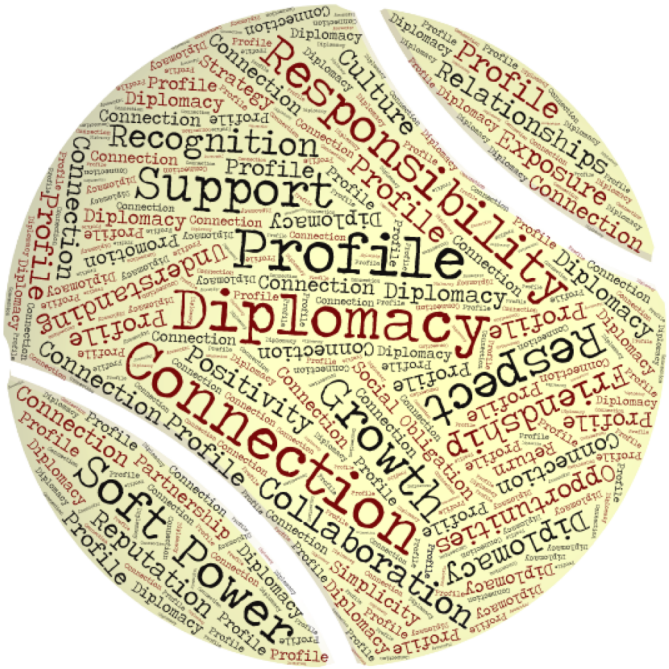
INDEPENDENT EVALUATION

Pacific Sport Partnerships (PSP) and Asia Sport Partnerships (ASP)

An exploration of Australia's Sport for Development Partnerships in Asia and the Pacific 2014 - 2017

Donna Leigh Holden and Louise Vella



DFAT's S4D Partners were asked to provide one word to describe 1. What does DFAT get out of its S4D investments. 2. What do the sports organisations get out of delivering S4D programs and 3. What do beneficiaries get out of participating in S4D programs. The following word clouds show these responses. Please see Annex 4 for larger graphics.

Sports

Participants

Acknowledgments

We wish to thank the team in the DFAT Public Diplomacy and Scholarship Branch, GHD and their partners and stakeholders across the Asia - Pacific region for your investment of time in engaging with us, your insights, reflections and practical responsiveness throughout the evaluation process.

Special recognition must be made to the people of Tonga, Fiji, Samoa and Papua New Guinea who have shared their stories, experience, and perceptions. We trust we have done justice to them.

Disclaimer

The evaluation was undertaken by Donna Leigh Holden and Louise Vella who act as Independent Consultants. As such, the views presented are their own and do not necessarily represent the views of DFAT nor bind it to action.

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Acronyms and Abbreviations

ABC ID	Australian Broadcasting Commission International Development
ASC	Australian Sports Commission
ASO	Australian Sporting Organisation
ASOP	Australia Sports Outreach Program
ASP	Asia Sports Partnerships
DPO	Disabled People's Organisation
DFAT	Department of Foreign Affairs and Trade
FTTA	Fiji Table Tennis Association
IOC	International Olympic Committee
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
M&E	Monitoring and Evaluation
MC	Managing Contractor
MEL	Monitoring, Evaluation and Learning
MERLF	Monitoring, Evaluation, Reporting and Learning Framework (MERLF)
MIS	Managing Information System
NCD	Non-Communicable Disease/s
NF	National in-country Sport Federation/s
NGO	Non-Government Organisation
ONOC	Oceania National Olympic Committee
OSEP	Oceania Sports Education Program
OTTF	Oceania Table Tennis Federation
PAF	Performance Assessment Frameworks
PNG	Papua New Guinea
PSP	Pacific Sports Partnerships
PWD	People with Disability
RAT	Readiness Assessment Tool
RSO	Regional Sport Organisation
S4D	Sport for Development
SDO	Sport Development Officer
SPC	Secretariat of the Pacific Community
ToC	Theory of Change
ToR	Terms of Reference
TTA	Table Tennis Australia
UN	United Nations
WHO	World Health Organisation

Definitions

Sport for Development (S4D) refers to the use of sport as a tool to improve people's lives and achieve development outcomes. It has evolved as a concept from the recognition that well-designed sport-based initiatives that incorporate the best values of sport can be powerful, practical, and cost-effective tools to achieve development and peace objectives.[1]

The UN Inter-Agency Task Force on Sport for Development and Peace emphasises that 'to enable sport to unleash its full positive potential, emphasis must be placed on effective monitoring and guiding of sports activities. This requires professional and socially responsible intervention tailored to the respective social and cultural context, noting that "effective programs intentionally give priority to development objectives and are carefully designed to be inclusive."[2]

Effective S4D programs combine sport and play with other non-sport components to enhance their effectiveness. Such programs embody the best values of sport while upholding the quality and integrity of the sport experience. They are delivered in an integrated manner with other local, regional and national development and peace initiatives so that they are mutually reinforcing. Programs seek to empower participants and communities by engaging them in the design and delivery of activities, building local capacity, adhering to generally accepted principles of transparency and accountability, and pursuing sustainability through collaboration, partnerships and coordinated action.[3]

Public Diplomacy (PD) is broadly defined as influencing other countries to protect and promote national interests. This is generally achieved through communicating with populations of other countries, influencing opinion overseas, and protecting Australia's national image abroad.[4]

Australia's Public Diplomacy Strategy (2014-2016)[5] describes its mission as to strengthen Australia's influence, reputation and relationships internationally through an international policy agenda which reflects national interests, while also improving the domestic understanding of DFAT's role. The objective of the strategy is to advance public diplomacy initiatives which promote national "economic, creative and cultural, sporting, innovation and science, and education assets to underline Australia's credentials as a destination for innovation, business, investment, tourism and study, and emphasise Australia's engagement with the Indo-Pacific region."[6] This is pursued through a range of programs which entail cultural diplomacy, media engagement, sports diplomacy, science diplomacy, education exchanges and scholarships, aid and volunteer programs, networking, and relationship building with diaspora communities.

Sport Diplomacy recognises that "sport plays a significant role in the relations between states". Sports-diplomacy involves representative and diplomatic activities undertaken by sports-people on behalf of, and in conjunction with, their governments across any number of venues, on and off the proverbial pitch. These engagements are facilitated by the traditional diplomatic institution, which uses sports-people and sporting events to engage, inform and create a favourable image among foreign publics and organisations. The diplomatic institution shapes perceptions in a way that is more favourable than expressing a government's diplomatic and foreign policy goals.[7]

Australia's Sport Diplomacy Strategy[8] has a mission of "growing the value and influence of Australia's sport credentials and assets in the Indo-Pacific region and beyond" through four goals: i. Connecting People and Institutions; ii. Enhancing S4D; iii. Showcasing Australia: and iv. Supporting Innovation and Integrity.

Partnership is an ongoing working relationship where risks and benefits are shared, and is based on principles of equity, transparency, and mutual accountability. In practical terms this means each partner's involvement in co-creating programs, committing tangible resource contributions and mutual accountability.[9]

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[1] Sport for Development and Peace: From Practice to Policy. Preliminary Report of the Sport for Development and Peace International Working Group, https://www.sportanddev.org/sites/default/files/downloads/20__s_for_dev_and_peace__from_practice_to_policy.pdf.
[2] Ibid.
[3] See https://www.un.org/sport/content/un-players/un-coordination-mechanisms/un-inter-agency-task-force-sport-development-and-peace
[4] Defining 'Public Diplomacy', Chapter 2 of Report from the Inquiry into the Nature and Conduct of Australia's Public Diplomacy,: http://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Foreign_Affairs_Defence_and_Trade/Completed_inquiries/2004-07/public_diplomacy/report/c02
[5] Commonwealth of Australia, DFAT, Public Diplomacy Strategy 2014–16, May 2016, http://dfat.gov.au/people-to-people/public-diplomacy/Pages/public-diplomacy-strategy.aspx
[6] Ibid.
[7] Murray, S. 'Sport diplomacy in the Australian context: A case study of the Department of Foreign Affairs and Trade', in *Sports Law eJournal*, ISSN 1836-1129, p.4., http://epublications.bond.edu.au/slej/18/
[8] Coordinated by DFAT but also engaging overseas posts, sporting organisations, and other relevant Australian departments, such as the Department of Health's Office for Sport who co-chairs the Committee.
[9] Multiple DFAT Design and Evaluation documents adapted from The Partnership Initiative.

EXECUTIVE SUMMARY

Background

Sport is a globally recognised, and increasingly utilised vehicle to achieve development outcomes in areas such as health, social cohesion, gender equality and disability inclusion. The Australian Government supports these outcomes through its targeted sport for development (S4D) programs in the Asia-Pacific region:

- The $29 million **Pacific Sports Partnerships (PSP)** is Australia's flagship S4D program in the Pacific delivered through partnerships between the Department of Foreign Affairs and Trade (DFAT) and Australian and regional sporting organisations who utilise their Pacific-based networks for program delivery.
- The **Asia Sports Partnerships (ASP)** is a $4 million small grants fund[10] that builds on PSP and expands Australian expertise in community development through sport into Asia in 2015-17.

Specifically, these S4D investments contribute to:

- Addressing risk factors associated with non-communicable diseases (NCDs);
- Supporting people with disability (PWD) by improving the quality of their lives;
- Improving social cohesion by bringing people in communities together;
- Supporting equality of women and girls.

They are also viewed as an important mechanism for promoting Australia's profile in the Asia Pacific region and to deliver on the *Australian Sports Diplomacy Strategy 2015-18*[11].

Current funding and management arrangements for PSP conclude on 30 June 2017, and DFAT has determined to continue its S4D investments for a further four years (2017 – 2021) with an **annual** investment of $6 million. As such DFAT commissioned a forward-thinking evaluation to assess the overall performance of the current phase[12] of Australia's S4D investments in order that these contribute to the design of an effective and efficient partnership mechanism that "enables Australian Sporting Organisations (ASOs) to deliver on community development outcomes, raise Australia's profile in the region and which demonstrates value for money."[13]

Program Performance

PSP investments ($6,494,934 million in direct grants) provide **a large geographic footprint, engaging 15 sports in 9 Pacific countries through 50 in-country partnerships**[14] with Australian, regional, national and world sporting and civil society organisations.

ASP investments ($4 million in direct grant over two years) **extend this footprint to a further 17 sports in 15 countries across Asia**.

In the period July 2015 to December 2016, PSP recorded **690,940** participations (322,810 female and 368,130 male).[15] Of these 6,515 (almost 1%) identified as having a disability (see Figure 2).

In the same period, **ASP activities recorded approximately 8000 participations of which 1900 were PWD and approximately 70% were women.**[16]

Headline Messages

Australia's S4D investments are a unique and innovative means that **enable the Australian Government to deliver on its sport diplomacy and development priorities in the Asia Pacific regions**. They are strongly aligned to global DFAT priorities for gender and disability inclusion, regional priorities relating to health and specifically reducing the risk factors associated with non-communicable diseases (NCDs).

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[10] Current ASP partners (delivering programs in 16 countries) were selected in August 2016 through a competitive grants process. Grants are between $50,000 and $160,000 and conclude on 30 September 2017.
[11] http://dfat.gov.au/about-us/publications/Pages/australian-sports-diplomacy-strategy-2015-18.aspx
[12] PSP 2014 – 2017 and ASP 2016 – 2017.
[13] Evaluation Terms of Reference (available on request)
[14] Current partnerships at April 2017
[15] Please note: Data does not reflect individual people, but rather the total number of participations across all sessions.
[16] There is currently no aggregated data on participation of ASP as it is just completing its first year and not all reports have been received.

These investments have provided an opportunity for Australian and regional sporting organisations to expand their activities to deliver on development outcomes. S4D is an emerging sector. Prior to PSP few Australian sporting organisations were engaged in development issues and the sports and DFAT continue to learn together as the sector emerges. There are strong indications that S4D works best, where cross sectoral partnership approaches are used to mobilise the comparative advantages of different actors (e.g. sports, development organisations, governments, academic institutions and technical specialists) towards achieving shared outcomes.

DFAT's S4D investments offer the potential for Australian to be viewed as a world leader in the S4D space, and some partners have received international recognition for their efforts. However, the shifting scope and expanding footprint of these investments in the last 2 years coupled with inconsistent and in some cases insufficient technical resourcing has created some **key challenges for the effectiveness and sustainability of these efforts.** Further, DFAT's decision to expand to an integrated Asia Pacific S4D program adds to the complexity of the program and presents further significant challenges.

Each of these challenges require careful attention as DFAT and its partners move to the design of its next stage of investments. This report aims to assist and guide this decision making.

Recommendations

The following report uses the OECD DAC criteria as the framework to explore these key issues and arrive at recommendations that are designed to assist DFAT and its partners move forwards with a best practice, highly effective S4D program in Asia and the Pacific into the future.

We trust that the discussion and evidence brought to support these recommendations (listed below) evokes reflection and adds to the body of knowledge on this important emerging sector and the ways in which non-traditional actors can be engaged in collaborative partnerships to deliver on development outcomes.

No.	Recommendation	Aligns with
2.4	**Relevance**	
1.	Concrete efforts need to be made to ensure that PSP provides a framework to contribute in a meaningful way to country specific development priorities. This includes connection to local development priorities as well as DFAT's Aid Investment Strategy.	Relevance Effectiveness Sustainability
2.	To position itself as a credible S4D actor, maximise PD potential and improve development effectiveness, Australia should pursue active engagement with S4D's international community of practice. This requires engaging in relevant forums and dialogues, and supporting quality programs that move beyond participation and deliver development results.	Relevance Effectiveness
2.5	**Effectiveness**	
3.	a. To facilitate improved alignment and development effectiveness of Australia's S4D investments we recommend a rationalisation of the PSP portfolio in terms of countries and sports, and the establishment of a mechanism to engage sports and government in locally contextualised planning and priority setting. The potential to access wider contributions beyond DFAT grants to include co-financing and leveraging wider development and sporting resources should be explored as part of this equation. b. In doing so it is imperative that future partnerships are based on a careful assessment of each sports strategic interest in sport for development and their ability to deliver on development as well as public diplomacy objectives. c. Greater diversification of the grant management system to allow new grant types for different purposes could facilitate a wider footprint through activities that contribute to DFAT's wider public diplomacy priorities and/or emerging shared interest of DFAT and the sports.	Effectiveness Efficiency Sustainability
4.	More effective targeting of specifically at risk groups to engage in regular physical activity and address the multiple risk factors of NCDs, women in remote areas and people with disability, will strengthen the effectiveness of PSP.	Effectiveness Relevance
5.	Clear public diplomacy outcomes and metrics need to be articulated in the design of a future program.	Effectiveness
6.	An ongoing media partnership should be an integral feature of the future program and include	Effectiveness

	media capacity building of Australian and regional partners, and support for the amplification of key development messages to extend aid communication and public diplomacy efforts.	
2.6	**Efficiency**	
7.	Effective and sensitive management of the transition into a new phase of programming beyond PSP's current phase is required. Specifically, the role and responsibilities of the MC, and indeed all partners, needs to be clearly articulated at design.	Efficiency
8.	The grant making system needs to establish clearer protocols and due diligence criteria for on-granting.	Efficiency
9.	In determining resource allocations for the new S4D program, DFAT must pay attention to the resourcing implications of the evaluation recommendations on program scope and purpose, as well as positioning DFAT as a leader within a community of S4D good practice. This will include exploration of additional resources to support technical quality, or revisiting funding ratios or programming scope/footprint.	Relevance Effectiveness Efficiency Sustainability Cross Cutting
10.	There is significant scope for strengthening the PSP partnership model into the future. The creation of opportunities for meaningful multi-stakeholder partnerships (including with non-sporting actors) would enable sports to focus on what they do best, and add value to development and sustainability outcomes. As such partnership should be viewed as a central approach and methodology to delivering on best practice sport for development objectives, and should be strongly and practically embedded within the future program logic.	Effectiveness Efficiency Sustainability Relevance
2.7	**Sustainability**	
11.	The logic model for any future investment should consider how to effectively address capacity building and institutional strengthening and articulate this in a meaningful way. This should include partners paying more systematic attention to the intended changes, and using effective tools to measure capacity building and institutional strengthening outcomes.	Effectiveness Sustainability
2.8	**Cross Cutting Issues and Safeguards**	
12.	a. A program wide gender strategy is required to strengthen gender approaches and to address the wider risks, inhibiting factors and barriers to women's participation, and contribute to outcomes beyond participation such as promoting women's sport leadership, access to resources for women's sports, increasing women's roles in sports administration, tackling violence against women, and promoting women's health. Each sport should in turn develop their own gender action plan to articulate how they will work towards achieving gender outcomes. b. To deliver on this, DFAT must resource the focus on gender equality by ensuring that financial and technical resources are made to support sports to establish meaningful gender partnerships, undertake research, build capacity and develop their gender action plans.	Cross Cutting Effectiveness
13.	It is vital that DFAT address the tension between participation represented as a numeric value (number of participants) against the transformative outcomes of inclusion experienced by PWD and other marginalised and/or excluded groups etc.	MEL Cross Cutting
14.	PSP should resource its focus on disability inclusion by ensuring that both financial and technical resources are made available to support strengthening disability inclusion including capacity building and engagement with key DPOs and para-sporting organisations etc.	Effectiveness Cross Cutting
15.	DFAT and its partners have a duty of care to protect children from abuse, discrimination and harassment. As such technical investments in child protection policy development and capacity building need to be sustained in all future S4D investments. This should include resources to ensure that child protection efforts are contextually and culturally appropriate, resources should be made available to NFs to access local or regional expertise for capability building.	Cross Cutting Efficiency
2.9	**Monitoring Evaluation and Learning (MEL)**	
16.	There is a strong need for continuity of purpose of PSP into the future and the current program logic and MERLF should form the basis of arrangements of the next stage of programming irrespective of the contracting arrangements.	Effectiveness MEL
17.	Regular routine monitoring of investments by the MC is a minimum standard for accountability and risk and performance management. Adequate human and financial resources for (at least) biannual monitoring by the MC and/or a technical team should be allocated within the future program.	MEL Efficiency
18.	Future resourcing for MEL should consider the need for increased technical resources to	Effectiveness

	support partner M&E capabilities, whole of program and cross activity learning and data collection and analysis.	Cross Cutting MEL
19.	Reporting arrangements should be strengthened through a. considering the proportionality of reporting requirements across the range of PSP and S4D grant types and b. making resourcing available for the development of an integrated MIS to streamline reporting and data analysis.	MEL Effectiveness
20.	Ongoing support and partnerships for research should be a provided to contribute to both whole of program and activity[17] design as well as building the evidence base for the contribution of sports to delivering on development outcomes.	MEL Effectiveness
2.10	**Innovation**	
21.	S4D investments provide the opportunity for DFAT to explore new ways of engaging non-traditional development actors, however, innovation activities need to be appropriate to the funding mechanism and must not be viewed as short term entry points for long term funding. The next stage of programming should provide for: ✶ Targeted funds with clear innovation criteria to ensure a genuine competition for funding; ✶ Opportunities to expand S4D partners to engage in wider partnerships for development (e.g. with universities, NGOs, the private sector, other bilateral/multilateral programs.	Innovation Effectiveness Efficiency
3	**ASP**	
22.	a. The viability of extending the reach of Australia's S4D investments to Asia needs to be pragmatically reviewed in the light of the findings of this evaluation, including the lessons that have emerged regarding what makes S4D investments effective and the level of resourcing available. b. If DFAT determines to proceed with an integrated program, given the size of the funding pool for Asia combined with the enormous scope of investing in Asia, DFAT needs to agree a clear and singular focus/objective for its S4D investments in Asia.	Relevance Effectiveness
23.	To gain credibility and maximise effectiveness and efficiency, S4D partnerships in Asia must work alongside and leverage upon the existing capabilities within the development sector.	Effectiveness Efficiency
24.	The costs of financing the integration of Asia and Pacific S4D investments into a single program must be identified immediately. This includes ensuring sufficient resources for implementing recommendations for strengthening the technical quality of work on gender, social inclusion, child protection, monitoring evaluation and learning which apply to ASP and PSP efforts in equal measure.	Effectiveness Efficiency Cross Cutting MEL

Donna Leigh Holden and Louise Vella, May 2017

[17] Activity refers to the granted projects delivered by sporting partners

SECTION 1: CONTEXT

1.1. Background

Sport is a globally recognised, and increasingly utilised vehicle to achieve development outcomes in areas such as health, social cohesion, gender equality and disability inclusion. The Australian Government supports these outcomes through its targeted sport for development (S4D) programs in the Asia-Pacific region:

- The $29 million **Pacific Sports Partnerships (PSP)** is Australia's flagship S4D program in the Pacific delivered through partnerships between the Australian Government and Australian and regional sporting organisations who utilise their Pacific-based networks for program delivery.[18] Initially managed by the Australian Sports Commission (ASC), PSP is currently managed by GHD who are responsible for the strategic and administrative management of the program and grant mechanism.[19]

- The **Asia Sports Partnerships (ASP)** is a $4 million small grants fund[20] that builds on PSP and expands Australian expertise in community development through sport into Asia in 2015-17. The ASP is currently directly managed by DFAT and delivered through partnerships between the Australian Government and Australian and regional sporting organisations who utilise their Asia-based networks for program delivery.

Specifically, these S4D investments support collaboration between Australian sporting organisations (ASOs) and their regional and national counterparts to achieve positive community development outcomes and contribute to:

- Addressing risk factors associated with non-communicable diseases;
- Supporting people with disability (PWD) by improving the quality of their lives;
- Improving social cohesion by bringing people in communities together;
- Supporting equality of women and girls.

These investments are also viewed as an effective mechanism for promoting Australia's profile in the Asia Pacific region and deliver on the objectives of the *Australian Sports Diplomacy Strategy 2015-18.*[21]

1.2. Evaluation Scope, Objectives and Methods

Current funding and management arrangements for the PSP conclude on 30 June 2017 and DFAT has determined to continue its S4D investments for a further 4 years (2017 – 2021) with an **annual** investment of $6 million. As such DFAT commissioned an evaluation of the PSP and ASP programs to inform the design of a future S4D Partnership.

Scope and Objectives

The purpose of the evaluation is to assess the overall performance of the current phase[22] of Australia's S4D investments in order that these contribute to the design of an effective and efficient partnership mechanism that "enables Australian Sporting Organisations (ASOs) to deliver on community development outcomes, raise Australia's profile in the region and which demonstrates value for money." The objectives of the evaluation are to:

1. Analyse the development and public diplomacy impact against program objectives;
2. Ascertain the effectiveness of partnership arrangements with implementing organisations;
3. Provide recommendations to inform the design of the new S4D program 2017 - 2021.

