



Australian Government
Australian Sports Commission
AusAID

Sport For Development

A Strategy for the Australian Sports Outreach Program

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1. INTRODUCTION

The purpose of this paper is to outline the overarching strategy for activities¹ that will be conducted under the Australian Sports Outreach Program (ASOP). The ASOP is an initiative announced by the Prime Minister at the 2005 Commonwealth Heads of Government Meeting (CHOGM) in Malta. Australia committed \$10 million over 5 years to the program - from July 2006 until July 2011. The ASOP is intended to maintain the Government's links to the development of sport in the Caribbean and Africa, whilst reinforcing and expanding its operations in the Pacific Islands.

The strategy is the result of collaboration between AusAID and the Australian Sports Commission and will guide activities through to July 2011. Refinements to the strategy may be made from time to time as circumstances and priorities change.

2. DEFINITIONS

"Development is a process of enlarging people's choices and increasing the opportunities available to all members of society. Based on the principles of inclusion, equity and sustainability, emphasis is on the importance of increasing opportunities for the current generation as well as generations to come. The basic human capabilities that are necessary for this are to lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of community. Sport can directly help build these capabilities."²

In 2000, the UN Inter-Agency Task Force on Sport for Development and Peace defined sport as "all forms of physical activity that contribute to physical fitness, mental wellbeing and social interaction, such as play, recreation, organised or competitive sport, and indigenous sports and games."³

AusAID and the ASC, in the context of the ASOP, have adopted the term *Sport For Development* and defined it as "the use of sport for individual and institutional development that contributes to social development". Social development is broadly recognised as anything that has a benefit to society. In adopting the Sport For Development term there is an important recognition that without sport activity, i.e. sport development, there can be no Sport For Development. This reflects the important balance between the relative strengths of AusAID and the ASC that are being brought together under the ASOP.

Globally, a distinction has been made between sport for development activities which are "sports-plus" and those which are "plus sport".

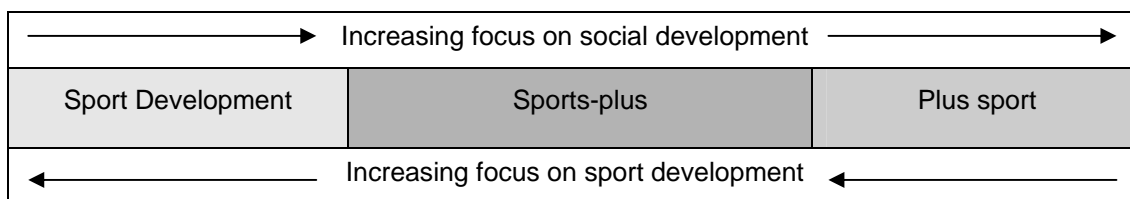
- "Sports-plus" activities promote sports activities and/or the development of sporting organisations themselves because of the inherent positive benefits of participation in sport for individuals and communities. In this approach the major aim is to develop sustainable sporting organisations in order to achieve a combination of objectives, which could range from developing sustainable sporting programs, removing barriers to participation and the development of coaches and leaders, to achieving better nutrition, increasing exercise, addressing issues such as HIV/AIDS education, increasing commitment to general education and developing values of citizenship.
- "Plus sport" activities use sport much more as merely the means to an end; to achieve a non-sporting development outcome. Non-sporting outcomes (e.g. HIV/AIDS education and behaviour change) are more important than the longer-term sustainable development of sport.

¹ The term "activity" in this strategy could refer to support to a partner program, a project, ad hoc technical assistance, etc.

² www.un.org/sport2005

³ Sport for Development and Peace: Towards Achieving the Millennium Development Goals, UN Inter-Agency Task Force on Sport for Development and Peace (2003)

It is important to recognise that these two definitions form a sport for development continuum as represented in the diagram below. It is a continuum because objectives like those at the end of the sports-plus list are also often the sort of objectives adopted in plus sport models.



