALUES
- We THRIVE with our community
- It EMBRACES everyone
- The key is mutual TRUST in one another
- Combined with DEDICATION
- We create PERSPECTIVE
- So everyone can be a LEADER

ACTIVITIES

COMMUNITY ENGAGEMENT ACTIVITIES
- 3X3 Leader Courses
- 3X3 Unites Academy
- Inspiration sessions
- Events
- Activations
- Urban facility development
- International projects

OUR APPROACH
- TOOL: 3x3 Basketball
- BUILDING BLOCKS: Participation
- BUILDING BLOCKS: Role Modeling
- BUILDING BLOCKS: Community Building

SHORT-TERM OUTCOMES

INDIVIDUAL YOUTH
- PHYSICAL & MENTAL WELLBEING: Share fun and positive experiences
- PHYSICAL & MENTAL WELLBEING: Feel safe on and off the court
- PHYSICAL & MENTAL WELLBEING: Become more physically active
- PHYSICAL & MENTAL WELLBEING: Increase a sense of belonging
- SOCIAL DEVELOPMENT: Experience increased positive social interactions
- SOCIAL DEVELOPMENT: Develop (supportive) relationships
- SOCIAL DEVELOPMENT: Develop life skills *
- PERSONAL & EMOTIONAL DEVELOPMENT: Increase self-confidence and self-efficacy
- PERSONAL & EMOTIONAL DEVELOPMENT: Act as a positive role model on and off the court
- PERSONAL & EMOTIONAL DEVELOPMENT: Better access to employement opportunities
- PERSONAL & EMOTIONAL DEVELOPMENT: Develop personal talents

COMMUNITY
- EMPOWERED COMMUNITIES: Increased safe and attractive infrastructure/ urban facilities for youth to connect and move
- EMPOWERED COMMUNITIES: Successful stakeholder collaboration to drive community development
- EMPOWERED COMMUNITIES: Increased community participation and engagement

LONG-TERM OUTCOMES

CONNECTS TO PLAY
HEALTH & WELLBEING: 3X3 Unites connects with youth to play

UNITE & EMPOWER
SOCIAL CAPITAL: 3X3 Unites grows social capital uniting and empowering on and off the courts

CREATE & LEAD PERSPECTIVE
EDUCATION & EMPLOYABILITY: 3X3 Unites creates and leads perspective by empowered role models

WE WIN TOGETHER
COLLABORATION: 3X3 Unites builds committed communities to drive system change and social impact

IMPACT AMBITION

FROM THE STREETS TO THE TOP
Together we play, unite and empower youth to create perspective on and off the court

THEORY OF CHANGE

Input refers to the availability of resources to 3X3 Unites in order to create impact. It includes people like 3X3 Leaders, employees, participants, partners, the community, and financial resources from public and private funding. These inputs are influenced by the core values that guide 3X3 Unites.

INPUT | ACTIVITIES | SHORT-TERM OUTCOMES | LONG-TERM OUTCOMES | IMPACT AMBITION

PEOPLE

People provide the skills, experience and networks that enable 3X3 Unites to organise and deliver its activities.

- 3X3 Leaders
- Employees & Experts
- Players & Participants
- Partners & Stakeholders
- Spectators
- Digital Community

VALUES

Values provide guiding principles that shape how 3X3 Unites designs, delivers and supports its activities.

- We THRIVE with our community
- It EMBRACES everyone
- The key is mutual TRUST in one another
- Combined with DEDICATION
- We create PERSPECTIVE
- So everyone can be a LEADER

FUNDING

Funding enables 3X3 Unites to sustain and grow programmes, strengthening quality, reach and long-term impact.

- Public and private funding



THEORY OF CHANGE

Activities are the actions and programmes organised by 3X3 Unites. These include 3X3 Leader Courses, the 3X3 Unites Academy, clinics, events, activations, urban facility development, and international projects. Through these activities, inputs are translated into concrete actions that lead to measurable short-term and long-term outcomes.