The evaluation focuses on Phase 2 of PSP (2014 – 2017) and Phase 1 of ASP (2016 - 2017) and was undertaken between December 2016 and May 2017 within the scope and methods established in the Evaluation Plan and

[18] The current phase of PSP (Phase II $16m over 4 years 2013-17) supports 15 sports (selected through a competitive grant process), across 9 countries.
[19] GHD commenced in July 2015 following the withdrawal of the ASC from international programs in May 2015.
[20] Current ASP partners (delivering programs in 16 countries) were selected in August 2016 through a competitive grants process. Grants are between $50,000 and $160,000 and conclude on 30 September 2017.
[21] http://dfat.gov.au/about-us/publications/Pages/australian-sports-diplomacy-strategy-2015-18.aspx
[22] PSP 2014 – 2017 and ASP 2016 – 2017.

developed in consultation with DFAT and its S4D partners.[23] It was planned in proportion to the low risk and value profile of the S4D programs:[24]

- The PSP evaluation involved extensive consultations with all implementing partners and key stakeholders in Australia and New Zealand with field visits to Fiji, Papua New Guinea, Samoa and Tonga (see Annex 1);
- A rapid review of ASP was used considering that activities had only been operating for nine months.

Both processes aimed to articulate lessons to inform the design of an expanded S4D program for Asia and the Pacific.

Tools and Methods

The evaluation adopted an assets and strengths based approach that sought to build upon the existing collaborative working relationship between DFAT and its partners. The approach was participatory to draw on the experience and knowledge of DFAT and its partners and usefully contribute to consolidating learning and forward planning.

The use of mixed methods, combining quantitative and qualitative data, provided sound evidence that draws upon analysis of primary and secondary data from program implementation[25] as well as the reflections of a wide range of key actors. A range of tools were used for the collection and analysis of data:

- **Document Review** of an extensive range of documentation including investment documentation; DFAT policy and strategy documents; partner designs, reports and data; evaluations and reviews; research reports; Performance Assessment Frameworks (PAF) reports etc.
- **Key Informant Interviews** with DFAT officers in Canberra and Posts; Australian and regional sporting organisations and their partners;[26]
- **Field Visits** to Fiji, PNG, Samoa and Tonga[27] for observations of activities and interviews with national sporting organisations, key Ministries, Olympic Committees, sporting and community organisations and beneficiaries;
- **Regular updates to DFAT S4D Manager** to ensure full disclosure of outcomes and emerging themes coming from the evaluations and enable early clarification and exploration of issues that will affect design;
- **Summative Consultations** with DFAT and its S4D partners will be held on completion of the evaluations and draft design. This was an important step in the evaluation process offering full disclosure of the outcomes of our analysis to support institutional learning and exploration of design options.

1.3. Limitations

The purpose of the evaluation was to assess overall performance of DFAT's S4D Partnerships. As such it was beyond the scope to undertake detailed analysis and assessment of the performance of individual agencies and partnerships.

The identification of stakeholders was guided by DFAT, GHD and their partners. While the team endeavoured to include all key actors, this was also determined by their availability. Consultations were limited to sports already engaged in PSP or ASP and the team has not reached out to new sports.[28]

Access to data for first 18 months of implementation of PSP has been hampered by the change in management arrangements from the ASC to GHD in mid 2015 in which key data sets were not fully transferred. Subsequent refinement of the Theory of Change (ToC) and the development of a Monitoring, Evaluation Reporting and Learning Framework (MERLF) in 2016 means that data prior to mid 2015 is inconsistent with current data collection mechanisms. As such, the key data set used for the purposes of this evaluation will derive from that collected by GHD since July 2015.

Despite holding the PSP contract for the first 18 months of PSP 2, the ASC refused all requests to act as an informant to the evaluation, meaning that any discussion on the ASC role in the program derives from secondary data gained through stakeholder interviews and/or written documentation.

[23] The Evaluation Plan is available on request.
[24] As indicated by DFAT in the Terms of Reference (ToR)
[25] Key sources identified in the Evaluation Plan
[26] Face to face consultations were undertaken with stakeholders with all partner organisations. In the few cases where a stakeholder could not attend a face to face meeting, skype or telephone consultations were held.
[27] Identified in consultation with DFAT, GHD and partners as providing the most representative sample of activities and operational contexts
[28] This will not preclude other sports from engaging in future S4D programs, nor additional consultations at design.

1.4. Evaluation Team

The team comprised Donna Leigh Holden and Louise Vella who together provide a mix of skills in the evaluation and design of multi-stakeholder partnerships and grant programs in the Asia Pacific region. Neither have any conflict of interest in relation to the program.

SECTION 2: PACIFIC SPORTS PARTNERSHIP EVALUATION FINDINGS

2.1. Program Overview

As DFAT's flagship S4D activity in the Pacific, PSP was initially established in 2009 under the management of the ASC.[29] Following the ASC's decision to exit from international programming halfway through the implementation of PSP Phase 2 in mid 2015, GHD was engaged as Managing Contractor (MC) following a successful limited tender process.

PSP is largely delivered as a competitive grant program which engages Australian Sporting Organisations (ASOs) to work through their regional and national counterparts to deliver sport for development activities in Pacific nations. In some cases, the relevant Regional Sporting Organisation (RSO) is a primary partner, either in a tripartite agreement with the ASO, or as a direct partner. In total, the PSP program engages directly with 23 sporting partner bodies. In addition to the direct contract holders, in many cases local level partnerships have been extended to include civil society organisations, UN agencies, Pacific national government Ministries, academic institutions and sporting organisations, such as the Olympic and Paralympic movement etc.

PSP's ToC (see Annex 2) is articulated in terms of the programs contribution to three key areas:

- Improved health related behaviours:
  - Physical activity; and
  - Sporting partnerships for health promotion;
- Improved social cohesion:
  - disability inclusion;
  - gender inclusion; and
  - inclusion of specific target and vulnerable groups.
- Public Diplomacy:
  - Promotion of Australia's sporting capability; and
  - Supporting development in the Pacific.

Initially managed through DFAT's Pacific Branch, following integration the management of Australia's S4D investments was transferred to the Public Diplomacy and Communications Branch.

2.2. Overarching Findings – Headline Messages

PSP is a unique and innovative program in the development space, that **enables the Australian Government to deliver on its sport diplomacy and development priorities in the Pacific** region. PSP is strongly aligned to global DFAT priorities for gender and disability inclusion, regional priorities relating to health and specifically reducing the risk factors associated with non-communicable diseases (NCDs).

PSP has provided an opportunity for Australian and regional sporting organisations to expand their activities to deliver on development outcomes. S4D is an emerging sector. Prior to PSP few Australian sporting organisations were engaged in development issues and the sports and DFAT continue to learn together as the sector emerges. There are strong indications that S4D works best where cross sectoral partnership approaches are used to mobilise the comparative advantages of different actors (e.g. sports, development organisations, governments, academic institutions) towards achieving shared outcomes.

DFAT's S4D investments offer the potential for Australian to be viewed as a world leader in the S4D space, and some partners have received international recognition for their efforts. However, the shifting scope and footprint of the program in the last 2 years has created some **key challenges for the effectiveness and sustainability of these efforts that require careful attention** as DFAT and partners move to the design of its next stage of investments.

[29] Despite several approaches, the ASC declined to act as an informant to this evaluation.

This report uses the OECD DAC criteria as the framework to explore these key issues and arrive at recommendations that are designed to assist DFAT and its partners move forwards with a best practice, highly effective S4D program in Asia and the Pacific into the future.

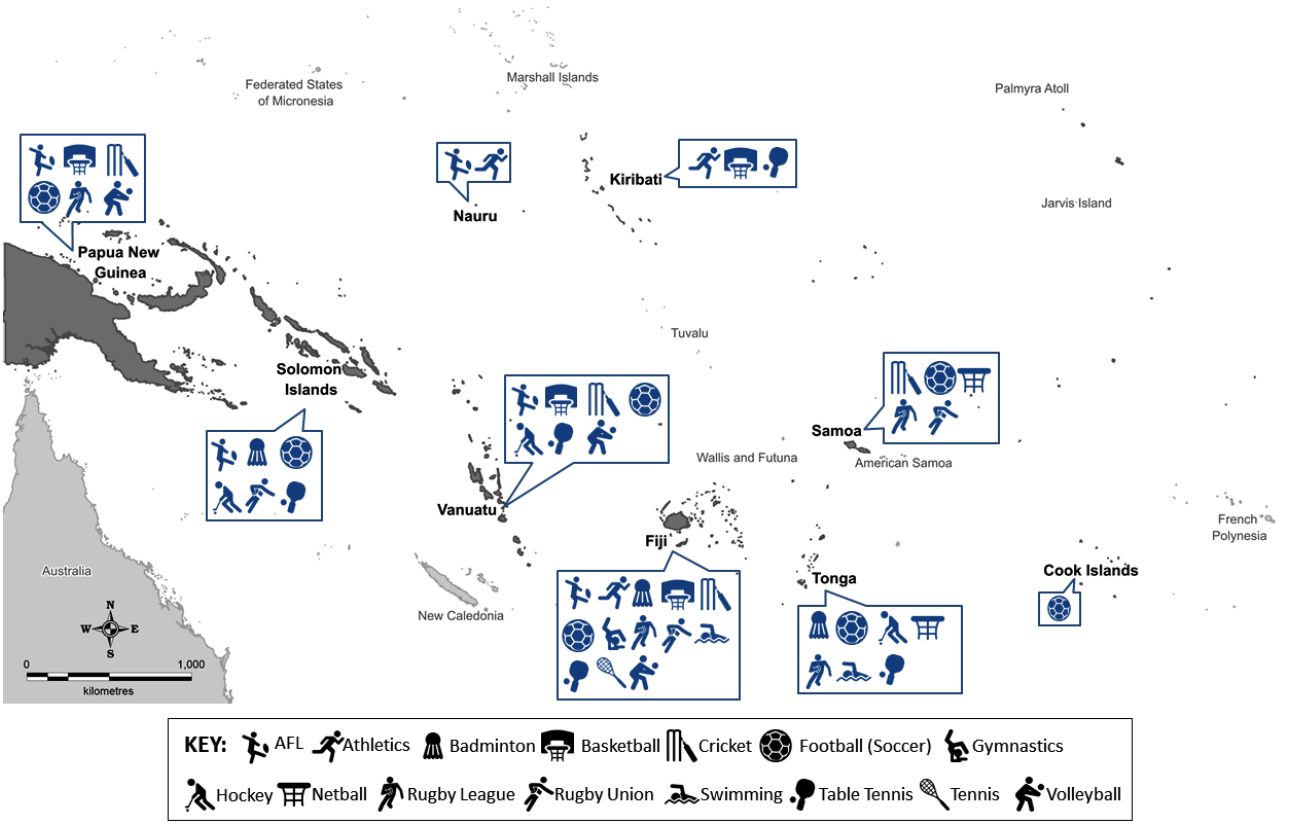
2.3. Overall Program Performance

With a total funding allocation of $8,926,541.79 since July 2015,[30] **PSP has provided $6,494,934 million in direct grants** through Australian and regional sporting organisations to deliver sport for development partnerships across the region. A table showing the complete distribution of funding by sport is provided in Annex 3.

PSP investments provide **a large geographic footprint, engaging 15 sports in 9 Pacific countries through 50 in-country partnerships**[31] with Australian, regional, national and world sporting and civil society organisations (see Figure 1 below).

Figure1: PSP Core Grants by Sport and Country[32]

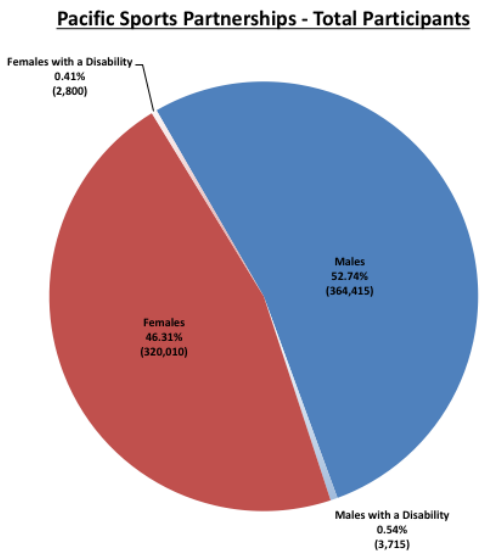
Note Fig. 1 shows total number of PSP Partnerships which includes small grants funded through the Innovation Fund. A map with PSP core grants only is provided in Annex 3.



In the period July 2015 to December 2016, **690,940 people (322,810 women and 368,130 men) participated in PSP activities**[33]. Of these 6,515 (almost 1%) identified as having a disability (see Figure 2).

[30] Note, while PSP Phase 2 commenced under the management of the ASC in 2014, actual expenditure figures for this period have not been available to the Evaluation team. As such we can only report on evidenced expenditure since GHD took over management in July 2015.
[31] Current partnerships at April 2017
[32] Additional data sets are provided at Annex 3
[33] Please note: Data does not reflect individual people, but rather the total number of participations across all sessions.

Figure 2: PSP Total Participations Disaggregated



Additional charts showing the breakdown of participants in each sport and country are provided at Annex 3.

2.4. Relevance

Our assessment of relevance seeks to determine whether S4D objectives are aligned to Australian government and partner strategic priorities for development in the Pacific. Specifically, are S4D partnerships:

- Aligned with DFAT and Australian Government priorities for S4D;
- Responsive to changing needs and priorities of the Australian aid program;
- Consistent with the priorities of Australia's S4D partners and their partners in Asia and the Pacific respectively;
- Consistent with local development priorities;
- Contributing to Australia's regional standing as a desirable place to work, study and do business.

Alignment with Australia's Policy and Development Priorities

PSP is strongly aligned to key Australian Government development priorities. It provides unique and innovative avenues through which sporting organisations can make tangible contributions to the delivery of outcomes in public diplomacy, gender and disability inclusion and regional development priorities for the Pacific.

PSP delivers on Goal 2 of Australia's Sport's Diplomacy Strategy:[34] 'Enhancing Sport for Development' and contributes to Goal 1: Connecting People and Institutions. It contributes to DFAT's Public Diplomacy Strategy[35] by promoting Australia's commitment to supporting development in the Pacific, and positively influencing the perception of Australia in the region[36] through broadening the reach and access of Australian development programs to a new and wider audience and through effective use of media (see discussion in 2.5 Effectiveness).

It delivers on key development priorities and approaches established within the Australian Aid Policy: Australian Aid: Promoting Prosperity, Reducing Poverty, Enhancing Stability[37] including health, governance, empowering women and girls, building on Australia's strengths and international competitiveness, and a focus on the Pacific among others.

Importantly, PSP puts into practice key Australian development priorities in relation to gender equality and women's empowerment[38] and disability inclusion[39] by placing both issues front and centre of its work (see discussion on 2.8 Cross Cutting Issues and Safeguards).

[34] http://dfat.gov.au/about-us/publications/Documents/aus-sports-diplomacy-strategy-2015-18.pdf
[35] http://dfat.gov.au/people-to-people/public-diplomacy/Documents/public-diplomacy-strategy-2014-16.pdf
[36] See PSP Program Logic, Annex 2
[37] http://dfat.gov.au/about-us/publications/Documents/australian-aid-development-policy.pdf http://dfat.gov.au/about-us/publications/Documents/aid-policy-summary-doc.pdf
[38] http://dfat.gov.au/about-us/publications/Documents/gender-equality-and-womens-empowerment-strategy.pdf
[39] http://dfat.gov.au/about-us/publications/Documents/development-for-all-2015-2020.pdf

PSP provides an opportunity for Australian and regional sporting organisations to expand and deepen their reach into Pacific region beyond the development of their sport. This includes for example: opportunities to expand their engagement with women, PWD and rural communities; to extend their partnerships with regional and national federations and sporting bodies; and to establish working partnerships that extend beyond participation and elite pathways.

The absence of an overarching program design[40] means that in recent years, **PSP is strongly influenced by external factors**. This has resulted in a shifting scope, reach and interpretation of the purpose of the program over time, which has had some negative impact on effectiveness, sustainability and efficiency.

S4D however is an emerging sector and most ASOs had no experience of working on development issues prior to PSP. As such institutional motivations and commitments to the development objectives of PSP, and S4D more broadly, reflect the diversity of partners and the varying scales at which the program operates. The key point of relevance is that this has become an increasing issue for PSP as it has expanded its scope and partnerships in recent years,[41] with each ASO emphasising and exercising their own mandate in line with their existing institutional priorities.

Alignment and Contribution to Locally Identified Development Priorities

The Australia Sport Outreach Program (ASOP) was DFAT's flagship S4D investment in the Pacific until 2015. As a bilateral platform, it provided DFAT and its Pacific nation partners with clearly defined, locally contextualised priorities and a framework for S4D investments in each country. This ensured a strong alignment of PSP with local development priorities. **The cessation of ASOP in 2015, has had a negative impact on the relevance to local development priorities** to the extent that PSP activities are now largely standalone activities delivered by National in-country Sport Federations (NFs), and are poorly connected to national policy, strategy and programs.

This means that outside of working within key development sectors such as health, and the reduction of the risk factors associated with NCDs, these efforts do not make tangible and measurable contributions to each nation's development targets through, for example, targeting of high risk and/or isolated communities, expanding the reach of health promotion messaging, and behaviour change strategies. This **lack of alignment to local development priorities also raises significant implications for effectiveness and sustainability.**

This weakening of PSP's point of relevance combined with an increased focus on public diplomacy as a key deliverable has also impacted on the extent to which DFAT Posts are engaging with the program. Relationships with Posts are now managed through public and sport diplomacy focal points rather than development managers. This means that PSP investments are increasingly viewed as sports development, and the alignment of PSP initiatives to Australia's own Aid Investment Strategies in each country has weakened:

> "If you want to make these efforts visible then they need to be linked to the development priorities established by the Aid Investment Strategy …. health investments need to contribute to the indicators within the national NCD strategy otherwise they will not get attention from development managers or local government." DFAT Officer, Post

The implication of this is the need to develop country level strategies through which each sport, or sports together, can make a tangible and measurable contribution agreed and shared development priorities.

Recommendation 1: Concrete efforts need to be made to ensure that PSP provides a framework to contribute in a meaningful way to country specific development priorities. This includes connection to local development priorities as well as DFAT's Aid Investment Strategy.

Sport Diplomacy: Towards International Recognition for S4D Best Practice

The extent to which PSP offers increased opportunities for Australia to deliver on its wider sport diplomacy objectives is largely unmeasured. A constantly emerging theme of the evaluation has been the **tension between the increasing**

[40] There was no design for PSP, simple sets of guidelines which have been subject to change. Once contracted at the mid-term, efforts to create some congruence to the program were made by the MC through creating a ToC and MERLF.
[41] PSP initially worked with 6 ASOs and has expanded since 2015 to work 15.

appetite for public diplomacy resulting in a significant increase in the scope and footprint of the program and a softening approach towards measurable development outcomes.

Australia was an early entrant in the sport for development sector and **DFAT's S4D investments offer the potential for Australian to be viewed as a world leader in the S4D space**. DFAT and its PSP partners have received international recognition for their efforts in recent times for example:

- Volleyball Fiji won the International Beyond Sport Award and the Peace & Sport Award for work on governance, gender and NCDs;[42]
- The then newly appointed Vanuatu Hockey Federation Development Officer, Mary Siro, received a Queen's Award in London;[43]
- The Oceania Football Confederation's Just Play program received the 2016 UEFA Foundation for Children Award in recognition for the work it does in improving the lives of children in the Pacific through football; and
- PSP's strong attention to child protection was recognised when it was shortlisted for the International UNICEF Child Safeguarding Award at the Beyond Sport Summit in London in 2016.

The shifting scope and expanding footprint of Australia's investments in the last 2 years has created some **challenges for the effectiveness and sustainability of these efforts.** It is critical that these challenges are addressed in order that Australia remains a recognised leader in this emerging and innovative sector.

> "DFAT was an early adopter and leader in sports diplomacy and S4D, but is at risk of losing its comparative advantage if it doesn't continue to strive to be innovative in ways of delivering aid, diplomacy and development outcomes."
>
> Dr Stuart Murray (Bond University)

Current management arrangements limit the visibility of DFAT within the international community of practice despite the vital importance of DFAT itself having a seat at the table in this emerging and innovative area of development practice (as opposed to defacto engagement through its partners). DFAT's direct engagement in international dialogue and events, sponsoring of key S4D platforms and events, and support for best practice models for S4D programming would position it as an actor within the sector and add value to its sport diplomacy efforts.

Recommendation 2: To position itself as a credible S4D actor, maximise PD potential, and improve development effectiveness, Australia should pursue active engagement with S4D's international community of practice. This requires supporting and engaging in relevant forums and dialogues, and supporting quality programs that move beyond participation and deliver development results.

2.5. Effectiveness

Our assessment of effectiveness considers the extent to which PSP has achieved its objectives. Specifically:

- Have S4D activities delivered on the program objectives e.g. health, behaviour change, governance, gender equality and disability inclusiveness?
- Have S4D activities raised the profile of Australia and ASOs in Asia and the Pacific and delivered wider gains? and
- Do S4D activities reflect global best practice?

Sport for Development vs Sport Development

The UN Inter-Agency Task Force on Sport for Development and Peace emphasises that "to enable sport to unleash its full positive potential, emphasis must be placed on effective monitoring and guiding of sports activities" and that:

> "Effective (sport for development) programs intentionally give priority to development objectives and are carefully designed to be inclusive. They are delivered in an integrated manner with other local, regional and national development and peace initiatives so that they are mutually reinforcing. Programs seek to empower participants and communities by engaging them in the design and delivery of activities, building local capacity, adhering to generally accepted principles of transparency and accountability, and pursuing sustainability through collaboration, partnerships and coordinated action."[44]

[42] PSP Annual Report 2016 p.3

[43] ibid, p.4

[44] Sport for Development and Peace: From Practice to Policy. Preliminary Report of the Sport for Development and Peace International Working Group, https://www.sportanddev.org/sites/default/files/downloads/20__s_for_dev_and_peace__from_practice_to_policy.pdf.

This definition is fundamental to understanding the important role that sports, as non-traditional actors, can play in extending the benefits of development. It also provides a clear framework through which the effectiveness of these efforts can be realised.