For the purposes of the ASOP, AusAID and the ASC have started with the premise that quality sport for development must be based on quality sport development and that in order to maximise the chances of sustainable sport for development outcomes, the long term sustainable development of sport must be a key objective. This means that programs will be based on undertaking quality sport development, rather than on other sector interventions that somehow incorporate a sporting component.

This is an important distinction as it has significant implications for program design.

The ASOP will use a variety of activities along the continuum above and where relevant and possible, will work in a cross sector way to ensure that activities are part of multi-faceted programs. For instance, through collaboration with relevant partner government departments and other stakeholders including the World Health Organisation, UNICEF and programs such as PRIDE⁴.

AusAID defines quality aid as that which “has appropriate objectives and design; is managed in a professional manner; achieves its objectives; and has sustainable outcomes.”⁵ This definition will be used for the purposes of defining quality sport programs under the ASOP.

Health Promotion is a strategy for improving the health of the population by providing individuals, groups and communities with the tools to make informed decisions about their well-being. Moving beyond the traditional treatment of illness and injury, health promotion efforts are centred primarily on the social, physical, economical and political factors that affect health, and include such activities as the promotion of physical fitness, healthy living and good nutrition. This is the definition that will be used under the ASOP for activities that include a health promotion objective.

3. RATIONALE

In 2003, the United Nations Inter-Agency Task Force on Sport for Development and Peace published a landmark report, *Sport for Development and Peace: Towards Achieving the Millennium Development Goals*, which examined the evidence in support of sport as a development tool. The report concluded that “... well-designed sport-based initiatives are practical and cost-effective tools to achieve objectives in development and peace. Sport is a powerful vehicle that should be increasingly considered by the UN as complementary to existing activities.”⁶

In announcing the ASOP in 2005, Prime Minister John Howard remarked that “Sport has the ability to transcend social, educational, ethnic, religious, historical, political, and language barriers. Research conducted by the Australian Sports Commission also demonstrates the important role sport plays in underpinning broader health and community development objectives.”⁷

ASC research points to empirical evidence of the direct role sport can play in advancing health and community development, advancing the rights of women, reducing anti-social behaviour, building community and national identity, achieving international recognition, fostering character

⁴ Pacific Regional Initiative for the Development of (Basic) Education

⁵ Australian Aid: Promoting Growth and Stability - White Paper on the Australian Government's overseas aid program, DFAT, 2006

⁶ Towards Achieving the Millennium Development Goals, United Nations Inter-Agency Task Force on Sport for Development and Peace (2003), online: <http://www.un.org/themes/sport/reportE.pdf>

⁷ Government of Australia media release, 26 November 2005.

development among citizens, and contributing to economic development. Sport is also recognised as a tool for national integration because of its broad relevance to education, health, and politics. While sport itself cannot solve the development issues of a region, it is an important component of a comprehensive development program.

AusAID and the ASC recognise that quality sport development has inherent value. The direct result of developing the capacity of organisations and individuals to organise and partake in sport meets many development objectives. If it can be shown that quality sports programs increase individuals' ability to organise, lead, network, communicate, co-operate, administer, evaluate, self determine, become more active, inform each other and develop a sense of responsibility and fair play, then there is a strong argument for the support of sport from a development perspective.

There is increasing evidence of the various benefits of sport. ASOP activities will contribute to this evidence base by collecting quantitative and qualitative information about sport related outcomes in a development context.

4. ASOP GOAL

The goal level objective for the ASOP is to achieve, in the regions targeted:

- Increased capacity to deliver inclusive sports based programs that contribute to social development.

The sports activities that are undertaken under the ASOP will be independently designed and will have this goal as their highest level objective. Each activity will have its own lower level objectives specific to the outcome being sought, with related outputs necessary to deliver that outcome.

Each sports based activity will: include capacity building plans agreed with committed local partners; promote sustained increases in sport related participation; and will contribute to one or more of improved leadership, health promotion, social cohesion, or the achievement of public diplomacy outcomes. AusAID and the ASC recognise the inherently complicated nature of such objectives and will ensure the necessary expertise will be made available to develop appropriate approaches.

This strategy will not define the forms of aid to be used as these will be determined at a lower level – for instance, at the country level in relation to the Pacific.