COMMUNITY ENGAGEMENT ACTIVITIES

Community engagement activities are all 3X3 Unites initiatives that (use 3x3 basketball to) connect and empower (young) people, building inclusive communities with equal opportunities.

- **3X3 Leader Courses**
  3X3 Young Leader Course, Girls-only 3X3 Leader Course
- **3X3 Unites Academy**
  Talks, workshops, courses (e.g. 3X3 Mentor Course)
- **Inspiration sessions**
  School clinics, inspiration sessions, introduction lessons
- **Events**
  3x3 Street League, 3x3 Pro League, 3x3 World Tour & Women's Series
  Local National International
- **Activations**
  Outdoor & indoor 3x3 activities
- **Urban facility development**
  Paper dome, courts & hardware development
- **International projects**
  Erasmus+ projects, international 3X3 Leader Course



OUR PEDAGOGICAL APPROACH

TOOL: 3X3 BASKETBAL

3x3 basketball is a player-driven sport, with no coach on the sidelines. Its format places responsibility directly on the players.

- Ownership: Players take responsibility for when, where, how and with whom they play. On the court, they organise themselves, coach each other and make decisions independently.
- Self-Direction: Without coaches or fixed structures, players must be proactive and take initiative. They are in control of their own development, shaping their role, identity and progress within the sport.
- Community: 3x3 basketball naturally brings people together. Teams are self-formed and built on relationships, trust and communication. These communities share values and create a sense of belonging — on and off the court.

FOUNDATION: SAFETY

Physical Safety

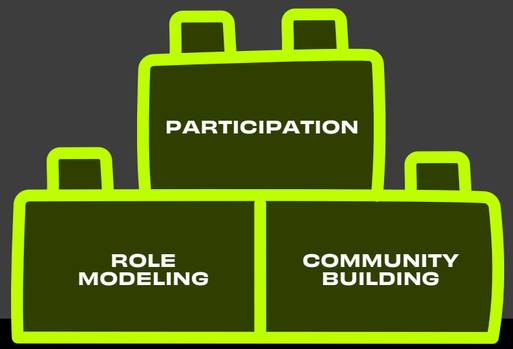
We know how important attractive and safe places are for young people's motivation, well-being and learning processes. That's why we co-create spaces within our community that young people find appealing and safe, to encourage their participation.

Social Safety

We create spaces where ownership is practised while mistakes are seen as opportunities to grow, and individual talents are encouraged. Social safety for us means that young people feel seen, respected and acknowledged.

CORE: EMPOWERMENT THROUGH THREE BUILDING BLOCKS

Empowerment enables young people to build skills, confidence and agency to take control of their lives, make decisions and actively contribute to their communities.



Participation

- Active involvement in decision-making and problem-solving
- Learning by doing: Practice, reflection and feedback
- Hands-off approach: Trust, ownership and self-direction

Role Modeling

- Young people learn through observing relatable role models
- Peer leaders increase engagement among other young people
- Seeing positive examples builds confidence and ambition

Community Building

- Building meaningful relationships with peers, mentors and educators
- Creating a shared identity, norms and strong social networks
- Strengthening a lasting sense of belonging to the 3X3 Unites community

THEORY OF CHANGE

Short-term outcomes are the early changes that result from participation in 3X3 Unites activities. They reflect the first visible effects of engagement and development among participants. For 3X3 Unites, these outcomes occur at both individual youth and community level.

Share fun and positive experiences	PHYSICAL & MENTAL WELLBEING
Feel safe on and off the court	
Become more physical active	
Increase a sense of belonging	SOCIAL DEVELOPMENT
Experience increased positive social interactions	
Develop (supportive) relationships	
Develop life skills	PERSONAL & EMOTIONAL DEVELOPMENT
Increase self-esteem and self-efficacy	
Act as a positive role model on and off the court	
Better access to employement opportunities	
Develop personal talents	

INDIVIDUAL YOUTH

Youth outcomes describe the early changes young people experience after participating in 3X3 Unites activities.