PSP was initially established as a collaboration between DFAT, the ASC and six sports who worked together to pioneer this emerging sector and to navigate a role for ASOs in contributing to Australia's development priorities and those of its Pacific partners. The focus was on exploring the ways in which sports could engage their sports in development, rather than the development of sports. As one CEO affirmed:

> "Our program is all about development and ending violence against women. We use our sporting networks and reputation for this, but we really don't do sport!"

The more explicit focus and appetite for public diplomacy in recent years has given rise to decisions which have resulted in a significant increase in the volume and scope of S4D investments. In the last two years, DFAT has moved from working with five sports in the Pacific to over 20 sports in 24 countries without a significant change in the level of resourcing.

It is within this context that **the institutional motivations and commitments of the sports to the development objectives of Australia's S4D partners have an important influence on the shape and effectiveness of Australia's S4D programs**. ASOs have a wide range of motivations for participating in PSP. These include i. an interest in the growth, development and representation of the sport; ii. to enable and support regional organisations to access wider funding resources; iii. to enhance existing sport participation programs; iv. the strengthening of political relationships including within international and regional federations and voting blocs; v. increasing competition; and v. alignment with core values. While the flexibility of PSP has allowed ASOs to commit resources in line with their own priorities, this has also resulted in **'siloing' of activities that results in a lack of congruence across the investment and varying contributions to development outcomes**.

The level of resourcing provided to each sport to deliver on these programs varies considerably - $100,000 to $400, 000 per year for core grants and $50,000 to $150,000 per year in Innovation Funding (see Figure 3 in Annex 3).[45] This means that sports have vastly different capabilities and resources to implement and service their programs and this further contributes to the varying effectiveness of investments.

Finally, alignment with the identified development priorities and programs in each country has deteriorated since the end of ASOP (see discussion 2.4 Relevance)**.** While there is some coordination with government activities, for example active/outreach days run by Ministries of Health or Education, and participation in some government task forces,[46] this is limited. Importantly, **sports are not sufficiently engaged with government planning and strategy development and therefore their efforts are not represented within government programs,** health promotion campaigns, nor do they contribute data for example against National NCD Strategies etc.

While PSP has made efforts to establish local focal points in country to try and bring sports and government together for planning and information sharing purposes, these have largely not worked effectively.[47] This is largely because they are not resourced and have varying levels of convening power with government depending on who takes this responsibility.

In the absence of these important focal points, most PSP activities are now largely stand-alone activities delivered directly by sporting organisations. The extent to which each sport has made efforts to align with the wider development efforts (e.g. contributing to government programs or policy) within each country is highly variable and ultimately comes down to the strength of the design and the capability and commitment of each sport to deliver on development issues as opposed to a singular focus on the development of their sport. This lack of alignment to local development context and wider partnerships has a significant negative effect on the effectiveness of DFAT's S4D investments as it struggles to measure and articulate how these contribute to nationally identified development outcomes and priorities. It further limits

[45] Some sports also have ASP grants.

[46] Basketball Fiji's (BF) approach through the Mum's a Hero initiative to educate mothers on the importance of healthy nutrition led to it becoming a member of Fiji's Diabetes Taskforce with the Fiji Minister of Health urging organisations to consider and replicate BF's approach - PSP Annual Report 2016

[47] Focal points in country appear to be working in Tonga largely as the Government has delegated the previous ASOP role to one of its substantive officers.

the potential for uptake and/or replication of effective strategies by local government and institutions, meaning that the onus for ongoing programming would likely fall to the PSP partners themselves.

Recommendation 3: a. To facilitate improved alignment and development effectiveness of Australia's S4D investments we recommend a rationalisation of the PSP portfolio in terms of countries and sports, and the establishment of a mechanism to engage sports and government in locally contextualised planning and priority setting. The potential to access wider contributions beyond DFAT grants to include co-financing and leveraging wider development and sporting resources should be explored as part of this equation.

b. In doing so it is imperative that future partnerships are based on a careful assessment of each sports strategic interest in sport for development and their ability to deliver on development as well as public diplomacy objectives.

c. Greater diversification of the grant management system to allow new grant types for different purposes could facilitate a wider footprint through activities that contribute to DFAT's wider public diplomacy priorities and/or emerging shared interest of DFAT and the sports.

Health and the Prevention of NCDs

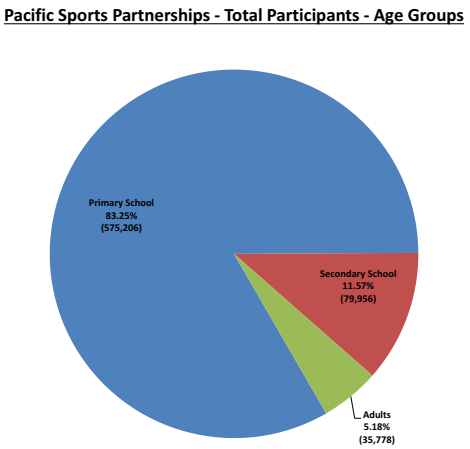
Addressing the risk factors associated with NCDs is a key priority for PSP and articulated within its theory of change alongside gender and disability inclusion.

PSP investments provide increased opportunities for people to be physically active, and participation figures indicate that most participants (see Figure 5 and 6 in Annex 3) continue to engage in ongoing activities (defined currently as 2 or more participations).

Stories of Change from PSP[48] provide some consistent evidence that adult participants and sports development officers are endeavouring to change their health related behaviour through increasing exercise levels and modifying their diets, and changing their smoking behaviour because of their involvement in S4D programs.

Two key challenges to this however is the limited body of evidence that supports the assertion that participation in organised sport alone will lead to long-term outcomes such as reduced NCDs, and secondly, the way in which PSP partners are currently targeting participants. Ninety-four percent (94%) of PSP's total participants are either primary or secondary school students (see Figure 3 below), indicating that the clear majority of S4D programs are those delivering sporting activities in schools. This means that with a few exceptions of programs that affirmatively target mothers, pregnant women and senior citizens, those most at risk of NCDs are poorly targeted, drawing into question the extent to which S4D efforts can claim to deliver on this key health outcome.

Figure 3: PSP Participants by Age



Further, sports appear to be focussed largely on the urban centres and experience real challenges in expanding the reach of their programs to rural, remote and/or neglected areas. This challenge highlights the importance of sports not working in isolation, and identifying how they can work in partnerships to deliver carefully targeted programs that deliver on measurable development outcomes to priority target groups (see discussion on partnership in 2.6. Efficiency).

Consultations with key sectoral specialists such as the World Health Organisation (WHO) and Secretariat of the Pacific Community (SPC) strongly affirmed that sport for development works most effectively when it promotes physical activity (rather than organised sport), seeks to engage a wider and potentially more at risk demographic, focusses efforts on health communication, behaviour change, and

[48] Table 1, p.3. PSP Annual Report, 2016

addressing the social, economic and cultural barriers that prevent those most at risk (including marginalised groups, mothers and PWD) from engaging in regular physical and or sporting activities:

> "An important way to control NCDs is to focus on reducing risk factors associated with these diseases. This requires a comprehensive approach across all sectors of society, including health, finance, transport, education, agriculture and planning[49].

Increasing physical activity through sport is just one area in which the battle against NCDs can be fought."[50] If development programs are going to be based on sport, then research needs to be conducted to the (positive and potentially negative) linkages between health and the reduction of the risk factors associated with NCDs. We are aware that GHD has recently engaged in a partnership with LaTrobe University to work with the sports on such research and we strongly urge ongoing work of this nature (see Recommendation 20 in 2.9 Monitoring, Evaluation and Learning).

The opportunity that the new design offers to redress the current lack of alignment with local health strategies and planning means that **there is significant potential for greater innovation and collaboration between sport and public health campaigns in order that they work together to maximise the potential to achieve measurable outcomes in public health**.

Recommendation 4: More effective targeting of specifically at risk groups to engage in regular physical activity and address the multiple risk factors of NCDs, women in remote areas and people with disability, will strengthen the effectiveness of PSP.

Disability and Gender Inclusion

Gender and disability inclusion are front and centre of PSP's theory of change and operational strategy, and some sports are affirmatively targeting key gender equality and inclusion issues (such as increasing the visibility of women and PWD, or addressing gender norms and violence against women and promoting gender and disability inclusive leadership within NFs). The significant variation in the way this work manifests within programming, however, illustrates the vastly differing understandings and capabilities of each sport to address gender and disability inclusion beyond the mainstreaming of participation efforts. These issues are discussed in more detail in 2.8 Cross Cutting Issues and Safeguards.

Public Diplomacy

The public diplomacy goals of PSP include the promotion of Australia's commitment to supporting development in the Pacific, with longer term aspirations of positively influencing the perception of Australia in the Indo-Pacific region.[51] The key **challenge in measuring PSPs contribution to these, however, is the absence of a clear metric for measuring the success of public/sport diplomacy efforts**.[52] Indeed DFAT itself has been challenged to articulate meaningful metrics for public diplomacy more broadly, let alone sport diplomacy specifically.[53] To this end, public diplomacy for PSP tends to be loosely measured by: i. the opportunities it provides for public engagements for example at sporting events; and ii. its aid communications efforts, predominately the production of media on S4D activities.

DFAT Posts report that PSP provides considerable benefit particularly in terms of linking with local organisations, establishing people to people connections, and most importantly providing opportunities to increase Australia's visibility abroad, including its commitments to key issues such as gender equality and disability inclusion. Australian High Commissioners or delegates have been involved in over 25 PSP activities across 7 countries[54] including the launch of Basketball Fiji's Mum's a Hero program on International Day of Elimination of Violence Against Women, Cricket PNG's launch of the Girls Empowerment through Cricket program, Table Tennis activities on International Day of People with a Disability in Kiribati and Vanuatu, and supporting the Netball World cup in Samoa and clinics in Tonga.

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[49] Matheson GO, Klügl M, Engebretsen L, et al. Prevention and management of non-communicable disease: the IOC consensus statement, Lausanne 2013, British Journal of Sports Medicine 2013;47:1003-1011. http://bjsm.bmj.com/content/47/16/1003

[50] IOC and UN, High-level meeting of the UN General Assembly on the Prevention and Control of Non-Communicable Diseases. https://stillmed.olympic.org/Documents/Olympism_in_action/Development_through_Sport/IOC_President_speech-UN_GA-2011.pdf

[51] See PSP Program Logic, Annex 2

[52] Identified as a challenge at All Sports Meeting, December 2015. PSP2 Annual Report, 16.

[53] Multiple sources within DFAT including the Public Diplomacy Branch confirmed at interview that there is no current metric for measuring DFAT's public diplomacy efforts, nor their sport diplomacy efforts more specifically.

[54] This figure is based on 15 events reported in the PSP2 Annual Report, 2016 (p.16) plus an estimated 10-15 events for the yet unreported period to end June 1917.

At the centre of PSP's public diplomacy efforts is the partnership between the program (represented by GHD) and ABC International Development (ABC ID). ABC ID has a dual responsibility to develop and publish a range of social and print media within Australia and across the region, and support sporting partners (ASOs and NFs) to develop content, identify media opportunities and produce targeted materials.

The partnership with ABC ID is an effective and innovative means to amplify positive messaging about PSP both within Australia and throughout the region. Trusted, quality and reputable media allows PSP to leverage small scale but high impact achievements by telling stories of successes to a wider audience. ABC ID have produced 51 media stories and 16 Facebook photo albums from across the region, exceeding a reach of 6 million on Facebook,[55] and attracting over 357,000 'likes' (see Annex 5)[56]. Many of these stories are reproduced in other media outlets such as Pacific national newspapers, and through the BBC. In addition to the ABC ID media metrics, GHD have notably tracked 819 media stories through all available media outlets and mediums in the period July 2015 – Dec 2016.

While the costs of the partnership with ABC ID are not insignificant, a key value of the partnership is that it provides direct access to the Australia Plus platform, hence securing a carefully targeted reach for public diplomacy and aid communications.

While ABC ID was responsible for working with ASOs to develop and promote media content, this did not initially extend to NFs. The Innovation Fund spearheaded a collaboration between the sports to capitalise on the relationship with ABC ID to deliver Media and Communications Training in the region. These highly regarded trainings were conducted in 5 countries to over 100 sports administrators and media professionals. Greater media and communications capacity of sport administrators and development officers has extended Australia's public diplomacy footprint in the region by expanding broadcasting of the positive development outcomes of PSP. An expansion of the media partner role to build capacity of national and local partners should be a consideration of the future communication strategy.

Importantly, the scope of PSP communication efforts has broadened from sporting and in-country partnerships to a means of communicating good news stories about the aid program more generally. Building on the popularity and shared ground of sport, and drawing on the comparative advantage of a respected and trustworthy media organisation with legitimate authority on the subject matter and region,[57] enhances the public diplomacy outcomes of the program without compromising on key development messages. Indeed, ABC ID media tracking indicates that stories that resonate best with audiences are those that illustrate the personal impacts of the program, i.e. the development outcomes.

Into the future, it will be important that the high demand for public diplomacy does not detract from the potential that exists for the communications strategy and media partnership to offer opportunities to expand on community education and health promotion messaging. Such efforts have the potential to further amplify key public health and social inclusion messages and therefore strengthen development outcomes. With current resourcing levels, increasing demand for media, centralised nature of program planning and lack of connection with (country specific) public health messaging, this is not currently being optimised.

Recommendation 5: Clear public diplomacy outcomes and metrics need to be defined and articulated in the design of the future program.

Recommendation 6: An ongoing media partnership should be an integral feature of the future program and include media capacity building of Australian and regional partners, and support for the amplification of key development messages to extend aid communication and public diplomacy efforts.

2.6. Efficiency

Our assessment of efficiency considers whether the delivery vehicle was appropriately and sufficiently resourced to support the program and partners to deliver on the program objectives. Specifically:

- Were the MC and partners appropriately and sufficiently resourced to deliver on PSP objectives?

[55] These stories and photo albums are published on the Australia Plus platform, and then disseminate through the sporting and media networks both within Australia and regionally. See https://www.facebook.com/australiaplus/

[56] Data provided by ABC ID

[57] The added value of ABC ID as a specialist media agency with expertise in international development is explicit. They can communicate complex development issues in a way that would not be possible for a generic media outlet or publicist.

- Were transaction costs commensurate with the investment, not over burdensome nor present obstacles to the efficient delivery of services or maintenance of good relationships with other partners?
- Do partners have efficient, and effective strategies in place to identify and manage risk?
- Does the model represent the best use of resources for Australia to support S4D activities in accountable and transparent systems in place to manage program the region?

Management Transition and Change Management

Management arrangements have changed considerably during the life of PSP. In 2015, as part of a decision to move away from international programming, the ASC withdrew from the management of PSP[58] at which point DFAT determined to go to market for a MC by way of select tender. As the successful bidder, GHD assumed management responsibility in July 2015.

While from the perspective of **DFAT the change in management arrangements heralded significant positive change in the way in which PSP was managed, it was a challenging process**. For ASOs and their NFs alike the ramifications were significant. A hiatus in programming resulted as ASC contracts ended in April 2015, and negotiations were unable to commence until the MC was in place in July. Some programs had to close and many ASOs and NFs lost key staff, relationships and momentum during this time.

Unfamiliar with the rationale for, and unused to working within, a MC model, many sports were distrustful of GHD as they worked to put aid management systems[59] in place. This situation was further exacerbated as the change in management coincided with DFAT making key decisions on the scope of its S4D investments. This included increasing the number of sports and creating a competitive Innovation Fund which ultimately resulted in shifts in the allocation of funding across the portfolio. It is perhaps valuable to recognise that working with sporting partners was equally new for GHD, and as such there was considerable learning and negotiation on all sides. As such, **changes in program management clearly impacted on the partnerships, and GHD, DFAT and sports alike have had had to work hard over the past two years to** rebuild momentum.[60]

This experience provides an important lesson for PSP as it moves into a new phase. DFAT is less equipped now than at any point in the recent past to have a direct role in the management of program. With the expectation that ASOs will be the key implementing partners, and the rate of recent change, it is also unlikely and inadvisable that an alternate management model be established in the immediate next stage of programming. Nevertheless, DFAT is required to go to market to procure the MC for the next stage of programming. Given the high pace of change in management arrangements, as well as the shape and form of PSP investments in the last 2 years, it is vital that any future transition is effectively managed. It should provide ample time, clear definition of roles and responsibilities, and carefully consider how to minimise any potential negative impact on activities and relationships, both in Australia and in the region. It should also consider the need to articulate the business relationship between DFAT and the MC, specifically the level of responsibility of the MC for delivery of the high-level program outcomes (beyond those achieved by individual sports), and managing programmatic and financial risk.

Recommendation 7: Effective and sensitive management of the transition into a new phase of programming beyond PSP's current phase is required. Specifically, the role and responsibilities of the MC, and indeed all partners, needs to be clearly articulated at design.

Management Systems and Resourcing

GHD have made strong improvements to the PSP management systems. These include a fit for purpose grant management system that provides the flexibility for the sports to innovate, test new ideas and approaches, and adjust programming where required.[61] They have developed a program logic and MERLF that seeks to create a narrative around the purpose of PSP, establishes systems for data collection and reporting, and have provided capacity building support for M&E including help desk support and training on Most Significant Change (MSC) methodologies to strengthen qualitative analysis. They have brought in a media partner to support public diplomacy and have worked with them to develop a program-wide media and communications strategy. They have invested significantly to ensure that all sports comply with best practice child protection frameworks and have the capabilities to manage them.

[58] Despite our best efforts, the ASC determined not to engage in the evaluation process and as such any information regarding the period of ASC management is provided by secondary sources.
[59] For example, new contracts, reporting systems, child protection policies, theory of change and MERLF etc.
[60] PSP2 Annual Program Performance Report, 2015-2016 p7.
[61] The Innovation Fund is an exception to this in that it does appear that selection of activities and expectations of sports have not been entirely commensurate with the reality that this was a one-off funding round for short term activities.

Naturally not all systems are perfect, especially those designed for a short life and in a rapidly changing programming context. There are issues with the proportionality of reporting between those sports that have large core grants and those funded through smaller short term mechanisms such as the Innovation Fund and ASP.[62] These issues are addressed in more detailed in 2.9 Monitoring and Evaluation. Further, efforts to establish reporting systems that build (as much as possible) on partners own systems[63] means that there are no standard templates for quarterly acquittals which has created challenges in understanding and analysing key financial information and providing summary reports to DFAT. GHD continues to work with DFAT and all partners to address these issues.

The evaluation did not explore in detail the management arrangements and systems of each of the sports and their down the line arrangements with local partners. The absence of external monitoring, resource poor environments and nascent nature or low capacity of some NFs does pose some fiduciary risks, but these appear to be managed. In most cases PSP contract holding partners hold a tight rein on budgets and few NFs had a clear understanding of their budgets, let alone control over how these were used. It was, however, highlighted by national sporting organisations such as Sports Commissions that PSP funds had been used to provide grants to sports that were ineligible for funding from those authorities. While we recognise that sports funding can be highly politicised, it is fundamental that on-grantees meet basic due diligence requirements.

Recommendation 8: The grant making system needs to establish clearer protocols and due diligence criteria for on-granting.[64]

While the MC has clearly added value to PSP and the partnership more widely, **key gaps in resourcing remain, and it is unlikely that the MC will be able to add significant value in terms of strengthening the effectiveness of a future program without attention to more effective resourcing** for technical support, performance management and partnership development. The lack of resources for the PSP project management team to monitor in-country activities has bearing on the management of risk and the establishment of portfolio wide relationships which contribute to high level public and sport diplomacy efforts. Further, this report provides recommendations relating to strengthening gender equality and disability inclusive programming, cross program partnerships, and program planning and design at the country level which will not happen unless clear attention is paid to resourcing requirements at design.

Increases in the number of sports combined with decrease in grant size, call into question issues of cost effectiveness which are not unusual within grant programs. These issues of value for money need to be considered in light of DFAT's political interests in expanding its public diplomacy footprint and the higher administrative costs associated with large numbers of small grants.

Recommendation 9: In determining resource allocations for the new S4D program, DFAT must pay attention to the resourcing implications of the evaluation recommendations on program scope and purpose, as well as positioning DFAT as a leader within a community of S4D good practice. This will include exploration of additional resources to support technical quality, or revisiting funding ratios or programming scope/footprint.

Partnerships

It is perhaps valuable to consider the important role that partnerships play in the development space, and specifically on their influence on the effectiveness, efficiency and sustainability of PSP. A partnership is:

> "an ongoing working relationship where risks and benefits are shared, and is based on principles of equity, transparency, and mutual accountability. In practical terms this means each partner's involvement in co-creating programs, committing tangible resource contributions and mutual accountability."[65]

Partnership theory suggests that it is unreasonable to consider that any one actor can bring about achievement of high level development outcomes, but rather, that various actors play a role in contributing to these through the mobilisation of different resources - skills, capabilities, relationships, reputation, financial resources etc. It recognises that different organisations have independent mandates and capabilities and suggests two exciting possibilities for development:

[62] While ASP is not managed by GHD, the disproportionality between ASP and the Innovation fund reporting requirements was consistently raised by partners during our consultations.
[63] Standard templates were not used, to allow sports higher ownership and to reduce workload of sporting partners.
[64] We understand from the All Sports Meeting of May 2017 that efforts are being put into place to address this.
[65] Multiple DFAT Design and Evaluation documents adapted from The Partnership Initiative.

- where people and organisations work together, they are likely to achieve more than they can alone; and importantly
- that systems cannot be understood only by understanding the smaller parts that make them up, that, indeed, once connected, the outcomes may be greater (and certainly different) than the individual parts![66]

Ultimately what this means is that by establishing partnerships between sports as non-traditional development actors, and specialist development organisations and government agencies, there is greater potential to deliver more effectively and efficiently on development outcomes.

This **promise of partnership however is not yet playing out to its full potential** in PSP. S4D is an emerging field and prior to PSP sports overall had limited experience in this space. Some sports have forged partnerships in which they are collaborating with specialist development organisations to leverage their programs to achieve development outcomes[67] - e.g. Volleyball's partnership with Women Win, Rugby Union's partnership with ChildFund, and Football's partnership with UNICEF. Others deliver stand-alone activities implemented directly by the sports and which focus largely on participation and which in many cases struggle to deliver on higher level development outcomes.