5. ASOP COMPONENTS

The ASOP will take a three pronged approach to achieving this goal. The ASOP is comprised of three components - the Pacific, Southern Africa and Targeted Activities.

During discussions between AusAID and the ASC the following breakdown of annual funding was determined:

- Pacific Component - minimum \$1,000,000;
- Southern Africa - \$400,000; and
- Targeted Activities - \$600,000.

There is a requirement to consider some flexibility with these amounts, especially when considering the Australian Government's priority focus on the Asia-Pacific region. Accordingly, there is some flexibility to adjust funding within and between the components but any changes in annual funding will be agreed between AusAID and the ASC.

Pacific Component

The White Paper on the Australian Government's Overseas Aid Program, *Australian Aid: Promoting Growth and Stability*, reaffirms the Government's focus on the Asia-Pacific region. The Pacific will be the principal focus region of the ASOP. Reference can be made to a communiqué of the 32nd meeting of the Pacific Islands Forum in order to get a sense of why Pacific communities themselves have a focus on sport. In the communiqué Pacific leaders agreed that:

“... sports provide a viable and significant opportunity for the Pacific Island Nations to improve the quality of life for its people through better health, education and in particular in stimulating the local economy to create new and varied job opportunities. In addition, sports create pathways for young people of the region to achieve better standards of education and job opportunities abroad, a trend which will be essential to the future survival of our Island Nations. Sports must therefore continue to retain a significant place in the overall development strategies adopted by the Governments of the Pacific Region.”⁸

More recently Governments of Pacific Island countries endorsed a significant regional policy document, the Pacific Plan, in October 2005.⁹ The Plan is a broad-ranging document emphasising the value of regional cooperation to address priority development issues. Sport is mentioned specifically in the plan in terms of the following objectives:

- The enhancement of sporting networks to support the developmental role of sport. This is a strategy for immediate action within the sustainable development component of the Plan – timeframe 2006-2008. The intent is to increase levels of participation and achievement in sports (including for people with disabilities).
- The creation of a regional sporting institute.

Southern Africa Component

In southern Africa the ASOP will build on the existing Active Community Clubs project, with a design review undertaken as a priority.

Targeted Activities Component

The Prime Minister's announcement indicated that the ASOP would be aimed predominantly at Commonwealth member countries. With a specified focus on the Pacific and southern Africa, some flexibility is needed to allow for broader coverage.

The “targeted activities” element will:

- allow for continuity in activities in the Caribbean while sustainability is addressed;
- include small scale activities in Commonwealth countries identified through a structured submission process that will address needs identified locally through consultation with stakeholders; and
- include a Pacific Post Discretionary Fund administered by the Department of Foreign Affairs and Trade in consultation with the ASC.

Over the duration of the ASOP, as activities within the Caribbean and southern African regions become sustainable through in-country arrangements, AusAID and the ASC will look to increase the focus on the Asia-Pacific region.

6. PROGRAM APPROACH

Ensuring a High Quality Aid Program

Aid Quality

As mentioned in the Definitions section, AusAID defines quality aid as that which: “has appropriate objectives and design; is managed in a professional manner; achieves its objectives; and has sustainable outcomes.” All of the sports interventions implemented under the ASOP will conform to this definition.

⁸ Communiqué of the 32nd meeting of the Pacific Islands Forum, August 2001

⁹ The Pacific Plan, endorsed by Leaders at the Pacific Islands Forum, October 2005

Appropriate Objectives

Specific activity objectives, developed jointly with partners, will follow the SMART principle (i.e. be specific, measurable, achievable, relevant, and time bound).

The set of objectives (goal, purpose and outputs in the case of projects) associated with specific interventions will be relevant to the framework established by this strategy, with each intervention adopting the ASOP goal as its goal. AusAID and the ASC will ensure that specific interventions contribute to the ASOP goal.

Commitment to quality designs

Participatory design processes will be used to produce coherent, feasible and detailed program plans. (Design teams will involve individuals with: (i) a knowledge and understanding of aid effectiveness principles; (ii) relevant sports development technical expertise; and (iii) an understanding of partner government needs and priorities).