COMMUNITY

Community outcomes describe the early changes communities experience through the presence of 3X3 Unites activities.

EMPOWERED COMMUNITIES	Increased safe and attractive infrastructure/ urban facilities for youth to connect and move
	Successful stakeholder collaboration to drive community development
	Increased community participation and engagement



THEORY OF CHANGE

Long-term outcomes are the structural changes that 3X3 Unites aims to achieve over time by building on short-term outcomes, focusing on improving health and well-being, strengthening social capital, creating opportunities in education and employability, and encouraging collaboration.

INPUT | ACTIVITIES | SHORT-TERM OUTCOMES | **LONG-TERM OUTCOMES** | IMPACT AMBITION

HEALTH & WELLBEING

CONNECTS TO PLAY

Youth is becoming more inactive every day. 3X3 Unites aims to foster a healthy and actively involved generation by connecting youth to move. As an attractive urban sport that speaks their language, 3X3 Unites makes it easy to join and play in their own environment.

By removing barriers and creating accessible, safer spaces, 3X3 Unites encourages youth to be active, improving both physical and mental wellbeing.

3X3 Unites connects with youth to play

SOCIAL CAPITAL

UNITE & EMPOWER

Youth need meaningful networks and relationships (social capital) to function effectively. 3X3 Unites aims to build a social generation with a strong sense of belonging, shared identity, shared norms, and trust.

By uniting and empowering youth on and off the court, 3X3 Unites creates accessible spaces where participants connect, build relationships, and strengthen their social capital.

3X3 Unites grows social capital uniting and empowering on and off the courts

EDUCATION & EMPLOYABILITY

CREATE & LEAD PERSPECTIVE

Youth need role models to relate to, be inspired by, and connect with. If you can see it, you can be it. 3X3 Unites develops talent by helping youth build life and work-related skills on and off the court, strengthening self-efficacy and employability.

By showing, creating, and providing perspective, 3X3 Unites enables youth to access opportunities and work towards meaningful positions.

3X3 Unites creates and leads perspective by empowered role models

COLLABORATION

WE WIN TOGETHER

True system change requires collaboration and teamwork. 3X3 Unites aims to empower communities by building strong alliances with partners and community leaders. By working together, 3X3 Unites drives local change and maximises social impact.

Through shared ownership and collective action, communities create lasting impact, because together, we win!

3X3 Unites builds committed communities to drive system change and social impact

THEORY OF CHANGE

The impact ambition describes the ultimate long-term change that 3X3 Unites aims to contribute to. It represents the highest-level purpose of 3X3 Unites' Theory of Change, guiding the overall direction and providing the foundation for its inputs, activities, short-term and long-term outcomes.

INPUT | ACTIVITIES | SHORT-TERM OUTCOMES | LONG-TERM OUTCOMES | **IMPACT AMBITION**



FROM THE STREETS TO THE TOP

Together we play, unite and empower youth to create perspective on and off the court

THEORY OF CHANGE

INPUT

PEOPLE
- 3X3 Leaders
- Employees & Experts
- Players & Participants
- Partners & Stakeholders
- Spectators
- Digital Community

FUNDING
- Public and private funding

OUR VALUES
- We THRIVE with our community
- It EMBRACES everyone
- The key is mutual TRUST in one another
- Combined with DEDICATION
- We create PERSPECTIVE
- So everyone can be a LEADER

ACTIVITIES

COMMUNITY ENGAGEMENT ACTIVITIES
- 3X3 Leader Courses
- 3X3 Unites Academy
- Inspiration sessions
- Events
- Activations
- Urban facility development
- International projects

OUR APPROACH
- TOOL: 3x3 Basketball
- BUILDING BLOCKS: Participation
- BUILDING BLOCKS: Role Modeling
- BUILDING BLOCKS: Community Building