A consistent question arising from the evaluation was that of whether sports are the 'right' delivery partner for S4D investments? After considerable reflection and discussion, we have come to the view that this is not the question that we need to address, and that perhaps we should be framing our thinking on '**What types of partnerships need to be mobilised to deliver on sport for developments true potential?**'

There is no doubt that sports organisations have an important role to play in S4D. They bring unique technical skills, extensive networks and an architecture and pathway to engage people in sport and physical activity. However other actors offer complementary skills and resources, for example, donors bring high level relationships and convening power, NGOs offer access to remote communities, technical and community mobilisation skills and access to wider development resources; and universities offer the opportunity to bring evidence to policy and practice. It is this potential that PSP and its partners should be striving to unlock into the future.

Recommendation 10: There is significant scope for strengthening the PSP partnership model into the future. The creation of opportunities for meaningful multi-stakeholder partnerships (including with non-sporting actors) would enable sports to focus on what they do best, and add value to development and sustainability outcomes. As such partnership should be viewed as a central approach and methodology to delivering on best practice sport for development objectives, and should be strongly and practically embedded within the future program logic.

PSP provides an innovative opportunity for sports organisations to collaborate at a high level where they may otherwise work in isolation, and the establishment of effective and sustainable partnerships for sport and health promotion are embedded as an end of program outcome within PSP's theory of change. In addition to the partnerships established by the sports, as MC, GHD has played a key role in building wider strategic partnerships which make an important contribution to effectiveness as well as public diplomacy and sport diplomacy efforts. It has done this by:

- **Working with partners** to **strengthen collaboration and stakeholder management across the portfolio**. All Sports Meetings have been instituted and create additional opportunities for collaboration between Australian and regional sporting organisations and their NFs. They provide exposure for existing opportunities in the sector, and as time goes on, enable sports to develop common agendas based on deeper understanding of each organisations strengths and comparative advantages. There is considerable scope for more of this including expanding these events to country level.

- **Expanding linkages with volunteer programs**. While many sports draw on programs such as the Australian Volunteers for International Development (AVID) to access specialised sports volunteers to support the work of NFs, GHD has further strengthened linkages between PSP and AVID by advocating new sports to access volunteers, and by piloting the engagement volunteers to work on thematic issues which have relevance across the program.

- **Extending the reach of cross-program partnerships and identifying wider partnerships for development**. A key strength of the MC is that it has convening power to bring together national and regional level actors (e.g Olympic Federations, Paralympic Committees, other donors, Sport Commissions and government ministries) to work

[66] The saying "the whole is greater than the sum of its parts" (attributed to Aristotle) is commonly used to communicate the potential of partnering.
[67] This is perhaps most likely because ASP came later and by this time some of the sports had a significantly more sophisticated understanding of their own capabilities, strengths and weaknesses and those of others.

on issues that are beyond the scope of individual sports. While care must be taken to navigate the politics of these relationships, this convening power can offer new opportunities for sports and other actors to collaborate around shared interests. This includes connecting sports with other development organisations and actors.

- **Linking with and representing the program within international communities of practice for S4D.** Facilitates linkages between PSP and Australia's wider sport diplomacy efforts (such as the WINS program, events at posts) and with the global S4D community of practice, which has the potential to contribute to with wider diplomacy and public diplomacy efforts.

There is significant scope for the MC to take a key role in building partnering capabilities in a future S4D model.

2.7. Sustainability

Our assessment of sustainability explores whether PSP has appropriately addressed sustainability so that its benefits will continue. Specifically, the extent to which:

- Functioning partnerships have been brokered between sports and sporting organisations in Australia and the region;
- NFs have reliable/stable/resilient governance structures;
- Opportunities exist to effectively scale up and/or replicate interventions.

As discussed in 2.5. Effectiveness, **PSP's increasing scope** in terms of number of sports, geographic spread and expected outcomes – community development, health, disability inclusion, gender and public diplomacy - **raise implications for the sustainability of PSP interventions**. **The absence of alignment with the identified development priorities and programs in each country, particularly since the end of ASOP, means that most PSP activities are now largely stand-alone activities delivered directly by sporting organisations.** The lack of alignment to local development context and wider partnerships limits the potential for uptake and/or replication of effective strategies by local government and institutions, meaning that the onus for ongoing programming would likely fall to the PSP partners themselves.

A further challenge to sustainability is the nature of sporting organisations themselves. NFs in the Pacific, for example, often have limited or even non-existent income streams, particularly for non-elite, women's and para-sporting activities, due to reasons such as the low economic status of the country and the expectations of citizens that access to sports should be free. Few have operational budgets for community outreach or substantive staff with an outreach or development role. PSP funding in most cases fully funds all development officers for each sport in-country as well as a substantial proportion of the operational costs of the NFs themselves. **Arguably in these cases the activities currently delivered through PSP would discontinue should DFAT investments cease.**

As a result, sustainability for PSP needs to consider the extent to which it has contributed to other factors that might enable the benefits of the investment to be sustained beyond the life of the mechanism itself. These factors include for example, institutional strengthening, skills development and partnerships.

> "I think of this is credit to PSP…. The foundation that those people at the office working, we have programs running, and it's all from that. Everything else builds upon it …."
>
> *NF General Manager in Governance Case Study*

Poor capacity brings into question the potential sustainability not only of S4D investments, but the development of sports more widely. Institutional strengthening, corporate governance and capacity building of NFs are expressed as inputs/activities within the PSP ToC, and **most partners appear to be making some contribution to institutional strengthening and skill development**. In some cases, this is limited to the development of technical (e.g. coaching, judging) and sports administration skills of development officers, but for others this includes support for strengthening the governance of NFs, or even establishing or revitalising a NF. The recent Governance Case Study explored the contribution of PSP to the improved governance of NFs and found that while there were varying degrees of effective governance being practiced by NFs, there is evidence (within the sample) of:

> "a clear link between the availability of PSP funds, the implementation of efforts to strengthen governance in NFs, increasingly better (even if not yet perfect) governance practiced, and the increased capacity to implement, and implementation of S4D programs by the NFs."[68]

[68] Roberts, J; PSP2 Case Study: Strengthening Governance in National Sports Federations - with a focus on Tonga, Fiji (and a bit of Samoa), Jan 2017

The Fiji Volleyball Federation, for example, were awarded the International Beyond Sport Award and the Peace and Sport Award for improving governance of a federation, and Table Tennis Australia worked with the Oceania Paralympic Committee and the Kiribati National Olympic Committee to establish the Kiribati Paralympic Committee in 2016.

Despite these examples, there has been **limited systemic attention paid to planning and measuring capacity building of NFs** and arguably limited attention to the reality that institutional strengthening is a specialist technical area, that requires specific conditions and sustained supports that may be beyond both the resources of PSP (as they are currently articulated and allocated) and the capability of ASOs to deliver in a meaningful way. As PSP has progressed, there appears to be an increasing recognition within the sports that institutional capabilities are fundamental to not only sustainability but also the effectiveness and efficiency (vis-à-vis accountability) of programs. A few sports[69] are now utilising the Oceania National Olympic Committee (ONOC) Readiness Assessment Tool (RAT), a self-assessment tool which assists sporting organisations to assess what level of development they are at. While reported at the project level where relevant, without a clear program level metric, the contribution of PSP to corporate governance and institutional strengthening, and the sustainability of these efforts remain anecdotal and ad hoc.

We agree with the recommendation of the Governance Case Study,[70] that ongoing investments should be made into good governance and institutional strengthening of NFs, but would stress the importance of ensuring that these are undertaken within clearly articulated capacity building frameworks. We also consider that it would be interesting to seek to capture the extent of change within ASOs and RSOs in terms of changes in their internal arrangements and capabilities to deliver S4D initiatives.

Recommendation 11: The logic model for any future investment should consider how to effectively address capacity building and institutional strengthening and articulate this in a meaningful way. This should include partners paying more systematic attention to the intended changes, and using effective tools to measure capacity building and institutional strengthening outcomes.

There is evidence through PSP of sporting partners expanding their networks to include new collaborations, leveraging shared resources and accessing new and complementary funding resources. Some sports such as Football, Volleyball and Rugby Union for example have established partnerships with international NGO's and UN agencies such as UNICEF, ChildFund and WaterAid, who as key development actors bring specific development expertise and are positioned to link with in-country development processes, and mobilise wider development resources for shared objectives. As identified in the previous section, **well designed and resourced partnerships which mobilise the comparative advantages of different actors have the potential to make significant contributions to both effectiveness and sustainability.** A lot more can be done to foster partnerships and improving collaboration with organisations, including national and international civil society actors, UN agencies and government (see recommendation 10) in 2.6.Efficiency.

It is worth noting also the **positive contribution of the MC in establishing and fostering program wide working relationships with key regional stakeholders**[71] such as regional and national sporting organisations. This collaboration includes sharing media coverage and reports; making introductions, attending key regional forums, convening All Sport Meetings; sharing information on capability building opportunities such as Oceania Sports Education Program (OSEP), Oceania Australia Foundation online positive coaching; and negotiating the placement of Australian volunteers. While each individual sport may have their own relationship with some of these bodies, a central overarching relationship provides a strategic benefit to the program, as well as DFAT and individual sports. This role is needs to be effectively resourced into the future (see 2.6 Efficiency).

2.8. Cross Cutting Issues and Safeguards

[69] Basketball Fiji, Tonga Swimming and Aquatics Association, Oceania Athletics, Athletics Fiji, Oceania Badminton, Tonga Badminton, Tonga Netball Association, Fiji Volleyball and Vanuatu Volleyball.

[70] ibid p.4

[71] These partnerships include: Oceania National Olympic Committees (ONOC); Oceania Sport Education Program (OSEP); Oceania Paralympic Committee (OPC); Organisation of Sports Federations in Oceania (OSFO); Oceania Australia Foundation; Australian Broadcasting Corporation International Development (ABCID); Australian Government Diplomatic Posts; Australian Volunteers for International Development (AVID) Program (Scope Global and Australian Volunteers International); Oceania Women in Sport Commission: Oceania Athletes Commission; Commonwealth Games Australia and DFAT Pacific Women Shaping Pacific Futures.

Our assessment of cross cutting issues explores the extent to which PSP has advanced Australian policies and safeguards relating to child protection, disability inclusiveness, and gender equality and women's empowerment. Specifically, that:

- Partners have equal opportunity frameworks in place that pay attention to removing obstacles to the participation of women and PWD;
- Gender parity is achieved within program delivery;
- Program activities actively promote gender equality;
- Partners have sufficient policies and procedures in place relating to child protection.

The participation of women and girls, PWD and excluded groups is an explicit objective of PSP, embedded within the ToC (see Annex 2).

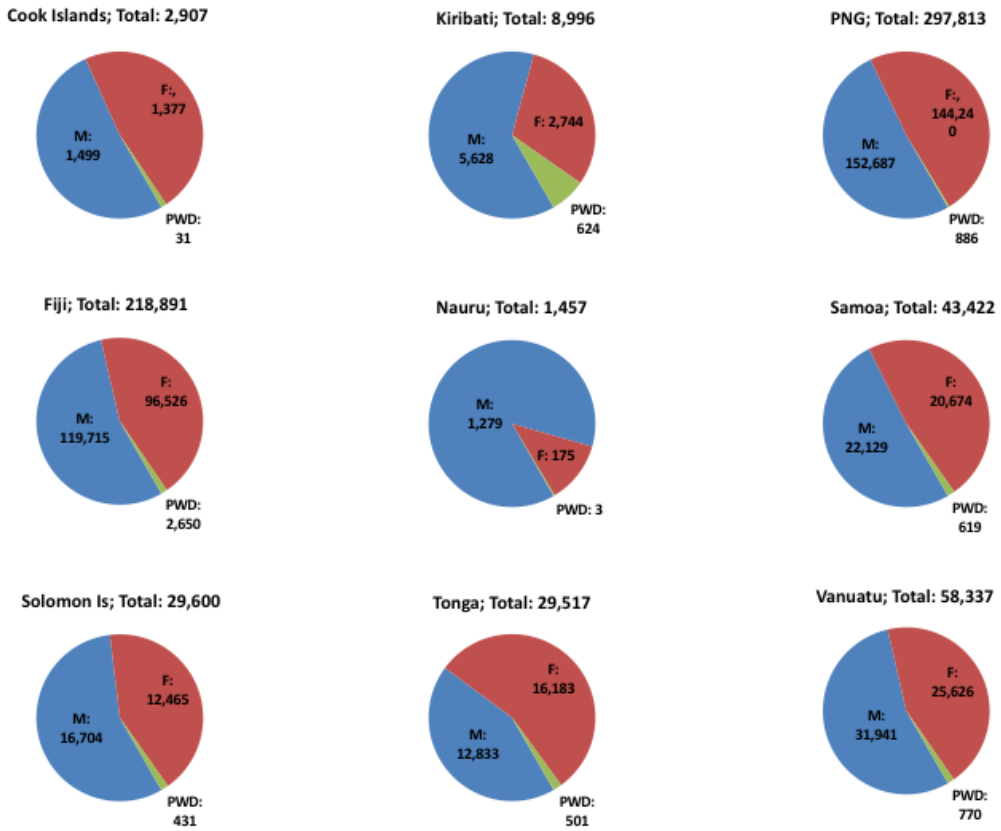
DFAT and GHD have actively worked to shape PSP in a way that reflects the priorities of the Australian aid program vis-a-vis key cross cutting issues and safeguards – gender equality, disability inclusion and child protection. This includes investing significant resources to articulating these within the program logic (see ToC in Annex 2) and MERLF, actively promoting key principles within business processes and investing in building the capacity of sporting organisations to work on these issues.

There is evidence that **PSP is delivering on its gender and disability inclusion objectives** within numerous examples across all sports and most countries. This gender, disability and inclusion/exclusion focus offers sports the potential to expand access to a wider group of beneficiaries, including high risk groups, adults and rural communities, however this potential remains poorly utilised outside the large cities, traditional sporting target groups (e.g. clubs, schools) and within marginalised and minority communities. **As PSP moves on, we would like to challenge the sports to extend their reach to those groups that would benefit most from targeting development interventions.**

Gender

Partners have affirmatively targeted women and **participation rates of women and girls at (46.72%) are moving towards being on par** to those of men and boys (see Figure 2 in 2.3), although there is some variation across the portfolio depending on the country and those sports present (see Figure 4 below and additional data sets provided at Annex 3).

Figure 4: Participation by Country Disaggregated



All programs appear to have affirmatively targeted women and girls, integrated gender equality messages within their training programs and promoted similar messaging amongst their staff and volunteers, within their federations and partnerships. Beyond the participation of women and girls, **a more sophisticated understanding and programmatic approach to gender equality** which considers the barriers and risks of women's participation and the opportunity to address key development issues that affect women (e.g. women's economic development, gender based violence) and promote women's leadership through sport and community leadership, **varies across the program**.

Specific examples of good practice in addressing gender equality within PSP include:

- A collaboration between Cricket and Netball to deliver a week-long program on Women's Leadership in Sport held in PNG for woman Sport Development Officers (SDOs) and sport administrators from across the PSP portfolio;
- The development of a culturally appropriate model for targeting women in remote communities in Fiji and Vanuatu which uses Volleyball and Zumba as the medium for health promotion of women at risk of developing NCDs. A University of Queensland Research Report confirmed significant behavioural change for women as well as acceptance by men for their women to be involved in the program;
- LGBTQI inclusive netball program in Tonga; and
- Rugby Leagues engagement with men tackling violence against women in PNG.

Many sports continue to use participation figures as the key metric against which to gauge their success in this area of work. This mainstreaming approach in the absence of affirmative strategies to address wider gender inequalities neglects a greater opportunity for promoting gender equality, transformation and addressing structural and social inequalities that would have wider gender outcomes.

Overall, sport partners are clearly committed to gender equality, reflecting the values that Australia and ASOs place on promoting women's participation. However, capacities to invest in this area (beyond participation) vary across the sports. Some identify largely as women's sports, have strong female leadership, and see gender equality an integral part of their corporate identity. Some have engaged in successful partnerships with NGOs or women's organisations such as Women Win, Fiji Women's Crisis Centre and ChildFund, or engaged specialist advisers, to help them deliver on gender outcomes while others struggle as do their NFs.

The need for support for strengthening gendered approaches was an issue arising from our field consultations. This mirrors discussions from the November 2016 All Sports Meeting in which partners identified the need for gender equality strategies to support programs to move beyond participation. Such support could take the form of drawing on specialist women's organisations or technical experts for gender training, extending partnerships to explore how sport can be a vehicle for addressing women's development at the community as well as governance (policy) levels, investing in women's sports programs and associations, research and strengthening gender indicators etc.

Recommendation 12: a. A program wide gender strategy is required to strengthen gender approaches and to address the wider risks, inhibiting factors and barriers to women's participation, and contribute to outcomes beyond participation such as promoting women's sport leadership, access to resources for women's sports, increasing women's roles in sports administration, tackling violence against women, and promoting women's health. Each sport should in turn develop their own gender action plan to articulate how they will work towards achieving gender outcomes.

b. To deliver on this DFAT must resource the focus on gender equality by ensuring that financial and technical resources are made to support sports to establish meaningful gender partnerships, undertake research, build capacity and develop their gender action plans.

Disability Inclusion

Disability inclusiveness is also an explicit objective of the PSP program, reflected within the program logic (see ToC, Annex 2). Some partners such as Table Tennis and Badminton have specifically designed disability inclusive programs, while most other partners seek to mainstream disability inclusion within their usual activities, or by targeting special schools etc. **Approximately 1% of all PSP beneficiaries identify as living with a disability** (see Figure 2 in 2.3), while again this spread varies across countries and by sports (see Figure 3 above).

> "When I started to work in the special school, I was so worried, you know, 50 of those children speak 50 different languages. I never knew what to do, but I have learned you have to learn the language of each one of them and then everything is fine!"
>
> Development Officer, Tonga

Further, 44 of the almost 7000 volunteers and SDOs engaged in the delivery of PSP activities are identified as having a disability[72].

S4D investments offer an innovative and potentially transformative avenue to increase the participation of PWD from social sporting and community activities through to leadership in sport administration to high level national and international competition such as Paralympics and Special Olympics. The extent to which this has happened within PSP however is varied and **examples of best practice appear to be emerging from those sports that have adopted targeted (rather than mainstreaming) approaches to disability inclusion**[73]**.** For example:

- Table Tennis Australia (TTA) has adopted a targeted PWD approach and has significant success in transforming the lives of some of its beneficiaries, some of whom in addition to taking on sport leadership roles, are also now competing at the elite level including the 2016 Rio Paralympic Games. TTA has also worked with the Oceania Table Tennis Federation (OTTF) and Fiji Table Tennis Association (FTTA) to deliver the first ever Oceania Para Table Tennis Regional training camp, the success of which resulted in an award of 19,000 Euros for another camp, from the International Paralympic Committee Agitos Foundation.[74]
- Regionally, Athletics Fiji included an athletics Para team to compete at the Melanesian Championships.
- Oceania Table Tennis, Oceania Badminton and the Oceania Paralympic Committee are working together to undertake primary research in schools to assess whether 'sports can change attitudes towards children with disabilities' to build an evidence base on the impact of inclusive para sport can have in targeted Pacific communities.

Several key challenges are experienced by sports as they work on disability inclusion. These include transport and accessibility issues as well as the lack of facilities or specialist equipment for PWDs. Perhaps however the greatest challenge for the NFs and their SDOs is that they have had no specific training or professional development around working with PWD. Many reported a lack of confidence and knowledge of specific strategies that they can employ to extend access to and strengthen the quality of their work with PWD. This includes extending the reach of their work to include people with intellectual disability and mental health issues.

The challenges in addressing disability inclusion in a meaningful way play into one of the key tensions in the program, namely, the tension between measuring reach (participation) or depth (the extent to which transformative development outcomes can be achieved with smaller numbers of beneficiaries). It is our assessment that a **S4D investment focusing on disability inclusion must seek to develop metrics which seek to qualify outcomes beyond participation**.

Recommendation 13: It is vital that DFAT address the tension between participation represented as a numeric value (number of participants) against the transformative outcomes of inclusion experienced by PWD and other marginalised and or excluded groups.

There is a need for strengthening disability inclusion within the portfolio including capacity building of SDOs and sport administrators to address disability inclusion, promoting the leadership and employment of PWD within sporting organisations, the development of disability inclusion strategies and supporting quality activities that target PWD as both participants and leaders. **Greater collaboration with national and regional DPOs** and wider partnerships with local and regional para-sports organisations (which themselves may need greater capacity and resourcing**)** are fundamental to this work.

Recommendation 14: PSP should resource its focus on disability inclusion by ensuring that both financial and technical resources are made available to support strengthening disability inclusion including capacity building and engagement with key DPOs and para-sporting organisations etc.

Child Protection

Child protection is naturally a key concern and body of work for PSP partners who actively target children and young people, and who have a duty of care to keep children safe from abuse, discrimination and harassment.[75]

[72] "Across the region, Sports involved in PSP have employed 338 people (147F/191M) and involved 6,503 volunteers (2,558F/3,945M) during this reporting period. 44 people with a disability have been engaged as staff and volunteers." PSP2 Annual Report 2016, p. 3
[73] Note additional examples of disability inclusion have also been provided under effectiveness.
[74] PSP2 Annual Report 2016, p.4
[75] https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/sport_integrity/child_protection_in_sport

Recognition of **PSP's strong attention to child protection is evidenced by it being shortlisted for the International UNICEF Child Safeguarding award** at the Beyond Sport Summit in London in 2016.

All PSP partner organisations are required to have approved and compliant Child Protection Policies in place and **DFAT, the ASC and GHD have invested significant resources** to ensure that partners have appropriate policies and capabilities to manage and mitigate unacceptable risks to children through the provision of technical support and training for the development and review of child protection policies within ASOs, RSOs and NFs across the Pacific. This included engaging with DFAT Child Protection Officers and specialist Child Protection agencies such as Save the Children and ChildWise to ensure that these policies are best practice. The establishment of a network of in-country Child Protection focal points and an online Child Protection forum via Basecamp was also established to continue collaboration and learning.[76] Ownership of this site was subsequently handed over to GHD who will keep it operational at least until the end of the current phase of PSP. Additional child protection workshops were delivered by DFAT in March 2016 and attended by 21 organisations representing PSP and ASP partners.

Several partners reported that their child protection policies have improved because of these investments, while others highlighted that some challenges arose in the handover from ASC to GHD, wherein previously approved policies under ASC were deemed non-compliant under GHD management and required review. While this may seem inconsistent from an Australia facing whole of government perspective, it reflects the additional risks to children in an external/in-country facing development context in which local mechanisms for child protection may be nascent or inadequate. Discussions during field visits evidenced that NFs were cognisant of their child protection responsibilities and that some volunteers and development officers had attended in-country training where this was made available, however there is an ongoing demand for localised in-country facing capacity building. Given the high level of community leadership inherent in the program, and associated high turnover of volunteers and development officers, it is critical that ongoing investments in child protection be sustained in any future S4D investments.