Effective project management

The ASOP and its interventions will be managed and implemented in accordance with established principles and techniques relevant to a development context, and will be delivered in a way that utilises the sport and project management expertise within AusAID and the ASC to mentor partners and deliverers in country so that skills are transferred and the capacity of individuals developed.

Focus on sustainability

Sustaining the flow of benefits into the future will be a key consideration in designing and managing ASOP interventions. Individual activities will include a sustainability strategy. ASOP activities will promote sustainable benefits by:

- establishing government to government relations and securing sport ministry ownership of programs so they directly contribute in some way;
- engaging other ministries such as education, health, social welfare and youth;
- developing the capacity of partner agencies;
- developing the capacity of local deliverers who are capable and enthusiastic;
- collaborating with other donors and providers;
- assisting partners to explore alternative funding sources; and
- ensuring the cultural fit of programs.

Guiding Principles and Approaches

Overall ASOP approach:

This strategy sets the high level framework for the ASOP through the ASOP goal and these guiding principles. The specific interventions to be considered may include new activities or established programs (such as the Active Community Club program in southern Africa or the Pacific Junior Sport program). All Interventions will be designed and implemented consistent with the principles below.

Local ownership

The ASOP will include a commitment to meaningful consultation and the building of relationships with government and non-government stakeholders to:

- enhance alignment with partner government priorities, systems and procedures;
- ensure that Program activities address identified partner country needs and are adapted to local realities (cultures and contexts);
- foster support for locally initiated and developed programs wherever feasible; and

- ascertain the extent of local commitment.

The ASC and AusAID recognise that in different cultures sport takes different forms and has different roots, backgrounds and functions and that individual motives for participating in sport are equally diverse. Messages about the positive value and impact of sport beyond its role as a recreational activity will be consistently delivered.

Country commitment and infrastructure

In selecting countries, consideration will be given to those that show a strong desire and willingness to become involved and have existing resources or infrastructure that can be mobilised quickly, or demonstrate a real commitment to providing this.

Partnership and coordination

Partnerships at all levels are critical for delivering sustainable benefits and can be leveraged successfully to secure political support in establishing development priorities and resources.

The ASOP will encourage governments, civil society organisations (e.g. sport federations and development NGOs) to collaborate as policy and delivery partners, and challenge them to become more engaged in sport for development efforts.

Building local capacity and strengthening existing national structures

The ASOP will ensure that capacity building and the fostering of local ownership lie at the very heart of the Program.

The ASOP will work through (or in partnership with) government systems and civil society to build local capacity and enhance sustainability of outcomes. Where it is not feasible to work in partnership with government, the ASOP will work through other local institutions.

To facilitate a long term commitment to development, the ASOP will provide links to other sports and community organisations.

Targeted assistance

Assistance will be targeted to:

- focus on countries prioritised for assistance;
- ensure that funding is not spread too thinly; and
- promote the achievement of sustainable outcomes.

Inclusive

Universal access will be promoted on a wider scale. The ASOP will promote increased access to sport and play activities and broader development outcomes for adolescents, girls, women, people with disabilities and people in remote communities.

AusAID and the ASC will ensure that all activities and the resources, educational and employment opportunities distributed under them, do not exacerbate existing tensions and/or create new tensions or disparities within or between communities along ethnic, gender, religious or other lines.

Activities developed under this strategy will be gender sensitive and harness both women/girls' and men/boys' participation in an equitable way. An analysis of gender issues, resulting in specific gender strategies, will be included in each activity design.

Skilled program deliverers

The program will be delivered by people that are positive role models, possess appropriate knowledge and skills, and are trusted by the end users. Deliverers will consider gender issues in the context of the target country.

Harmonisation with other stakeholders

The ASOP will, wherever possible, collaborate with the range of relevant stakeholders including: appropriate government departments; donors; sporting and other non-government organisations (NGOs) and community based organisations (CBOs) to ensure ASOP interventions are part of multi-faceted programs wherever possible.

Risk management

The ASOP will adopt the ASC risk management policy and resources, which conform to the requirements of AusAID. Risks will be identified and managed at the intervention level.