SHORT-TERM OUTCOMES

INDIVIDUAL YOUTH
- PHYSICAL & MENTAL WELLBEING: Share fun and positive experiences
- PHYSICAL & MENTAL WELLBEING: Feel safe on and off the court
- PHYSICAL & MENTAL WELLBEING: Become more physical active
- SOCIAL DEVELOPMENT: Increase a sense of belonging
- SOCIAL DEVELOPMENT: Experience increased positive social interactions
- SOCIAL DEVELOPMENT: Develop (supportive) relationships
- PERSONAL & EMOTIONAL DEVELOPMENT: Develop life skills
- PERSONAL & EMOTIONAL DEVELOPMENT: Increase self-confidence and self-esteem
- PERSONAL & EMOTIONAL DEVELOPMENT: Act as a positive role model on and off the court
- PERSONAL & EMOTIONAL DEVELOPMENT: Better access to employement opportunities
- PERSONAL & EMOTIONAL DEVELOPMENT: Develop personal talents

COMMUNITY
- EMPOWERED COMMUNITIES: Increased safe and attractive infrastructure/ urban facilities for youth to connect and move
- EMPOWERED COMMUNITIES: Successful stakeholder collaboration to drive community development
- EMPOWERED COMMUNITIES: Increased community participation and engagement

LONG-TERM OUTCOMES

CONNECTS TO PLAY
HEALTH & WELLBEING: 3X3 Unites connects with youth to play

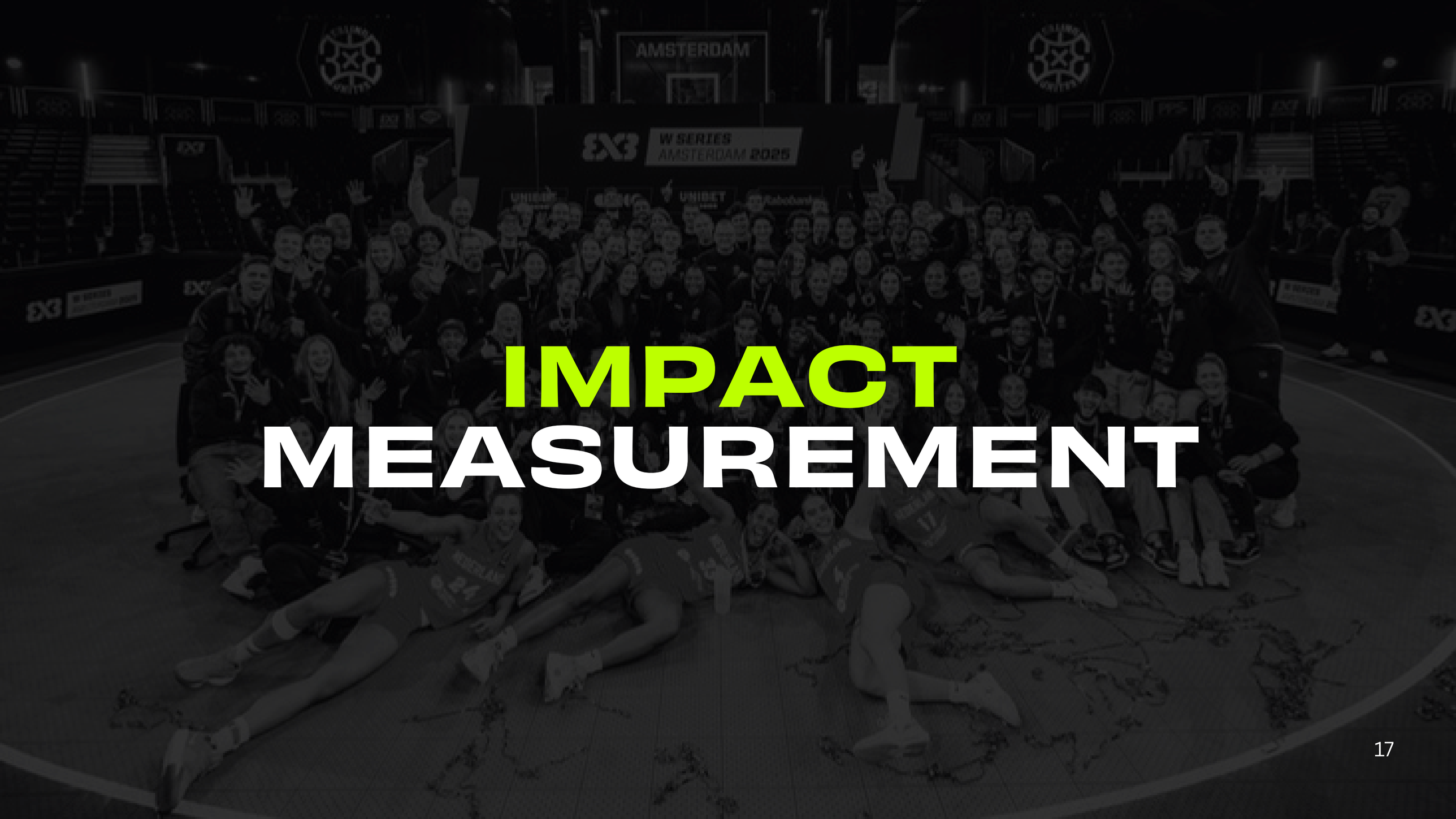
UNITE & EMPOWER
SOCIAL CAPITAL: 3X3 Unites grows social capital uniting and empowering on and off the courts