Recommendation 15: DFAT and its partners have a duty of care to protect children from abuse, discrimination and harassment. As such technical investments in child protection policy development and capacity building need to be sustained in all future S4D investments. This should include resources to ensure that Child Protection efforts are contextually and culturally appropriate, resources should be made available for NFs to access local or regional expertise for capacity building.

2.9. Monitoring, Evaluation and Learning

Our assessment of Monitoring, Evaluation and Learning (MEL) seeks to determine whether S4D investments are based on sound technical analysis and continuous learning, and that the activity's M&E system can effectively measure progress towards objectives. Specifically:

- Is an M&E system in place and does it correspond to DFAT and partner standards and requirements;
- Does the M&E system provide a clear statement of objectives and explain clearly how these will be measured;
- Can DFAT and partners assess and provide sufficient evidence to demonstrate the extent to which S4D investments are i. based on sound analysis and ii. delivering on their objectives and intended outcomes and adjust as appropriate.

M&E throughout the life of PSP appears to have been somewhat of a moving feast. The evaluation of PSP Phase 1[77] highlighted that data collection was inconsistent due to the varying capacities of partners for M&E, limited internal resources within the ASC to support partners with M&E, and finally that "the M&E frameworks and templates were developed and modified and reporting expectations changed during implementation."

Following the transfer of management from ASC, GHD commenced critical work on the development of a MERLF which articulated a ToC for PSP, and systems for measuring and reporting on program performance at the program (whole of PSP) and activity (individual sports) level. The MERLF was developed through a consultative process which sought to both build upon the existing M&E and reporting systems of partners (where these existed) while also building their capacity for more rigorous attention to M&E that is required from a program that is focused on the delivery of development outcomes as opposed to outputs. The MERLF was approved by DFAT in December 2015.

The MERLF is a fit for purpose document that meets accepted international standards for M&E and those of the Australian aid program. Recognising that the MERLF is retrospective and has sought to make sense of a disparate

[76] All sports and partners have access to the site to exchange updates, share policies and collaborate with other members of the site.

[77] "Pacific Sports Partnerships" Phase One 2009 – 2014 Evaluation Report (March 2015) p.55

group of activities within a 'shifting design' both in terms of scope and reach and covering a future span of only two years, this is a sound achievement not only for GHD but also for PSP partners who contributed significant time in supporting its development and who are now working to align their own systems with it.

One of the key strengths of the MERLF is that it provides frameworks through which sporting organisations, as non-traditional development actors, can combine both quantitative and qualitative tools to engage in sense-making at the outcome, rather than the output level. Stories of change provide rich evidence of change and/or transformations in the lives of participants, and analysis of these (including at the program wide level by the MEL Advisor) help partners to understand how these changes have been brought about.

In terms of the program logic, the ToC highlights some of the inherent tensions in the program between the role of sports in delivering on development and public diplomacy outcomes. **Critical development issues such as gender equality and disability inclusion are reduced to increased participation as the key metric at the outcome level, and fail to address the wider systemic issues of exclusion and inequality which are inherent within DFAT's own gender and disability strategies.** This also contributes to a wider interpretation of intended outcomes which results in a lack of shared and measurable objectives at the whole of program level. While this is a common issue for grant programs with large numbers of partners and activities, it presents a **significant risk** to the funding base unless clear program wide deliverables can be articulated and measured.

In terms of future programming, due to the shifting nature of the purpose and scope of PSP throughout its life, there is likely to be limited appetite for significant change to the program logic into the next phase of programming, and the sports need to get on with the job of delivering on agreed outcomes.[78] The current program logic and MERLF provides a sound basis for that to happen.

Recommendation 16: There is strong need for continuity of purpose of PSP into the future and the current program logic and MERLF should form the basis of arrangements of the next stage of programming irrespective of the contracting arrangements.

Current **resourcing for MEL is insufficient**. The contract with GHD provides for 100 days of the MEL Advisor over the two-year period. Most of this time has been taken up with the development of the MERLF, MEL workshops and help desk support to partners, as well as some key analytics - analysis of Stories of Change, the Governance Case Study and a planned synthesis of research supported by PSP to be undertaken in the last quarter.

While partners' experience of M&E support provided is varied,[79] and some partners have made significant investments into strengthening their M&E capabilities,[80] there is a **clear evidence of the need for ongoing support for strengthening MEL capabilities across the program including at the field level** where implementing partners had very limited MEL capacity or role beyond record keeping. The extent to which day to day implementers have a sound understanding of what the program is trying to achieve at the outcome level, has significant bearing on program performance and should not be underestimated!

Further, the current Scope of Services for the MC does not resource or provide a clear role for routine monitoring of investments by the MC. With the size of the current investment, it is insufficient to expect that this monitoring can be done in entirety by the partners themselves. While partners may be able to monitor their own activities, checks and balances are required and a whole of program view of the portfolio is essential to managing risks and telling the whole story of program performance through verified evidence. **Insufficient attention to regular and routine monitoring of investments by DFAT and GHD significantly increases the level of risk to Australia's investments for all stakeholders.**

[78] Given that DFAT has agreed to extend the grants for PSP partners into 2018, pending the market approach for the ongoing MC, this becomes more relevant as performance needs to be measured against a consistent framework.

[79] Factors identified during the evaluation that influenced (either positively or negatively) partners view of the M&E support provided include institutional culture of partners around performance and M&E; partners level of engagement/interest at the whole of program (as opposed to activity specific) level; partners understanding and acceptance of the accountability requirements and performance expectations of the Australian aid program; levels of resourcing allocated to M&E and the transaction costs of M&E functions.

[80] For example, the OFC organised M&E and project management workshops which brought together project managers and provided training on ToC, data collection methods and which resulted in improvement in program implementation, data collection and quality of reporting. Other sports have engaged industry specialists (e.g. Gamechangers, Sport Matters, NGOs or Universities) to support evaluation.

In terms of how to resource M&E into the future, it will be important for the design and subsequently the MC to consider the diversity of M&E needs across the program and consider how to effectively resource these. A sole MEL Adviser or Officer is unlikely to meet the diversity of MEL requirements and it would be worth considering combining this with a small technical team or monitoring review group. For DFAT the key consideration will be addressing how it can allocate sufficient resources for MEL within what is a limited funding allocation for whole of program management, as well as defining what role it will play in program monitoring.

Recommendation 17: Regular routine monitoring of investments by the MC is a minimum standard for accountability and risk and performance management. Adequate human and financial resources for (at least) biannual monitoring by the MC and/or a technical team should be allocated within the future program.

Recommendation 18: Future resourcing for MEL should consider the need for increased technical resources to support partner M&E capabilities, whole of program and cross activity learning and data collection and analysis.

Reporting was a common issue raised in consultations with partners. The key issue appears to be one of proportionality. All partners are currently required to adhere to the same reporting requirements irrespective of the level of funding received. As such, sports who are receiving $50,000 per year have the same reporting requirements as those who are receiving $400,000 dollars per year. In such cases the transaction costs of MEL and reporting well outweigh the resources available for program management. There needs to be some scope within the grant system to address this into the future.

Further linked to this and the MEL resourcing issue, there is demand from partners for the simplification of reporting requirements and specifically the development of an online platform/management information system (MIS). Given the fact that the MC only had a two-year contract, it makes sense that this investment was not made, however with the approval of a further four years in funding, and the proposed integration of PSP with ASP, this is an essential investment.

Recommendation 19: Reporting arrangements should be strengthened through a. considering the proportionality of reporting requirements across the range of PSP and S4D grant types and b. making resourcing available for the development of an integrated MIS to streamline reporting and data analysis.

In terms of the learning agenda, a couple of issues were identified throughout our consultations. Firstly, we note the efforts that the MC has made to strengthening opportunities for cross program learning. All Sport Meetings were conducted on a six-monthly basis, bringing the sports together for results sharing, thematic discussions and sense making. Most partners found these meetings valuable, despite their at times political and competitive nature, and we saw evidence that they were contributing to the development of partnerships across the sports making them a worthwhile investment and important contributor to whole of program performance.

A key gap in the learning agenda is at the field level. We consider that bringing implementers together with key stakeholders in the field (most likely at a country level) would have strong impact for programs. This will be particularly relevant if the shape of the future program focusses on country level strategies in line with Recommendation 1.

Secondly, research is vital for Australia's S4D investment, particularly in what is an emerging field with new actors. Investments in research (where these have been made) have provided some partners with a clear evidence base for design[81] and clear frameworks for analysis of program outcomes. There is **high demand for quality research linking sports to health and development outcomes**. The current program logic relies on assumptions that require further research and evidence. Namely, that participation in organised sports will result in improved health outcomes and reduction in NCDs. As we have seen in the discussion on effectiveness (see 2.5), consultations with WHO and SPC for example highlighted that physical activity alone is insufficient to bring about reduction in NCDs and that activities need to concurrently address additional risk factors, as well as the need for long-term investments in behaviour change, particularly for high risk groups, and a broader focus on physical activity rather than sport. If development programs are going to be based on sport, then research needs to be conducted to the (positive and potentially negative) linkages between health and particularly reduction in NCDs, as well as the role of sports in delivering on gender equality and social inclusion outcome beyond participation. This could be achieved through incorporating a research component into the program, investments in program wide thematic research (for example on gender, disability, sustainability),

[81] Partners such as Netball Australia, Rugby Union, Volleyball, Football, Table Tennis and Badminton have used research to inform their program design.

encouraging partners to undertake research as part of their program delivery, and ongoing investments through the innovation fund.

Recommendation 20: Ongoing support and partnerships for research should be a provided to contribute to both whole of program and activity[82] design as well as building the evidence base for the contribution of sports to delivering on development outcomes.

2.10. Innovation

Our assessment of innovation examines the extent to which S4D investments demonstrate innovative strategies to address their objectives, specifically if:

- PSP applies innovative approaches including strategies that have not been used in the region;
- S4D programs demonstrate innovative partnerships and collaboration;
- PSP employs innovative processes to achieve desired outcomes (in program design, delivery processes, M&E, public diplomacy);
- Partners have the space and flexibility to attempt innovative practices and failure is accepted.

S4D investments themselves are innovative to the extent that they utilise non-traditional partners to contribute to development goals and extend diplomacy touch points. Through the medium of sport, PSP offers new avenues to promote Australia's interests, as well as creating unique and innovative avenues for increased participation of vulnerable groups[83] creating the opportunity to not only promote participation and inclusion, but by increasing participation in social activities and challenging social norms regarding to minority population groups. This includes participation in sport activities through to increased diversity in sports administration and leadership. Having said this there is significant variability in the extent to which each individual sport is delivering on innovation.

DFAT, GHD and its partners recognise that S4D is an emerging field and that sporting organisations as non-traditional development actors need space to develop the institutional capabilities to deliver on development outcomes**. The flexibility of the PSP grant mechanism supports innovation** by enabling partners to test new interventions, approaches, manage risks and determine where adjustments need to be made to develop institutional capabilities and deliver on their development objectives**.** Football, for example, was able use its programming platform to develop an emergency program to reach 8,628 children and 385 teachers and community volunteers affected by Cyclone Pam in Fiji. Other sports such as Volleyball are running Zumba classes for women in remote areas.

In November 2015, **a one-off Innovation Fund of $1 million was established within the PSP grant mechanism "**to provide some flexibility for the sports in PSP 2 to explore different partnerships, innovative and sustainable approaches or enable a new sport to enter PSP."[84] Guidelines for the Innovation Fund established objectives like those of ASP and eligibility was opened to all ASOs registered with the ASC for grants ranging from $10,000 to $250,000.

While the Innovation Fund was well received, the extent to which it functioned as a true contest of innovation is mixed. Of the 14 applications received, all but one were successful with grants between $50,000 and $150,000 disbursed. On analysis, innovation funds (see Table of Innovation Fund Grants in Annex 3) were primarily utilised in four ways:

- To expand the reach of the program through:
  - including additional sports in non-innovative programs, or
  - introduce existing sports to new countries;
- To hold specialist training clinics, camps or coaching and judging programs;
- To undertake research or evaluation work to strengthen interventions;
- Capacity building and training programs such as media and leadership training.

While some clear innovations were supported, it appears that contestability was limited and in some cases, the **Innovation Fund was used to broaden the reach of the program to include additional sporting partners rather than to facilitate innovative programming**. Specifically, the fund engaged five new sporting partners in PSP. Of these, three were ASP partners, and one had a direct partnership with DFAT PNG that was coming to an end. The sole unsuccessful applicant was the only one that did not submit their proposal in the required format. In several cases the

[82] Activity refers to the granted projects delivered by sporting partners
[83] For example, women, girls, rural communities and PWD.
[84] PSP2 Annual Report 2015 - 2016

grants issued were less than the amount applied for[85] suggesting an effort made by the panel to allocate funding across the portfolio.

This **poor alignment of program design and approvals with the short term, one off nature of the Innovation Fund is now having negative impacts** for those sports that have used[86] Innovation Fund resources to bring new programs into PSP, or extend their footprint into new countries. As this phase of PSP comes to an end, ongoing resourcing for these activities has not been secured in most cases, resulting in the imminent closure of some activities. This runs the risk of loss of relationship, credibility and may result in loss of staff, capabilities and development gains.

Where innovation worked best was where **partners utilised the opportunity provided by Innovation Funds to strengthen the quality of their work through undertaking research, testing new tools and approaches.** Rugby League and Football, for example, used innovation funding to strengthen their M&E systems and tools including the capacity building of SDOs to measure performance. Table Tennis and Badminton conducted research into the ability of sports to change attitudes towards children with disabilities.

The use of selection criteria that encouraged sports to work collaboratively also created cost efficiencies and increased collaboration between sporting partners.[87] For example, Cricket and Netball developed and delivered the Pacific Women's Sports Leadership Program[88] which brought women in sport from across the Pacific together for a week-long workshop and leadership training which universally seen transformative by those in attendance. Similarly, a Badminton lead proposal established a partnership with Netball and Cricket and was supported by FIBA and NRL, to conduct media training delivered by ABC ID for NSOs across the Pacific. An improvement in the frequency and quality of media efforts, as well as our field consultations highlighted the value of this training.

Recommendation 21: S4D investments provide the opportunity for DFAT to explore new ways of engaging non-traditional development actors, however, innovation activities need to be appropriate to the funding mechanism and must not be viewed as short term entry points for long term funding. The next stage of programming should provide for:

- Targeted funds with clear innovation criteria to ensure a genuine competition for innovation;
- Opportunities to expand S4D partners to engage in wider partnerships for development (e.g. with universities, NGOs, the private sector, other bilateral or multilateral programs etc.).

SECTION 3: ASIA SPORTS PARTNERSHIP REVIEW FINDINGS

Background

ASP was established as a two-year program (2015-2017) with a total of $4million dispersed through an annual funding mechanism of $2 million per year to ASOs to deliver S4D programs in the Asia region. Specifically, ASP aims to provide "a flexible mechanism to encourage sports collaboration between Australian and foreign organisations, focusing on innovation, and building linkages between Australia's development and sports programs in Asia."[89]

The goal of the ASP is to make a positive contribution to development and public diplomacy outcomes in the Asia region through effective sports partnerships. It aims to contribute to this goal through three objectives, namely:

- Contribute to improved health-related behaviours;
- Support more inclusive participation; and
- Encourage positive social outcomes including peacebuilding.

Specifically, it claims to provide a practical means to advance key priorities for the region including supporting emerging leaders, people with disability, women and girls, and looks to provide funding to support new programs, expand NFs geographic focus, trial new approaches, and develop new partnerships.

[85] Three sports received less than the funding request.
[86] We consider that this is a shared responsibility between the sports who have applied for short term funding for long term activities, and the panel that assessed suitability and approved funding.
[87] PSP Annual Report p. 44
[88] http://www.bing.com/videos/search?q=pacific+womens+sport+leadership+youtube&view=detail&mid=11E4C0856BD7BC41C63511E4C0856BD7BC41C635&FORM=VIRE
[89] DFAT Asia Sport Partnerships Guidelines, 2016-2017

ASP is directly managed within the DFAT Public Diplomacy and Communications Branch.

Since ASP has only been running for 12 months, and full activity and reporting cycles re not yet fully completed, our review of ASP has taken the form of a soft touch rapid review. It purpose is to identify key lessons which will inform the way in which ASP can be integrated into a wider Australian S4D program in the Asia/Pacific region.

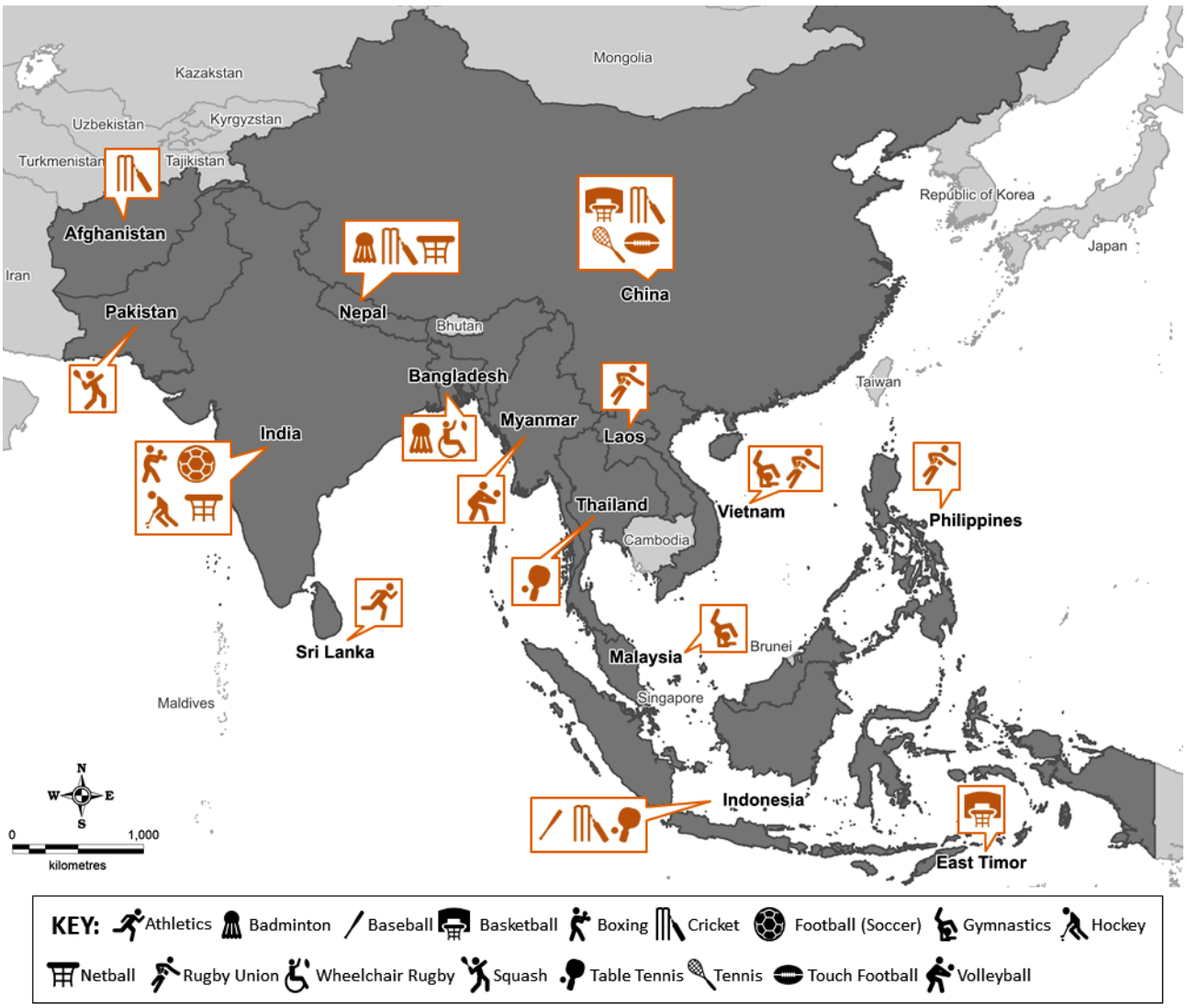
4.1. ASP Findings

Program Performance

ASP has a wide geographic footprint and supports the activities of 17 sports in 15 countries across South, South East and Central Asia (see Figure 5 below).

ASP has funded over $1.45 million in 2016 with new grants totalling $2 million announced for 2017 (see Figures 11 and 12 in Annex 3).

Figure 5: ASP Sports by Country



In its first year, **ASP activities recorded approximately 8000 participations of which 1900 were PWD and approximately 70% were women.**[90]

Effectiveness and Sustainability

ASP investments are currently short term projects funded for one year and all programs, without exception, are

[90] At time of writing, full aggregated participation data for ASP is not yet available as not all reports have been received.

establishing new activities in new locations, and with new partners. This combination means that **ASP investments currently are exploratory at best.** Specifically, DFAT and some sports have arguably used ASP to gain a footprint and access to wider sport markets in the Asia region. In some cases, this has the potential to deliver political, economic and competitive advantages for the sports themselves, but **these have a limited relationship to development and the ASP portfolio reflects the similar lack of congruence and tensions across the portfolio as PSP.**

DFAT's current plan to integrate ASP with PSP into a single S4D portfolio therefore presents considerable challenges to effectiveness and efficiency given the wide geographic scope and diversity of Asia and needs to be reconsidered as part of the design process.

The tensions between a focus on public diplomacy vis-a-vis development outcomes identified through the evaluation, are amplified by the sheer diversity of Asia, the size of population, and the very complex development environment/industry and needs that in many cases differ significantly from the current context and priorities of PSP, particularly in relation to the priority placed on health and the reduction of risk factors associated with NCDs as opposed to other development priorities in the Asia region (e.g. governance, economic and market development etc.)

While expansion into Asia provides wider touchpoints for Australia's public and sport diplomacy efforts, including around major world sporting events[91], the low levels of resourcing allocated to ASP will mean that these programs may face challenges in gaining approvals and are less likely to gain the attention of bilateral partner governments, especially within countries with large populations, expansive and/or isolated and remote geographies and decentralised governance arrangements. Further, media markets in Asia differ significantly from those in the Pacific. Many are highly saturated and this may further impact on the potential reach and depth of public diplomacy and aid communications. It will in the least mean that a separate public diplomacy/communications strategy will likely be required for Asia.