Evidence based

Quality sports activities need to be built around evidence based coaching, education, sports development and sports science principles. Whilst ensuring that activities are relevant to the specific needs and contexts of targeted communities, ASOP activities will adhere to these evidence-based principles.

Performance Monitoring and Evaluation

AusAID and the ASC will jointly monitor and evaluate the effectiveness of the Australian Sports Outreach Program.

There will be a strong focus on activity level monitoring and evaluation.

Activity Level Monitoring and Evaluation

Activity level **monitoring** will *provide evidence of the extent to which planned activities were actually conducted in the manner intended*. This information will provide key activity stakeholders with an indication of the quality and efficiency of activity implementation.

Progress of detailed work plans, including inputs, outputs and tasks, will be monitored regularly as part of team meetings, field visits, internal project reviews etc. A focus on quality will be included. Information gathered will support six monthly reports submitted to AusAID.

Activity level **evaluations** will *assess whether the activities as delivered actually had the desired effect or not on the intended beneficiaries*. The evaluations will not simply assess what impacts have occurred, but why, what lessons can be learnt and how the activity might be improved.¹⁰

Activity level findings will complement the evaluations at the strategy level.¹¹

Program Strategy Level Evaluations

Program strategy level **evaluations** will *assess program strategy relevance and effectiveness by considering the efficiency of ASOP program management*.

This would look at areas such as appropriateness of partners, management efficiency, appropriateness of objectives in country contexts and the extent to which the ASOP guiding principles / approaches were abided by.

Program management evaluations will be undertaken mid program and at the end of the program.

Activity Level Monitoring and Evaluation Guiding Principles

In terms of each activity, the following monitoring and evaluation guiding principles will be followed:

¹⁰ Adapted from Sport-in-Development: A monitoring and Evaluation Manual, Professor Fred Coalter, University of Stirling, 2006

¹¹ AusAID and the ASC are cognisant of the significant challenge in aggregating activity level analysis to determine the effectiveness of the ASOP as a whole. As a result the agreed approach is to focus on the efficiency of the management of the strategy or 'quality of program implementation' at the strategy level and activity level monitoring and evaluation to provide evidence relevant to the impact and effectiveness of sport for development interventions.

- Each activity will adopt the ASOP goal as its highest level objective. Other intervention level objectives will be determined during detailed design and will be specific to the particular activity. The review and evaluation approach for each intervention will be determined during detailed design.
- Building the evidence base for the impact of sport for development on developing communities will be a key outcome of evaluation undertaken as part of each intervention.
- A focus on organisational performance, as espoused in Professor Fred Coalter's Sport for Development Monitoring and Evaluation manual¹², will underpin a process of continuous learning and improvement while providing accountability.
- With the aim of gathering meaningful impact data and, where possible, establishing a universal set of impact indicators across interventions which will help to ensure data is comparable across regions the Sport in Development Impact Assessment Tool (S-DIAT)¹³ developed by Professors Cora Burnett and Wim Hollander will be either used directly or used as a reference point when designing monitoring and evaluation activities under each intervention.
- Gender disaggregated data will be collected.
- The level of external review and research will be related to the size and budget of the intervention. The basic principle is that on larger activities there should be an allocation of at least 10% of funds to undertake reviews / research.

12 Sport-in-Development, A Monitoring and Evaluation Manual, Professor Fred Coalter, 2006

13 Sport in Development Impact Assessment Tool, Professor Cora Burnett-Low and Professor Wim Hollander, University of Johannesburg, 2006

AUSTRALIAN SPORTS OUTREACH PROGRAM ASC-AUSAID MANAGEMENT STRUCTURE

ASC Role <ul style="list-style-type: none"> - Lead Activity Designs - Manage Activity/Program implementation - Manage Activity/Program evaluations 	Joint Roles <ul style="list-style-type: none"> - Develop ASOP Strategy 	AusAID Role <ul style="list-style-type: none"> - Provide ASOP Funding - QA Processes (appraise and endorse reports) - Development related advice/assistance
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