CREATE & LEAD PERSPECTIVE
EDUCATION & EMPLOYABILITY: 3X3 Unites creates and leads perspective by empowered role models

WE WIN TOGETHER
COLLABORATION: 3X3 Unites builds committed communities to drive system change and social impact

IMPACT AMBITION

FROM THE STREETS TO THE TOP
Together we play, unite and empower youth to create perspective on and off the court



IMPACT MEASUREMENT

UNDERLYING ASSUMPTIONS

	If ...	Then ...	Then finally ...
HEALTH & WELLBEING	Young people share fun, positive 3x3 basketball experiences and increase positive social interactions regularly.	Their sense of physical and mental wellbeing improve.	Young people's involvement in 3x3 basketball activities motivates sustained physical activity and a healthy lifestyle long term.
SOCIAL CAPITAL	Young people have increased access to supportive, inclusive and safe programmes within a community they can identify with.	Their social network expand, and tolerance and trust between people from different backgrounds and communities increases.	Young people develop a strong sense of belonging, social connectedness and experience equitable access to opportunities.
EDUCATION & EMPLOYABILITY	Young people have greater access to safe spaces to learn, experiment, and develop their talents, inspired by relatable role models.	They acquire self-confidence, self-efficacy, life skills and strengthen their talents.	Youth are empowered to follow their own path, take ownership of their future and become role models themselves.
COLLABORATION	3X3 Unites fosters successful stakeholder collaboration and community engagement within local communities.	Safe and inclusive spaces for youth to connect, move and participate increase.	Local communities are committed to driving local change alongside 3X3 Unites, achieving social impact together.

IMPACT AMBITION

Together we **play**, **unite** and **empower** youth to create **perspective** on and off the court

MEASUREMENT STRATEGY

MEAL FRAMEWORK

To monitor and measure whether we are achieving our defined short- and long-term outcomes, and ultimately our impact ambition, we use a monitoring, evaluation, accountability and learning (MEAL) framework. MEAL enables us to report on what we did, evaluate whether we did the "right" things, and help us improve.



M Monitoring is the day-to-day tracking of our programme activities and outputs. It collects real-time data such as the number of completed 3X3 Leader Courses, educated 3X3 Leaders, total participants of our 3X3 activations and many more. It helps us to see if we are on track of our goals and where adjustments might be needed.