As such the evaluation highlights, some very real and pressing challenges for an integrated Asia and Pacific S4D and **key attention, and indeed revisitation of the feasibility and shape of this program is urgently required.**

Ideally, S4D investments in Asia (whether managed through the same MC or not) would be delivered through a stand-alone program with its own clear objectives. The implication of this is that S4D in Asia and the Pacific are likely to have different metrics.

Recommendation 22: a. The viability of extending the reach of Australia's S4D investments to Asia needs to be pragmatically reviewed in the light of the findings of this evaluation, including the lessons that have emerged regarding what makes S4D investments effective and the level of resourcing available.

b. If DFAT determines to proceed with an integrated program, given the size of the funding pool for Asia combined with the enormous scope of investing in Asia, DFAT needs to agree a clear and singular focus/objective for its S4D investments in Asia.

There is evidence within ASP (and backed by evidence from PSP) that S4D programs appear to be working most effectively where sports have established partnerships that integrate sport into existing development programs. Examples include Rugby Union's partnership with ChildFund in Vietnam and Volleyball's partnership with Women Win and Girl Determined in Myanmar. **Partnerships such as these are vital in the Asian context** given the crowded operational context of most Asian nations, particularly within the development space. A future S4D investment in Asia would be carefully targeted and it will need to harness the existing capabilities of the development sector to gain credibility and contribute to development outcomes.

Recommendation 23: To gain credibility and maximise effectiveness and efficiency, S4D partnerships in Asia must work alongside and leverage upon the existing capabilities within the development sector.

Efficiency, Monitoring, Evaluation and Learning

Given the ASP is managed in-house, the current management resourcing for ASP investments are absorbed by DFAT's operational budget. The integration of ASP into an expanded Asia and Pacific S4D program will have cost implications which have not yet been identified.

[91] For example the Rugby World Cup and the Olympics in 2019 and 2020

DFAT is insufficiently resourced to manage ASP. Grant management is not DFAT's core business and it does not have the required program management and M&E systems or human resources[92] required for these tasks. Current systems are insufficient to facilitate the required level of data collection and analyses that aggregate program wide reporting to tell a performance story. The lack of resources for monitoring increases the usual risks associated with grant programs. These limitations have been recognised within DFAT's appropriate decision to handover ASP to a MC. Positively, DFAT has made efforts to leverage opportunities for cross program learning by drawing on the resources of PSP, for example, enabling ASP partners to attend All Sports Meetings[93] which has enabled some cross-program networking and collaboration.

The separation of management arrangements for ASP and PSP has created some tensions across the S4D portfolio. Reporting and management arrangements for ASP are soft touch and not commensurate with those of PSP. This provides inconsistent messaging and undermines PSP messaging around the importance of the MERLF. The reality is, however, that while proportionate to the current risk profile of ASP as a stand-alone $4m investment focusing on public diplomacy, these arrangements are insufficient for an integrated S4D program.

Further, direct management of S4D by DFAT means that some sports are variously reporting directly to the MC and DFAT on their different S4D programs. While DFAT and GHD appear to have established what appears to be an excellent working partnership, these dual reporting arrangements result in several risks including politicisation of key issues and decisions, increasing transactional burdens of both programs, and engaging DFAT in operational arrangements and decision-making. Any integration of PSP and ASP must as previously recommended clearly articulate the roles of all parties including the delegations between the MC and DFAT.

Integrating ASP with PSP will have cost implications in terms of management arrangements which have not yet been considered in detail. Presently, ASP management costs are absorbed by DFAT's operational budget and resources will need to be found to absorb the costs of an expanded footprint of the S4D program. Given the current geographic scope, number of partners and small size of ASP grants these costs are likely to be disproportionate to management resources and are likely to present challenges in terms of value for money. Given the recommendation relating to a focusing of the targeting and scope of PSP activities (see Recommendation 4) it is foreseeable that some reallocation of current levels of resourcing between PSP and ASP may occur, if DFAT is unable to secure additional resources for this expansion.

Recommendation 24: The costs of financing the integration of Asia and Pacific S4D investments into a single program must be identified immediately. This includes ensuring sufficient resources for implementing recommendations for strengthening the technical quality of work on gender, social inclusion, child protection, monitoring evaluation and learning which apply to ASP and PSP efforts in equal measure.

SECTION 4: MOVING FORWARDS

In line with its purpose, this evaluation is forward thinking, and has significant implications for DFAT and partners as they move forwards to developing a new S4D investment for the Asia Pacific region. The recommendations highlight key considerations that will inform the shape and form of the new program as we move now into a design phase.

As DFAT has determined to go to market for procurement of a future MC, it is not appropriate at this stage to include the specific details on a design brief within this report which will have extended public reach in the immediate future.

Our immediate next steps therefore are to engage in discussion with DFAT on the key content of this report and the recommendations, through which a design brief outlining key processes and scope will be finalised. Once this is completed, DFAT will update all key partners on the timeline and agreed design milestones and future points of engagement for the design process.

Now that the evaluation and key messaging is complete we do not anticipate delays in moving through the design stage.

[92] DFAT S4D investments are currently overseen by one part time officer responsible for oversight of PSP, direct management of the ASP grants and additional duties. This is insufficient for grant management.
[93] These are largely those sports that have both PSP and ASP funding or who have ASP plus PSP Innovation Funding.

SECTION 5: SUMMARY OF RECOMMENDATIONS

Our recommendations have been integrated throughout the report and are listed below and referenced to the sections of the report in which they appear.

No.	Recommendation	Aligns with
2.4	**Relevance**	
1.	Concrete efforts need to be made to ensure that PSP provides a framework to contribute in a meaningful way to country specific development priorities. This includes connection to local development priorities as well as DFAT's Aid Investment Strategy.	Relevance Effectiveness Sustainability
2.	To position itself as a credible S4D actor, maximise PD potential and improve development effectiveness, Australia should pursue active engagement with S4D's international community of practice. This requires engaging in relevant forums and dialogues, and supporting quality programs that move beyond participation and deliver development results.	Relevance Effectiveness
2.5	**Effectiveness**	
3.	a. To facilitate improved alignment and development effectiveness of Australia's S4D investments we recommend a rationalisation of the PSP portfolio in terms of countries and sports, and the establishment of a mechanism to engage sports and government in locally contextualised planning and priority setting. The potential to access wider contributions beyond DFAT grants to include co-financing and leveraging wider development and sporting resources should be explored as part of this equation. b. In doing so it is imperative that future partnerships are based on a careful assessment of each sports strategic interest in sport for development and their ability to deliver on development as well as public diplomacy objectives. c. Greater diversification of the grant management system to allow new grant types for different purposes could facilitate a wider footprint through activities that contribute to DFAT's wider public diplomacy priorities and/or emerging shared interest of DFAT and the sports.	Effectiveness Efficiency Sustainability
4.	More effective targeting of specifically at risk groups to engage in regular physical activity and address the multiple risk factors of NCDs, women in remote areas and people with disability, will strengthen the effectiveness of PSP.	Effectiveness Relevance
5.	Clear public diplomacy outcomes and metrics need to be articulated in the design of a future program.	Effectiveness
6.	An ongoing media partnership should be an integral feature of the future program and include media capacity building of Australian and regional partners, and support for the amplification of key development messages to extend aid communication and public diplomacy efforts.	Effectiveness
2.6	**Efficiency**	
7.	Effective and sensitive management of the transition into a new phase of programming beyond PSP's current phase is required. Specifically, the role and responsibilities of the MC, and indeed all partners, needs to be clearly articulated at design.	Efficiency
8.	The grant making system needs to establish clearer protocols and due diligence criteria for on-granting.	Efficiency
9.	In determining resource allocations for the new S4D program, DFAT must pay attention to the resourcing implications of the evaluation recommendations on program scope and purpose, as well as positioning DFAT as a leader within a community of S4D good practice. This will include exploration of additional resources to support technical quality, or revisiting funding ratios or programming scope/footprint.	Relevance Effectiveness Efficiency Sustainability Cross Cutting
10.	There is significant scope for strengthening the PSP partnership model into the future. The creation of opportunities for meaningful multi-stakeholder partnerships (including with non-sporting actors) would enable sports to focus on what they do best, and add value to development and sustainability outcomes. As such partnership should be viewed as a central approach and methodology to delivering on best practice sport for development objectives, and should be strongly and practically embedded within the future program logic.	Effectiveness Efficiency Sustainability Relevance
2.7	**Sustainability**	
11.	The logic model for any future investment should consider how to effectively address capacity building and institutional strengthening and articulate this in a meaningful way. This should	Effectiveness Sustainability

	include partners paying more systematic attention to the intended changes, and using effective tools to measure capacity building and institutional strengthening outcomes.	
2.8	**Cross Cutting Issues and Safeguards**	
12.	a. A program wide gender strategy is required to strengthen gender approaches and to address the wider risks, inhibiting factors and barriers to women's participation, and contribute to outcomes beyond participation such as promoting women's sport leadership, access to resources for women's sports, increasing women's roles in sports administration, tackling violence against women, and promoting women's health. Each sport should in turn develop their own gender action plan to articulate how they will work towards achieving gender outcomes. b. To deliver on this, DFAT must resource the focus on gender equality by ensuring that financial and technical resources are made to support sports to establish meaningful gender partnerships, undertake research, build capacity and develop their gender action plans.	Cross Cutting Effectiveness
13.	It is vital that DFAT address the tension between participation represented as a numeric value (number of participants) against the transformative outcomes of inclusion experienced by PWD and other marginalised and/or excluded groups etc.	MEL Cross Cutting
14.	PSP should resource its focus on disability inclusion by ensuring that both financial and technical resources are made available to support strengthening disability inclusion including capacity building and engagement with key DPOs and para-sporting organisations etc.	Effectiveness Cross Cutting
15.	DFAT and its partners have a duty of care to protect children from abuse, discrimination and harassment. As such technical investments in child protection policy development and capacity building need to be sustained in all future S4D investments. This should include resources to ensure that child protection efforts are contextually and culturally appropriate, resources should be made available to NFs to access local or regional expertise for capability building.	Cross Cutting Efficiency
2.9	**Monitoring Evaluation and Learning (MEL)**	
16.	There is a strong need for continuity of purpose of PSP into the future and the current program logic and MERLF should form the basis of arrangements of the next stage of programming irrespective of the contracting arrangements.	Effectiveness MEL
17.	Regular routine monitoring of investments by the MC is a minimum standard for accountability and risk and performance management. Adequate human and financial resources for (at least) biannual monitoring by the MC and/or a technical team should be allocated within the future program.	MEL Efficiency
18.	Future resourcing for MEL should consider the need for increased technical resources to support partner M&E capabilities, whole of program and cross activity learning and data collection and analysis.	Effectiveness Cross Cutting MEL
19.	Reporting arrangements should be strengthened through a. considering the proportionality of reporting requirements across the range of PSP and S4D grant types and b. making resourcing available for the development of an integrated MIS to streamline reporting and data analysis.	MEL Effectiveness
20.	Ongoing support and partnerships for research should be a provided to contribute to both whole of program and activity[94] design as well as building the evidence base for the contribution of sports to delivering on development outcomes.	MEL Effectiveness
2.10	**Innovation**	
21.	S4D investments provide the opportunity for DFAT to explore new ways of engaging non-traditional development actors, however, innovation activities need to be appropriate to the funding mechanism and must not be viewed as short term entry points for long term funding. The next stage of programming should provide for: ✶ Targeted funds with clear innovation criteria to ensure a genuine competition for funding; ✶ Opportunities to expand S4D partners to engage in wider partnerships for development (e.g. with universities, NGOs, the private sector, other bilateral/multilateral programs.	Innovation Effectiveness Efficiency
3	**ASP**	
22.	a. The viability of extending the reach of Australia's S4D investments to Asia needs to be pragmatically reviewed in the light of the findings of this evaluation, including the lessons that	Relevance Effectiveness

[94] Activity refers to the granted projects delivered by sporting partners

	have emerged regarding what makes S4D investments effective and the level of resourcing available. b. If DFAT determines to proceed with an integrated program, given the size of the funding pool for Asia combined with the enormous scope of investing in Asia, DFAT needs to agree a clear and singular focus/objective for its S4D investments in Asia.	
23.	To gain credibility and maximise effectiveness and efficiency, S4D partnerships in Asia must work alongside and leverage upon the existing capabilities within the development sector.	Effectiveness Efficiency
24.	The costs of financing the integration of Asia and Pacific S4D investments into a single program must be identified immediately. This includes ensuring sufficient resources for implementing recommendations for strengthening the technical quality of work on gender, social inclusion, child protection, monitoring evaluation and learning which apply to ASP and PSP efforts in equal measure.	Effectiveness Efficiency Cross Cutting MEL

SECTION 6: ANNEXES

Annex 1: Consultations

The following list includes key informants that we have recorded as engaging with us. In some instances, names of all in attendance at meetings were not recorded and we apologise for that, if you or a colleague feel that you have not been included in the list. Please feel free to add your name and return to us.

Organisation	Name and Position	Process
DFAT		
DFAT	**Kristie Brown** Executive Officer, Advocacy, Events and Outreach Section, Public Diplomacy Branch	Briefings Meeting – Canberra Field Visits
	Rob Tranter First Assistant Secretary – Public Diplomacy and Communications Branch	Briefing
	Tom Ffrench	Briefings
	Tony McGee	Phone Call
	Rohan Nandan	Briefing
	Simon Cann-Evans	Briefing
GHD		
GHD	**Ben Howard** Program Manager PSP **Jo Ferris** Deputy Program Manager PSP	Briefings Meeting – Canberra Field Visits
	Jo Roberts Monitoring and Evaluation Advisor	Phone call
	Dr Alison Baker Project Director	Meeting – Canberra Phone call
	Samantha Benton Finance and Contracts Manager – PSP	Meeting - Canberra
Australia and Regional Sporting Organisations		
Hockey Australia	**James Liggins** Participation Manager	Meeting - Melbourne
Tennis Australia	**Bruce Osbourne** Community Relations Manager **Vicki Reid** Strategic Projects Manager	Meeting - Melbourne
Gymnastics Australia	**Karen Norden** Senior Manager Participation and Sport Development **Brooke Kneebush** Development Manager Oceania and South East Asia	Meeting - Melbourne
Basketball Australia	**Anthony Moore** CEO	Phone call
ITTF (Table Tennis)	**Michael Brown** Africa-Oceania Development Coordinator	Meeting - Melbourne
AFL	**Andrew Hughes** Community Football Operations Manager **Ben Drew** Development Manager, South Pacific	Meeting – Melbourne Phone call
Netball Australia	**Olivia Philpott** Community Partnerships and International Development Manager	Meeting - Melbourne
International Cricket Council	**Jane Livesey** Regional Development Manager – East Asia Pacific.	Meeting - Melbourne
FFA	**Mark Falvo** Head of Corporate Strategy, International and Government Relations **Kieren Lilley** International and Government Relations Coordinator	Meeting – Sydney
Australian Rugby League	**Michael Asensio** Pacific Programs Manager	Meeting – Sydney
Australian Rugby Union	**Adam Thomas** Head of Community Engagement	Meeting – Sydney
Cricket Australia	**Sam Watson** Public Policy and Government Relations Manager	Meeting – Sydney
Oceania Hockey	**Bob Claxton** Secretary General	Meeting – Adelaide
Volleyball Australia	**Lauren Soderberg**	Meeting – Adelaide
Oceania Athletics	**Yvonne Mullins** Executive Director **Sarah Runzheimer** Project Manager	Meeting – Gold Coast
Athletics Australia	**James Selby** General Manager – Program Development	Meeting – Gold Coast
FIBA	**Catherine Grawich** Sports Administrator, Hoops for Health **David Crocker** Executive Director	Meeting – Gold Coast
Table Tennis Australia	**Christian Holtz** Oceania Para Development Officer	Meeting – Gold Coast
Oceania Badminton	**Ben Exton** Development Officer	Meeting – Gold Coast

Oceania Swimming	**Nancy Miyake** Oceania Swimming Development Officer	Phone call
World Rugby	**Bruce Cooke** Rugby Services Manager, Oceania	Phone call
Oceania Paralympic Committee	**Paul Bird** President	Phone call
Oceania Football Confederation	**Franck Castillo** Head of International Relations and Social Responsibility **Supriya Kulkarni** Monitoring and Evaluation Coordinator	Meeting - Auckland
Oceania Hockey Federation	**Gill Gemming** Continental Development Officer	Meeting - Auckland
Badminton Oceania	**Nadia Bleaken** Development Manager	Meeting - Auckland
Industry Stakeholders		
Child Fund	**Sarah Hunt** Strategic Partnerships & Grants Development Coordinator	Meeting - Sydney
Sport Matters	**Jackie Lauff** CEO	Meeting - Sydney
Gamechangers	**Kylie Bates** Director	Meeting – Gold Coast
Bond University	**Dr Stuart Murray** Associate Professor, Faculty of Society and Design	Meeting – Gold Coast
ABC ID	**Domenic Friguglietti** Head of International Development **Vipul Khosla** Research Manager	Meeting - Melbourne
FIJI		
DFAT		
	Amy Crago – Deputy High Commissioner	Meeting – Suva
	Padric Harm – Senior Program Manager bilateral education	Meeting – Suva
	Mark Tamsitt – Third Secretary	Meeting – Suva
Government		
Ministry of Health	**Dr Isimeli Takuna**	
Fiji Sports Commission; Fiji Sports Council	**Peter Mazey**	Meeting – Suva
Ministry of Youth and Sport	**Alison Burchall** – First Secretary	Meeting – Suva
Ministry of Education	First Secretary	
Implementing Partners		
Oceania Rugby	**Tihrani Uluinakauvadra**	Meeting – Nadi
Tennis Fiji	**Richard Breen** **John Shannon** **Max**	Meeting – Nadi
Tonga Swimming	**James Panuve** President	Meeting – Suva
Gymnastics Federation of Fiji	**Melaia Lutunauca** SDO **Karen Norden** Senior Manager Participation and Sport Development	Meeting – Suva
Basketball Fiji	**Laisiasa Puamau** **Saula Koroi**	Meeting – Suva
Fiji Rugby Union	**Sale Sorovaki**	Meeting – Suva
Athletics Fiji	**Selwyn Williams** **Joseph Rodan**	Meeting – Suva
Pacific Volleyball Partnership Program	**Semaima Lagilagi**	Meeting – Suva
Industry Stakeholders		
UNICEF Pacific	**Melissa Palombi**	Meeting – Suva
Fiji Women's Crisis Centre	**Shamima Ali** Executive Director	Meeting – Suva
WHO	**Dr Wendy Snowdon**	Meeting – Suva
FASANOC	**Lorraine Mar** **Lyndall Fisher** Sports Development Manager	Meeting – Suva
Secretariat of the Pacific Community	**Si Thu Win Tin** and team	Meeting – Suva
TONGA		
DFAT		
	James Deane	Meeting – Nuku'alofa
	Cath Bombell	Meeting – Nuku'alofa
	Telusa Fotu	Meeting – Nuku'alofa
Government		
Ministry of Internal	**Ana Bing Fonua**	Meeting – Nuku'alofa

Affairs		
Tonga Health and Ministry of Education	**Monica Tu'ipulotu**	Meeting – Nuku'alofa
Implementing Partners		
Tonga Badminton Association	**Peti Tupouniua**	Meeting – Nuku'alofa
Tonga Netball Association	**Salote** **Nita** **Malia** **Lavinia**	Meeting – Nuku'alofa
Tonga Football Association	**Palu Uhatahi** Project Manager	Meeting – Nuku'alofa
Tonga Swimming and Aquatics Association	**Rochelle Fineanganofo** Development Officer **Lesley Vick**	Meeting – Nuku'alofa
Industry Stakeholders		
TASANOC	**Takitoa Taumoepeau** Secretary General	Meeting – Nuku'alofa
Visits		
	Tonga Netball Association Activities	Observation – BSP Courts
	Tonga Football Association Activities	Veitongo Primary School
	Tonga National Badminton Association Activities	
PAPUA NEW GUINEA		
DFAT		
	Donna Kingelty - Second Secretary, Gender and Sport	Meeting – Port Moresby
Government		
PNG Sports Foundation	**Peter Tsiamalili Jnr -** Executive Director	Meeting – Port Moresby
Implementing Partners		
AFL	**Freda Keene** Office Manager	Meeting – Port Moresby
Basketball Federation PNG	**Joel Khalu** CEO	Meeting – Port Moresby
Cricket PNG	**Charles Schaus Kendee** Game Development Manager **Susan Komang** Community Programs Officer **Vaianna Gabba** Regional Coordinator	Meeting – Port Moresby
NRL PNG	**Mark Mom** In-country General Manager	Meeting – Port Moresby
Volleyball PNG	**Kila Dick** Chair of Board	Meeting – Port Moresby
Water Aid Australia	**Stephanie Franet** Sports for Development Program Assistant	Meeting – Port Moresby
Water Aid PNG	**Emily Ryan** AVI volunteer	Meeting – Port Moresby
Industry Stakeholders		
ABCID	**Aaron Kearney** Story Producer	Meeting – Port Moresby
PNG Olympic Committee	**Auvita Rapilla, ML** Secretary General **Andrew Lepani** Deputy Secretary General	Meeting – Port Moresby
Visits		
	AFL Primary School sports clinic with Ben Drew	Observation - Obuna Primary School
SAMOA		
DFAT		
	Charlina Tone-Manoa Communications and Media Manager **Melissa Mitchell** Second Secretary Consul **Kassandra Betham** Senior Health Program Manager **Ronivera Fuimaono** Gender Program Manager **Elisapeta Kerslate** Education Program Manager	Meeting – Apia
	Sue Langford High Commissioner	Meeting – Apia
Government		
Ministries of Women; Education; Sports and Culture; Health	Various Ministry Representatives	Roundtable in Apia
Ministry of Health	**Leausa Dr Take Naseri** CEO	Meeting – Apia
Implementing Partners		
Samoa Netball Association	**Rosemarie Esera** Development Officer **Peseta Noumea Simi** President	Meeting – Apia
Samoa Cricket	**Stella Siale Vaea-Tangitau** General Manager	Meeting – Apia

	Perelini Mulitalo Development Manager	
Samoa Rugby Union	**Shalom Senara** Development Manager **Filoi Eneliko** Get into Rugby Coordinator	Meeting – Apia
Samoa Swimming	**Suzie Schuster** National Coach; Health Lecturer at NUS **Kerrie Punivalu** General Secretary	Meeting – Apia
Industry Stakeholders		
UN Women	**Suisala Mele Maualaivao** Country Program Coordinator	Meeting – Apia
SASNOC	**Faamausili Taiva Ah Young** CEO **Tuna Matalavea** Sports Coordinator Savaii **Tagifano Soonalole** Sport Coordinator Upolo **Tuala Mathew Vaea** Training and Development Officer	Meeting – Apia
Visits		
	Cricket Samoa Primary School clinic	Observation - Fagalii Primary School
	Rugby Union Primary School clinic with Shalom Senara	Observation - Peace Chapel Primary School
	Netball Training of Special Olympics Coaches with Rosemarie Esera	Observation - NUS

Annex 2: PSP Program Logic

The PSP theory of change was developed through a participatory process with sports and DFAT after GHD took over as MC. It was approved in 2016.

Aspirational Goal	**Australia is effectively working in partnership with Pacific Nations for healthy and socially inclusive communities**						**Australia is perceived positively in the Indo-Pacific region**
Longer Term Outcomes	**Improved health related behaviours**			**Improved social inclusion**			
End Program Outcomes							**Public Diplomacy Outcomes**
End Program Outcomes	Increased opportunities for participation in physical activity	Effective and sustainable partnerships for sport and health promotion		Increased opportunities for participation of people with disability	Increased opportunities for participation of women and girls	Increased opportunities for participation of targeted groups (*Country specific*)	Promotion of Australia's sports capability and commitment to supporting development in the Pacific
Intermediate Outcomes e.g. • Changes in institutions, industry and systems • Changes in the way information is being accessed and shared • Changes in individual and group practice • Increase in motivation, confidence, improvement in attitudes • Increase in skills and knowledge	Sports Program Activities Planned, Managed and Reported	Communities engaged and know how to access sports activities	Partnerships Established *(e.g. sports, government, NGOs, business, posts)*	Sports programs are appropriate for disability inclusion *(Fit for purpose equipment, techniques and venues, engagement)*	Sports programs are appropriate for involvement of women and girls *(Engagement, Scheduling, Kastom, Attire, do no harm)*	Sports programs are appropriate for targeted group/s *(youth, emerging leaders, older people, remote communities)*	Stories of sports participation and social inclusion are being used to promote and support the partnership between Australia and the Pacific Nations
Immediate outcomes / Outputs **Activities**	Organisational governance addressed (e.g. boards established)	Organisational effectiveness addressed (e.g. staff trained in administration, data collection, finance etc. and retained)		Program delivery activities undertaken (e.g. sports planning, event management, program monitoring)	Organisational collaboration undertaken (coordination of activities partnership brokering, knowledge sharing and learning in place)		Public Diplomacy – Communication, Engagement and Media Strategy implemented
Inputs	PSP Grants Program – PSP 2 Program Management - $14 million 2013-17						
Laying the Foundation (Getting Ready)	NSOs, RSOs engaged and contracted to deliver activities for PSP 2 through In Country Sport Federations due diligence, risk management, child protection compliance, WH&S compliance Pacific Sports Partnerships Phase 1						

Annex 3: PSP Data Sets

Figure 1: PSP Geographic Spread – Sports by Country (ex Innovation Fund)

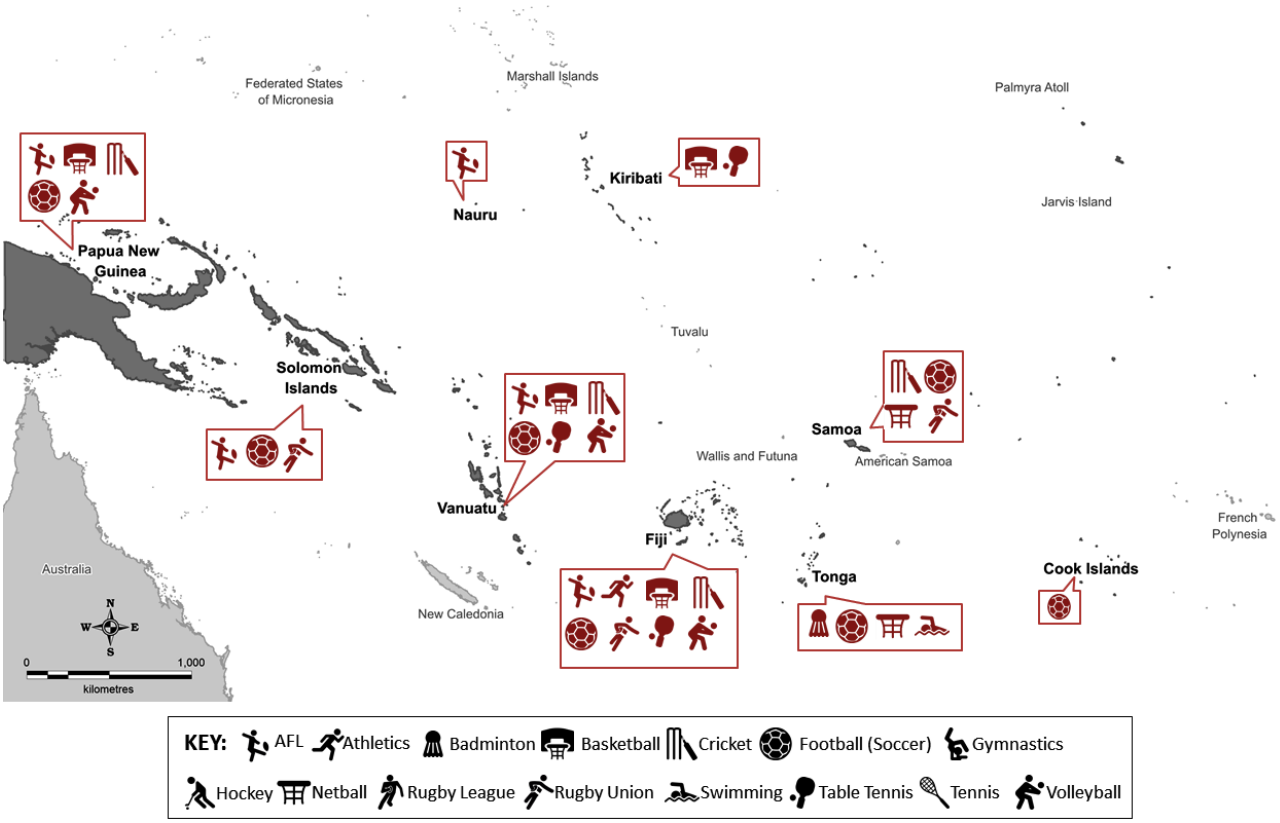


Figure 2: PSP and Innovation Fund Geographic Spread – Sports by Country

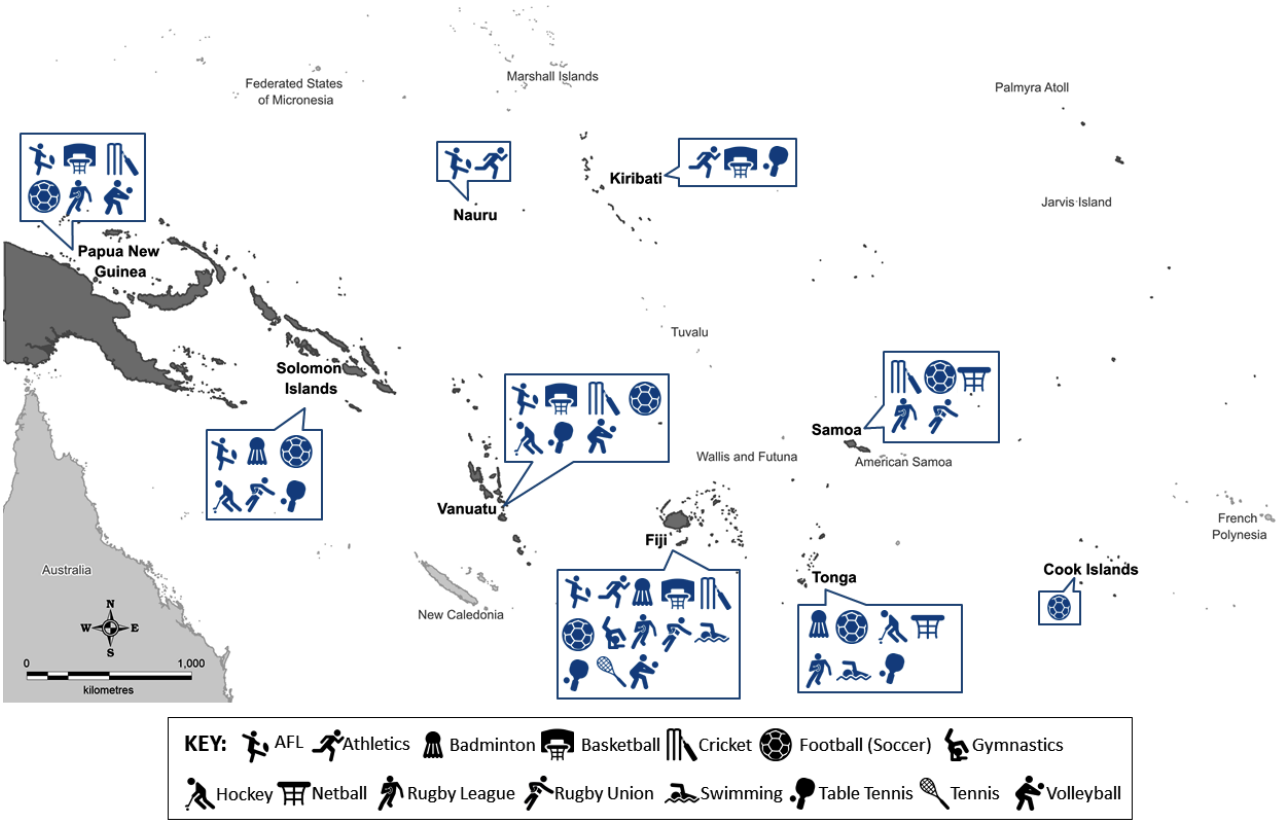


Figure 3: PSP Grants by Sport

The following table shows only the funding to sports under the management of GHD. Accurate figures on funding under ASC were not available.

PSP Grants by Sport 2015 - 2017			
Total Program	**PSP II Grant Value $**	**Innovation Fund Grant Value $**	**TOTAL $**
AFL	400,000		400,000
Athletics	200,000	50,000	250,000
Badminton	200,000	102,054	302,054
Basketball	500,000	75,000	575,000
Cricket	780,000	123,700	903,700
Football	780,000	71,000	851,000
Gymnastics		50,000	50,000
Hockey		50,000	50,000
Netball	800,000	75,000	875,000
Rugby League		73,180	73,180
Rugby Union	780,000	75,000	855,000
Swimming	200,000	50,000	250,000
Table Tennis	360,000	150,000	510,000
Tennis		50,000	50,000
Volleyball	500,000		500,000
TOTAL	**$5,500,000**	**$994,934**	**$ 6,494,934**

Figure 4: PSP Innovation Fund Grants

Innovation Fund Applicants and Awards				
Sporting Organisation – Primary Applicant and Partners	**Existing PSP Partner**	**Existing ASP Partner**	**Innovation Project – Title and Summary**	**Funding Allocated**
Australian Rugby League Commission (ARLC)	No	No	**Pacific Outreach Program** ✶ M&E of education and gender equity outcomes in Pacific Countries (Fiji, Samoa, Tonga) ✶ Officials accreditation program (PNG) ✶ Local ambassador program - Voice Against Violence (PNG and Fiji)	$73,180
Australian Rugby Union (ARU)	Yes	Yes	**Community Heroes** Capacity building of Fiji women's rugby 7s team Fiji (Fijiana)	$75,000
Badminton Australia and Oceania Badminton. *Partners*: Netball Australia; Cricket Australia; International Cricket Council. Supported by ABCID, FFA and NRL	Yes	Yes	**Pacific Sports Media & Communications Training** Media training open to personnel in PNG, Vanuatu, Samoa, Tonga and Fiji.	$102,054
Cricket Australia and International Cricket Council ***Partner***: Netball Australia.	Yes	Yes	**Pacific Women's Sports Leadership Program** One week leadership training for women in sport in the Pacific.	$98,700
FIBA in Oceania	Yes	No	**Pacific Youth Leaders Basketball Camp** Youth leadership camp in Fiji, training on Coaching and Youth Development (2 participants from 8 countries).	$75,000
Football Federation Australia	Yes	Yes	**Advancing Local Knowledge through Community Based Monitory and Evaluation (CBM&E): A Pilot Study** Community based monitoring and evaluation – training the researchers.	$71,000
Gymnastics Australia	No	Yes	**AeroGym Fiji** Development of sport in Fiji - Aerobics requiring minimal resources.	$50,000
Hockey Australia	No	Yes	**Pacific Hockey Program** Development of sport in Solomon Islands, Tonga and Vanuatu.	$50,000
Netball Australia	Yes	Yes	**SamoaNet and Kau Mai Tonga Netipolo** - Scaling up existing sport program and capacity building into villages - Strategic Health Communication	$75,000
Oceania Athletics Association	Yes	No	**Athletics for the Future** Support of National Federations in Nauru and Kiribati	$50,000
Rowing Australia** NB Rowing was successful but later withdrew	No	No	**PNG Rowing Program – Get Health Rowing** Implementation of 6-week rowing program in PNG	$50,000
Table Tennis Australia. *Partners*: Oceania Badminton; Oceania Paralympic Committee	Yes	Yes	**Can sports change attitudes towards children with disabilities?** Research on children's and self- perceptions of PWD in Fiji, Solomon Islands and Tonga.	$150,000
Tennis Australia	No	Yes	**Tennis Hot Shots in Fiji** Implementation of learn through play tennis program in Fiji, with focus on girls.	$50,000
Wrestling Australia	No	No	**Wrestle Right** Delivery of Wrestle Right in Polynesia and Micronesia	-

Figure 5: PSP Total Participation – Disaggregated by Gender and Disability

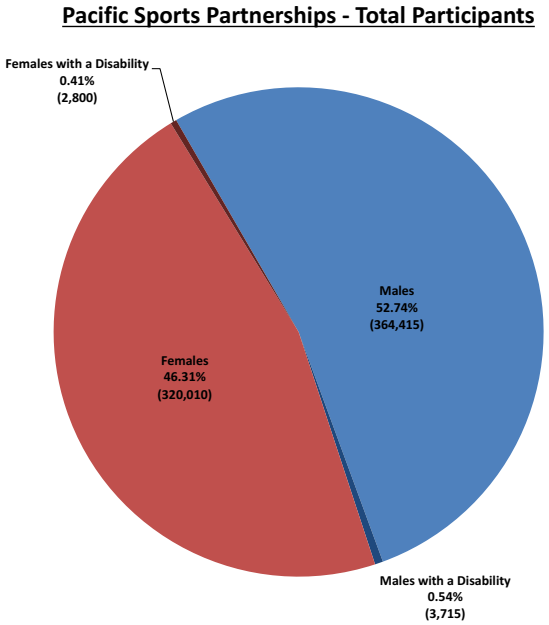


Figure 6: PSP Recurrent Participation – Disaggregated by Gender and Disability

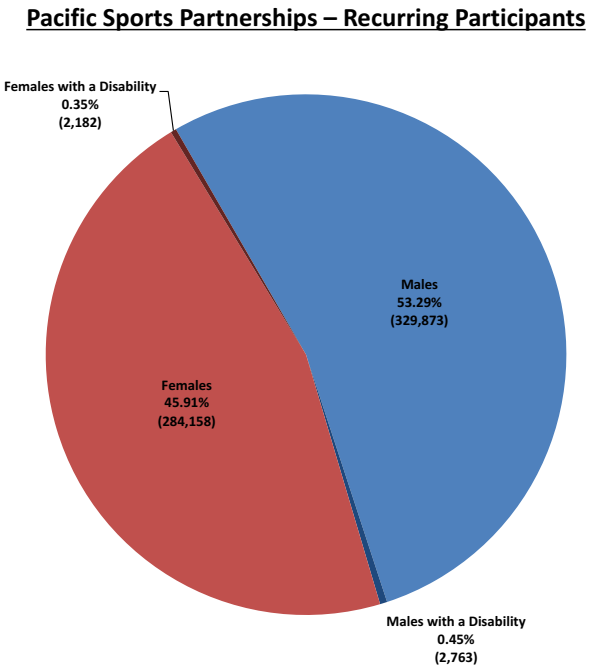


Figure 7: PSP Participation by Country Disaggregated by Gender and Disability

Figure 8: PSP Participation by Age and Gender

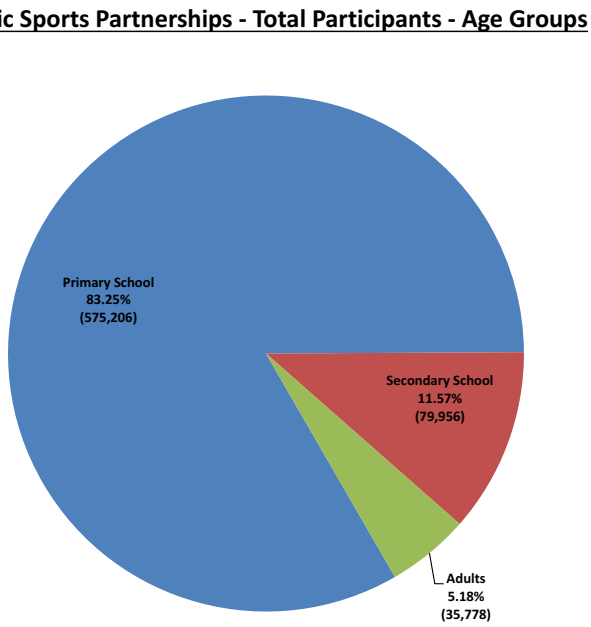


Figure 9: PSP Recurring Participation by Age and Gender

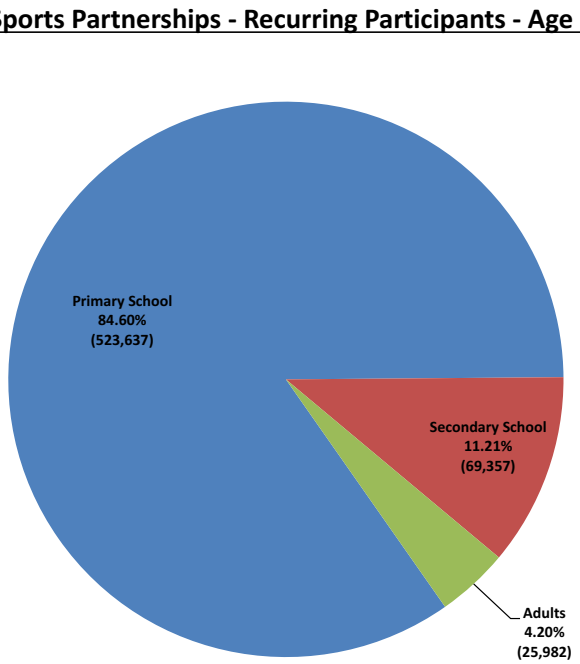


Figure 10: ASP Sports by Country

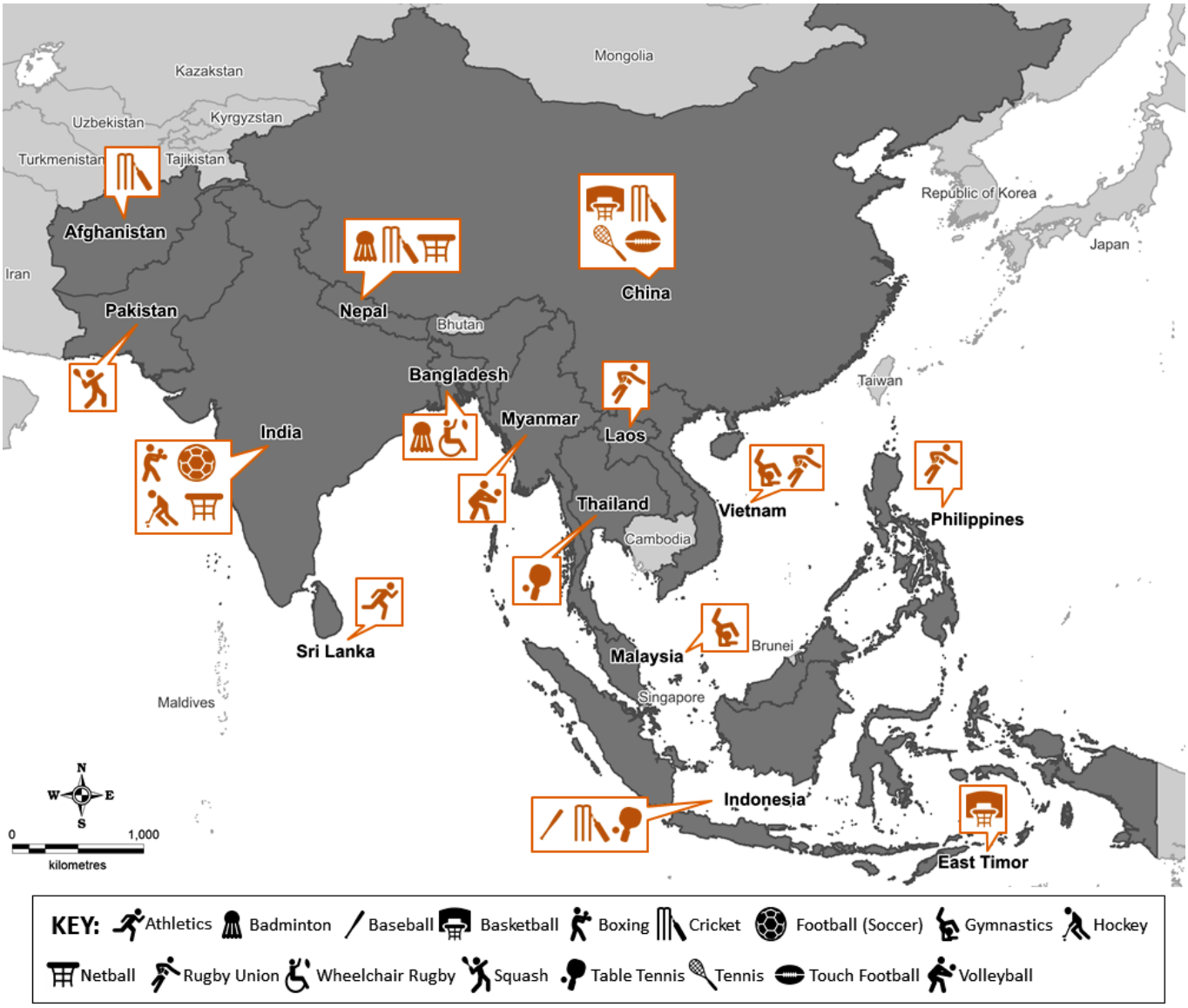


Figure 11: ASP Grants by Sport and Country 2015 – 2016

Lead organisation	Activity	Focus Country	Funding (AUD)
Total ASP funding in 2015-16			**1,467,470**
Badminton Australia	Shuttle Time Nepal—Build resilience in children, support inclusion, peacebuilding and health.	Nepal	200,000
Baseball Australia	Diamonds in the Rough—Gender empowerment and engagement of women and men on violence.	Indonesia	100,000
Child Fund Australia	Pass it Back (partnered with Asia Rugby) life skills in children and youth for gender equality.	Laos	98,320
Cricket Australia	Asian Cricket Partnerships Programs—health, gender equality and organisational linkages.	Afghanistan, China, Nepal	200,000
FIBA in Oceania	Mum's a Hero—health and nutrition program for older women and families through basketball.	Timor-Leste	97,750
Football Federation Australia	Just Play India—governance, participation, health, gender, education and water/sanitation	India	235,000
Hockey Australia	Indigenous India Hockey Program—focus on inclusive participation and emerging leaders.	India	70,000
Netball Australia	One Netball Asia—education and engagement of women and girls in safe spaces.	India, Nepal, Timor-Leste, Sri Lanka	200,000
Table Tennis Australia	ASP Smash Down Barriers—focus on improving the lives of people with disability through sport.	Thailand	167,200
Tennis Australia	Tennis Hot Shots in China—gender, health, disability and wellbeing for urban children.	China	99,200