E Evaluation looks at outcomes and long-term change and asks: what changed, for whom, and why? This part of the MEAL framework helps us determine if our Theory of Change worked and how. Evaluations include both quantitative and qualitative analysis.

A Accountability focuses on transparency to our communities and stakeholders. It means staying answerable to everyone involved or affected by our activities and programmes.

L Learning turns the collected data into insight. This involves reviewing results, analysing patterns and making changes based on what the data shows.

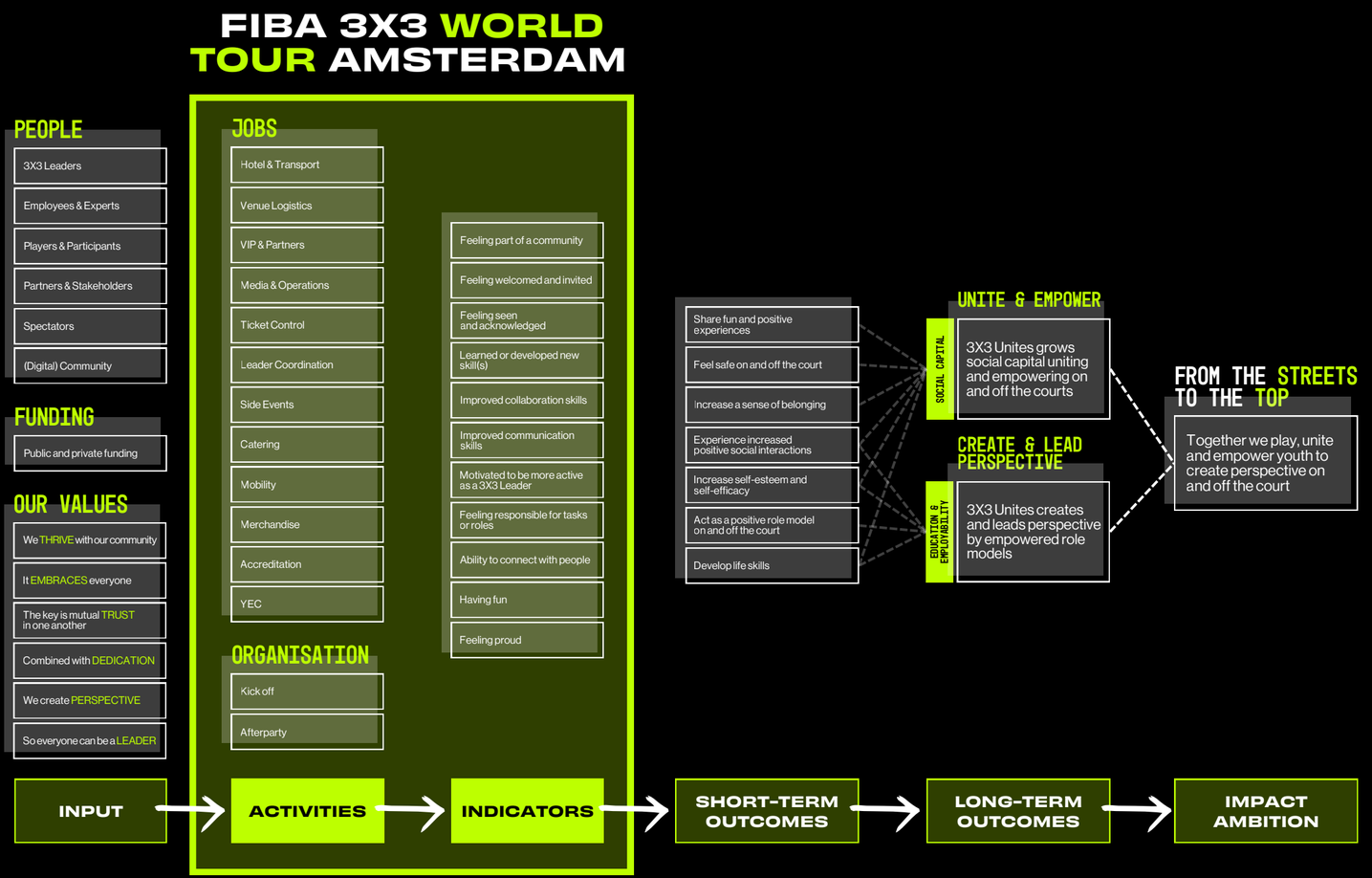
MEASUREMENT STRATEGY

THEORY OF ACTION

To operationalise our measurement strategy, we have developed Theories of Action for our main activities.

A Theory of Action translates the qualitative and quantitative impact of an activity into measurable terms within the overall change process. It is used to formulate indicators for each activity, based on the short-term outcomes of the organisation-wide Theory of Change. Indicators express specific, observable changes. These defined indicators then inform the development of our qualitative and quantitative measurement tools.

Taken together, all Theories of Action form the basis for measuring our overall impact.



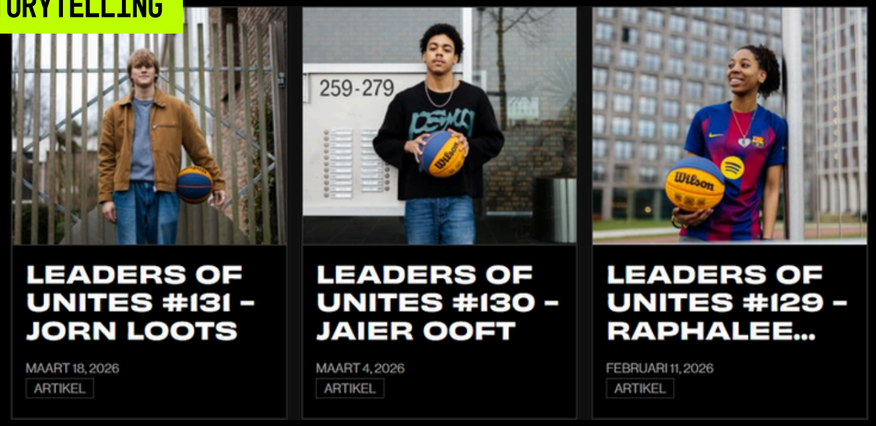
MEASUREMENT TOOLS

Our monitoring and measurement tools consist of different qualitative and quantitative tools such as QR code scanning, questionnaires, interviews, focus group discussions and storytelling formats.

We use quantitative tools to evaluate whether an effect occurs and how large it is. With qualitative methods, we examine why an effect occurs or does not occur, and how it came about. Our measurement instruments are based on validated scales and questionnaires. However, these tools often do not match the context of our target group or the outcomes we aim to achieve.

Therefore, we design our own tools, tailored to the specific impact we aim to make as an organisation.

STORYTELLING



PARTICIPANT MONITORING

A QR code system is used to monitor attendance at 3x3 activations, clinics, events, and other activities.



ONLINE SURVEYS

The community survey includes all participants involved in 3X3 activations and will be conducted at the end of both the outdoor and indoor seasons.

The 3X3 Leader survey includes all leaders who completed the course and will be conducted after the course and then every 12 months thereafter.

Event and workshop surveys are conducted after each event or workshop.

FOCUS GROUP DISCUSSIONS & INTERVIEWS



Focus group discussions and interviews are conducted (on demand) to support community development needs.



Team Impact

Roxanna van Erp
Kaija Ruck
Job Overgaag
Emilija Đorđević

Contact

Keienbergweg 93
1101 GE Amsterdam
info@3x3unites.com
www.3x3unites.com

Photography

Abel Ackon Mohammed
Arno Stevens
Dušan Jocic
Maarten Groot