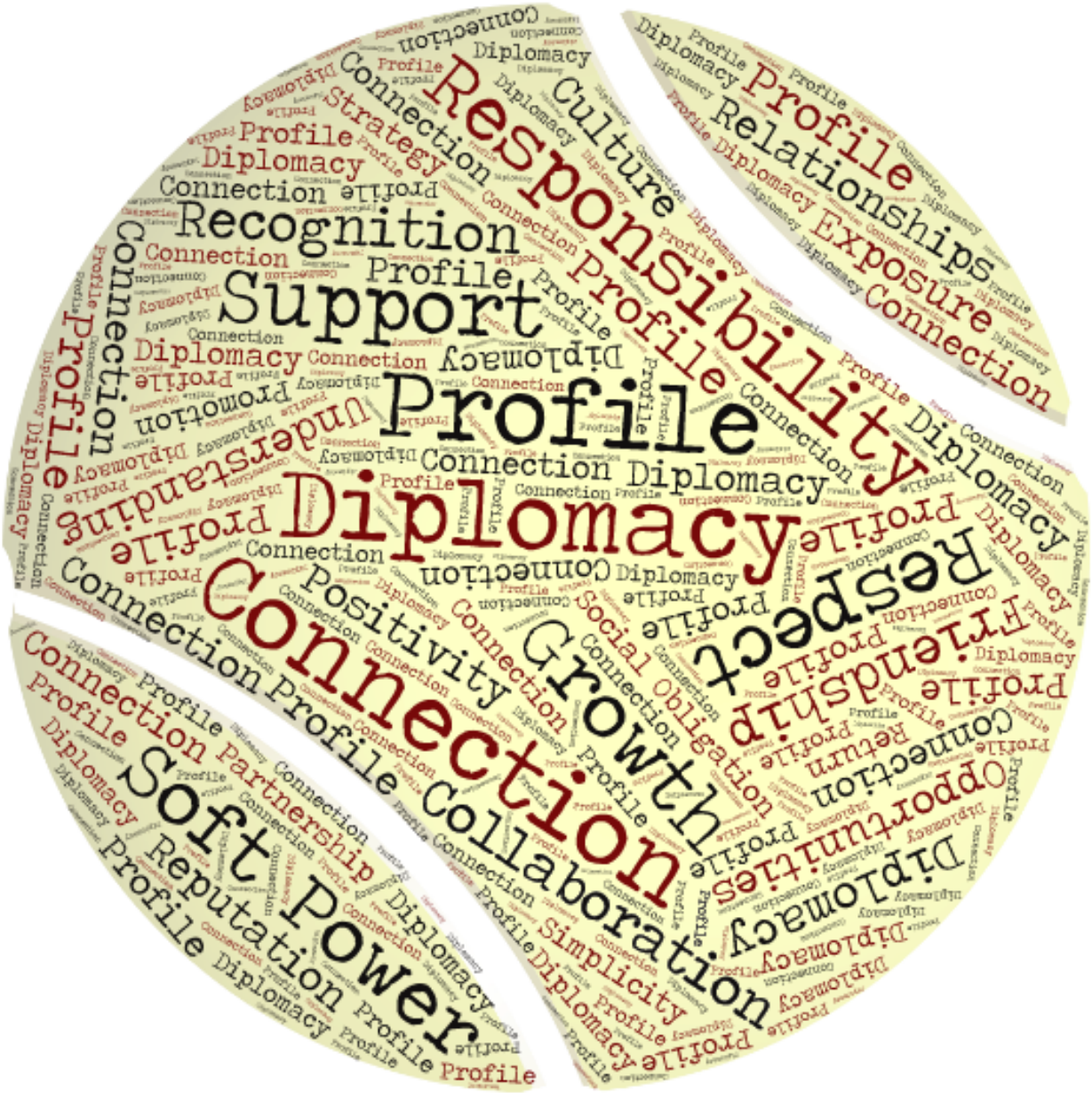
Figure 12: ASP Grants by Sport and Country 2015 – 2016

Organisation	Activity objective	Focus Country	Funding
Athletics Australia	Promotion of inclusion, diversity and education through athletics	Sri Lanka	100,000
Australian Rugby Union (partnered with ChildFund Australia)	Equipping children and youth in disadvantaged communities to overcome challenges and inspire positive social change through rugby	Laos, Philippines and Vietnam	160,000
Badminton Australia (partnered with SportMatters)	Promotion of healthy and resilient communities with a focus on children through badminton	Nepal and Bangladesh	150,000
Baseball Australia	Strengthening leadership of women and girls and awareness of gender violence issues through baseball	Indonesia	100,000
Boxing Australia	Supporting awareness of environmental sustainability, health and social inclusion through modified community boxing	India	75,000
Cricket Australia	Improving capacity of local staff and coaches to deliver quality and gender inclusive community programs through cricket	Afghanistan, China, India, Indonesia and Nepal	160,000
Disability Sports Australia	Providing opportunities for people with severe disability to participate in sport through wheelchair rugby	Bangladesh	25,000
FIBA (International Basketball Federation)	Improving nutrition and activity levels of women and girls and build capacity and leadership in partnership with ASEAN federations through basketball	Timor-Leste, Brunei, Cambodia, Indonesia, Laos, Vietnam, Malaysia, Myanmar, Philippines, Thailand Singapore	100,000
Football Federation Australia	Educating young people on water and sanitation, health, gender and disability through football (soccer)	India	160,000
Gymnastics Australia	Promoting leadership capacity of women with a focus on participants with disabilities through gymnastics	Malaysia, Thailand and Vietnam	150,000
Hockey Australia	Promotion of gender equality and access to quality coach education for rural communities through hockey	India	50,000
Netball Australia	Improving health-related behaviours, physical and mental wellbeing, and education and advocacy around women's leadership through netball	Nepal and India	160,000
Sport Inclusion Australia	Building an inclusive sports culture focusing on those with intellectual disability and women and girls through basketball	China	75,000
Squash Australia	Fostering youth empowerment, gender inclusion, health and education through the Squash Classroom	Pakistan	75,000
Table Tennis Australia	Promoting social inclusion and fostering attitudinal change about and amongst people living with disability through table tennis	Indonesia and Thailand	160,000
Tennis Australia	Increasing physical activity of urban children and promoting community sport through tennis	China	100,000
Touch Football Australia	Promoting empowerment and leadership for women and girls through touch football	China	75,000
Volleyball Australia	Engendering leadership and life skills in girls and young women in conflict-affected areas of Myanmar	Myanmar	125,000
Total ASP funding in 2016-17			2,000,000

Annex 4: Word Clouds - Perceptions

As part of our reflection processes, we asked DFAT's S4D Partners to provide one word in response to three key questions. The following word clouds show these responses.

What does DFAT get out of its S4D investments?



What do the Sports get out of delivering S4D programs?

3. What do beneficiaries get out of participating in S4D programs.

Annex 5: ABC ID Media Outputs and Reach Figures

										Online	Social Media				
	Date	Sport	Country	Multi	Primary theme	Secondary Theme	Platform	Title	Link	Web metrics	Facebook				Twitter
										Visits - Total	Reach	Likes	Comments	Shares	# of tweets
1	9/10/2015	Table Tennis	Kiribati	-	Disability	Capacity	Australia Plus	Serving up a solution: sport and mental health re	http://www.australiaplus.com/international/	571	32736	1447	3	17	25
2	21/10/2015	Volleyball	Fiji	-	Gender	-	Australia Plus	Fiji aces addressing gender inequality through sp	http://australiaplus.com/international/	722	32056	530	26	87	12
3	21/10/2015	Volleyball	Fiji	-	Gender	-	FB Australia Plu	Fiji aces addressing gender inequality through sp	-	-	22775	1119	6	23	-
4	5/11/2015	Cricket	Multi	Fiji, Samoa, PNG, Vanuatu	Health	Gender	Australia Plus	Pitching for more cricket action in the Pacific	http://www.australiaplus.com/internat	424	50964	2946	14	20	4
5	20/11/2015	Football	Multi	Solomon Islands, Vanuatu	Capacity	Health	Australia Plus	Just playing for children's rights	http://www.australiaplus.com/international/	263	26344	1829	-	3	18
6	3/12/2015	Table Tennis	Fiji	-	Disability	-	Australia Plus	Fijian para table tennis star Mere Roden using sp	http://www.australiaplus.com/internat	607	41489	1924	26	38	3
7	10/12/2015	Cricket	PNG	-	Gender	Capacity	Australia Plus	Using cricket to promote change: how sport is em	http://australiaplus.com/international/2015-	206	19917	1158	5	14	17
8	23/12/2015	PSP	Multi	Fiji, Kiribati, PNG, Vanuatu	Capacity	Partnerships/ Collab	Australia Plus	If you're sick of bad sports news, then get a dose	http://www.australiaplus.com/internat	887	69530	1757	15	39	2
9	18/02/2016	Netball	Tonga	-	Gender	Capacity	Australia Plus	Courting change: Tongan men take a shot at netb	http://australiaplus.com/pacific/2016-02-18/	745	90263	3890	54	81	42
10	1/03/2016	Basketball	Fiji	-	Health	Gender	Australia Plus	Healthy eating program a slam dunk for Fiji's kids	http://australiaplus.com/international/	1278	98032	4673	40	59	11
11	8/03/2016	Multi	Samoa	Football, Netball, Cricket, Rugby	Gender	Capacity	Australia Plus	Game changers: Samoa's sporting sisterhood	http://www.australiaplus.com/internat	1011	70707	3395	28	34	15
12	17/03/2016	Table Tennis	Fiji	-	Disability	Capacity	Australia Plus	From shame to fame: How a tragic accident led to	http://www.australiaplus.com/internat	1997	97267	3604	61	73	28
13	24/03/2016	Rugby	PNG	-	Disability	-	FB Australia Plu	League Bilong Laif - Photo Gallery	-	-	176925	8688	38	71	-
14	29/03/2016	Rugby	PNG	-	Disability	-	Australia Plus	Rugby League tackles disability and discriminatio	http://australiaplus.com/international/	362	112894	3167	14	15	13
15	6/04/2016	Multi	Tonga	12 sports	Capacity	-	FB Australia Plu	International Day of Sport and Peace gallery	-	-	164865	8824	68	35	-
16	7/04/2016	Football	Tonga	-	Health	-	Australia Plus	Creating a healthier future for the children of Ton	http://www.australiaplus.com/international/	647	64926	3444	20	40	2
17	12/04/2016	Cricket	PNG	-	Gender	Capacity	Australia Plus	Batting for choice: the cricket program giving con	http://www.australiaplus.com/international/	509	80752	3985	19	41	-
18	21/04/2016	Swimming	Tonga	-	Capacity	-	Australia Plus	Float before you fly: fostering Tonga's future swi	http://www.australiaplus.com/international/	707	100778	5537	35	49	6
19	28/04/2016	Badminton	Tonga	-	Capacity	-	Australia Plus	Meet the man on a mission to make Tongans mad	http://www.australiaplus.com/international/	844	62337	3313	60	29	7
20	3/05/2016	Volleyball	Vanuatu	-	Capacity	Partnerships/ Collab	Australia Plus	Vanuatu shines in sports' spotlight	http://www.australiaplus.com/internat	362	76779	4924	39	38	4
21	12/05/2016	Cricket	Vanuatu	-	Gender	Capacity	Australia Plus	Vanuatu's colourful cricket revolution	http://www.australiaplus.com/internat	469	61661	5134	38	40	-
22	2/06/2015	Volleyball	Vanuatu	-	Gender	Capacity	Australia Plus	The police volleyball program tackling social prob	http://www.australiaplus.com/internat	469	71970	4951	21	26	-
23	9/06/2016	Multi	Multi	PNG, Tonga, Regional/ Rugby, swim	Capacity	-	Australia Plus	Sport in the Pacific: Medals are not the only meas	http://www.australiaplus.com/internat	311	43822	2768	17	24	-
24	20/06/2016	Rugby	Fiji	-	Youth	Capacity	Australia Plus	Will Olympic fever help secure Fiji rugby's future	http://www.australiaplus.com/international/	497	125245	6287	22	25	1
25	23/06/2016	Football	Multi	Solomon Islands, Vanuatu, Cook Isl	Health	Youth	Australia Plus	Pacific sports program for kids wins international	http://www.australiaplus.com/international/	324	78577	4168	27	43	3
26	28/06/2016	Multi	Vanuatu	Rugby, Tae Kwon Do, Cricket, AFL, B	Youth	-	FB Australia Plu	Olympic day celebrations in Vanuatu	https://facebook.com/AustraliaPlusPacific/po	-	98403	5108	20	21	-
27	6/07/2016	Netball	Samoa	-	Gender	Capacity	Australia Plus	Coaching the coaches: Spreading netball knowled	http://www.australiaplus.com/international/	1155	133233	10565	53	44	4
28	13/07/2016	Basketball	Vanuatu	Basketball	Gender	Health	Australia Plus	Vanuatu's green light for health	http://www.australiaplus.com/international/	169	48250	3713	18	25	10
29	22/07/2016	Multi	Tonga	Swimming, soccer, volleyball, netb	Capacity	-	FB Australia Plu	Sports coaches and administrators - learning new	https://facebook.com/AustraliaPlusPacific/po	-	125100	5200	16	32	4
30	28/07/2016	AFL	PNG	-	Capacity	Health	FB Australia Plu	AFL PNG style	https://www.facebook.com/256836760999864/	-	82307	249	4	65	-
31	1/08/2016	AFL	PNG	-	Capacity	Gender	Australia Plus	Papua New Guinea punts on the 'Australian Game	http://www.australiaplus.com/international/	709	95721	5600	18	50	3
32	5/08/2016	Multi	Multi	Regional Olympics	Capacity	-	Australia Plus	Australia's sports development programs achievi	http://www.australiaplus.com/internat	342	61616	4714	7	27	
33	12/08/2016	Rugby	Fiji	Olympics	Capacity	-	FB Australia Plu	CONGRATULATIONS #Fiji!	https://www.facebook.com/AustraliaPlusPac	-	248542	18650	192	216	-
34	15/08/2016	Multi	Fiji	Sports workshop	Capacity	-	FB Australia Plu	#Fiji is still celebrating its historic Rugby Sevens Olympic Gold Medal but sports officials a		-	109588	4979	29	38	
35	18/08/2016	Netball	Samoa	-	Gender	Capacity	Australia Plus	The pioneering Tongan leader who's inspired by	http://www.australiaplus.com/internat	670	77220	5418	47	91	10
36	26/08/2016	Rugby League	Samoa	-	Youth	Capacity	Australia Plus	How Rugby League is offering hope and healing i	http://www.australiaplus.com/internat	210	168052	6958	69	111	3
37	2/09/2016	Multi	Fiji	High Jump - Olympics	Disability	Capacity	Australia Plus	From low point to high jump: Epeli's epic Paralym	http://www.australiaplus.com/internat	753	90497	5110	41	82	8
38	5/09/2016	Multi	PNG	7 sports	Capacity	-	FB Australia Plu	Sports officials and media gathered in Port Mores	https://www.facebook.com/AustraliaPl	-	140468	7745	43	40	-
39	12/09/2016	Athletics	PNG	Olympics	Capacity	-	Australia Plus	Theo Piniau: Putting Papua New Guinea in the ru	http://www.australiaplus.com/internat	1738	110375	4386	91	92	9
40	20/09/2016	Cricket	Fiji	-	Gender	Capacity	FB Australia Plu	On the Coral Coast in Fiji, the women of Galoa Vil	https://www.facebook.com/AustraliaPlusPac	-	178581	12670	203	203	-
41	22/09/2016	AFL	Vanuatu	-	Gender	Capacity	Australia Plus	Happy memories and healthy choices: Australian	http://www.australiaplus.com/international/	473	52662	3736	17	20	-
42	28/09/2016	Netball	Samoa	-	Gender	-	Australia Plus	All are welcome on Samoa's netball courts and Fa	http://www.australiaplus.com/international/	1642	131854	8010	79	25	6
43	10/10/2016	Cricket	Fiji		Gender	Capacity	Australia Plus	Thanks to Marica Vua, Fiji is being bowled over by	http://www.australiaplus.com/international/	453	95060	6559	43	28	-
44	14/10/2016	Multi	Solomon Island	-	Capacity		FB Australia Plu	ABC's Aaron Kearney has set out to capture the m	https://www.facebook.com/AustraliaPl	-	144127	5224	24	38	-
45	20/10/2016	Swimming	Tonga	-	Gender	Capacity	Australia Plus	Swimming safely: The skills three women are spr	http://www.australiaplus.com/international/	462	80876	3427	13	17	5
46	28/10/2016	Football	Solomon Island	-	Youth	-	FB Australia Plu	More than 150,000 children across the Pacific are	https://www.facebook.com/AustraliaPlusPac	-	151214	13215	23	24	-
47	4/11/2016	Rugby	Solomon Island	-	Gender	-	Australia Plus	Solomons sevens sisterhood tackling tired traditi	http://www.australiaplus.com/internat	625	108827	6895	45	41	4
48	9/11/2016	Rugby	Solomon Island	-	Capacity	-	FB Australia Plu	The world's two greatest Sevens Rugby nations h	https://www.facebook.com/AustraliaPl	-	235391	26800	96	80	-
49	18/11/2016	Volleyball	PNG	-	Health	Gender	Australia Plus	Volleyball teams up to take on taboos in PNG	http://www.australiaplus.com/international/	1366	86537	4478	18	28	3
50	18/11/2016	Multi	Multi	Fiji, Tonga, PNG,	Youth	-	FB Australia Plu	Happy Universal Childrens Day	https://www.facebook.com/AustraliaPlusPac	-	124480	11264	20	37	-
51	30/11/2016	Rugby	Fiji	-	Gender	Capacity	Australia Plus	Gold Rush: Sevens' success sparks rugby revolutio	http://www.australiaplus.com/internat	256	84194	5912	9	8	5
52	6/12/2016	Football	Solomon Island	-	Gender	Youth	Australia Plus	Football's Angel Gabriel foresees Solomons' succ	http://www.australiaplus.com/internat	169	70646	4968	24	23	-
53	15/12/2016	Multi	Kiribati	Football, Basketball, Table Tennis	Capacity	-	Australia Plus	Small sports strategy: solving the sports space str	http://www.australiaplus.com/internat	231	59782	4367	7	12	6
54	20/12/2016	Badminton	Fiji	-	Disability	-	Australia Plus	Balloons and badminton: smashing stigma in Fiji	http://www.australiaplus.com/internat	287	76791	6323	8	27	5
55	30/12/2016	Multi	Multi	Rugby, Cricket, Netball, Basketball,	Capacity	-	FB Australia Plu	2016 will go down as one of the greatest in histor	https://www.facebook.com/AustraliaPl	-	205662	14603	49	35	-
56	12/01/2017	Cricket	Samoa	-	Youth	Capacity	Australia Plus	The quick cricketer: a Samoan sprinter's obsessio	http://www.australiaplus.com/internat	180	41283	2963	10	3	4
57	18/01/2017	Table Tennis	Kiribati	-	Disability	-	Australia Plus	Power play: Table tennis driving disability dignity	http://www.australiaplus.com/internat	404	68976	3890	41	27	7
58	25/01/2017	Football	Fiji	-	Gender	Disability	Australia Plus	Mother Mere's mission forges Fijian football fairy	http://www.australiaplus.com/international/	1048	82379	4842	10	22	13
59	16/02/2017	Basketball	Kiribati	-	Disability	Youth	Australia Plus	Basketball blitz captivates Kiribati	http://www.australiaplus.com/international/	547	40005	2574	12	23	4
60	23/02/2017	Hockey	Vanuatu	-	Health		Australia Plus	Vanuatu volunteer helps hockey and health	http://www.australiaplus.com/internat	868	41777	3328	14	10	3
61	2/03/2017	Multi	PNG	Swimming, soccer, rugby, basketba	Capacity	-	FB Australia Plu	Many faces of PNG sport	https://www.facebook.com/AustraliaPl	-	119626	1523	40	16	-
62	8/03/2017	Multi	Multi	Rugby, basketball, AFL, Volleyball,	Gender	Capacity	Australia Plus	Game changers: A sporting chance for Pacific wor	http://www.australiaplus.com/internat	336	162303	2583	9	16	2
63	16/03/2017	Cricket	PNG	-	Capacity	Health	Australia Plus	Fielding for the future: Cricket's PNG mission	http://www.australiaplus.com/internat	156	32751	4182	4	6	8
64	24/03/2017	Rugby	PNG	-	Gender	Capacity	Australia Plus	League's leading ladies leveraging PNG's passion	http://www.australiaplus.com/internat	229	46372	4756	5	14	3
65	27/03/2017	AFL	Solomon Island	-	Gender	-	Australia Plus	Solomons serendipity spawns fertile footy friend	http://www.australiaplus.com/international/	633	80941	6173	41	32	6
	TOTAL									30323	6066080	357122	2208	2713	348